



2021 Geared For Good

ESG REPORT



POLARIS





POLARIS **GEARED** **FOR G D**

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Note: Throughout this report we have captured images of powersports enthusiasts, customers, families and employees. All images were captured in accordance with Covid control measures in place at the time they were taken.



LETTER FROM MIKE SPEETZEN // CEO

At Polaris, we are always striving to improve how our riders access and enjoy the outdoors. That ideal has been true since our founding and is reflected still today in the idea of THINK OUTSIDE.

THINK OUTSIDE is an extension of our vision to be the global leader in powersports, representing our call to experience nature and embrace new adventures. It is reflected in the innovation we bring to the products and experiences we create and embedded in our mission of powering passion and pioneering new possibilities for all those who play, work and THINK OUTSIDE.

In 2021 we refined our overall strategy, focusing on six objectives:

- Best Customer Experience
- Inspirational Brands
- Rider Driven Innovation
- Agile and Efficient Operations
- Best Team, Best Culture
- Geared For Good

The elevation of Geared For Good, along with the continuation of Best Team, Best Culture, as key components of our corporate strategy illustrate the importance Polaris places on our responsibility to be good stewards for our industry, employees, riders, communities, and the outdoors. As the global leader in our industry, we set a high bar for ourselves, then continue to raise it.



As part of our Geared For Good objective, we introduced a new environmental, social and governance (ESG) framework in 2021. With four key areas — THINK PRODUCT, THINK PRODUCTION, THINK PLACES and THINK PEOPLE — our Geared For Good ESG Framework serves as an example of how we continue to lean in and use our leadership position to advance the future for the powersports industry now and in the years to come. It also serves as the structure of this report, helping us highlight where we are on our journey and where we plan to go next.

We continually strive for improvements across all areas, including innovation, safety, customer satisfaction, caring for our team and reducing our environmental impact. Throughout this report, you will see the progress we've made toward our goals, commitments and efforts to be good stewards for all our stakeholders. Highlights from 2021 include:

- Achieving record low safety recordable incident rates across many of our facilities and continuing our COVID-19 pandemic response efforts to help protect the health and safety of our employees.
- Beginning a five year, \$5 million partnership with the National Forest Foundation (NFF) to provide grants and project funding to support outdoor recreation and conservation work.
- Continuing our progress to build a diverse, inclusive and welcoming work environment at Polaris through our R.I.D.E. Together initiative.

- Introducing the first electric vehicle from our Zero Motorcycles partnership: the all-electric RANGER XP Kinetic.
- Conducting our latest employee engagement survey. After expanding the scope to include employees from integrated businesses, results revealed several key strengths and areas of opportunities that we will use as we focus on continuous opportunity.
- Expanding our disclosures within the SASB framework, which we started reporting against last year.

We are proud of what we have accomplished, and we know there is always more to do. This report shares our ongoing commitments across a broad range of issues, particularly those aligned with the issues most material to our key stakeholders. As we move into 2022, we will complete a new ESG materiality assessment, conclude our 2022 environmental goals, and lay out our next round of Geared For Good goals that we expect to announce in 2023.

As we look to the future, Polaris remains focused on living out our vision and values and raising the bar for ourselves and the industry.

Mike Speetzen
Chief Executive Officer (CEO)



It all started outside where two brothers and a best friend had somewhere to be and no way to get there. From this, was born the first snowmobile and our defining spirit to THINK OUTSIDE.

Be it by land or water, on-road or off, Outside is where possibility drives us. Where we push to build it better, go farther and take you there.

It's where we set new standards again and again.

Outside is not only where we work and play. It's where we find connections and ourselves, sometimes in the middle of nowhere.

Outside isn't a destination. It's an adventure, escape, an opportunity.

THINK OUTSIDE is a call to let the outside challenge what's inside you.

POLARIS
Think Outside



Polaris at a Glance

ESTABLISHED

1954

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

NYSE SYMBOL

PII

EMPLOYEES

~16,000

Globally

EMPLOYEE OWNERS

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

HEADQUARTERS

Medina

Minnesota, USA

2021 SALES

\$8.2B

US: 79%
INTERNATIONAL: 14%
CANADA: 7%

GLOBAL NETWORK

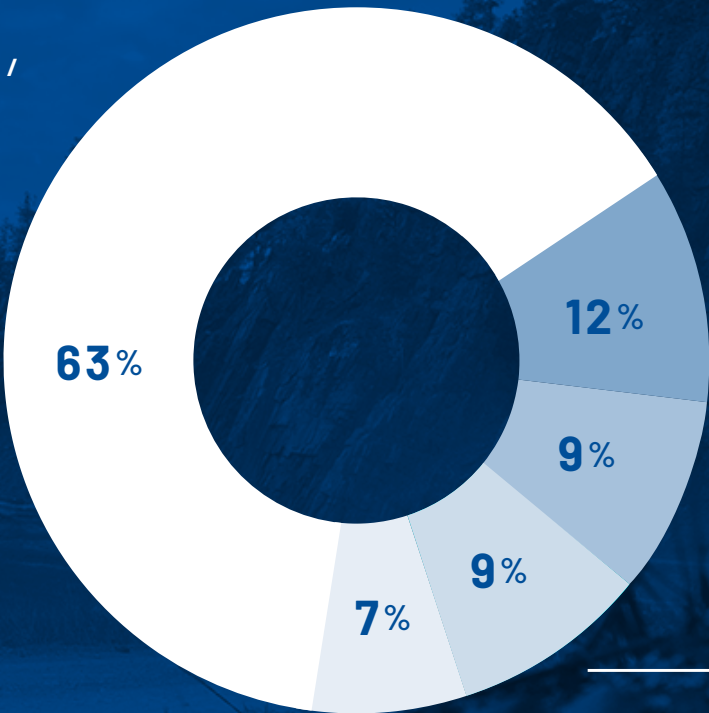
4,000+ +120

Dealers

Countries with Independent Distributors

2021 SALES BY PRODUCT

OFF-ROAD VEHICLES / SNOWMOBILES



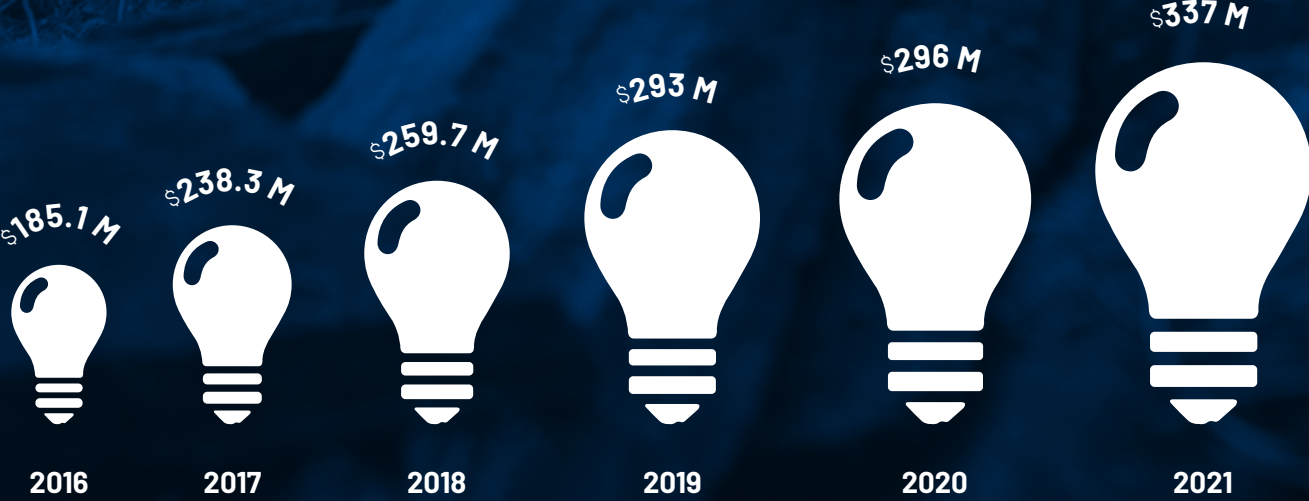
AFTERMARKET

MARINE

MOTORCYCLES

GLOBAL ADJACENT MARKETS

RESEARCH AND DEVELOPMENT



Our Brands

Polaris is the global leader in powersports. Powering passion and pioneering new possibilities for all those who play, work and **THINK OUTSIDE**.



OFF-ROAD VEHICLES

Polaris delivers the most complete lineup of customizable side-by-side, ATVs and single-seat vehicles.



ON-ROAD VEHICLES*

Polaris offers motorcycles, three-wheeled open-air roadsters, all-electric personal transportation vehicles and small lightweight vehicles.



SNOW VEHICLES

Polaris is an industry leader in snowmobiles and snowbikes.



COMMERCIAL, GOVERNMENT AND DEFENSE

Polaris offers a wide range of utility and passenger vehicles to fit the needs of commercial, government and military applications.



MARINE

The Polaris product portfolio features a lineup of highly recognizable pontoon, deck and cruiser boat brands.



AFTERMARKET

Polaris offers engineered parts, garments and accessories, along with other aftermarket brands for the ATV, SXS, UTV and automotive industries.



POLARIS ADVENTURES

With Polaris Adventures and Indian Motorcycle Rentals, consumers can experience the outdoors on a Polaris vehicle without owning one.



RIDER TECHNOLOGY

Polaris technology helps riders plan, track and share ride information.



*Polaris divested in the GEM and Taylor-Dunn businesses in the fourth quarter of 2021. Goupil and Aixam became part of On Road in the first quarter of 2022.



Materiality

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. Given our learnings over the last three years and the growth of Polaris, we will be conducting a new assessment in 2022 to determine the topics that continue to be material to our organization. We will use the results of that assessment to inform our priorities as we continue moving forward on our ESG journey.



BSR®

We partnered with BSR, a global leader in sustainable business consulting focused on helping companies develop sustainable strategies and translate them into action. BSR's support to Polaris included assessment of key issues and our approach to sustainability reporting.



Product Use & Safety



Product Innovation



Customer Satisfaction



Responsible Marketing & Communications



Land & Water Impact



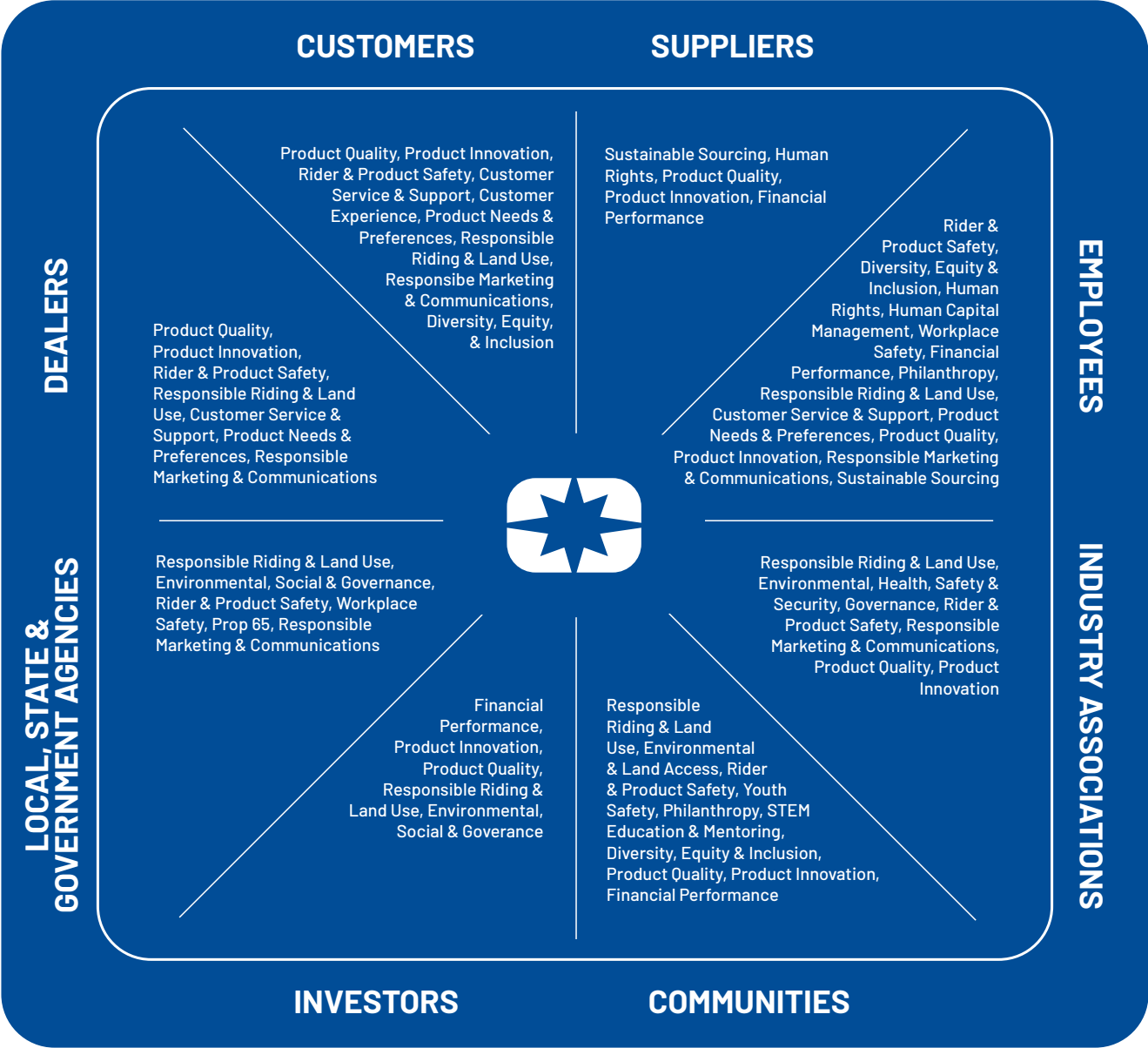
Responsible Supply Chain Management



Talent Attraction, Retention & Development

Stakeholder Engagement

We engage with stakeholders to share continuous improvement on shared issues in line with our Geared For Good strategy.



GEARED FOR GOOD ESG FRAMEWORK

In support of our mission and vision, the Geared For Good ESG Framework factors in topics found through our corporate responsibility materiality assessment and ESG standards, as part of our corporate strategy.



OUR VISION

Global Leader in Powersports

OUR MISSION

Powering passion and pioneering new possibilities for all those who play, work and THINK OUTSIDE

ESG Approach

Our approach to managing environmental, social and governance (ESG) issues across our value chain is guided by:

- Our focus on issues identified as important by our stakeholders through our ESG materiality assessment
- Our Geared For Good ESG Framework
- Our commitment to good governance

Our Geared For Good strategy pushes us to be good stewards for the industry, our employees, riders, communities and the outdoors. In 2021, we introduced a new framework intended to drive clarity both internally and externally about our focus areas and efforts.

POLARIS CORPORATE RESPONSIBILITY GOVERNANCE

Through good governance, we build confidence that Polaris is winning the right way and making strategic decisions that facilitate long-term growth while upholding our commitment to corporate responsibility and sustainability. Our [2022 Proxy Statement](#) provides information on Board Governance and compensation practices. Details about our Code of Conduct, Board structure and governing policies are published in the [Governance Section](#) of our Investor Relations website.

View our [Corporate Governance Guidelines](#).

POLARIS CORPORATE RESPONSIBILITY GOVERNANCE

CORPORATE RESPONSIBILITY COMMITTEE (CRC)

- CEO
- EVP of Global Operations, Engineering & Lean
- CFO & EVP Finance & Corporate Development
- Chief Product Excellence, Quality & Safety Officer
- Chief Customer Growth Officer
- SVP, General Counsel and Corporate Secretary (CRC Chair)**
- SVP and Chief Human Resources Officer
- SVP and Chief Digital & Information Technology Officer
- President, Off Road Vehicles
- VP, Investor Relations
- VP, International - EMEA
- VP, Polaris Slingshot

The CRC Chair represents the CRC to the Board of Directors Corporate Nominating and Governance Committee.

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 Chair. The Board believes that an effective leadership structure could be achieved either by combining or separating the Chair and Chief Executive Officer positions. Our Board has adopted Corporate Governance Guidelines covering topics including director selection and qualification, director responsibilities and operation of the Board, director access to management and independent advisors, succession planning, and the annual evaluations of the Board.

In 2021, the Board took the following actions: Enhanced the Board and Committee self-evaluation process, including the retention of a third-party independent consultant to conduct a Board evaluation; developed and included a detailed skills matrix to transparently reflect the skills and experiences of our Board which support our strategies; and appointed a highly qualified diverse

director with deep experience in dealer networks and marketing. 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.

Risk Oversight and Board Committees

Our full Board has responsibility for overseeing the company's overall approach to risk management and is actively engaged in addressing the most significant risks facing the company. While the Board and its Committees oversee key risk areas, the company's management is responsible for day-to-day risk management identification and mitigation, as well as bringing to the Board emerging risks and highlighting the top enterprise risks. We have four standing Board Committees: Audit, Compensation, Corporate Governance and Nominating, and Technology and Innovation. 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 or in our [2022 Proxy Statement](#).

Enterprise Risk Management Process

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. Internal audit presents the ERM conclusions to the Audit Committee. As appropriate, key risks are then discussed by the Board. The company maintains regular internal risk management meetings, assigns operating risk owners with accountability for specific risk management activities, promulgates its Code of Conduct (which is approved by the Board), and maintains a strong legal department and ethics and compliance office and a comprehensive internal and external audit process.

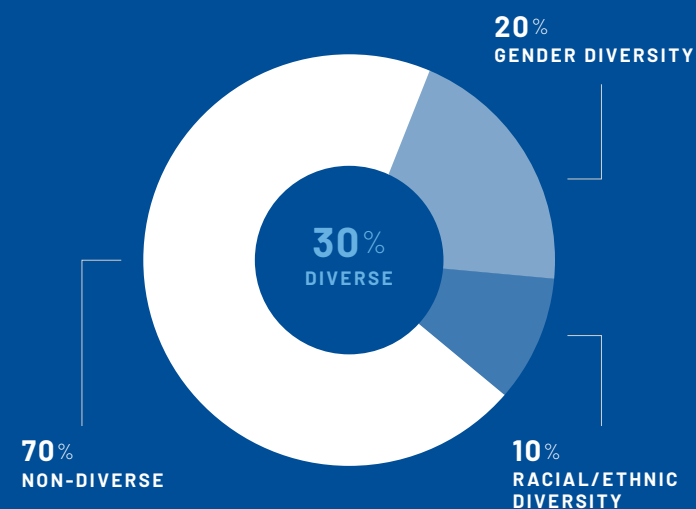
*The Polaris Board of Directors included eight independent directors from April 2021 to July 2021 when Darryl Jackson joined bringing that number to nine.



Corporate Responsibility Committee

The Polaris Corporate Responsibility Committee (CRC) oversees and executes the company's Geared For Good strategy. The CRC also assists the company's Board of Directors in evaluating the impact these matters have on the company's business, strategies, operations, performance and reputation. Through the CRC, we work to incorporate the elements of our [Geared For Good Strategy](#) — being good stewards for the industry, our riders, our communities and the outdoors — across each Polaris function and global business unit. Our CRC includes senior executives from across the company and provides leadership of the company's sustainability initiatives together with the Corporate Governance and Nominating Committee of the Board. View our [Corporate Responsibility Committee Charter](#). Additional details about leadership and policies related to specific corporate responsibility issues are included in the relevant sections of this report.

POLARIS BOARD OF DIRECTORS DIVERSITY



LEADERSHIP

We focus on increasing diversity, equity and inclusion in our workplace culture, customer growth and community engagement with the involvement of our Human Resources, Customer Growth and Engagement teams. We also recognize the value and strategic importance of Board diversity; our current Board of Directors is 30% diverse.

Report Scope

This report describes our commitments, goals, programs and performance across a broad range of issues. The report is structured to align with our Geared for Good ESG Framework. Abbreviated terms are spelled out on first reference and also listed in the Glossary portion of the Appendix. The report covers the company's global operations in fiscal 2021, ending December 31, 2021, except where noted otherwise. Unless otherwise noted, data in this report is not externally verified and may occasionally be restated due to improvements in data collection methodology. Actual results may vary significantly from expectations expressed or implied in the report; undue reliance should not be placed on forward-looking statements. This report references the [Sustainability Accounting Standards Board \(SASB\)](#) Automobile Industry framework, as well as expanded information from the Industrial Machinery and Goods framework.

We welcome engagement on these topics and can be reached at GearedForGood@polaris.com.



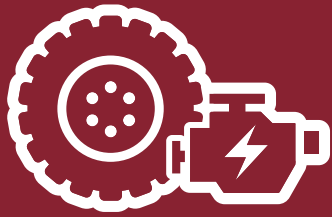
2021 Recognition





THINK PRODUCT





THINK PRODUCT

Designing products and technologies with focus on customer satisfaction, safety, and environmental impact

IN THIS SECTION:

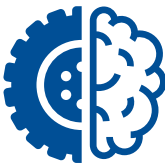
- Product Safety and Quality
- Innovation
- Supporting Our Customers



MATERIAL TOPICS



Product Use & Safety



Product Innovation



Customer Satisfaction



Responsible Marketing & Communications

Product Safety and Quality



Q&A WITH CHRIS WOLF, CHIEF PRODUCT EXCELLENCE, QUALITY AND SAFETY OFFICER

Q: Chris, you were appointed to this new role in May of 2021. Where is your focus when it comes to helping to further advance Polaris’ ability to consistently deliver safe, high-quality vehicles?

A: We are focusing on product excellence by designing and building products that are the most desirable, the most satisfying to own and the most trusted in each of our segments. Trust is something we earn through reliable performance and consistently delivering the levels of

durability and capability our customers expect — resulting in loyalty over time. Over the past five years, we’ve been building momentum and making dramatic improvements to further strengthen our quality culture. The processes and systems we have in place are rigorous and subject to continuous improvement; our sharpened focus on product excellence provides motivation for better execution. Our people really want to do the right thing for our customers, and it shows. →



Q&A WITH CHRIS WOLF (CONTINUED)

Q: How does safety and quality come to life at Polaris?

A: Quality and safety is at the core of everything we do, beginning with the customer insights that drive product development all the way through to the customer loyalty we earn as people experience our vehicles and everything in between — how we design, source, build, ship and service our products. We intentionally deploy our Quality Operating System in a way that addresses the needs of each of our global business units so they, in turn, can take better care of our customers. While my team plays a critical role, safety and quality at Polaris is a part of everyone’s job. Our operating system is supported by our “I DECIDE” culture that helps each employee understand how what they do in their job every day and the decisions they make mesh with other

points in the process and ultimately affect customers.

Q: How do you measure progress?

A: We review our product excellence, quality and safety metrics regularly across the organization. We measure our progress in terms of desirability, satisfaction and trust validated with market data. That information, combined with our warranty metrics, insights from our post-sales surveillance process, and the technologies we deploy in the field when repairing vehicles all show steady progress.

Q: Looking ahead, what emerging issues do you see and how are you preparing for the future?

A: Polaris has grown dramatically over the past 67 years from a regional company to the global leader in powersports. With customers all around the world, we have

a lot of customer data. We’re focusing on how to translate that knowledge into our quality improvement process and operating systems to support our rider driven approach. Ultimately, we need to meet the needs of a more diverse customer base, including many who are new to powersports.

Our supply chains are also global, and the COVID-19 pandemic has further elevated the importance of supplier quality as we adapt to shortages. As we look ahead, it is important to align our product excellence strategy with where the business is going. Electrification is a great example. Electrified vehicles bring new capabilities along with new things our dealers and consumers need to learn. We want the process of purchasing, buying, owning, riding and servicing those products to be safe and truly satisfying for consumers.

Goal

Our goal is to deliver uncompromised product safety and quality that meets or exceeds our customers’ expectations. We seek to make product safety and quality a competitive advantage and accelerate how we deliver on our commitment to product excellence across all our brands and businesses globally.

Approach

By leveraging our talent and expertise, organizational strengths and infrastructure, we work to deliver industry leading results that go above and beyond what our customers expect. Polaris is focused on continuing to improve our safety and quality processes, enabling our teams to be their best, preventing safety issues and addressing concerns when raised.

I DECIDE QUALITY

I DECIDE QUALITY 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. Also, serves as a forum for team to bring forward new improvements.

QUALITY OPERATING SYSTEM AND I DECIDE QUALITY CULTURE

As detailed in our Polaris Quality Operating System, we continually monitor our processes to identify opportunities to improve and most importantly, to prevent product issues. By leveraging our I DECIDE QUALITY culture, processes and systems, we aim to deliver industry-leading results that delight customers. The Polaris Quality Operating System is patterned after globally recognized industry standards ISO9001:2015 and IATF16949:2016 and details various elements related to safety and quality, including senior management oversight, safety standards, training initiatives, testing procedures and audit procedures. While not an exhaustive source, this summary of our Quality Operating System provides an overview of how product safety and quality is governed at Polaris.

EXTERNAL INSIGHT AND EXPERTISE

About AIAG

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. Through AIAG, we bring best practices and relevant trainings to our organization, allowing us to build competencies and align our processes with proven industry solutions.

About Gartner

Polaris partnered with [Gartner](#) for their expert guidance and actionable, objective insights. Their review of our quality and supply chain processes and systems provided an external lens, verifying that we are doing the right things and confirming we’ve identified the proper areas to continue improving and remain best in class.

Progress

We continue to refine our safety and quality processes, including collaboration with [AIAG](#) and [Gartner](#). We partnered with Gartner in late 2020 and throughout 2021 to facilitate a review of our quality and supply chain processes, systems and strategies. Their findings validated the places where we are on the right track and areas we had identified internally for continuous improvements.

Next Steps

In 2022, we will bring together the tools and data capabilities we have been working on to continue meeting and exceeding customer safety and quality expectations across the globe. Our ongoing work to improve and enhance our robust quality operating system that leverages data, tools and people helps us deliver on product excellence and accountability.

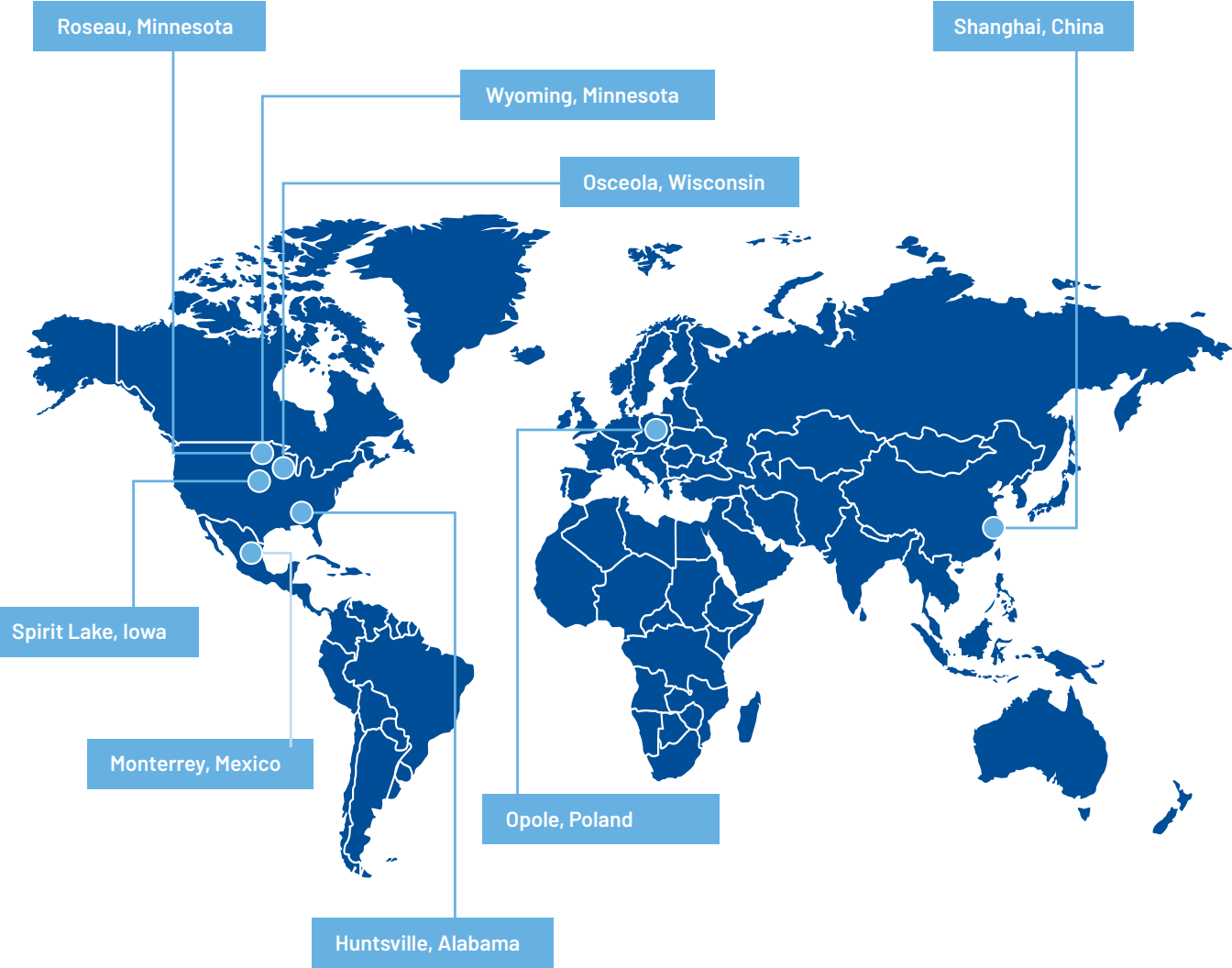
QUALITY STAR AWARDS

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. Throughout 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, 381 employees from locations around the world were nominated for their contributions to quality and safety at Polaris. These individuals reinforce our commitment to our customers by raising their hand, making a difficult decision, or taking an action that exemplifies our safety, ethics and quality culture.



2021 Quality Star Award winners by facility location



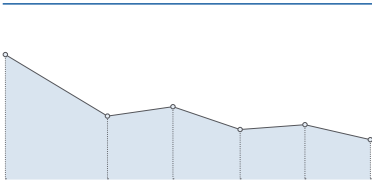
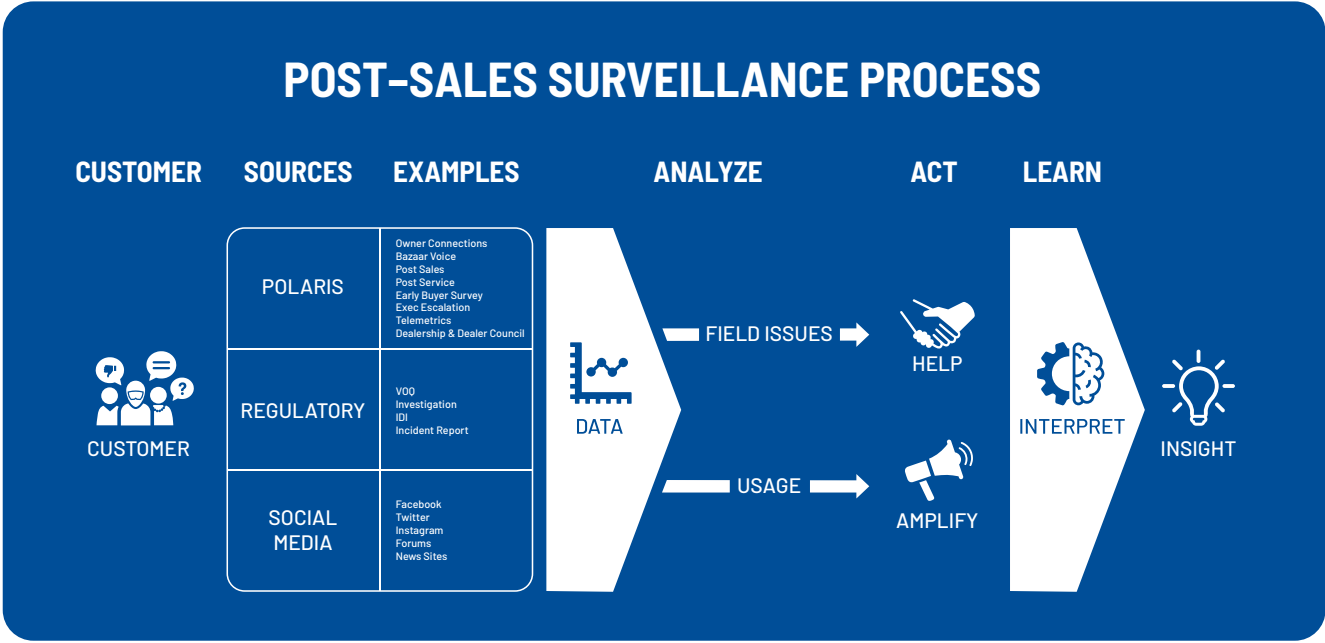
SAFETY AND QUALITY POST-PURCHASE

Approach

Polaris monitors safety and quality signals and trends through our Post-Sales Surveillance (PSS) systems and processes. After vehicles are sold, our PSS team uses a variety of technologies to detect safety and quality signals and trends, then analyzes those inputs based on internal expertise, field data and advanced algorithms. We also promote the use of safe and responsible riding practices by everyone who owns and operates our vehicles. For additional information on our rider safety efforts, see the [THINK PEOPLE](#) section of this report.

Process

Once a signal or trend is identified, our Product Action Policy defines how we will investigate potential compliance safety-related matters and elevate them for further action if necessary. The policy clearly defines the cross-functional team, including signatories, to drive accountability.



75%

DECREASE IN THE NUMBER OF IMPACTED UNITS IN PRODUCT RECALLS (SAFETY, SERVICE, EMISSIONS BULLETINS) FROM 2016 - 2021.

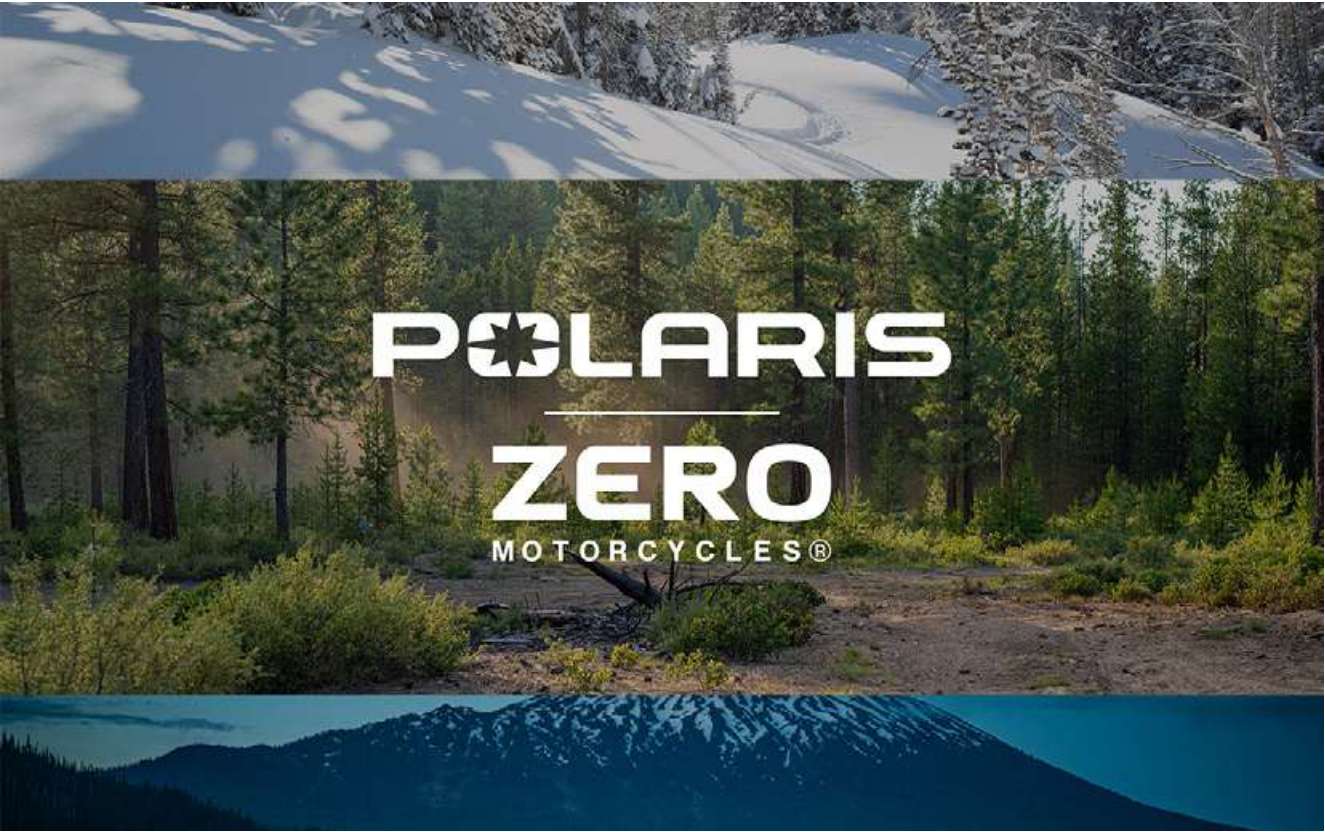
Progress

The PSS team works to enable early detection of potential issues and minimize the impact on customers. Calls to our safety claim phone line (651-408-7205) provide another data point for information.

In 2021, we:

- Enhanced traceability processes to decrease the number of potential vehicles impacted in the event of a recall. A digital twin system documents key safety elements for each vehicle before it goes to market through a series of production line photos. This information is stored, along with the vehicle identification number, and can be referenced if it comes back to PSS to help determine appropriate next steps.

- Utilized neural networks to automate processes for spotting subtle anomalies on the production line. Using computers to review photos helps decrease the potential for human error and provides a high rate of confidence in how the product was built.
- Continued to improve our product action process for making decisions on potential signals from products in the field – reducing the response time by 62%.
- Implemented an electronic customer questionnaire for safety claim incidents, providing an easy, convenient way for a customer to share details and enable keyword search capabilities for us to better identify and address potential issues.



Innovation

Goal

It all starts with the rider. Our goal is to create innovative, rider driven and industry first products and technologies.

Approach

For 67 years, Polaris has continued to define, redefine and then set the standard for our industry when it comes to the products we deliver for our customers. To do so, we invest in research and development projects across brands and sectors to improve how our customers work and play outdoors. Our rider driven

approach includes gathering insights that give us a deep understanding about our riders’ experiences. We use those insights to develop high-quality solutions.

Progress

We advanced innovation across our portfolio in 2021, including the introduction of 30 new vehicles and nearly 500 new powersports accessories. 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.

EXTERNAL INSIGHT AND EXPERTISE: ZERO MOTORCYCLES

Through our 10-year exclusive partnership in ORVs and snowmobiles with Zero Motorcycles, a global leader in electric motorcycle powertrains and technology, Polaris is advancing our electric offerings.

ELECTRIFICATION

Polaris has 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 ramped up our exclusive off-road vehicle (ORV) and snowmobile partnership with [Zero Motorcycles](#) in 2021, debuting our

first vehicle from the partnership — the electric [RANGER XP Kinetic](#) — in late 2021. In addition, Indian Motorcycle introduced a new electric youth bike, the [Indian Motorcycle eFTR Mini](#). Polaris also announced an agreement with [Qmerit](#) in 2021 to provide a simple, convenient home charging installation service solution for Polaris customers in the United States.

ELECTRIFICATION (CONTINUED)

At Polaris, it isn’t just about building electric powersports vehicles — it’s about delivering the best riding experience. Every vehicle we design, build and bring to market starts with understanding the needs and wants of our riders, so that we can deliver the value and performance our customers expect from a Polaris vehicle. The same is true for our approach with electric. There are many

benefits to electric powertrain technology, from acceleration and control, to quieter operations and zero emissions.

We are testing electric prototypes broadly across our product platforms, but will commercialize purposefully where electrification improves the customer experience.

ELECTRIC PRODUCT SPOTLIGHT

New vehicles introduced in 2021.



Qmerit

EXTERNAL INSIGHT AND EXPERTISE: QMERIT

We partnered with [Qmerit](#), a leader in green energy transformation, to provide home charging solutions for customers with electric vehicles.

RANGER XP KINETIC

Establishing a new standard for UTV performance and productivity, the [RANGER XP Kinetic](#) boasts:

- Industry-leading horsepower and torque, offering both power and control
- The most advanced drivetrain with fewer moving parts, helping decrease maintenance costs and increase uptime and productivity
- A clean and quiet electric powertrain motor, delivering smooth, precise control at low speeds

Convenient charging options are designed to fit specific customer needs. The vehicle comes standard with a combined Level 1/ Level 2 EV charge cord that allows owners to charge from a 120V or 240V outlet.

INDIAN EFTR MINI

In 2021, Indian Motorcycle expanded its electric youth bike offering with the introduction of the [eFTR Mini](#), uniquely suited for smaller, entry-level riders. Twenty percent smaller and 50% lighter than the eFTR Jr, the new eFTR Mini delivers a more accessible and approachable offering for children learning to ride.

Designed around a proven electric powertrain, its 24-volt rechargeable battery runs up to 30 minutes and speeds range from 10 to 14 mph. A strong steel tube frame provides a solid foundation for beginning riders, and a rear brake offers premium stopping power.



POLARIS RIDE COMMAND AND CONNECTED TECHNOLOGY

Our RIDE COMMAND technology supports a better, safer riding experience by allowing riders to connect with others to plan routes, track rides, maintain contact while riding, share experiences and foster community.

RIDE COMMAND keeps riders connected and on course, with features including:

- A seven-inch, glove-touch, on-vehicle infotainment system featuring GPS navigation and waypoints, letting riders save specific destinations and follow a guided route, even outside of cell range
- Group Ride, allowing riders to explore separately while keeping track of each other
- Follow the Leader, letting a designated leader leave a digital track for others to follow
- **New in 2021:** Group text functionality in RIDE COMMAND-equipped vehicles, allowing for communication between riders without cell service
- **New in 2021:** Off-road planning system upgrades, including point-to-point capabilities, including along a user's own tracks — a first in the industry — and expanded functionality including both web and mobile accessibility

See the [THINK PEOPLE](#) section for more information about rider-driven features included in RIDE COMMAND technology.

POLARIS RIDE COMMAND

1 million miles

In 2021, RIDE COMMAND achieved one million miles of curated off-road and snowmobile trail data within the platform — the most of any off-road or snowmobile trail app — well before expected and ahead of our goal.

Next Steps

We are focused on how to improve the riding experience for our customers and finding ways to enable customers to [THINK OUTSIDE](#). For example, in addition to the GPS navigation, wayfinding and community aspects of RIDE COMMAND, RIDE COMMAND+ provides added peace of mind with increased vehicle control and connectivity, including access to vehicle health and diagnostics and the ability for owners to locate and keep tabs on their vehicles from anywhere.

The RIDE COMMAND team continues to work on new features for the platform, one of which will highlight open area boundaries to help riders understand where they can and can't ride. We are working with partners and local clubs to build out and improve the data on the platform to help individuals ride safely, be good stewards of the environment and access information on conditions in certain areas. A new web Trail Manager portal is also near completion, providing more robust functionality and capabilities for managing trail data.

In addition, we are helping owners stay on top of repairs and avoid unexpected down time through vehicle connectivity that provides timely diagnostics and a vehicle-specific maintenance schedule. We also are upgrading bump and geofence location alerts that let riders know instantly if their vehicle is moved or taken from a property.

POLARIS RIDE COMMAND IN 2021

425,000

APP DOWNLOADS (22% INCREASE YEAR-OVER-YEAR)

1+ million

ACTIVE USERS (APP AND WEB; 27% INCREASE YEAR-OVER-YEAR)

400,000+

MILES OF TRAILS ADDED

POLARIS RIDE COMMAND IN 2021

547,000

TRACKED RIDES

1.14 million

HOURS OF GROUP RIDING

285% increase

IN NAVIGATION USE FOLLOWING LAUNCH OF NEW POINT-TO-POINT FUNCTIONALITY

INNOVATION HIGHLIGHTS

We introduced a variety of new products, features and partnerships in 2021 to advance rider experience and safety while reducing environmental impact.



Helmet Aware TECHNOLOGY

The new RZR 200 EFI provides a new standard for youth riding, with exclusive safety innovations like Youth RIDE CONTROL with speed limited capabilities, geofencing and the all-new Helmet Aware technology – all controlled through the RIDE COMMAND app. Helmet Aware features a Bluetooth beacon that attaches to the rider’s helmet and allows parents to pre-set vehicle safety controls via RIDE COMMAND as the helmet and beacon move in and out of vehicle gauge range, including starting capabilities, speed limits and warning alerts. Ride boundaries can also be set and controlled by setting a geofenced area within the app.



NFC Tag

We began installing a near-field communication (NFC) tag under the new Polaris hood emblem in 2021. This allows owners to locate their vehicle’s 17-digit Vehicle Identification Number (VIN) in any environmental condition, providing easier access to VIN-specific information like owner’s manuals, model details, bulletins and safety recalls. Using the NFC tag, owners can easily add a new vehicle to the RIDE COMMAND app or to their Polaris Garage with a tap of their phone.



Bennington Bowrider

The industry’s first bowrider-style pontoon was brought to life with breakthrough engineering and a customer focused mindset. By dropping the front of the pontoon, we increased driver sightlines making the pontoon easier to drive and dock while bringing riders closer to the water for an optimum experience everyone can see and feel.



Slingshot Auto Drive

Building off the launch of the automated manual transmission in 2020, we improved automatic shifting as well as added paddle shifters to our Slingshot vehicles in 2021 in order to better match the needs and experience of a variety of customers. We will build on these enhancements in 2022 with additional refinement of the automated manual transmission to provide a thrilling, responsive Slingshot driving experience.



Polaris Adventures SELECT

We introduced Polaris Adventures SELECT, a subscription membership that gives riders opportunities to experience a variety of our vehicles close to home or as they travel.



Goupil C02 Vehicle Emissions Credit Agreement

In 2021, Goupil, leading manufacturer of electric utility vehicles, formed an open pool with other major European light commercial vehicle manufacturers for the purpose of reaching EU CO2 emissions standard. This allowed Goupil to get a credit for its zero emissions vehicles sales.



Supporting Our Customers

Goal

Our goal is to support our customers throughout their ownership journey by gaining their insights on offerings, products and services, helping customers improve their knowledge of and experience with Polaris products, and welcoming new customers to powersports.

Approach

The voices and perspectives of potential and existing customers guide what we do at Polaris. Teams across Polaris – from service to digital, from engineering to

legal – work to develop new resources to help customers [THINK OUTSIDE](#). By infusing customer insights into our day-to-day processes and decisions, we work to understand what different customers and prospects want and need, how they prefer to hear from us, who they are and what they think about Polaris. Our owner communities – including the Snow Ambassadors, Polaris Owners Council and Indian Motorcycle Riders Group (IMRG) – are part of our rider driven approach. We continually look for ways to invite more people to experience powersports, both through rider communities and through

services that go beyond the traditional vehicle ownership model. We also work hard to provide consumers with the information they need to use our products in a safe and responsible manner.

Progress

In 2021 we pushed our business forward by delivering satisfaction and advance knowledge to customers, continued to enhance the owner experience, and invited existing and new customers to experience powersports in ways that fit their needs.

CUSTOMER EXPERIENCE

Customer Satisfaction

- Focus groups
- Feedback surveys
- Benchmarking

Customer Knowledge

- Help Center articles
- DIY videos
- Podcasts

Owner Experience

- Polaris RideReady
- Polaris Account

Customer Growth Initiatives

- National Bikers Roundup
- Empowersports Women’s Council
- International Female Ride Day
- Ambassadors and Riders Groups
- Customer Purchase

Responsible Marketing and CommunicationS

- Marketing Guidelines
- Owner’s Manuals

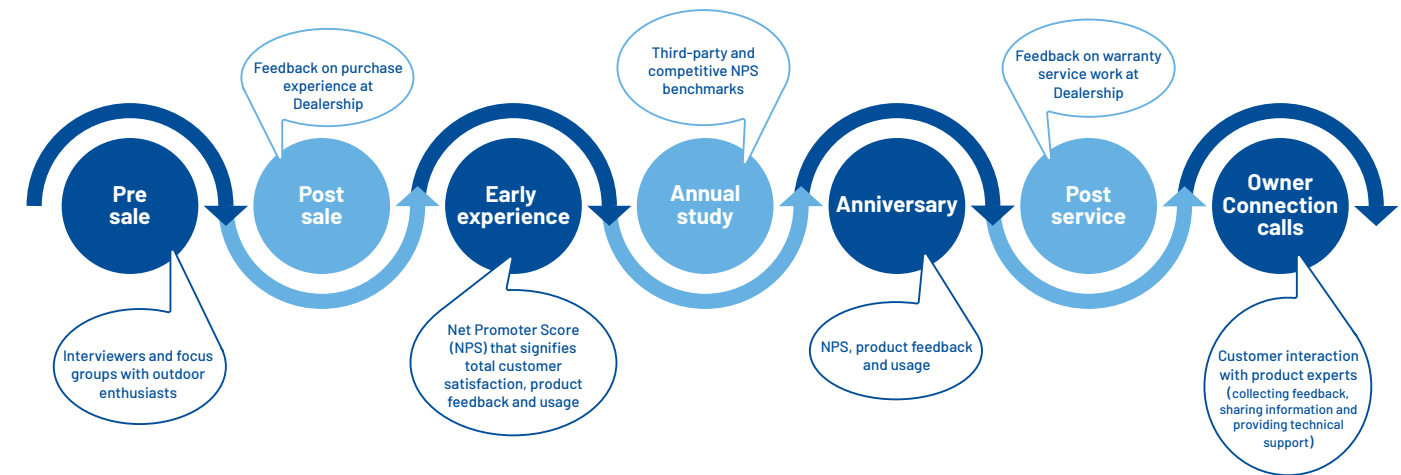
CUSTOMER EXPERIENCE

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, our approach enables us to monitor and listen after products are in the market and purchased by consumers. To assist in collecting customers' perspective, we use our 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. Polaris receives more than 200,000 customer satisfaction feedback surveys each year through six different programs, with feedback coming in from up to 14 countries. We used that feedback in 2021 to continue improving our processes, products and services.

LISTENING TO CUSTOMERS

Your voices matter before, during and post sale. Here are just a few of the ways that we listen to your feedback.



CUSTOMER KNOWLEDGE AND SELF-HELP RESOURCES

Our Help Center Team produces engaging and informative content, including website articles, do-it-yourself videos and Polaris Podcast episodes designed to help owners further understand, maintain and enjoy their vehicles. A variety of resources are available to help owners at each stage of their journey:

- **Help Center Articles:** More than 2,000 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 2021, the articles garnered over 2.4 million views, increasing 18% from the previous year.

- **DIY Videos:** We create videos that cover maintenance procedures, light repair and accessory installation on models in each of our core product lines. Videos can be found on our product lines' YouTube channels, websites, Help Centers and customer accounts. To date, the videos have over 3.3 million views on YouTube, growing 37% in 2021, with new content filmed weekly.
- **Polaris Podcast:** With a focus on educating, encouraging and entertaining listeners, the Polaris Podcast publishes two new episodes each month. The podcast averages hundreds of downloads per week and has been downloaded in 85 countries across six continents.



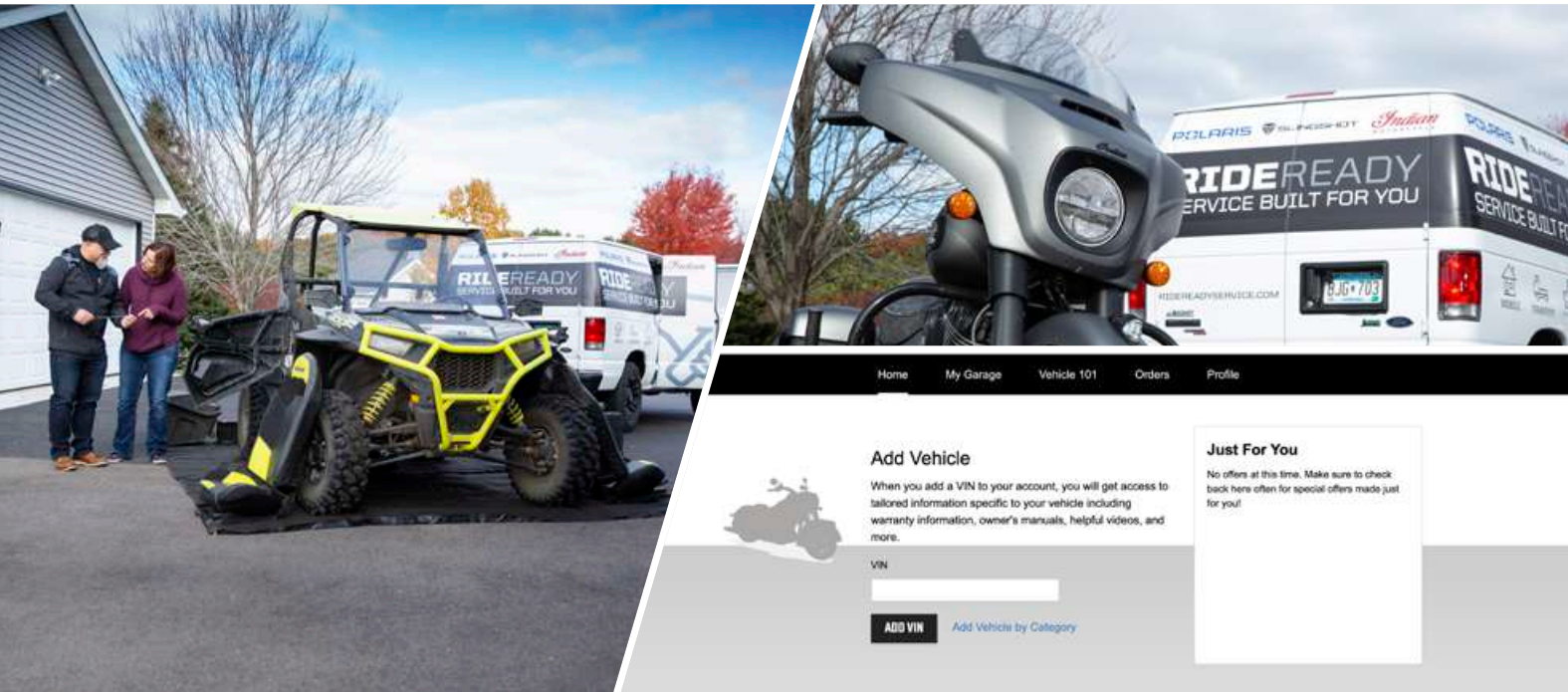
[Help Center Articles](#)



[DIY Videos](#)



[Polaris Podcast](#)



OWNER EXPERIENCE

We help make the experience of owning a Polaris vehicle more seamless through our RideReady service scheduling platform and My Account system.

POLARIS
RIDEREADY

POLARIS RIDEREADY

Servicing vehicles enables rider safety to make that aspect of the ownership experience more convenient, we launched RideReady in 2020, an industry-leading, on-demand digital platform built to make servicing and maintaining off-road vehicles, snowmobiles and motorcycles easier. RideReady provides 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 use RideReady to schedule a traditional service appointment with participating dealers. Select RideReady dealers offer transportation and mobile services to provide customers flexibility in getting service for their vehicle.

We increased the number of RideReady participating dealers to nearly 300,

expanded to Canada and continued to add platform features to make service easier for customers in 2021. Overall platform usage increased and customer satisfaction went up 10% from 2020. Further enhancements to improve the RideReady customer experience and expand dealer participation are planned for 2022.

POLARIS ACCOUNT

We make the Polaris ownership experience easier for customers through Polaris Account, a personalized experience that streamlines each customer's 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. We added new Account features in 2021, such as the vehicle order tracker, and continued to see growth in customers' use of Polaris Account. Users are increasingly logging in when visiting Polaris websites and apps.

POLARIS ACCOUNT STATS:

28%

INCREASE IN POLARIS ACCOUNTS
(VS. 2020)

8.1

MEDALLIA CUSTOMER SATISFACTION

100%

INCREASE IN DAILY USERS



CUSTOMER GROWTH INITIATIVES

Q&A WITH PAM KERMISCH, CHIEF CUSTOMER GROWTH OFFICER

Q: Where is Polaris focusing its attention to drive customer growth?

A: Customer needs are ever-changing, so we talk to our existing customers, see how they are using our vehicles and get their insights into how we can make our products even better. We also listen to prospective customers to learn what matters most to them. Access to our products is another focus area for us. We have multiple business models that provide a great opportunity for people to experience our vehicles for the first time and repeat that experience by renting vehicles through Polaris Adventures, available through nearly 200 outfitters and affiliates across the U.S. In 2021, we introduced [Polaris Adventures SELECT](#), a subscription membership with more opportunities to try a variety of our products close to home or as they travel. These models allow us to invite new customers to experience adventure on- or off-road, in snow, mud, dirt or dunes.

Q: What steps is Polaris taking to expand the presence and inclusion of female riders?

A: Females have always been a big part of the riding community but women are not always listed on vehicle registrations, so their participation is often undercounted. We are working to broaden the opportunities for female riders. We support International Female Ride Day to help cultivate strong riding communities.

Through the Empowersports Women's Riding Council, we listen and learn what they love and what resonates with them. We've also invested in researching and designing vehicles and accessories that have the right ergonomic fit and features that appeal to female riders.

Q: How is Polaris welcoming a more diverse customer base that is new to powersports?

A: Everything we do starts with understanding our customers and potential customers and developing amazing products based on real customer needs. We are passionate about learning and not making assumptions; we want to design and deliver products that are relevant and resonate with each audience. We have worked to make our consumer research more inclusive and have conducted targeted research to gain valuable insights from diverse riders. We know that who you are — your age, gender, race, ethnicity and prior experience with powersports — affects not only your preferences for style and functionality, but also your approach when shopping for and owning a vehicle, so we talk to people, find out what interests them and observe how they interact with our products. We're helping to bring our dealers along on this learning journey by providing training so they are prepared to welcome and support all types of customers in the best way possible.



CUSTOMER GROWTH INITIATIVES (CONTINUED)

Goal

Our goal is to engage with current customers and welcome new riders to experience powersports through targeted programs, partnerships and participation models beyond vehicle ownership. We aim to increase our customer base by 50 percent over the next 10 years — by 2031.

Approach

With a portfolio of more than 30 brands, we are focused on designing vehicles 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 and new riders in both broad, large-scale settings and smaller, more targeted initiatives.

Progress

Over the last two years, Polaris has increased its customer base by 16%, representing strong new customer growth efforts with more new Polaris customers added in 2021 than in 2020. To help our new customers feel comfortable and connected, we implemented efforts to build their knowledge and confidence.

These strategies include:

- Understanding new and diverse customers and their attitudes, values and beliefs regarding powersports and outdoor recreation.
- Developing creative and messaging focused on reaching new and diverse customers;
 - Utilizing appropriate messaging to connect with each unique customer segment.
 - 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.

16%

CUSTOMER BASE GROWTH OVER
LAST TWO YEARS

70%

OF OUR SALES IN 2021 CAME FROM
CUSTOMERS WHO ARE NEW TO POLARIS



Understand
Our Customers



Increase
Accessibility



Authentic
Commitment



Dedicated
Focus

NATIONAL BIKERS
ROUNDUP 2021

Polaris’ Customer Engagement and Growth Team and a group of employee volunteers participated in the [National Bikers Roundup](#) on August 10, 2021, at the Georgia National Fairgrounds in Perry, Georgia. Drawing more than 20,000 attendees, the event — organized by a group of Black motorcycle clubs — is the largest camping motorcycle rally in the U.S. and serves to unite the Black motorcycle community and promote camaraderie.

As the lead sponsor of the event, the Polaris team engaged with attendees for five days, providing demo rides on Indian Motorcycles and Slingshots and showcasing the Sportsman, RZR, and RANGER models from the ORV fleet.

POLARIS ADVENTURES SELECT

As more people turned to the outdoors for new experiences, we launched [Polaris Adventures SELECT](#) — a premium monthly membership program that makes it easier for a wider variety of people to experience riding, both off road and on, without having to make the commitment of vehicle ownership. Introduced as a pilot program in the greater Phoenix area in January 2021, members can choose from one of three subscription levels and redeem credits for vehicle rentals in Arizona, Southern Utah and Las Vegas, Nevada. Polaris Adventures SELECT builds upon our [Polaris Adventures](#) program that has nearly 200 locations nationwide.

Next Steps

We will continue to expand Polaris Adventures Select to additional states in 2022. Our Customer Engagement and Growth team also partnered with dealers to create great experiences for customers in key growth segments. Learn more in the Supporting Our Dealers content in the [THINK PEOPLE](#) section of this report.



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

EMPOWERSPORTS WOMEN'S RIDING COUNCIL

The increasing presence of women in powersports is an industrywide 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 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 and demystifying riding for more women.

Next Steps

In March 2022, we launched the Empowersports Diverse Riding Council, a group of 16 passionate, trailblazing multicultural riders who bring their perspectives and insights to the powersports space. These riders will be advocates for building community, sparking adventure and fostering safety when riding. The council will meet regularly with Polaris leaders to help build a deeper understanding of a broader array of customers.



With several years of experience in the powersports industry, I can honestly say that my partnership with Polaris has been nothing short of incredible. The Polaris Empowersports Women's Council has not only cultivated friendships, but it has made a significant and necessary step in the direction of supporting women in the powersports industry – the leading force of motorsport consumers. I'd like to thank Polaris for our partnership and for being the driving force for women in powersports.



– KELLY YAZDI, CEO, RIDE WILD,
POLARIS EMPOWERSPORTS WOMEN'S
COUNCIL MEMBER, POLARIS
ADVENTURES AMBASSADOR



INTERNATIONAL FEMALE RIDE DAY

Polaris formed an ongoing partnership with the 15th 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 May 1, 2021 – motorcycle riders and powersports enthusiasts from more than 120 countries around the world took part by simply getting outside to ride.

@POLARISRZR TAKEOVER WITH MICHELLE BARRAZA

Polaris partnered with Empowersports Women's Council member and RZR Racer Michelle Barraza on a social media takeover during Hispanic Heritage Month. Sharing photos and details highlighting her preparations and racing in Baja, including cross-over content with other riders, she helped connect with followers while highlighting the authentic Latina riding experience.





AMBASSADORS AND RIDERS GROUPS

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. We launched an Indian Motorcycle ambassador program in 2021 to foster community among riders. Ten diverse and passionate owners from across the U.S. attended events, were featured in brand content and were some of the first to ride the new Indian Motorcycle Chief. They also helped lead local events and shared their love of riding with others.

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 fifth year, these programs together have grown from 29 to over 150 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.

POLARIS OWNERS COUNCIL

Now in its fourth 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 2021, over 55 research activities were completed, with a focus ranging from product concept feedback to

insight into website design and wants and needs of vehicle accessories. For example, through responses from owners, we came to better understand their specific wants and needs related to product features, colors and graphics packages. This input directly influenced elements of our electric RANGER, launched in late 2021.



Our everyday lives keep us on the go. The road therapy I get hopping on my Indian Motorcycle keeps me grounded, as does the community we have as riders. Being an ambassador gives me the chance to spread that love right back and share the beauty of motorcycling.



— BAYARDO DE MURGUIA,
INDIAN MOTORCYCLE AMBASSADOR



I really feel that my feedback and input is being taken into consideration and makes a difference in the future of Polaris.



— POLARIS OWNERS
COUNCIL PARTICIPANT



CUSTOMER APPECIATION 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 promotions through the Ag Advantage and Polaris Heroes Advantage programs.

THE POLARIS AG ADVANTAGE PROGRAM

[Learn More](#)

THE POLARIS HEROES ADVANTAGE PROGRAM

[Learn More](#)

RESPONSIBLE MARKETING AND COMMUNICATIONS

Goal

Our goal is to provide consumers with the information they need to use our products in a safe and responsible manner.

Approach

The ways in which we show our product — whether through video or imagery — are important in conveying and encouraging responsible everyday use. Not only is responsible product representation simply the right thing to do, it is also important to Polaris because it impacts consumer perceptions of attainability, which aligns to our goals and initiatives focused on welcoming new riders.

- **Marketing guidelines:** Polaris’ marketing guidelines guide our teams on the ins and outs of product representation and infuse Polaris’ culture of safety into everyday marketing decisions. These guidelines cover various

considerations from location and terrain to safety gear and riding style.

- **Owners’ manuals:** The owner’s manual for each Polaris vehicle provides important operations and safety information to the consumer.
- **Responsibility:** Marketing guidelines are established by Product Safety and legal partners for each business unit, with input from the marketing teams, to showcase safe and authentic product use. For the owners’ manuals, the ORV design governance group consisting of the Chief Product Excellence, Quality Safety Officer; President, ORV; Chief Technical Officer, Head of Electrification; VP, Legal-ORV & Polaris Adventures; and VP, Legal-Product Safety. Reviews recommended changes to current policies to determine how updates are incorporated.

Progress

We implemented key projects in 2021 designed to set the stage for additional efforts moving forward. We refreshed our marketing guidelines in 2020 to identify areas of improvement, and we continue to update them so that our marketing shows the safest use of our products and also reflects how customers interact with our vehicles as part of authentic riding experiences. In late 2020 and throughout 2021, Polaris partnered with a team of human factors experts — who focus on the effects of people’s mental, perceptual and physical capabilities and limitations on their interactions with products, performance of tasks, etc. — to review and analyze owner’s manuals from our ORV portfolio, identifying changes to safety messaging that will better connect with consumers and help them make informed decisions about how to use their vehicle safely. These changes were also used to inform changes to product labels.

Next Steps

Polaris continues to refine our marketing guidelines and materials, applying learnings from human factors research to other product areas.



THINK PRODUCTION





THINK PRODUCTION

Operating facilities with consideration for people and the environment

IN THIS SECTION:

- Environmental Stewardship
- Responsible Supply Chain Management



MATERIAL TOPICS



Land and Water Impact



Responsible Supply Chain Management

Environmental Stewardship

Goal

Polaris works to reduce the environmental impact of our operations – suppliers, manufacturing, distribution, and office facilities – and create efficiencies across our value chain through sound environmental practices, and a process of continuous improvement. In 2017, we established five-year goals focused on reducing greenhouse gas (GHG) emissions, improving energy efficiency and increasing the amount of renewable energy in our portfolio (see details about our progress beginning on [page 47](#)).

Approach

We focus on reducing our environmental impact across six priority areas: GHG emissions, energy efficiency, renewable energy, water, waste, and air emissions. Our approach to environmental stewardship is built on our companywide [Environment, Health and Safety \(EHS\) Policy](#), which has been endorsed by our Corporate EHS Executive Governance Committee. For details about our commitment to providing a safe and healthy workplace for our employees, see the [THINK PEOPLE](#) section of this report.

Responsibility

Our environmental stewardship efforts are overseen by our Environment Health Safety and Security (EHS&S) Governance Committee and Corporate Responsibility Committee (CRC).



EHS MANAGEMENT SYSTEM

Our 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. Our 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, although we do not pursue certification under the Environmental (ISO 14001) or Safety (ISO 45001) frameworks at the global level.

POLARIS ENVIRONMENTAL PRINCIPLES

Our environmental principles guide our practices around the world.

We are committed to:

- Taking actions to preserve the environment
- Reducing waste and pollutants, conserving resources and recycling materials at every stage of the product life cycle
- Reducing greenhouse gas intensity, improving energy efficiency and increasing renewable energy as a part of our energy portfolio
- Continually assessing the impact our facilities have on the environment and the communities in which we live and operate with a goal of driving continuous improvement
- Integrating Environmental Management System (EMS) requirements into our programs
- Monitoring the company’s environmental performance and regularly reporting environmental issues to our stakeholders

EHS

MANAGEMENT APPROACH

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

The EHS Governance committee, composed 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.

EHS INFORMATION MANAGEMENT

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 management system allows us to collect, manage, learn from and share our safety and environmental performance data more efficiently. We collect and analyze data in both leading and lagging metrics to look for potential trends and identify opportunities that can help drive performance

improvement. We continuously explore new ways to learn from and report on our performance.

Progress

We exceeded two of our three five-year environmental stewardship goals early. Polaris achieved both our GHG Reduction and Energy efficiency goals in 2019 and while we met our goal early, our efforts are not done. We continue to drive ongoing

GHG reductions and energy efficiency projects within our operating facilities. We continue to reduce our environmental footprint, including advancing progress toward our 2022 renewable energy goal. The following pages provide details about our 2021 results across all our environmental stewardship focus areas: GHG emissions, energy efficiency, renewable energy, water, waste, air emissions and fleet fuel efficiency.

ENVIRONMENTAL STEWARDSHIP FOCUS AREAS



Greenhouse Gas (GHG) Emissions



Energy Efficiency



Renewable Energy



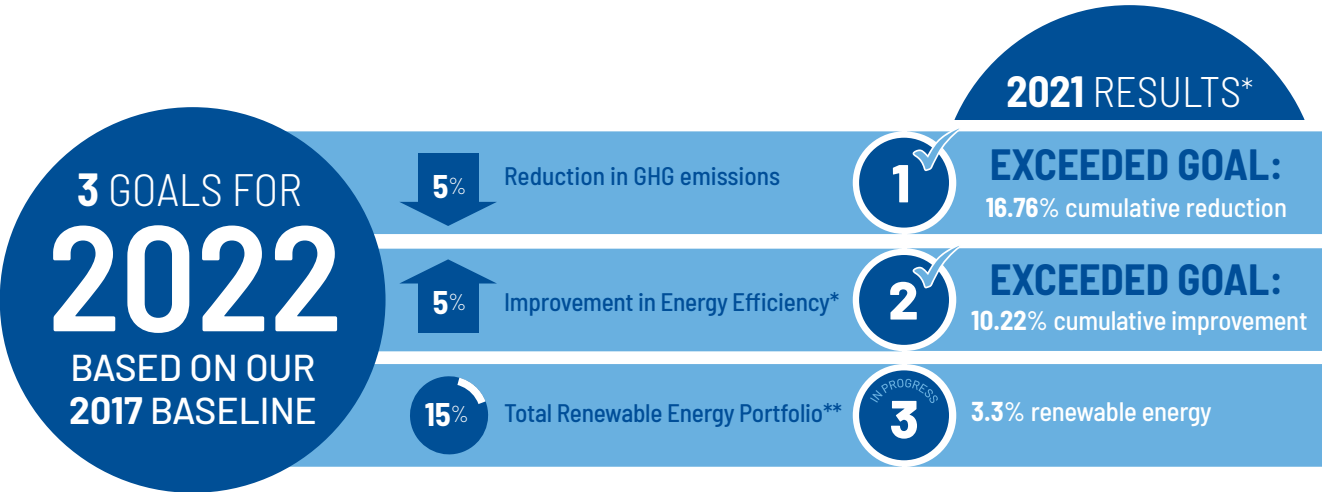
Water



Waste



Air Emissions



*The following locations are the basis for measuring our environmental goals:

United States:
Huntsville, Alabama – Manufacturing
Anaheim, California – Manufacturing
Spirit Lake, Iowa – Manufacturing

Roseau, Minnesota – Manufacturing
Wyoming, Minnesota – Research & Development
Osceola, Wisconsin – Manufacturing
Spearfish, South Dakota – Manufacturing

Mexico:
Monterrey, Mexico – Manufacturing
Europe:
Opole, Poland – Manufacturing

**The goal represents total energy usage across all Polaris locations



ENVIRONMENTAL COMPLIANCE

The principles of our EHS policy are implemented through internal guidelines, standards and standard operating procedures. We are committed to ethical business practices and governance standards. We provide detailed operational, environmental and community information for our local communities and key government stakeholders.

ENVIRONMENTAL COMPLIANCE PERFORMANCE

	2019	2020	2021
Inspections	27	24	23
Notices of Violation	0	5	1
Fines/Penalties	\$0	TAP Permit: \$520	Boats Waste Violation: \$18,600

GREENHOUSE GAS EMISSIONS (GHG)

Polaris is focused on reducing our operational GHG emissions, purchasing more electricity from renewable energy sources, such as wind and solar, and managing climate-related risk and opportunity. For Polaris, Scope 1 emissions include on-site use of natural gas, gasoline, diesel fuel and propane and Scope 2 account for emissions from off-site generation of electricity that is used at our facilities. This is further denoted in our data tables.

We report our GHG emissions as required by regulations in certain countries and have committed to reducing our Scope 1 and market-based Scope 2 absolute GHG from our largest emitting facilities by 5% between 2017 and 2022.

We have been publicly reporting our Scope 1 and Scope 2 operational emissions across our largest emitting operations and undertaking initiatives to reduce them for many years. In 2019, we met our GHG reduction goal and in 2021, we continued on our accelerated path to lower carbon emissions. Our cumulative efforts through 2021 yielded an emissions reduction in metric tons of carbon dioxide equivalent (CO2-e) equal to 16.76% compared to our 2017 baseline.

16.76%

REDUCTION IN GHG EMISSIONS BY 2021, EXCEEDING OUR GOAL OF 5%

GHG EMISSIONS IMPROVEMENT RESULTS

	2018	2019	2020	2021	Cumulative Total
% Improvement vs. 2017 baseline*	4.18%	4.64%	2.05%	5.90%	16.76%
CO2 e-ton reduction	4,406	4,891	2,158	794	11.61%
CO2 e-ton REC impact	-	-	-	5,424	5.14%
Total reduction	4,406	4,891	2,158	6,218	17,673

(Third-party verified by Brailsford and Dunlavey Inc.)
*2017 baseline: 105,476 metric tons CO2e. Reflects savings from specific GHG reduction projects, not net emission

GHG EMISSIONS FROM 2017 BASELINE SITES*

	2018	2019	2020	2021	Cumulative Total
Total GHG Emissions (Scope 1 & 2) MT CO2 e	116,583	115,030	106,511	107,326	445,450
Scope 1 (CO2 e-ton)**	38,122	31,872	32,415	35,896	138,305
Scope 2 (CO2 e-ton)	78,461	83,158	74,096	71,430	307,145

*2017 baseline: 105,476 metric tons CO2e. Reflects savings from specific GHG reduction projects, not net emission. Locations can be found on page 47.
**Scope 1 emissions include on-site of natural gas, gasoline, diesel fuel and propane



ENERGY EFFICIENCY

Reducing our energy demand and increasing efficiency are key components of our energy management strategy to reduce our global environmental footprint. In 2017, we set an energy goal aimed at driving a 5% improvement in energy efficiency across our largest energy consuming operations by 2022. In 2019, we achieved that goal and in 2021, despite continued operational challenges, we continued to implement projects that drove additional savings in energy compared to our 2017 baseline. Our cumulative efforts through 2021 yielded a 10.22% improvement in energy efficiency compared to our 2017 baseline. We continue our efforts to find new ways to decrease our energy

demand and improve energy efficiency. For example, our manufacturing facility in Huntsville, Alabama participated in the U.S. Department of Energy’s 50001 Ready program two years ago and, with a solid energy management system in place, has been able to drive multiple energy savings projects. At the end of 2021, Polaris launched a new ISO 50001 project supported by a grant from the Department of Energy through Lawrence Berkley National Laboratory. Eleven more facilities from manufacturing distribution and engineering will be working to become ISO 50001 Ready certified, indicating that they meet the global energy management systems continuous improvement standard.

10.22%

CUMULATIVE IMPROVEMENT IN ENERGY EFFICIENCY BY 2021, EXCEEDING OUR GOAL OF 5%

HUNTSVILLE, ALABAMA BOILER EFFICIENCY PROJECT

The facility upgraded their boiler control systems to enable the efficient operations of their liquid paint system boilers, reducing use from two boilers to one during normal operating conditions. This change resulted in a reduction of 6,321 GJ of energy and 315 MT of GHG..

ENERGY EFFICIENCY RESULTS

	2018	2019	2020	2021	Cumulative Total
% Improvement vs. 2017 baseline*	4.15%	2.97%	2.23%	0.87%	10.22%
Gigajoules (GJ) reduction*	41,812	29,940	22,422	8,705	102,880

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

ENERGY DATA (SUBSET OF LOCATIONS)

	2018	2019	2020	2021
Total energy used within manufacturing operations	1.05 Million GJ	1.10 Million GJ	1.07 Million GJ	1.19 Million GJ
Scope 1 and Scope 2 energy Use (% of Total)				
Natural Gas (Scope 1)	51.60%	52.78%	53.40%	55.47%
Purchased Electricity (Scope 2)	44.44%	43.74%	43.04%	41.28%
Fuel (Scope 1)	3.96%	3.48%	3.56%	3.25%
Renewable Energy generated and used on-site (Scope 1)	0%	0%	0%	0%

2017 baseline: 1,007,030 GJ of Total Energy. Locations can be found on page 47.

RENEWABLE ENERGY PROJECTS

Energy Credit Projects

- Polaris has partnered with the Wright-Hennepin Cooperative Electric Association to acquire Tradable Renewable Energy Credits (TRC), or Green Tags, representing the environmental attributes of approximately 5,450 megawatt hours of renewable energy generated by Garvin Waste Heat Recovery project in Minnesota. This provides enough energy to supply 300,000 sqft of office space or 97% of our annual energy usage.
- Our Huntsville facility entered into the Tennessee Valley Association's Green Flex program and procured 10,000 renewable wind power energy credits, representing 23% of their total energy usage in 2021.

Solar Projects

- Our TAP Manufacturing facility in Chula Vista, California installed a 461-kilowatt-hour rooftop solar system. The system went live in September 2021 and is expected to provide more than 85% of the facility's annual need, reducing GHG impact by 204 tons of CO2 each year. Over the life of the system, this is equivalent to planting 6,804 trees or offsetting the impact of driving almost 9.7 million miles.
- We are exploring a new opportunity to install solar arrays at our Goupil facility in France, following COVID-related delays on a solar project that was slated to be installed in 2020. The new arrays are expected to be operational by the end of 2022 and provide about 500 megawatt hours of onsite solar energy – enough to supply 100% of the facility's current energy demand.

RENEWABLE ENERGY

We continue making progress in adding renewable energy sources to our energy portfolio. To help meet our 15% renewable energy target, we look for opportunities to source electricity through a portfolio of options including on-site generation and partnerships with local utilities, as well as investments in renewable electricity generation through Power Purchase Agreements (PPAs), Virtual PPAs, and Renewable Energy Credits (RECs). Through 2021, 3.3% of our energy portfolio is sourced by renewables.

2021 RENEWABLE ENERGY RESULTS

3.3%

2021 TOTAL SOURCED RENEWABLE ENERGY PORTFOLIO

15,667 mwh



WATER CONSERVATION RESULTS

2018	2019	2020	2021
89 million gallons	86 million gallons	87 million gallons	111 million gallons

Water usage in 2021 saw an increase due to growth in production volume

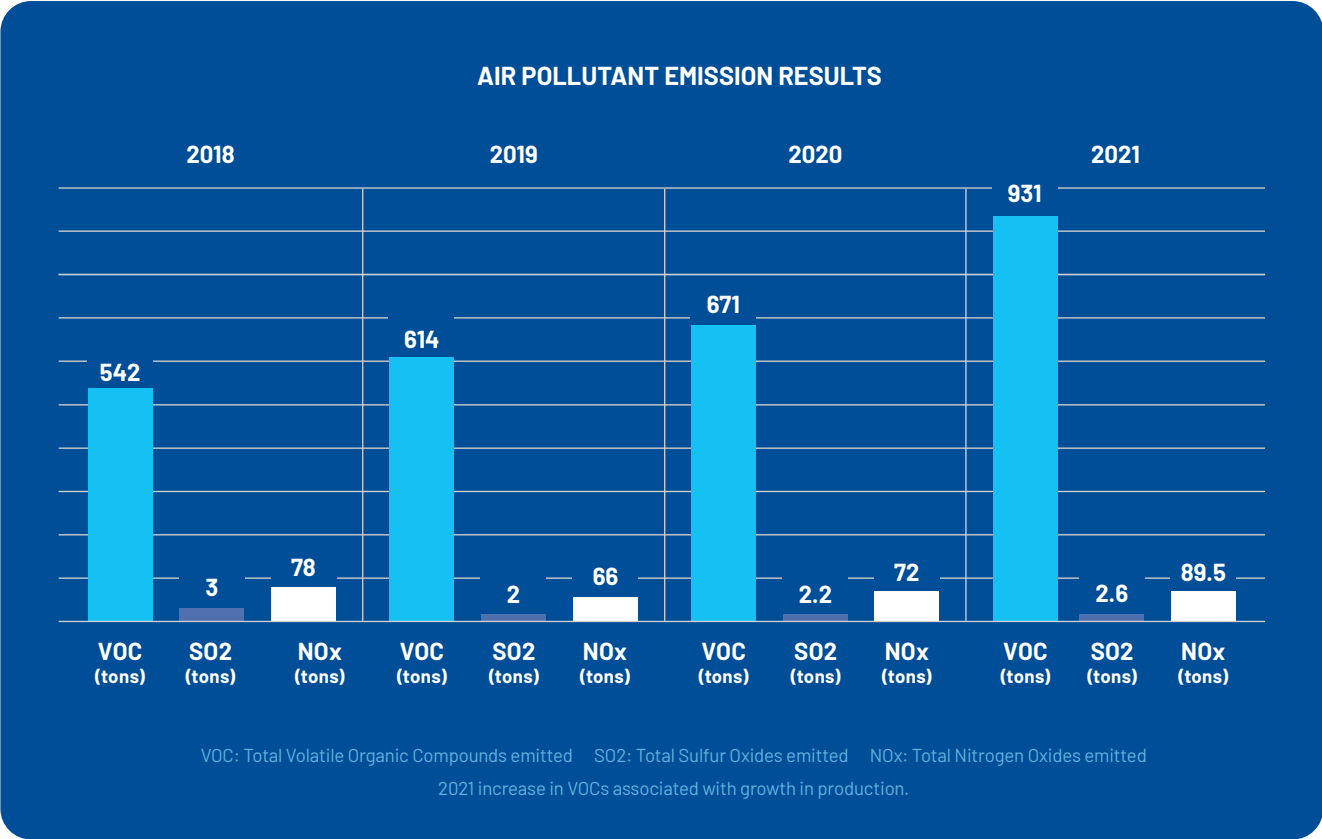
WATER

We recognize that water is an essential resource and, as demand for it grows, we are committed to utilizing it responsibly. We continue to manage our operational water footprint, where the largest use relates to our paint system, by 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, as good water stewards we 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.



AIR

Polaris actively deploys control strategies to improve and manage the emissions from our emission-generating operations manufacturing distribution and research and development. 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 avoiding use of hazardous materials, reusing or recycling materials and preventing the generation of waste. 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 minimizing environmental impacts. Beyond working to mitigate unnecessary waste, we use approved waste disposal facilities that can demonstrate they 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 strive to reduce the amount of manufacturing waste we generate and to maximize the use of environmentally beneficial disposal methods such as recycling.



Combined 86,000 gallons reduction annually =

12,630+ tree seedlings grown for 10 years



55,000 gallons per year at Spirit Lake = 8,080+ tree seedlings grown for 10 years

31,000 gallons per year at Huntsville = 4,555 tree seedlings grown for 10 years

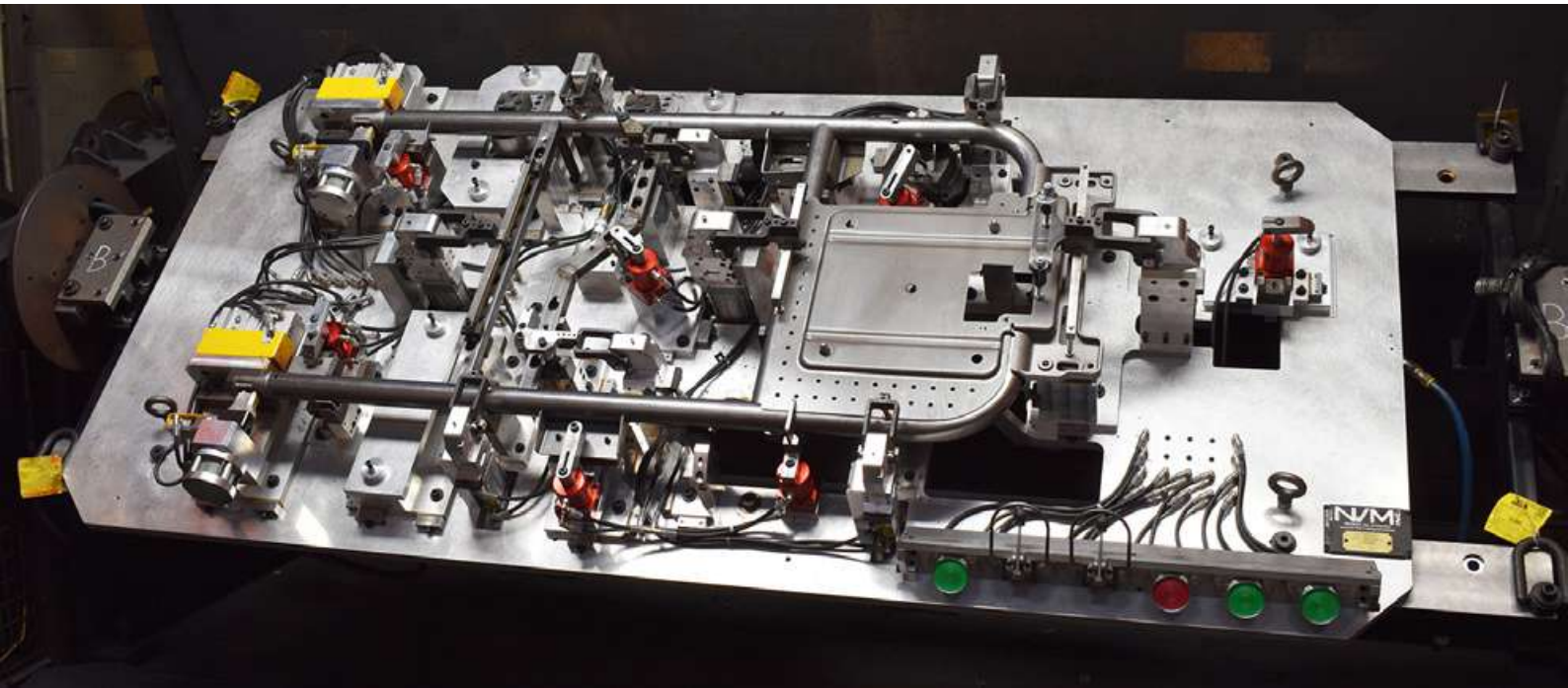
IMPLEMENTING FLUSH SOLVENT RECYCLING PROCESSES AT TWO FACILITIES REDUCED HAZARDOUS WASTE BY 86,000 GALLONS ANNUALLY.

Spirit Lake, Iowa

Over the past two years, our Spirit Lake facility launched a project to address its largest hazardous waste stream – flush solvent for painting operations. Partnering with their solvent supplier, the team evaluated and implemented a recycling process that would filter and reformulate the dirty solvent so that it could be used again, reducing hazardous waste generation by 55,000 gallons a year.

Huntsville, Alabama

Our Huntsville facility developed a relationship with a supplier that allowed them to reclaim and reuse their flush solvent, removing more than 31,000 gallons of hazardous waste from our process and moving us from a large-quantity generator of hazardous waste to a small-quantity generator.



ELECTRONIC WASTE

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 into the environment under certain conditions. Polaris is committed to following recognized industry standards and properly recycling electronic waste in order to help prevent environmental impacts and promote responsible stewardship.



TRANSAMERICAN AUTO PARTS – FLEET FUEL EFFICIENCY

Our Transamerican Auto Parts (TAP) business operates a fleet of 87 owned and contracted vehicles, and the fuel used to power it represents a material environmental impact. We look for ways to improve the fuel economy of our fleet vehicles at TAP and reduce our GHG emissions. Our goals are to:

- Reduce miles driven and fuel used by optimizing routes
- 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

TYPE OF WASTE				
PERFORMANCE	2018	2019	2020	2021
Hazardous waste (tons)	1,072	1,282	1,278	1,274
Non-hazardous waste (tons)	4,974	7,380	7,584	11,000
Recycled waste (tons)	19,512	26,353	28,546	34,055

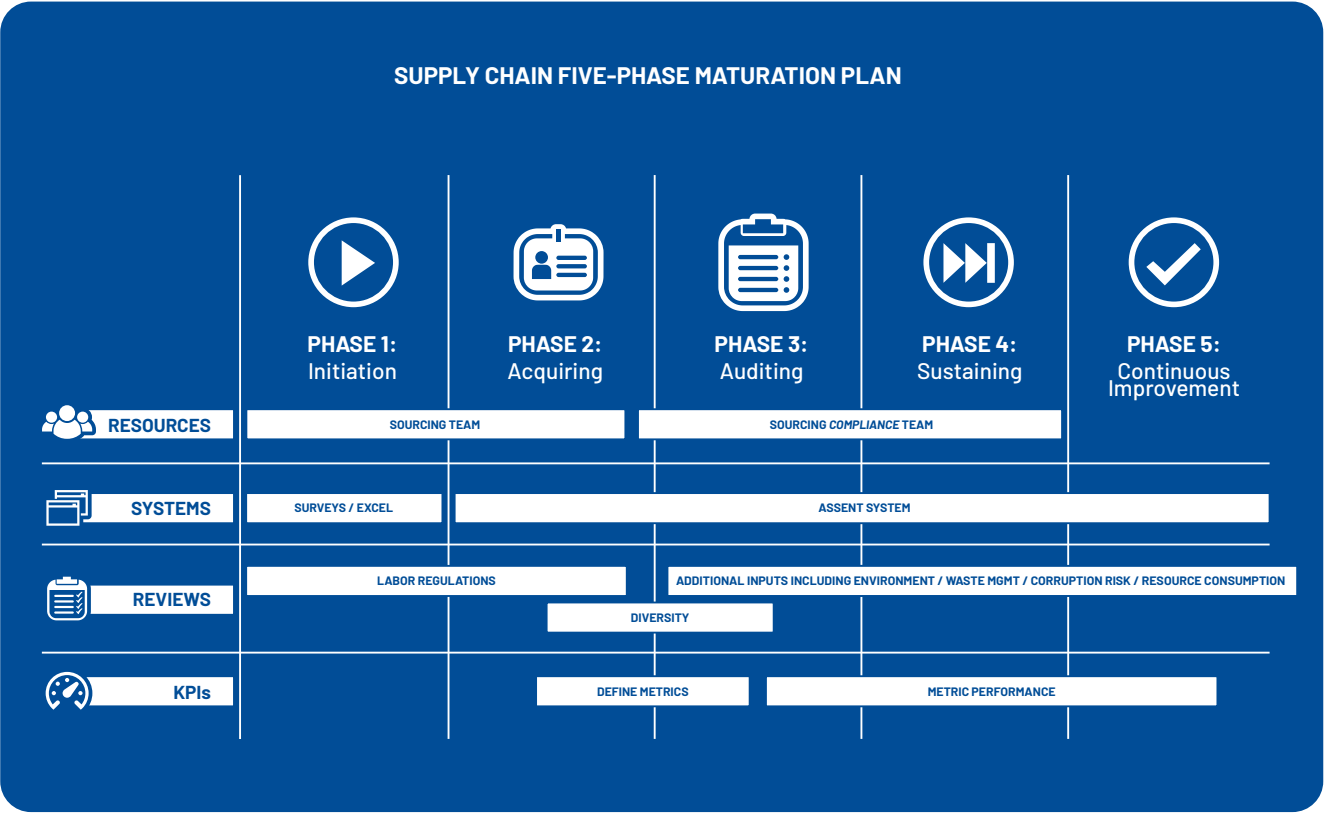
Numbers updated in 2021 to include Polaris Marine and our large office locations; excludes TAP facilities and small office locations

TAP FLEET VEHICLE EFFICIENCY			
PERFORMANCE	2019	2020	2021
Gallons of fuel used	629,720	554,792	555,689
CO2e emissions (metric tons)	6,487	5,715	5,726

Next Steps

We continue to challenge ourselves to think about how we responsibly use resources as we assess what environmental sustainability goals to establish beyond 2022. We are applying a disciplined approach that focuses on material topics to our business and using data to link the goals to our performance objectives. By year end, we intend to have our next round of environmental stewardship goals defined and systems in place to track our progress as we look to begin implementation in calendar year 2023. Additionally, at our Monterrey facility, we are evaluating the implementation of a flush solvent recycling process for our paint system similar to those in our Spirit Lake and Huntsville facilities.

Responsible Supply Chain Management



Goal

Our goal is to have a robust supply chain management and data collection process that supports a responsible, ethical and diverse global supply chain.

Approach

Our scalable, five-phase maturation plan guides our journey as we continue to refine our responsible sourcing processes, allowing us to expand our data collection and management to cover additional sourcing discipline areas, such as diversity, environment, bribery and more.



EXTERNAL INSIGHT AND EXPERTISE:
ABOUT ASSENT COMPLIANCE

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 scalable supply chain data collection for various areas, including substance compliance and ESG data. We use this data to drive compliance in our products.

SUPPLY CHAIN POLICIES AND COMMITMENTS

We aim to work with vendors and suppliers that share our commitment to quality, compliance and ethics. We expect our suppliers to comply with the following policies and commitments.

SUPPLIER CODE OF CONDUCT

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

HUMAN RIGHTS POLICY

Respecting human rights in the workplace and across our global supply chain is important to Polaris. 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 (see the [THINK PEOPLE](#)

section for details about how we protect the safety, well-being and human rights of our employees). 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.

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](#).

SUBSTANCE COMPLIANCE

Polaris continues our commitment to govern the use of chemical substances in our products and adhere to strict local and global chemical substance regulations. Our dedicated Substance Compliance team is

responsible for monitoring current, future and evolving global substance regulations. The team is responsible for integrating substance compliance requirements into our product design and identifying opportunities for improvement within our supply chain. Polaris has contracted Assent, a global leader in supply chain data management, to assist in gathering compliance declarations and surveys. Polaris reacts to changes in chemical substance regulations by remaining agile in our ability to expand data collection abilities in our supply chain and materials selection in product design. As an example of changing requirements in 2021, Polaris reacted to the TSCA Section 6h, Regulation of Persistent, Bioaccumulative, and Toxic Chemicals, 40 CFR Part 751 by expanding our data collection through manual surveys and updating our externally published Substance of Concern List (COR-STND-01194) to include those affected substances with the appropriate enforcement dates.

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 comply with the U.K. Modern Slavery Act. View our [Slavery and Human Trafficking Statement](#).

Progress

We worked to sustain efforts related to our responsible sourcing initiatives and provided support to our suppliers as they continued responding to the COVID-19 pandemic and related labor shortages. Our support during 2021 included helping suppliers locate and obtain personal protective equipment (PPE) and aligning them with third-party partners to help keep business up and running. We continued to collect data from our suppliers to learn more about

their work and labor practices, including adding diversity-focused fields to supplier forms. In addition, we worked with Assent Compliance to advance our ESG roadmap and collect information from our suppliers related to key issue areas.

Next Steps

Moving forward, we will look to broaden and deepen our understanding of our supply base as we advance through our five-phase maturation plan.



THINK PLACES





THINK PLACES

Positively impacting land and water through stewardship and responsible riding

IN THIS SECTION:

- Responsible Riding
- Stewardship



MATERIAL TOPIC



Land and Water Impact



We are using the T.R.A.I.L.S. grant monies to fund a bridge reconstruction on a heavily used access trail through the St. John Valley. Projects like these will be appreciated for years to come and our club is extremely grateful to Polaris and their representatives.



- DEBBIE GENDREAU,
TREASURER OF GRAND ISLE ATV CLUB

Goal

At Polaris, our goal is to have a positive impact on the outdoor places where people use our products to experience nature and embrace new challenges.

Approach

Protecting Where We Ride: Our ability to THINK OUTSIDE is driven by being good stewards of the environment. As a responsible corporate citizen, Polaris believes in protecting natural resources and the environment.

Protecting where people ride starts with taking care of these spaces to enable access for the enjoyment of generations to come. We educate riders and work with partners to protect land and water through environmental stewardship and conservation initiatives globally. Our approach includes two main focus areas:

- **Responsible Riding** — promoting safe, responsible riding practices across the powersports community
- **Stewardship** — advancing initiatives that help care for the outdoor places where people enjoy using our products



PROTECT WHERE WE RIDE



PACK OUT WHAT YOU PACK IN

Do your part by leaving areas better than you found them by properly disposing of waste, never littering and picking up trash others have left behind.

SHARE THE SPACE

The outdoors is for everyone, and it's important to be respectful of others who are enjoying time outside. Learn rider etiquette, let it guide you and pass it on to others.

RIDE WHERE YOU SHOULD

Not all areas are open for riding or boating. Be mindful of this and only take your machine through approved areas.

Responsible Riding

Progress

Polaris continued our efforts to encourage those who ride our vehicles to 'tread lightly' on the land to minimize environmental impact. We provided guidance on trail maintenance and riding etiquette on our corporate website including links to industry resources, such as those provided by [Tread Lightly!](#), which offers recreation tips, videos, online courses and

stewardship events. Local ride clubs, which bring together local groups of riders, also encourage people to be good stewards of the land and practice trail etiquette, such as staying on designated trails to avoid erosion and impact on vegetation. Ride clubs organize regular trail clean-up and maintenance days (some of which are supported by Polaris — see T.R.A.I.L.S.

Grants story on page 68 to keep trails in good condition, help avoid erosion and enable trails to continue being used safely. Learn more about how Polaris supports safe riding practices in the [THINK PRODUCT](#) and [THINK PEOPLE](#) sections of this report, and at www.polaris.com/en-us/safety/.



When it comes to sustainability, Polaris Adventures has deep ties to the communities it serves, as well as an extreme respect for the backcountry where most of the rides take place. Polaris Adventures and our Local Outfitter locations partner with TreadLightly! to encourage best practices in the outdoors. We support TreadLightly! principles to help minimize the impact to the outdoors, as well as eliminate trash and debris along ride areas.



- GRAY R. SENIOR DIRECTOR, POLARIS ADVENTURES

tread
lightly!®

AS A TREAD LIGHTLY! PARTNER, POLARIS ENCOURAGES EVERYONE TO RIDE IN A MANNER THAT HELPS KEEP OUTDOOR RECREATION AREAS BEAUTIFUL, HEALTHY AND ACCESSIBLE.



Stewardship

Most funding requests are reviewed monthly by the Polaris Foundation committee, which includes members from each of the company’s global business units as well as multiple functional areas. Larger impact proposals are also reviewed by the Executive Polaris Foundation Board, which meets quarterly and includes the Chief Executive Officer, the Chief Financial Officer and Executive Vice President of Finance and Corporate Development, the Executive Vice President of Operations, Engineering and Lean, the Senior Vice President, General Counsel and Corporate Secretary (who provides updates to the company’s Board of Directors), and the Senior Vice President and Chief Human Resources Officer. In addition to Polaris Foundation funded items, the company’s global business units also support several stewardship initiatives.

Polaris Foundation funding is directed to support four focus areas: Community Development; Environment; Youth Safety; and Diversity, Equity & Inclusion. Learn more about the Polaris Foundation in the [THINK PEOPLE](#) section of this report.

Progress

We worked with a variety of partners across North America in 2021 to conserve natural habitats and resources.

PARTNERSHIP WITH THE NATIONAL FOREST FOUNDATION

In June 2021, Polaris announced a new partnership with the National Forest Foundation (NFF): the Polaris Fund for Outdoor Recreation. Over the next five years, the Polaris Foundation will donate \$5 million to provide grants and project funding to support outdoor recreation and conservation work that will help protect forests and surrounding lands for years to come.



\$5 million

INVESTMENT OVER 5 YEARS – POLARIS FUND FOR OUTDOOR RECREATION TO PROTECT FORESTS AND SURROUNDING LANDS



This icon denotes Polaris Foundation led initiative

//

Polaris’ investment — the largest single private commitment in our history — will achieve measurable, meaningful impact on our National Forests. Together, we will restore trails, improve wildlife habitat and protect watersheds across the country. We are excited for how these projects will also create vital new connections between National Forests and the communities they serve. The NFF is deeply grateful for the Polaris Foundation’s support.

//

– RAY A. FOOTE, EXECUTIVE VICE PRESIDENT OF THE NFF

28,000
TREES PLANTED WITH FUNDING FROM POLARIS

PLANTING TREES

Polaris and the NFF have a history of working together to support trail creation, trail restoration and reforestation projects. In addition to the new \$5 million partnership funded by the Polaris Foundation, Polaris employees donated more than \$14,000 during Polaris Gives week in October 2021 to the NFF’s work to plant 50 million trees in U.S. National Forests. With the Polaris Foundation matching that amount, and each dollar resulting in a tree planted, Polaris is helping to plant more than 28,000 trees. Learn more about employee giving in the [THINK PEOPLE](#) section of this report.

//

We're thrilled beyond words at the amazing generosity of Polaris. The funding that we have received has helped put Garland Trail Hawks on ATV rider's radar for a Central Maine riding destination. Now that spring is here everyone is getting very excited to get out there. With this infusion of funding, we're excited to start work on this year's improvements.

//

- JOE VALENTIM, PRESIDENT, GARLAND TRAIL

T.R.A.I.L.S. GRANTS SUPPORT TRAIL ACCESS AND RIDER EDUCATION

Polaris remains committed to developing and improving off-road trail systems, donating \$200,000 to support trail stewardship and rider education efforts across the United States in 2021 through the T.R.A.I.L.S. Grant Program funded by Polaris Foundation.

The 21 grants went to off-road, ATV and snowmobile nonprofits to help provide rider safety courses, maintain and repair trails, improve signage and develop a digital trail database. Learn more about the grants we announced in [April](#) and [November](#) 2021.

2021 GRANT RECIPIENT LOCATIONS

- Bend, Oregon
- Beaver, Utah
- Centerville, Utah
- Tempe, Arizona
- Las Cruces, New Mexico

- Nashwauk, Minnesota
- Lindstrom, Minnesota
- Osseo, Wisconsin
- Dearborn Heights, Michigan



- Medway, Maine
- Dexter, Maine
- Garland, Maine
- Berlin, New Hampshire
- Cranberry Lake, New York
- Russell, New York
- Coal Township, Pennsylvania

- Nashville, Tennessee
- Starkville, Mississippi
- Miami, Florida

\$3 million

SINCE 2006, POLARIS HAS DONATED NEARLY \$3 MILLION TO 335 ORGANIZATIONS ACROSS 45 STATES THROUGH THE T.R.A.I.L.S. PROGRAM.



MTN DEW PARTNERSHIP

Polaris is teaming up with MTN DEW to reinforce environmental stewardship at the new Doe Mountain Recreation Area in Tennessee. Research conducted by The Nature Conservancy has identified the region as a globally significant biodiversity hotspot, a major North American corridor for plants, animals and birds, and home to a network of watersheds vital to both people and nature.

Doe Mountain includes a network of former logging and mining roads that now serve as the recreation area's multi-use trail system. Polaris is contributing four Sportsman utility vehicles that will be used for trail maintenance aimed at reducing soil erosion and impacts to water quality.

ONGOING ENVIRONMENTAL PARTNERSHIPS

In 2021, Polaris continued to support conservation work led by the following partners.



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. Through our industry associations, we are proud to participate in 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 partner with the American Sand Association, which plays an instrumental role in promoting land access for our recreational riding community and has a shared commitment of encouraging safe and responsible riding.



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 continued to partner with the organization in 2021 to support this mission through funding and vehicle donations as well as serving as the title sponsor of the 2021 Duck Hunters Sweepstakes, helping to raise money and awareness for the organization.



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. Polaris continued to support the organization's conservation efforts in 2021.



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." Polaris supports RMEF through vehicle donations.

Next Steps

Looking ahead, we will continue to further develop our stewardship strategy for conserving key land and water areas, leverage our relationships with customers to raise awareness of stewardship activities — including details about our Pheasants Forever partnership in new RANGER owner emails — and build upon our existing partnerships. In 2022, we will be moving ahead with NFF to select projects that will be supported by the Polaris Fund for Outdoor Recreation, continuing to fund T.R.A.I.L.S. Grants and supporting a trail work program at the MTN DEW OUTPOST project in Doe Mountain, Tennessee.



THINK PEOPLE





THINK PEOPLE

Putting employees, customers, dealers and the communities where we live and work at the center of what we do

IN THIS SECTION:

- Ethics and Compliance
- Health and Safety
- Diversity, Equity and Inclusion
- Employee Engagement and Development
- Supporting Our Employees and Families
- Supporting Through Giving: Polaris Foundation
- Supporting Our Dealers



MATERIAL TOPICS



Product Use and Safety



Customer Satisfaction



Talent Attraction, Retention and Development

Ethics and Compliance

Q&A WITH ASH MISHRA, GLOBAL HEAD OF ETHICS AND COMPLIANCE, VICE PRESIDENT OF LEGAL - INTERNATIONAL



Q: You took on this new role in early 2021, what has been your focus?

A: At Polaris, we aspire to encourage and demonstrate our commitment to, and culture of, ethics in line with our guiding principle of Safety & Ethics Always. We established a three-year plan in 2019 and saw the culmination of those efforts in 2021. On that three-year journey, we started assessing our policies by engaging in a crosswalk analysis of policies at other peer companies. As we crafted our policies, we were mindful of the fact that we are a global company and that we need to account for concerns of employees outside the United States. For example, we put an emphasis on the “I” in our Diversity & Inclusion Policy when we drafted it so that themes around inclusion are woven into the Policy instead of a later addition or afterthought. We developed a Code of Conduct that summarizes these policies and made the Code available to all employees in different formats. We retired all predecessor Codes of Conduct and Codes at our acquired entities so that all employees referenced the same document for guidance. We created a Code at a Glance that gives our employees a high-level overview of the Code. This is available electronically and in a hard-copy format. In the same vein, we also distilled our Code-related policies for easy reference. We created the Ethics & Compliance SharePoint site as a central hub for all of these materials so they are accessible to all employees. This site also includes case studies, trainings, and policies. →



Q&A WITH ASH MISHRA (CONTINUED)

We have also leveraged our Ethics and Compliance website to increase awareness around the internal EthicsPoint hotline —a key tool for communicating with employees. Our website includes an explanation of how all hotline reports are handled to take the mystery out of hotline reporting. We want employees to know what happens when they call in to the hotline and to promote transparency about how issues are investigated and resolved.

We have refocused training efforts and the approach to delivering online Code of Conduct. Using a two-step approach, we first give training to our Partners in Continuous Improvement (PCI), our top 340 leaders, which is accompanied by talking points so they can be prepared to engage in a conversation about ethics and compliance issues. Step two entails rolling out Code training to other employees. Code of Conduct training for hourly employees is always available on our web page and is used by the HR function to onboard new employees.

In 2021, we built on the efforts of 2020 and conducted a self-assessment of our Ethics & Compliance program and have used the insights we gained to improve our processes. For example, to enable global outreach, we worked on compliance outreach to employees in their native languages — including those living in the U.S. whose first language is not English.

We expanded the language capabilities of our EthicsPoint hotline and are translating materials posted in our manufacturing locations to more clearly communicate with all employees.

We are now shifting our focus to the second phase of the evolution of the Ethics & Compliance function: assessing the highest risk ethics and compliance issues in the company and evaluating how we can mitigate those risks. We are conducting a risk assessment in some of our international manufacturing locations so we can continue to support the growth of our businesses outside the United States. We are also building a network of compliance champions across the world who can help us get our messages across in culturally appropriate ways and let us know how we can support employees who are looking for guidance on issues related to the Code or ethics and compliance generally. Looking ahead, the Ethics & Compliance team will sustain the program’s foundational elements while working with business colleagues to further drive Polaris’ culture of ethics.

Q: How is Polaris positioned to further advance ethics and compliance?

A: We have two major strengths that are foundational. First, our North Star is our Geared For Good ESG Framework. Leaders foster a mutual commitment to

upholding our guiding principle of Safety & Ethics Always. This partnership defines our ethical ‘tone at the top and the middle’ that flows out to the entire company. Second, our entrepreneurial culture and our organizational structure help to keep our company leadership accessible, while empowering employees to bring ideas and observations for improvement.

Q: Looking ahead, where are you directing your attention?

A: We have a great culture where people really want to do the right thing, so we work to provide clear, simple rules that point people in the right direction, even when they’re facing complex issues. While the Ethics & Compliance team has been working to support the refreshed policies remotely over the past year and a half, we are looking forward to face-to-face opportunities in 2022 and making those connections that facilitate learning and growth around compliance. In 2021, we made great progress maturing against external benchmarks the compliance program and enhancing our policies, as well as setting the three year plan for 2022-2025. We will seek to better understand both the buy- and sell-sides of our supply chain, our subsidiaries, joint ventures and outsourced operations. We will build on the insights we’ve been gathering to enable continous improvement and then work cross-functionally to address opportunities that are surfaced.

98%

OF OUR EMPLOYEES COMPLETED ANNUAL CODE OF CONDUCT TRAINING IN 2021*

*Includes employees with company computer access; separate training is provided to hourly employees.

Goal

At Polaris, we have built a culture centered around integrity. We remain committed to doing business the right way — every day.

Approach

Polaris maintains high standards of ethical behavior and we clearly communicate our Code of Conduct, Supplier Code of Conduct and Human Rights Policy internally and externally. We conduct internal assessments of our highest risk areas on an ongoing basis to track and reinforce compliance with these policies. We ask all our employees who take our annual Code of Conduct training to attest that they are conducting business in compliance with the Code and that any known violations of the Code have been reported to their manager or to the EthicsPoint hotline. For details about compliance with our [Supplier Code of Conduct](#), see the Responsible Sourcing content in the [THINK PRODUCTION](#) section of this report.

POLARIS CODE OF BUSINESS CONDUCT AND ETHICS

The policies and guidance set forth in the [Code](#) reaffirm our commitment to creating a work environment where everyone feels respected and valued. 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 report issues and to continually seek a path to bring effective change. Employees participate in mandatory Code of Conduct training each year. 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. Related resources for employees include:

- **EthicsPoint Hotline (1-888-219-3550):** 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.
- **Code at a Glance:** These materials 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, General Counsel and Global Head of Ethics & Compliance 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.
- **Polaris Hub:** This interactive, user-friendly intranet site is designed to bring our worldwide team of employees together through company news, employee features, industry news, 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.

HUMAN RIGHTS POLICY

Respecting human rights in the workplace and across our global supply chain is important to Polaris. 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. To learn more, see the Responsible Sourcing portion of the [THINK PRODUCTION](#) section of this report and view our [Human Rights Policy](#).

Progress

We assessed our Ethics & Compliance program in 2021, using the insights gained from that assessment to improve our processes. Our EthicsPoint hotline makes our policies and compliance resources easier and more accessible to employees. We also began translating materials posted in our manufacturing locations into multiple languages so all employees can better understand expectations and are prepared to comply with our Code of Conduct. [See the Q&A with Ash Mishra](#) for more details.

Next Steps

Our Ethics & Compliance team will establish and work towards a three-year plan for 2022-2025, measuring against internal and external benchmarks.

Health and Safety

EMPLOYEE HEALTH AND SAFETY

Goal

At Polaris, we work to conduct business in a safe and environmentally responsible manner and we strive for a zero-harm culture that protects the health and safety of our employees and contractors. Our goal is to achieve a Total Recordable Incident Rate of at or less than 1.2 by 2023.

Approach

We are committed to providing a safe and healthy workplace for our employees and to reducing the environmental impact of our operations in accordance with our [Environment, Health and Safety Policy](#).

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 [THINK PRODUCTION](#) section of this report.

POLARIS L.I.F.E. SAFETY PRINCIPLES

We believe that every job can be done safely, and we are committed to providing a safe workplace for all employees, contractors and visitors. Our L.I.F.E. (Life-altering Incidents and Failure-cause Elimination) Safety Principles complement our guiding principle of “Safety & Ethics Always” and are fundamental expectations on our path toward zero harm in which safety is everyone’s responsibility, leadership is accountable for safety performance, hazards are controlled and continuous improvement is required. Safety isn’t just a priority – it’s our way of life. It’s a core value that makes Polaris who we are.

The following Safety Principles provide guidance to Polaris’s personnel worldwide in the conduct of their daily business practices:

- We believe all injuries and occupational illnesses can be prevented, and that all operating exposures can be controlled.
- We hold leadership accountable for safety performance.
- We believe all employees and contractors have personal accountability for safety.
- Assessments and continuous improvement are a requirement.

[Learn more](#) about our zero-harm culture.



2%

REDUCTION IN OUR TOTAL RECORDABLE INCIDENT RATE (TRIR) FROM 2020 TO 2021

GOAL

≤1.2

ACHIEVE A TOTAL RECORDABLE INCIDENT RATE (TRIR) OF AT OR LESS THAN 1.2 BY 2023

RESPONSIBILITY

Our employee safety and environmental stewardship efforts are overseen by our Environment, Health, Safety and Security (EHS&S) Governance Committee and Corporate Responsibility Committee (CRC) respectively.

EHS AUDIT PROCESS

Polaris leverages a risk-based auditing program to help assess the effectiveness of our programs, to monitor our performance against regulatory requirements and internal standards and to identify opportunities for best practices that can be shared throughout the business in order to foster a zero-harm EHS culture for all employees. Audit findings are addressed through the development of corrective and preventive action plans (CAPAs). Findings from our audit program are communicated

to appropriate parts of the organization so that learnings may be shared and preventative actions can be taken. Audit performance and key program metrics are reviewed as part of our governance process. During 2020 and 2021, our typical EHS audit process was interrupted by the COVID-19 pandemic and we shifted our primary focus to location self-assessments and COVID layered audits.

Progress

We prioritize the health and well-being of our employees. Throughout 2021, Polaris leaders and employees showed incredible resilience and dedication during the global COVID-19 pandemic and continued to drive risk reduction efforts. Despite challenging circumstances, we saw a 2% percent reduction in our Total Recordable Incident Rate (TRIR) from 2020 to 2021.*

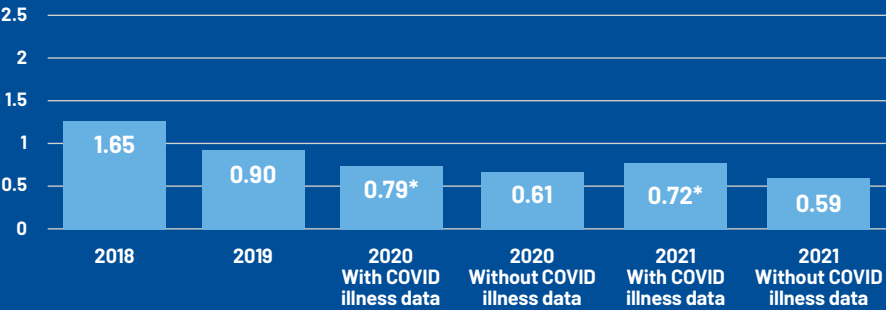
*Based on TRIR data without COVID-19 illnesses.

TRIR = # of recordable injuries
x200,000 ÷ hours worked

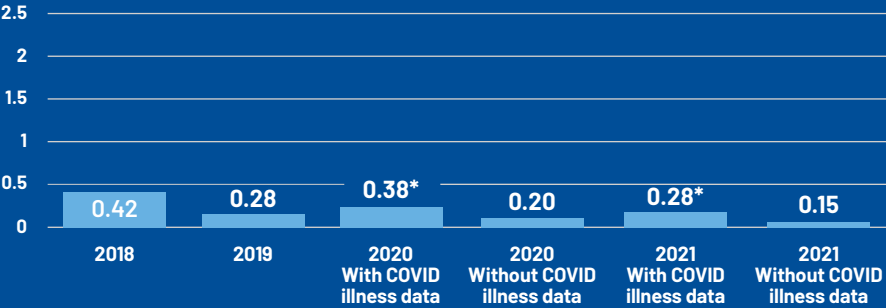
LDIR = # lost time cases
x200,000 ÷ hours worked

Standard calculation developed by the U.S. Occupational Safety and Health Administration (OSHA).

TOTAL RECORDABLE INCIDENT RATE (TRIR)



LOST DAY INCIDENT RATE (LDIR)



*2020 and 2021 rates incorporate COVID cases consistent with OSHA’s interim guidance requiring the reporting of work-related COVID illnesses. We had zero fatalities in 2018, 2019, 2020 and 2021.

These Polaris facilities operated without a recordable incident in 2021

POLARIS ADMINISTRATIVE OFFICES

Australia, Brazil, China, Finland, France, Germany, India, Japan, Mexico Sales, Norway, New Zealand, Spain, Sweden, Switzerland, Canada (Winnipeg), United Kingdom, United States (Bass Creek, Northland, Compton and Plymouth locations)

ENGINEERING LOCATIONS

Roseau, HSV, Opole, Medina Industrial Design, Novi, Sunnyvale, Swissauto, Chula Vista

DISTRIBUTION & MANUFACTURING

Battle Ground, Syracuse, Opole, 509, Wilmington DC, ProArmor, Chula Vista, Denver Distribution Center, Texas Distribution Center

RETAIL LOCATIONS CANADA

Burlington, Calgary, Edmonton, Fredericton, Red Deer

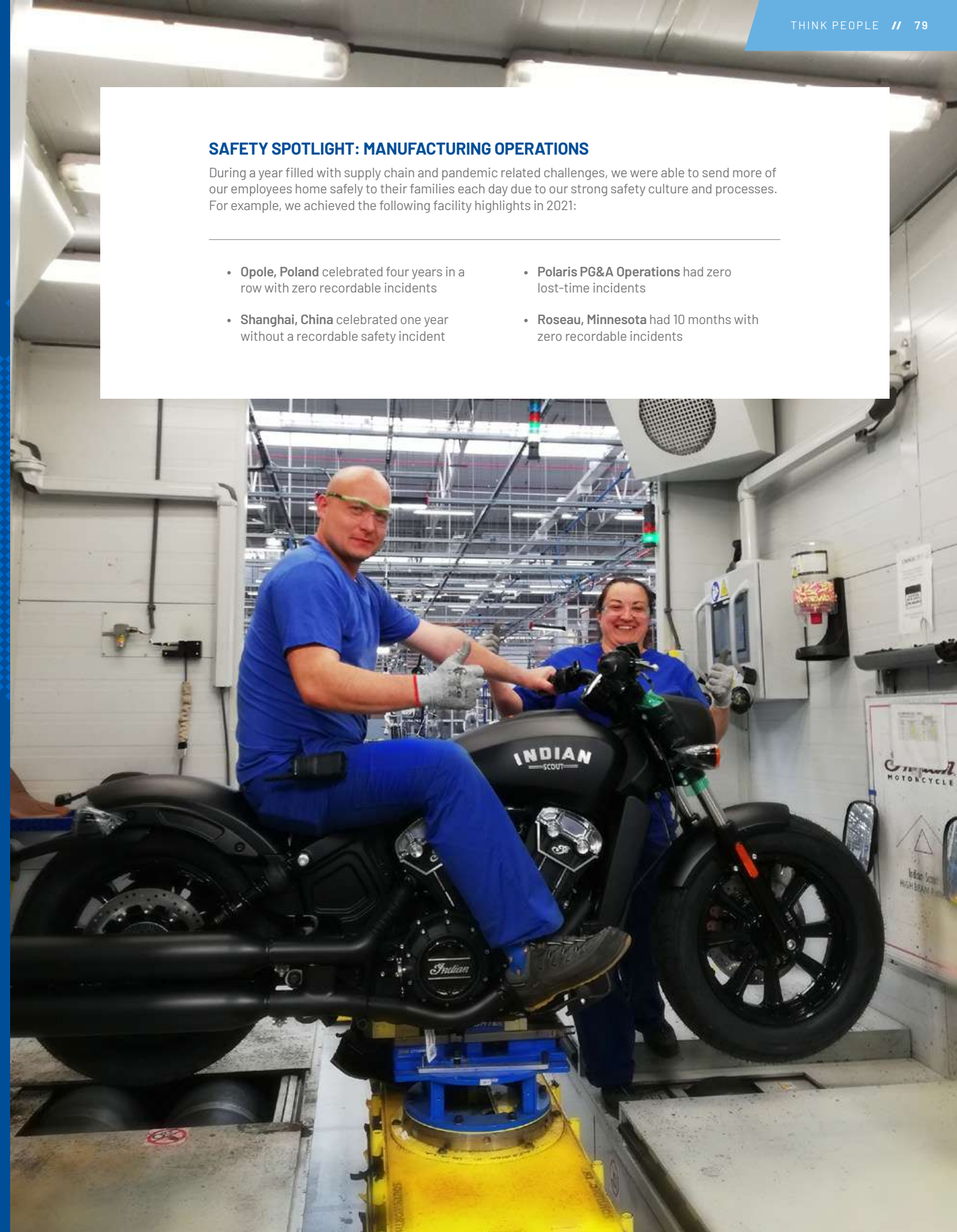
RETAIL LOCATIONS UNITED STATES

Little Rock, Birmingham, Glendale, Mesa, Phoenix, Tucson, Bakersfield, Chula Vista, Compton, El Cajon, Fresno, Oakland, Redondo Beach, Riverside, Sacramento, San Jose, San Marcos, Santa Ana, Stockton, Temecula, Thousand Oaks, Van Nuys, West Covina, Colorado Springs, Denver, Loveland, Westminster, Jacksonville 2 & 3, Melbourne, Miami Gardens, Tampa, West Palm Beach, Atlanta, Waipahu, Boise, Naperville, Indianapolis, Kansas City, Olathe, Baton Rouge, Bossier, Glen Burnie, Towson, Brooklyn Park, Independence, Charlotte, Raleigh, Albuquerque, Las Vegas, Reno, Cincinnati, Cleveland, Columbus, Oklahoma, Tulsa, Tigard, Carlisle, Pittsburgh, Charleston, Greenville, Memphis, Nashville, Beaumont, Dallas, El Paso, Fort Worth 2, Frisco, Houston 2 & 3, McAllen, Odessa, Plano, Salt Lake, Richmond, Seattle

SAFETY SPOTLIGHT: MANUFACTURING OPERATIONS

During a year filled with supply chain and pandemic related challenges, we were able to send more of our employees home safely to their families each day due to our strong safety culture and processes. For example, we achieved the following facility highlights in 2021:

- **Opole, Poland** celebrated four years in a row with zero recordable incidents
- **Polaris PG&A Operations** had zero lost-time incidents
- **Shanghai, China** celebrated one year without a recordable safety incident
- **Roseau, Minnesota** had 10 months with zero recordable incidents





MAINTAINING A COVID-SAFE WORK ENVIRONMENT

DEFINING OUR GUIDELINES

As we have throughout the course of this pandemic, Polaris continues to follow World Health Organization (WHO), U.S. Centers for Disease Control and Prevention (CDC), state and local regulations.

MULTIPLE LAYERS OF PROTECTION

- Daily symptom screening
- Cleaning and hygiene protocols
- Ventilation system upgrades
- Mask and social distancing requirements for unvaccinated employees



Next Steps

We will continue to focus on the following key safety areas in 2022: raising awareness around our safety goals and [L.I.F.E. Safety Principles](#); keeping employees safe with COVID-19 safety protocols and compliance procedures; and maintaining our strong safety performance as we manage ongoing supply chain constraints.



SAFE RIDING

Goal
Our goal is to help educate the people who ride our vehicles on safe and responsible riding best practices as they embrace opportunities to [THINK OUTSIDE](#).

Approach
Through education, safe riding experiences, dealer information, marketing/communication campaigns, technology and more, we promote safe riding and proper operation of our vehicles with new and experienced riders.

SUPPORTING SAFE RIDING PRACTICES

ALL RIDERS (CUSTOMERS & EMPLOYEES)	EMPLOYEES	YOUTH
Product design	Rider Safety Policy and procedures	Helmet Aware technology
RIDE COMMAND technology	Rider safety site	Employee led safe riding training
Product safety and training resources focused on: <ul style="list-style-type: none">• Vehicle usage• Vehicle maintenance and trailering• Helmet usage/replacement and other protective gear and apparel• Trail Talk Education Series	ARRIVAL digital rider safety portal	Polaris Foundation funded partnerships and initiatives: <ul style="list-style-type: none">• 4-H• Progressive Agriculture Foundation
Guided riding excursions through Polaris Adventures	Experience Polaris Outside (EXPO) fleets	
Safety awareness campaigns	Training, including: <ul style="list-style-type: none">• Hands-on ATV safety• Snowmobile safety• Motorcycle safety• SxS operator course• University of Polaris online training	
Safe riding best practices for: <ul style="list-style-type: none">• Off-road• On-road• Water• Snow		



SAFETY THROUGH TECHNOLOGY

Approach

We design and build our products with safety in mind. To learn more about our commitment to product safety, innovation and development, see the [THINK PRODUCT](#) section of this report.

POLARIS RIDE COMMAND TECHNOLOGY

Our [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 other riders to plan routes, track rides, share experiences and foster community. Interactive 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 allows riders to send messages to their group, even without cellular signal. RIDE COMMAND technology can be accessed using a vehicle's in-dash display,

via mobile app or online and, depending on the model year, can be connected to share the experience — making it easy to track and follow the ride remotely, providing an additional safety oversight option. The RIDE COMMAND online and 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 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.

Progress

Polaris RIDE COMMAND achieved 1 million miles of marked off-road and snowmobile trails in 2021. Learn more about other [RIDE COMMAND](#) engagement milestones in the [THINK PRODUCT](#) section of this report.

POLARIS RIDE COMMAND

TO CELEBRATE THE RIDE COMMAND INTERACTIVE DIGITAL PLATFORM REACHING 1 MILLION MILES OF MARKED OFF-ROAD AND SNOWMOBILE TRAILS, POLARIS DONATED

\$40,000

TO 80 OFF-ROAD, ATV AND SNOWMOBILE RIDING CLUBS AND ASSOCIATIONS ACROSS NORTH AMERICA.



POLARIS TRAIL TALK

TRAIL TALK YOUTUBE SERIES



TRAIL TALK EPISODE 1



TRAIL TALK EPISODE 2

SAFE RIDING RESOURCES

Approach

Through materials like our owners' manuals and online content, we showcase the fundamentals for safe practices. These resources help educate riders about safe and responsible vehicle use, maintenance and transport, as well as the usage and replacement criteria for helmets and other protective gear and apparel.

Progress

In 2021, we introduced new resources with safe and responsible riding information:

- **New safety content on Polaris.com:** [A Safer Ride is a Great Ride](#) features safe and responsible riding fundamentals for every terrain.
- **Trail Talk:** an initiative to help new owners learn responsible riding and vehicle maintenance best practices. The YouTube series, which is featured on the [Polaris Off-Road channel](#), produced 29 episodes in 2021 delivering information and tips in a casual, engaging format.
- **Safety awareness campaign** executed during National Motorsports Awareness Month in August included best practices and interviews with experts — Click on the product links below to view the safety pages on Polaris.com

SUPPORTING SAFE RIDING PRACTICES



[Off-Road](#)



[On-Road](#)



[Water](#)



[Snow](#)



EMPLOYEE RIDER SAFETY

Approach

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 as well as encourage them to seek out their own ways to **THINK OUTSIDE**. Whether riding for work or play, we provide our employees with resources so that they can operate vehicles in a safe and responsible manner.

Employee rider safety and product-use training are covered by our Rider Safety Policy, available to all employees via our company intranet.

Progress

In 2021, our Safety Committee developed new employee safety protocols, procedures and training that we began to incorporate at our product development, testing and training facilities in early 2022. Throughout 2021, we continued online and in-person employee training to keep safety at the forefront for employees both in the workplace and when creating their own adventures outdoors.



RIDER SAFETY SITE

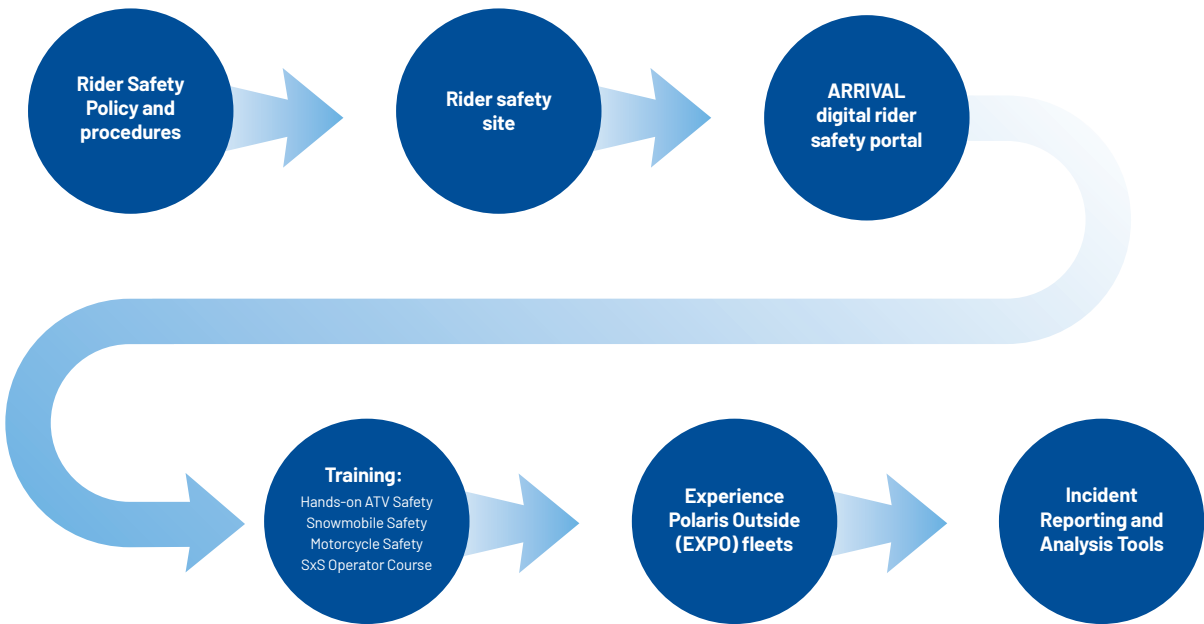
We introduced a new internal rider safety site to unite enterprise-wide resources that support the Polaris safety culture. The site centralizes governing policies and procedures, showcases employee trainers and training opportunities, and empowers new employees and riders to become safety ambassadors for Polaris.

The site features a new employee roadmap tool that creates a starting point with clear navigation toward safety milestones, such as becoming eligible to ride, brushing up on skills and gaining more confidence, or planning an adventure with a desired Polaris product. Employees can also leverage an expansive collection of videos, articles, checklists and templates that make learning the basics a less daunting achievement.

EXTERNAL INSIGHT AND EXPERTISE: RIDER SAFETY

We partner with industry experts to develop rider safety content. Some of our key partners include:

- State Departments of Natural Resources
- TreadLightly!
- Recreational Off-Highway Vehicle Association (ROHVA)
- ATV Safety Institute (ASI)
- All-Terrain Vehicle Safety Institute
- Motorcycle Safety Foundation (MSF)
- Motorcycle Industry Council
- Avalanche.org
- American Institute for Avalanche Research and Education (AIARE)
- International Snowmobile Manufacturers Association (ISMA)
- American Council of Snowmobile Associations (ACSA)
- National Marine Manufacturers Association (NMMA)
- Discover Boating





ARRIVAL SAFETY PORTAL

Using our ARRIVAL Employee and Guest Rider Safety portal, employees can store all rider safety related documentation — safety training certificates, endorsements and insurance information — in a secure, reliable and central location. In 2021, the portal expanded to gather more information about employees' work-related riding activities to help track compliance with our Rider Safety Policy.

5,375

SAFETY TRAINING CERTIFICATES WERE UPLOADED BY EMPLOYEES IN 2021 TO DEMONSTRATE COMPLETION OF REQUIRED COURSES OFFERED BOTH ONLINE AND IN-PERSON, AND EITHER IN-HOUSE OR EXTERNALLY

1,300+

GUESTS ELECTRONICALLY SIGNED THE RIDE WAIVER DURING 2021 AS EMPLOYEES SHARE THE POLARIS RIDING EXPERIENCE WITH FAMILY, FRIENDS AND BUSINESS GUESTS

Within the portal, we recognize 42 trainings across all product grounds including rescue and trailers — this number will continue to grow as we focus efforts on developing additional Polaris trainings. This system will be leveraged to continue driving our zero-harm culture as an integral part of a career at Polaris.

EMPLOYEE TRAINING

We provided the following safety training to employees in 2021, either directly or through approved partners aligned with our Rider Safety Policy:

- **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. As new employees join the company, these classes provide a unique way to build their product understanding and a strong base for safe riding practices. The classes are taught by employee trainers who are ASI certified. In 2021, we offered this training to all our interns as a prerequisite to a Polaris-sponsored team ride event. Our trainers also supported ATV safety at community events.
- **Snowmobile safety training:** Every year, we offer various snowmobile-related trainings to improve rider safety and welcome new employees into the sport. In 2021, we hosted several in-person small group sessions focused on avalanche awareness and rescue. Employees learned how critical it is to prioritize training, planning and practicing before riding in the mountains. The safety team conducted a thorough assessment

of all snow engineering employees who ride in the mountains for work, to evaluate current rider experience and skill level as a means to create an opportunity for learning and advancement. Of that group, 20 advanced to the AIARE endorsed Avalanche Level-1 course covering hazard assessment, decision-making and rescue. Another five employees advanced to the AIARE endorsed Avalanche Level-2 course. Newer riders and employees are earmarked to begin their journey on the AIARE recreationalist safety training track in 2022.

In partnership with Polaris Snow Athletes, the rider safety program launched a new #AviGearChallenge in the University of Polaris platform, where employees are encouraged to practice deploying Avalanche gear properly and quickly as an essential step in planning to ride in avalanche prone terrain. Polaris athletes demonstrate proper deployment and the importance of knowing where gear is and how to use it, creating an engaging way for employees to refresh skills each riding season. For 2022, the Avalanche Awareness presentation will be made available using the University of Polaris platform, broadening the accessibility to all employees globally.

Examples of extended courses attended by employees specifically interested in motorcycle riding and safety include:

- Superbike School, a two-day training camp structured in technical skill building and skills on a variety of specialized bikes.
- Motorcycle Safety Foundation (MSF) basic rider, advanced and expert courses.
- 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.

- **Motorcycle safety:** We identified a motorcycle safety training academy in Bangalore, India in 2021 to establish a pathway for employees to learn the essential skills and confidence to safely operate Polaris motorcycles. In Minnesota, where our corporate headquarters offices are located, we continue to offer skills refreshers and training to help employees advance to the next riding experience level.
- **SxS operator course:** A cross-functional team of internal Polaris experts and test drivers collaborated with Off-Road Vehicle certified trainers from both ASI and ROHVA to develop a hands-on safety training experience in 2021 for beginner to intermediate riders. The program was piloted in 2021 and will be offered to Polaris employees focused on developing safe behaviors and habits, such as riding smart, responsibly and within the driver's ability, as well as learning basic operation, navigating through different terrain settings, best practices and requirements for Polaris group or team rides. Employees must complete a ROHVA e-course prior to participating in the SxS operator course. The ROHVA e-course was customized to enable riders to not only learn the fundamental skills essential to safe riding, but also embed our rider safety policy and best practices throughout, further highlighting and promoting the importance of our safety always culture at Polaris.

In 2022, we will focus efforts on expanding the internal training team with employees who are passionate about representing Polaris as a safety ambassador while launching the course at six additional Polaris training locations.
- **University of Polaris online training:** Online training increased in 2021 as we continued to offer a number of specialized training courses through our University of Polaris platform that are not readily available, accessible or offered from external organizations. These include, but are not limited to, rider safety, trailer safety, Slingshot rider safety, Timbersled rider safety and #AviGearChallenge.



EXPERIENCE POLARIS OUTSIDE FLEETS

Polaris offers Experience Polaris Outside (EXPO) 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 the proper safety trainings.

Next Steps

We will continue in 2022 to build out our comprehensive qualifications and training portfolio for advanced ORV rider safety, including vetting test driver qualifications, conducting detailed knowledge assessments and providing additional skill training. To help make sure employees have a clear pathway towards advancing their skills, knowledge and experience, we will be enhancing the way in which we evaluate candidates and new hires for product development and testing teams. Improving the evaluations process will

allow us to better understand the current rider experience and qualifications and enable further development of key training initiatives for employees. Additionally, we will further develop our rescue training portfolio including CPR, First Aid, First Responder and Avalanche Rescue training initiatives. By leveraging our ongoing partnership with Polaris Athletes and other industry professionals, we aim to become even better stewards in responsible planning and emergency preparedness.

YOUTH SAFETY

Approach

We are proud to offer the industry's largest lineup of youth vehicles, and we believe that along with our leading market presence comes an opportunity and responsibility to reinforce youth safety. We make it clear that it is necessary to have adult supervision while youth vehicles are in use, we provide education on the correct gear and riding practices and we support youth safety initiatives through a variety of partners, including national organizations, local and grassroots off-road clubs, and more.

We also offer employee led safe riding training for youth riders of ORV products onsite at Polaris and at local events.

Progress

The [Polaris Foundation](#) provided funding in 2021 to the 4-H and the Progressive Agriculture Foundation Partnership to help advance safe and responsible practices among young riders. We also launched new Helmet Aware Technology, available on RZR 200 EFI and RGR 150 EFI models, in 2021 to give parents more control over where — and how fast — their kids ride. Using the RIDE COMMAND app, parents can set a maximum vehicle speed based on their child's age, experience and the terrain and establish ride location boundaries using geofencing parameters.

Learn more in the [THINK PRODUCT](#) section of this report.



YOUTH SAFETY PARTNERSHIPS

Minnesota 4-H

Polaris is proud to partner with Minnesota 4-H to help advance safety and youth leadership through support of 4-H's youth ATV safety education programs. With funding from the Polaris Foundation, in 2021 Minnesota 4-H was able to:

- Train nine new adult volunteers
- Conduct three 4-H safety days to certify more than 60 youth in accordance with Minnesota DNR standards to safely and legally drive ATVs
- Perform maintenance on previously donated Polaris ATVs to keep equipment safe and up-to-date
- Create an online, self-study experience for youth that included an ATV safety tutorial
- Finish a permanent ATV course in Sherburne County to provide additional opportunities for ATV training and riding

Seven travel ATV safety classrooms continue to be available for visits to local, state and county fairs to provide additional ATV safety education.



Progressive Agriculture Foundation Partnership

The Progressive Agriculture Foundation hosts nearly 400 Safety Day events 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.

IMPACT:

More than 180 youth fitted and sent home with helmets from their in-person Progressive Agriculture Safety Day, just one example of initiatives in 2021.





Diversity, Equity and Inclusion

Goal

Our goal is to build a diverse, inclusive and welcoming work environment at Polaris. Our commitment to advance diversity and inclusion in our workplaces, communities and society begins at the top — aligned with the CEO Action Pledge for Diversity & Inclusion.

Approach

Polaris thrives when we empower and value the unique skills, perspectives and contributions of each employee. As a part of our ongoing efforts to create a workplace of awareness and understanding, in 2020 we created an internal structured approach called R.I.D.E. Together: Respect. Inclusion. Diversity. Equity. Through R.I.D.E. Together, we work to continually foster our corporate culture of inclusion and we encourage all employees to make a personal commitment to supporting diversity and inclusion.



DIVERSITY, EQUITY AND INCLUSION

Diversity, equity and inclusion are key enablers of our success as a company — within Polaris as well as with our customers and communities.

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.

**POLARIS WAS CERTIFIED
IN 2021 AS AN INCLUSIVE
COMPANY BY THE MINISTRY
OF LABOR - MEXICO**

EQUAL EMPLOYMENT OPPORTUNITY

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](#).

Progress

Partnering with Mercer, a leading workforce consulting group, we conducted an anonymous survey of our employees in 2021 to help us better understand employee perceptions of inclusion at Polaris, including how various groups of employees feel differently about working at the company. We are using insights from that survey, combined with peer company benchmarking data provided by Mercer, to inform our diversity, equity and inclusion strategies going forward as we strive to build an increasingly inclusive culture.





TALENT AND PERFORMANCE MANAGEMENT

In 2021, we partnered with Mercer to begin reviewing our talent processes for bias and we completed a review of our performance management process. The results provided us with a lens of where we have well established practices, where our practices are market leading and where we have opportunities to enhance our practices. As part of the analysis of our talent processes, Mercer created internal labor market maps and workforce projections. This was a quantitative assessment of attraction, progression and retention of our salaried

workforce analyzing our data from the past three years. The assessment illustrated flow from two different perspectives: female vs. male employees in our global salaried workforce; and non-white vs. white employees in our U.S. salaried workforce. The findings from these assessments will help guide our long-term strategies to increase representation over time as well as improve our talent processes so we are providing an environment where all employees feel a sense of belonging and can bring their best to the company.

Next Steps

In 2022, we will continue to review our talent acquisition processes both internally and externally.

RECRUITING

We recognize that diversity helps drive innovation, customer growth and employee engagement. Our talent process review with Mercer in 2021 included a focus on recruiting practices and our recruiting team continues to broaden the scope of our candidate pipeline in order to help create a more diverse candidate pool. Polaris representatives attended the National Society of Black Engineers (NSBE) Career Fair to engage with candidates in 2021 and we will continue to deepen our relationship

with NSBE going forward. Our participation in the virtual Society of Women Engineers (SWE) national conference in 2021 resulted in three times as many candidate impressions compared to 2020, and we engaged with university students through campus SWE chapters to introduce them to Polaris. We will build on these activities and expand our SWE Corporate Partnership Council in 2022.

SWE is an organization dedicated to giving female engineers a unique place and voice within the engineering industry. Polaris partners with the local University of Minnesota chapter that has more than 400 members that prides itself on its diverse experiences in STEM and offering supporting networks and development opportunities. We will continue to advance our recruitment strategy to reach and attract applicants from a wide variety of backgrounds and experiences.

IN 2021

WE PARTNERED WITH MERCER TO BEGIN REVIEWING OUR TALENT PROCESSES FOR BIAS AND WE COMPLETED A REVIEW OF OUR PERFORMANCE MANAGEMENT PROCESS.



Polaris is known for our world class products, but too often our talent attraction efforts haven't connected our people and culture to those products. I'm proud of what the team delivered, as it now introduces candidates from all backgrounds to the people behind our iconic product brands."

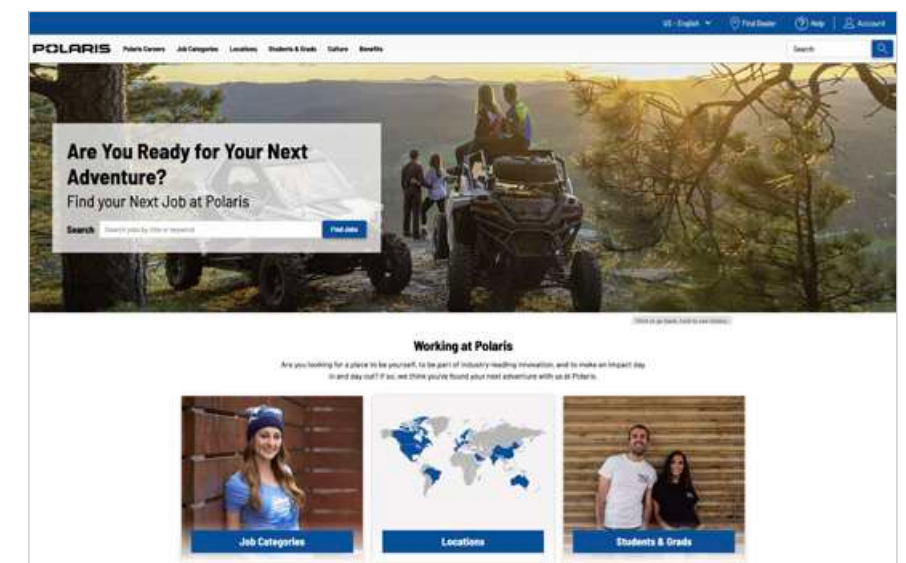


- JOE W., HUMAN RESOURCES DIRECTOR, TALENT ACQUISITION

ATTRACTING TOP TALENT

Polaris updated our careers website in 2021 to help make it easier for job seekers to find and apply for roles, and tell about why Polaris is a place for all communities of talent. Features of the refreshed careers site include:

- Streamlined navigation
- Simple, accessible search fields for job types and locations with results optimized to highlight company culture, benefits and location information
- Content designed to elevate candidates' understanding of Polaris and how they would fit into the organization





PAY EQUITY

Goal
As part of our overarching diversity and inclusion goals, Polaris is committed to equal pay for equal work, without regard to gender or race. 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.

Approach
Pay is regularly reviewed during our organization wide annual processes, which include planning of merit, bonus and stock awards in the spring and market adjustments in the fall. We also review when we have new hires, promotions, or off-cycle adjustments. As compensation decisions are being made, we conduct an internal equity analysis to ensure pay is based on the scope and impact of the job, and the individual’s relevant experience, qualifications and performance where applicable. Our focus on pay equity is grounded in the belief that employees

should progress in their careers regardless of gender or race. Compensation decisions should be gender and race neutral and pay differences between employees in similar jobs should be based on job-related factors, such as education and experience, performance, skill, effort and working circumstances.

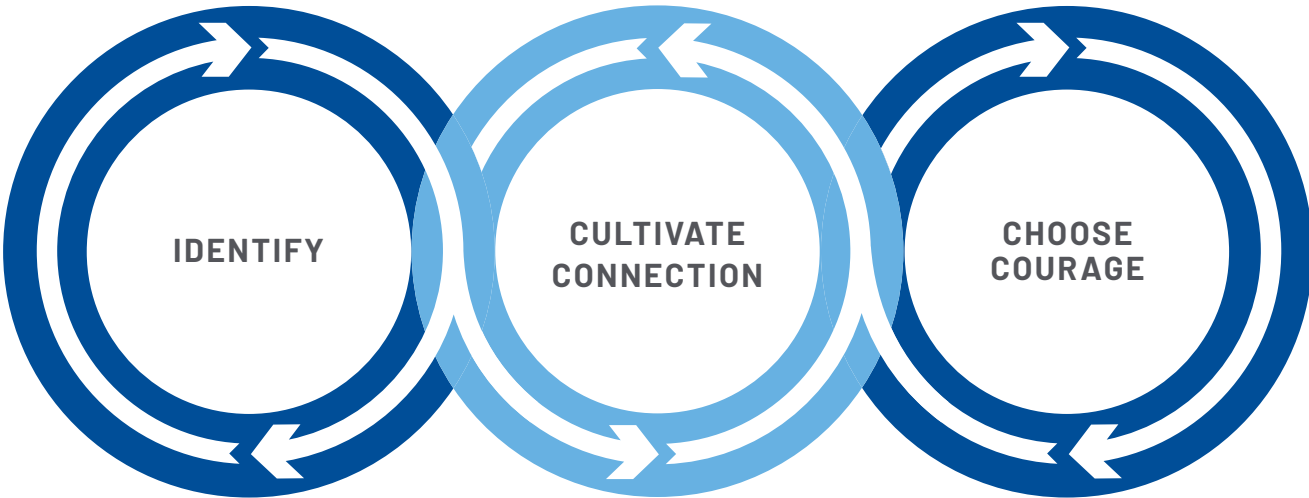
Progress
As a part of our commitment to continually review our compensation practices in 2020 we undertook a comprehensive assessment, with guidance from Mercer, to identify any pay gaps by gender or race and determine whether such differences were explainable by work-related factors. There were no material differences. We expanded upon that in 2021, by examining pay equity in our planning cycles, promotions and new hire offers as well as conducting ongoing analysis of our hiring, promotion, retention and exit data. Based on this review, we provide regular feedback to managers so they may take action in an effort to meet our commitment to equal pay for equal work, without regard to gender or race.



WE WORKED WITH MERCER, A LEADER IN HELPING ORGANIZATIONS EFFECTIVELY ADDRESS PAY EQUITY AND FAIRNESS IN THEIR REWARDS. MERCER SUPPORTED POLARIS IN CONDUCTING OUR PAY EQUITY ASSESSMENT IN 2020.

Next Steps

We will continue to analyze pay equity as well as hiring, promotion, retention and exit data to help drive appropriate action.



UNCONSCIOUS BIAS

SINCE 2020
600+
LEADERS PARTICIPATED IN UNCONSCIOUS BIAS TRAINING, INCLUDING VICE PRESIDENTS, DIRECTORS, MANAGERS AND INDIVIDUAL CONTRIBUTORS.

Leaders play a key role in engaging all employees and building an inclusive culture. In 2021, we continued to train leaders throughout the company by providing Understanding Bias to Unleash Potential training delivered by FranklinCovey. This half-day training course reflects on how bias, including unconscious bias, impacts decisions leaders and all employees make and can directly affect how individuals lead and accomplish business results. In 2020, our Partners in Continuous Improvement (PCI) Leaders

participated in the training and in 2021 we extended that training to all managers and some individual contributors, including those identified as top talent within the Succeeding As a Polaris Leader (SAPL) program. We augmented the training in 2021 with guidance for managers to help them actively share insights from the training throughout the year with their teams, including monthly tips and topics for team Huddles; this content is also posted on the internal R.I.D.E. Together site for easy reference.

Elevating Awareness of Unconscious Bias	Team Huddle Topics	Leadership Tip Topics
Equipping leaders with resources to guide conversations with their teams	<ul style="list-style-type: none">• Cultivating connections• Leaning in on empathy and curiosity• Be courageous• Inclusion• Working across our matrix	<ul style="list-style-type: none">• Development• Midyear reviews• Global mindset• Teaming in the “new normal”• Seeking feedback

Next Steps

We will continue offering Unconscious Bias training and topics for team Huddles to cascade awareness and learning in 2022.



WOMEN LEADERS IN POWERSPORTS

Approach

Since its creation in 2016, 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 additional facilities, providing professional development opportunities and helping support women talent retention through mentoring, career spotlight sessions, and discussion channels focused on business and leadership. In addition, WLP members attended the Women's Leadership Conference, Women in Manufacturing (WiM) Annual Summit, and the Society of Women Engineers (SWE) 2021 conference to further internal development and build strong external networking.

Progress

WLP conducted its second year of mentoring programs in 2021 and experienced an increase in participation.

Next Steps

In 2022, WLP formalized our corporate membership with Women in Manufacturing (WiM). Through this partnership, our employees will have free access to participate in all WiM activities across the U.S. WiM is a global trade association with more than 10,000 global members dedicated to providing year-round training, development and networking conferences to support women in the manufacturing industry.

POLARIS

WOMEN LEADERS IN POWERSPORTS

WOMEN LEADERS IN POWERSPORTS MENTORING PROGRAM IMPACT

45%

INCREASE IN MENTORING PARTICIPANTS FROM 2020

76%

OF PARTICIPANTS ARE FEMALE

\$5,000

RAISED THROUGH WLP MEMBER DONATIONS TO LOCAL NON-PROFIT ORGANIZATIONS

7,500+

FEMININE HYGIENE PRODUCTS DONATED TO LOCAL FAMILY ORGANIZATIONS AS A PART OF GIVETUESDAY GLOBAL GENEROSITY MOVEMENT



CELEBRATING DIVERSITY

We recognize and value diversity every day at Polaris. Shown here are a few of the ways we recognized and celebrated the diversity of our employees throughout 2021. As we continue to expand our operations globally, having a deeper understanding and appreciation of all employee perspectives is essential to our business success.



Military Appreciation
Month



Hispanic Heritage
Month



Celebrating Women
Engineers



World Autism
Awareness



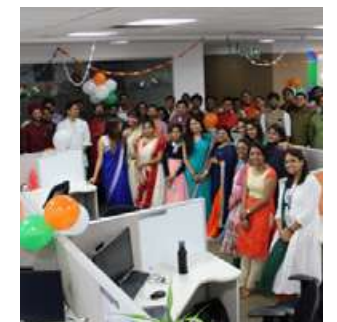
Black History
Month



Supporting Our
LGBTQ+ Community



International
Female Riders Day



Global Diversity
Spotlight: India



Global Diversity Spotlight: China



Global Diversity Spotlight: Brazil



Women's History Month



DIVERSITY, EQUITY AND INCLUSION IN THE COMMUNITY

Approach

At Polaris, we are committed to advancing diversity and inclusion within and beyond our workplaces — including within our communities. The Polaris Foundation has long supported organizations and initiatives that meet the needs of underserved communities. Diversity, Equity and Inclusion continues to be a focus area for Polaris Foundation giving.

Progress

We moved forward with our support of initiatives to advance diversity, equity and inclusion in our communities in 2021 through our work with the following partners.

CODE2COLLEGE

Polaris partners with Code2College (C2C) whose mission it is to increase the number of minority and low-income students who enter and excel in science, technology, engineering, and mathematics (STEM) undergraduate majors and careers. Polaris support to C2C includes:

- Sponsoring underserved populations in obtaining STEM degrees.
- Supporting students in C2C's Software Engineering Leadership Program
- Polaris volunteers developed the industry's first Embedded Software Curriculum, now being rolled out to students nationwide

Moving forward, Polaris has invested in C2C to create the Polaris Tech Center of Excellence in San Angelo, TX; home of Polaris' Proving Grounds for Vehicle Development and Testing.

UNIVERSITY OF MINNESOTA COLLEGE OF SCIENCE AND ENGINEERING

In 2021, the Polaris Foundation committed to donating \$100,000 over two years to support two initiatives designed to help the University of Minnesota's College of Science and Engineering (CSE) to recruit and retain students who are Black, Indigenous and people of color (BIPOC). With the pandemic increasing already existing inequities among underrepresented and historically underserved communities, CSE and Polaris realized that students would be better served during this time if funding initially provided for programming went to student support instead. Through scholarships, Polaris was able to provide some stability, helping students continue their education during uncertain times.



CAREER PATHWAYS CAMP

Polaris is committed to helping prepare the next generation of STEM professionals, and an innovative pilot program called The Connected and Automated Vehicles (CAV) Career Pathways Camp has provided a new opportunity to do so. Launched in August 2021, the program brings together Minnesota high school students for a week-long day camp. Coordinated by the University of Minnesota's Center for Transportation Studies, the camp was offered at no cost to participants and is believed to be a first in the industry. A diverse group of campers received an introduction to industry projects, technologies and careers, experienced live vehicle technology demonstrations — including an Indian Chieftain Motorcycle outfitted with RIDE COMMAND — and participated in a future mobility scenario planning workshop.

BOYS & GIRLS CLUBS ON NATIVE LANDS

The Boys & Girls Club of America (BGCA) Native Services, in partnership with Polaris and others, worked together to promote STEM to Native youth. This opportunity ignites passion and motivates young people attending Boys & Girls Clubs on Native Lands. Through our partnership, in celebration of National Native American Heritage Month, we promote and incentivize Club youth to participate on BGCA's digital platform, MyFuture, and earn digital recognition in the form of stars, which will recognize the individual activities that young people do in Clubs; badges, which recognize clusters of activities; and master badges, which recognize when young people have completed significant programming in the form of a learning pathway with a main focus on STEM and the activities and badges that have been adapted for Native youth in efforts to create an inclusive environment for Native youth to thrive. Polaris was also a key presenter at the day-long 2021 virtual STEM summit to introduce Native Youth to a variety of STEM-based careers and generate excitement among secondary education opportunities. The Boys & Girls Clubs on Native Lands focuses on upholding BGCA's mission to enable all people, especially those who need us most, to reach their full potential as productive, caring, responsible citizens.

BIG BROTHERS BIG SISTERS STEM PILOT PROGRAM

A new partnership started in 2021 between the Polaris Foundation and Big Brothers Big Sisters Twin Cities is focused on introducing youth from underserved neighborhoods to STEM-related technology and career areas. The Foundation provides financial support for an after-school pilot program that includes three STEM learning modules covering topics including: robotics, engineering, drones, graphic design, LEGO architecture, scratch coding and general STEM enrichment. The goal is to lay the groundwork for ongoing capacity building in STEM-related programming moving forward.



Employee Engagement and Development

EMPLOYEE ENGAGEMENT

Goal

Our relationship with our employees is key to Polaris’ continued success, so we work to deepen opportunities for engagement with them. Our goal is to earn high levels of employee engagement as measured through employee satisfaction scores and participation in employee surveys.

Approach

We conducted our first Employee Engagement Survey in 2019 and our second survey in 2021 in partnership with Mercer | Sirota. We survey our employees every two years, enabling us to measure our progress, understand employee motivators and build our understanding of Polaris’ culture. We use these insights to drive improvement and develop new strategies.

Progress

We achieved a 96% survey participation rate and an 86% engagement rate on our 2021 survey — both up two percentage points from 2019. We broadened the scope of the survey in 2021 to include employees from integrated businesses, including TransAmerican Auto Parts and Boat Holdings. Survey data revealed several key strengths — including strategy and leadership; growth and recognition; and collaboration within teams — as well as areas of opportunity, including addressing bureaucracy, helping employees find career opportunities and improving cross-unit collaboration. Looking ahead, we will be monitoring these key areas as we maintain our focus on continuous improvement.

WORKPLACE

AWARDS

AND RECOGNITION

- Forbes’ World’s Best Employers
- Forbes’ America’s Best Large Employers
- Great Place to Work certification (55th in the 500-5,000 employees category) - Mexico
- 15th Most Innovated Cultures in Mexico
- Certified as a Family Responsible Company by the Ministry of Labor - Mexico
- Employer of the Year - Opole, Poland
- Company Well-Perceived - Opole, Poland



We partner with Mercer | Sirota, organizational research specialists that guide companies toward better understanding of what motivates employees and how to can take action to improve the employee experience.

Mercer | Sirota helped Polaris facilitate our first employee engagement survey in 2019, as well as the most recent survey in 2021.



Polaris received a Campus Forward Award for Early Career Recruitment from Ripplematch for The Polaris Internship Program

EMPLOYEE AND LEADER DEVELOPMENT

Goal

We are committed to investing in our people — they are the drivers of our business today and into the future. We support employees in making their best contributions toward helping Polaris drive change, advance innovation and find new ways to **THINK OUTSIDE**.

Approach

Through a variety of development and training programs along with our Organization and Talent Review process, we support employees to help them learn and grow throughout their careers.

EMPLOYEE AND LEADER DEVELOPMENT PROGRAMS

Early Development Programs

- Internship Program
- Development Program
- Mentorship Program

Leadership Development Programs

- Succeeding As a Polaris Leader (SAPL)
- High-Performing Manager Training
- Polaris Leadership Development Program (PLDP)
 - PLDP 1 for managers
 - PLDP 2 for directors
- Manager Foundation Training

Organization and Talent Review

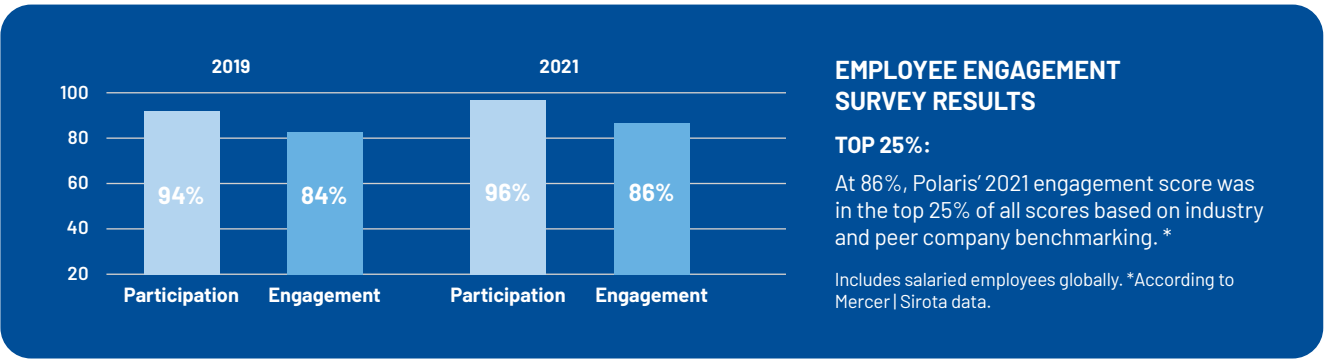
- Performance management process
- Talent development
- Succession processes

Manufacturing Training

- Manufacturing Training Assessment

Learning And Skill Development

- Degreed system training
- Online learning
- On-the-job training
- Question Behind the Question Training



EARLY DEVELOPMENT PROGRAMS

Approach

Polaris offers two early development programs to help college students and entry-level employees gain experience across a variety of roles and business units:

The Polaris Internship Program is designed to provide talented college sophomores, juniors and occasionally freshmen with the opportunity to grow personally and professionally. During the 12-week summer program, interns gain real world experience, participating in projects and development opportunities. The internship experience is designed to prepare individuals for placement in our Development Program.

The Polaris Development Program (DP) is designed to build a bench of future leaders for the company. The program spans six functions — Human Resources, Finance, Operations, Digital and Information Technology, Sales and Marketing, and Engineering (with a focus on Powertrain and Electrical Engineering) — and provides an intentional, varied set of rotational, geographic and networking opportunities to help participants develop skills related to teamwork, customer service and innovation. On average, DP associates move into a manager role about 5 years after completing the program, and into a director role about nine years post-program. This rapid pace of advancement puts program participants on a track to potentially achieve a vice president opportunity in 15 years.



Progress

Our Internship Program included 88 participants in 2021 and 77 people participated in our Development Program. 2021 provided increased opportunities for intern and DP associates to learn and grow in the virtual environment. Highlights include:

- Learning journey for DP associates developed by Polaris and Franklin Covey to promote networking, time-management and conflict resolution skills.
- Unconscious Bias training for interns and DP participants with follow-up reinforcement discussions through Teams.
- Two day virtual DP associate summit event to learn from Polaris Executive Leadership and focus on development planning and goal setting.
- Weekly opportunities for interns to learn from Executive Leaders, remotely participating in events throughout the summer where leaders — from CEO Mike Speetzen to Chief Customer Growth and Engagement Officer Pam Kermisch — provided insights on career paths and Polaris. These engagements were kicked off by Olympic Swimming Gold Medal Winner Missy Franklin, who offered an inspiring message focused on Polaris values.

2021 also marked the second year of Polaris’ mentorship program between interns and DP associates. Through the program, each intern is matched with a DP to help welcome them to the organization and provide personal and professional support and advice throughout the internship experience. In turn, it provides an opportunity for DP associates to work on their leadership skills.



EXTERNAL INSIGHT AND EXPERTISE: ABOUT FRANKLIN COVEY

Franklin Covey provides consulting and training services focused on helping organizations improve their leaders, teams and cultures. Polaris works with Franklin Covey to provide training to our employees on key topics, including Unconscious Bias awareness, professional development and management skills.



LEADERSHIP DEVELOPMENT

Approach

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

Progress

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

- **Succeeding As a Polaris Leader (SAPL)** is aimed at our individual contributors at Polaris. This week-long development program brought together two groups totaling 56 individuals from across the organization’s U.S. and global locations between two sessions in 2021. Facilitated virtually due to COVID-19, the training featured leadership learning and question-and-answer sessions led by Polaris executives and two Franklin Covey-facilitated live online interactive trainings, including the Seven Habits of Highly Effective People and Unconscious Bias: Understanding Bias to Unleash Potential. Participants of the program also received a year-long subscription to the Franklin Covey platform to continue honing their leadership skills beyond the week-long virtual session.
- **Polaris High-Performing Manager Training Programs:**
The Emerging Leaders Program We partnered with Franklin Covey to offer an eight 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 one-on-one meetings to creating a culture of feedback to managing time and energy in a leadership role. The program was offered twice in a virtual format in 2021, resulting in participation from nearly 200 leaders across our global footprint.

The Experienced Leaders Program also was offered twice in a virtual format, reaching 60 of our more experienced people leaders. This five-day program was facilitated by faculty from the University of St. Thomas and covered a variety of topics, including Leading to Move Your Team Forward, Creating Vision and Strategy, Innovation with Focus on Human Centered Design, Making an Impact through Influence and Negotiation, and Working Across the Organization.

- **Polaris Leadership Development Program (PLDP 1 and 2)**, which is focused on high talent manager- and director level employees, was delivered virtually in 2021. During the week-long program conducted in partnership with the University of Minnesota’s Carlson School of Management Executive Education program, 28 managers interacted with faculty and Polaris executives and completed business case assignments while working as part of global cross-functional teams.
- **The Polaris Manager Foundation Training** launched in 2021 as a self-directed eight module program intended for new leaders of people at Polaris. Learners are encouraged to complete the training over the course of their first eight weeks in their manager role. Topics include: Leadership Competencies, Polaris Tools & Procedures, Polaris Performance & Potential, Manger Conversation Models (Providing Effective Feedback, Coaching, holding a Difficult Conversation), Performance Improvement and Driving Engagement.
- **The Polaris Vice President Training** was enhanced through a partnership with Harvard Business School (HBS). Starting in Q1’22, we established a partnership with HBS for Vice President level general management training through a highly regarded executive training program. The program is led by current and former CEOs, leveraging business case studies with an emphasis on adapting to the rapidly changing global business context and how senior leaders lead through challenging business, leadership, and ethical problems.



MANUFACTURING TRAINING

Approach

Learning and skill development continues to be one of our top priorities in order to maintain a qualified workforce able to perform with safety, quality and continuous improvement in mind. Our Manufacturing Training Assessment provides guidelines to achieve training standardization and helps us measure the maturity of training and development practices in our manufacturing plants.

Our Operational Learning Council, which guides skill development for our manufacturing and engineering teams, includes representatives from our human resources, engineering, manufacturing and supply chain functions. Our formal, cross-functional review model includes manufacturing executives, along with safety, quality and organization development leaders who evaluate training metrics and forecast needed skills.

Progress

Aligning the Manufacturing Training Assessment with the Polaris Production System in 2021 allowed us to evaluate the needs of our manufacturing sites and capabilities cohesively and plan accordingly to close gaps and align processes with the overall business strategy.

LEARNING AND SKILL DEVELOPMENT

Approach

We use the [Degreed](#) learning platform as a guide for designing, organizing and delivering training plans across functions to support people at a range of levels, from hourly employees to directors. We have moved most of our classroom training into interactive, measurable online courses, combining these courses with other internal and external resources to enrich the learning experience. The system also hosts Pathways — collections of curated content related to key topics, including foundational Polaris initiatives, such as L.I.F.E. (focused on safety), R.I.D.E. Together (focused on workplace inclusion), I DECIDE QUALITY (focused on product safety and quality), the Polaris Production System, and more.

Progress

More than 3,500 active users engaged with the learning platform in 2021, completing more than 40,000 learning resources. Keeping data analytics as a trigger for our decision-making is crucial. We have built reports that allow us to track what our users are searching, completing and sharing to identify trends and offer content that fulfills their expectations. Also, we have started a pilot program for skill development tracking, aligning available content with employee experiences and on-the-job training. The goal is to look beyond content completions and help our teams identify, map and develop the skills they need to succeed.

Next Steps

As we move into 2022, world-class instructional design for online training will remain at the top of our list. We will continue to update online learning experiences for our employees and focus on on-the-job training effectiveness metrics and management systems as well as development of front-line leaders.

LEADER TRAINING SPOTLIGHT

Polaris uses Question Behind the Question (QBQ) training as a framework for practicing personal accountability by reducing blame, victim thinking and procrastination. In late 2021, a selected group of supervisors, managers, directors and vice presidents went through the program, which included a half-day training session (both in-person and virtual, depending on the site) at our global ORV manufacturing facilities and for corporate and field teams. Leaders learned how to keep work moving ahead by paying attention to the

questions being asked and reframing to be more action oriented and accountability focused.

The training was completed in January 2022, allowing leaders to begin utilizing the information and skills with their teams at the start of the new year. Participants received the *Question Behind the Question* and *Flipping the Switch* books to reinforce the content, and a discussion guide was launched to assist leaders in sharing the information with their individual teams.

//

This was a great training on such a simple yet impactful concept. I left with practical takeaways that I look forward to sharing with my teams, and can already see areas where reframing questions may help foster ownership and accountability to help us be more productive and efficient.

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- JOHANNA F., DIRECTOR, ORV FIELD OPERATIONS

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Our past successes, current wins and confidence in our bright future are all the result of the talented Polaris team and the reason why ‘Best Team, Best Culture’ is a strategic part of our long-term corporate strategy. We strive to make Polaris a place where employees are encouraged to take on new experiences, feel challenged and grow in their skills. Our organization and talent review process is one avenue that helps facilitate those development conversations and opportunities.

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- JIM WILLIAMS, SENIOR VICE PRESIDENT, CHIEF HUMAN RESOURCES OFFICER

ORGANIZATION AND TALENT REVIEW

Approach

Continuing to grow and develop talent within Polaris is a priority across all levels of our company. Our commitment to talent development begins with our annual performance management review process 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 opportunities and support. 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. Our mid-year review process allows salaried employees to receive feedback in an organized, consistent manner at least twice a year. Employees and our Human Resources Business Partners have 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 top talent for development programs, such as SAPL and PLDP (see page 103), 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' exposure with other parts of the company.

Progress

After automating our succession processes in 2020, we created metrics and a scorecard in 2021 that were integrated into our annual organization and talent review process. We also gained increased visibility of these review processes among executives, including the CEO, who participated in all the organization and talent reviews instead of just those in their respective business or functional areas.



Supporting Our Employees and Families

Goal

At Polaris, we are dedicated to enhancing the wellbeing of our team members and their families. Polaris offers a wide variety of benefits, resources and support to employees on their financial wealth accumulation journey. Health and safety are top priorities for Polaris, and in the current environment that commitment remains steadfast.

Approach

Polaris offers programs that matter to our team members, including comprehensive health care benefits with significant subsidy, tuition reimbursement for our employees, scholarships to help offset the costs of postsecondary education for children of Polaris employees, health clubs and personal training reimbursement, and more.

In addition to healthcare benefits, Polaris offers wellness counseling, mental health and parenting resources, and online programs for those at risk for or managing certain health conditions, including personalized support to help individuals reach weight loss goals and manage diabetes. A variety of confidential resources help employees and family members who are experiencing anxiety, depression, grief, loss, stress, sleeplessness and substance abuse.

Progress

As we rolled out our return to office plans for employees who had been working primarily from home, we introduced a flexible approach asking employees to work with their managers and strike a balance that offers flexibility while addressing business need.

BENEFITS

We’re committed to offering a comprehensive benefits package that is dedicated to enhancing the wellbeing of our team members and their families, including a comprehensive suite of health and wellness benefits. Polaris employees are also eligible for programs such as our company-funded Employee Stock Ownership Plan (ESOP) and employee profit sharing. In 2021, employees also had access to resources to help navigate everyday life — including professional counseling sessions, interactive tools, online programs and webinars to help employees manage feelings of stress and anxiety heightened by the COVID-19 pandemic. We also increased life insurance limits to give an additional sense of security for our people and make accessibility easier.



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Between my academic scholarship and the Polaris Scholarship, I was able to attend Auburn almost tuition-free. This allowed me to spend time on non-profit and volunteer work that I am truly passionate about. Without the financial support I received, this volunteer work would not have been possible.

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- RACHEL H.,
4-YEAR SCHOLARSHIP RECIPIENT

POLARIS SCHOLARSHIPS

Polaris has a long-standing program that offers scholarships to help offset the costs of postsecondary education for children of Polaris employees. This unique program helps dependents of Polaris employees by providing financial support for full-time study at an accredited two- or four-year college, university or vocational or technical school.

119

SCHOLARSHIPS
AWARDED IN 2021

645

SCHOLARSHIPS AWARDED
SINCE INCEPTION

\$2.3 million

MILLION IN SCHOLARSHIPS
AWARDED SINCE INCEPTION

\$567,448

TOTAL POLARIS TUITION
REIMBURSEMENTS (IN USD) IN 2021

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 2021, we disbursed more than \$560,000 in tuition reimbursement.

Next Steps

Moving into 2022, Polaris continues to enhance our benefits program as part of our overall compensation and rewards for employees. As we rolled out our return to office plans for employees who had been working primarily from home, we introduced a flexible approach asking employees to work with their managers and strike a balance that offers flexibility while addressing business need. We regularly evaluate the market to maintain our competitive positioning.



Supporting Through Giving: Polaris Foundation

Goal
The Polaris Foundation strives to lead, engage and invest in communities where our employees live, work and where Polaris does business.

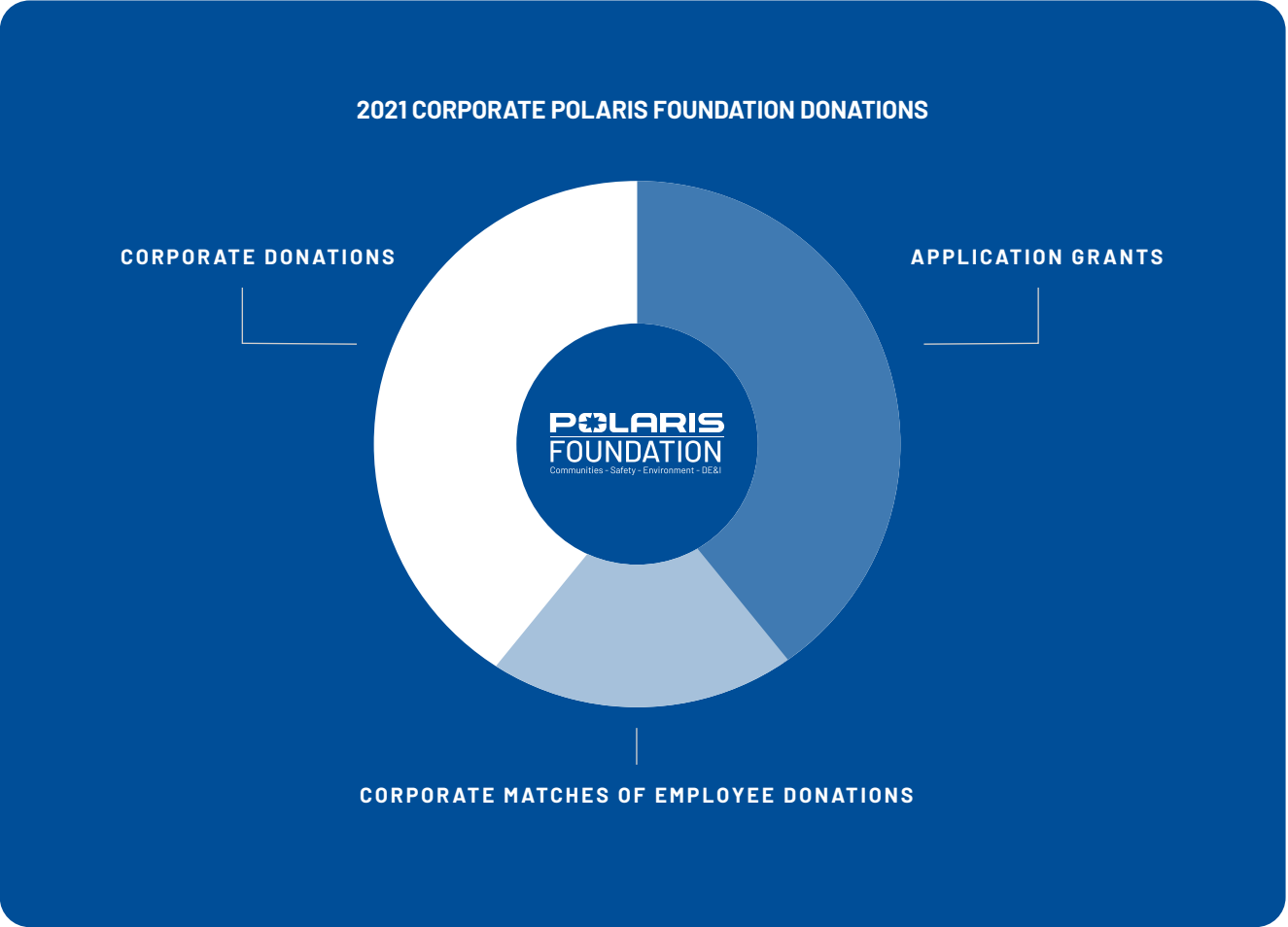
Approach
At a company level and through individual employee giving and volunteerism. We are dedicated to driving positive change and creating strong, vibrant communities where our employees live, work and play. Most funding requests are reviewed monthly by the Polaris Foundation committee, which includes members from each of the company's global business units as well as multiple functional areas. Larger impact proposals are also reviewed by the Executive Polaris Foundation Board, which meets quarterly and includes the Chief Executive Officer, the Chief Financial Officer and Executive Vice President of Finance and Corporate Development, the Executive Vice President of Operations, Engineering and Lean, the Senior Vice

President, General Counsel and Corporate Secretary (who provides updates to the company's Board of Directors), and the Senior Vice President and Chief Human Resources Officer. In addition to Polaris Foundation funded items, the company's global business units also support several stewardship initiatives. Polaris Foundation funding is directed to support four focus areas: Community Development; Environment; Youth Safety; and Diversity, Equity & Inclusion. To learn about our support for environmental initiatives, see the [THINK PLACES](#) section of this report. Polaris Foundation investments in youth safety are featured on page 63 and Polaris Foundation support for diversity, equity and inclusion appears on pages 98-99 of this report section.

Progress
Polaris provided \$4 million to organizations and local communities in 2021 through corporate donations, Foundation grants, corporate matches of employee donations and vehicle donations.



IN 2021,
\$4 million
WAS GIVEN THROUGH FINANCIAL
SUPPORT AND VEHICLE DONATIONS



BY THE NUMBERS

\$5 million
5-YEAR COMMITMENT TO THE
NATIONAL FOREST FOUNDATION

\$1 million
IN EMPLOYEE DONATIONS THROUGH
THE POLARIS GIVES PLATFORM

9,750 hrs.
OF EMPLOYEE VOLUNTEER TIME,
A 71% INCREASE OVER 2020

\$200,000
IN T.R.A.I.L.S. GRANTS

51% YOY
INCREASE IN EMPLOYEE DONATIONS
DURING 2021 POLARIS GIVES WEEK

- Top five areas:
- Recreation and sports
 - Religion-related
 - Animal-related
 - Human services
 - Education

1,247
NONPROFIT ORGANIZATIONS
SUPPORTED BY EMPLOYEE DONATIONS

- Top five causes:
- Philanthropy, volunteering and grantmaking foundations
 - Human services
 - Education
 - Voluntary health organizations and medical disciplines
 - Medical Research

\$1.1 million
IN VEHICLE DONATIONS (BASED ON MSRP
VALUE) WITH MOST OF THESE VEHICLES
DONATED FOR USE IN SAFETY INITIATIVES

HELPING THE SALVATION ARMY RESPOND TO DISASTERS

Over the past nine years, Polaris has contributed nearly \$1 million in off-road vehicles to help The Salvation Army deliver emergency supplies and help with search and rescue operations in areas impacted by natural disasters and the pandemic. Continuing this commitment in 2021, the company provided 10 Polaris Power Generators to help respond to deadly winter storms in Texas and surrounding areas.

POLARIS

TO DATE, POLARIS HAS PROVIDED:

- **10 vehicles** for response to Hurricane Sandy (2012)
- **10 vehicles** for response to tornadoes in Oklahoma (2013)
- **11 vehicles** and several pallets of Polaris Power Generators for responding to tornadoes in Oklahoma (2014)
- **10 vehicles** for disaster response in the western United States (2016)
- **10 vehicles and 20 Polaris Power Generators** for response to Hurricane Matthew (2016)
- **Nine vehicles** for use at The Salvation Army's Northwood Camp (2017)
- **17 vehicles** for response to disasters in the western and southern United States (2020)
- **10 Polaris Power Generators** for response to deadly winter storms in Texas and surrounding states (2021)

COMMUNITY DEVELOPMENT

Polaris has a longstanding history of supporting communities through partnerships that drive positive change through monetary donations and time spent volunteering. Giving back is core to what we do at Polaris and despite the limitations of the pandemic, Polaris and our employees continually sought out ways to help where they saw a need. Polaris' community grants focused on nonprofits supporting Community Foundations, business development, and youth and family support.



In addition to the hats, roughly 40 Polaris volunteers joined Vikings Defensive Linebacker Eric Kendricks on September 7, 2021, to pack backpacks with food for Every Meal's Weekend Food Program. A total of 3,100 backpacks — representing about 12,400 meals — were packed at the event.

VIKINGS PARTNERSHIP BENEFITS EVERY MEAL

In the fall of 2021, Polaris and the Minnesota Vikings teamed up on a co-branded, limited edition beanie hat to raise money for Every Meal — an organization dedicated to ending childhood hunger in Minnesota. Available through the Vikings website for a minimum \$20 donation, the Polaris Foundation then contributed an additional \$20 for each hat, resulting in a total contribution of \$66,000 to Every Meal.



400+

schools

SUPPORTED BY EVERY MEAL ACROSS MINNESOTA



KLIM AVALANCHE ALLIANCE PROGRAM

Starting in 2018, KLIM has led an avalanche safety education initiative focused on increasing awareness and education for mountain snowmobile riders. The efforts quickly expanded into forming a non-profit Avalanche Alliance that has hosted 19 training

seminars throughout key mountain riding states, as well as funding avalanche beacon testing stations at riding area entrance sites. In 2022 the Alliance will be building ten additional beacon check stations in key mountain riding areas.

IN 2021

\$171,000

Raised in Avalanche Alliance Sweepstakes. All proceeds went directly to help fund ten Avalanche Forecast Center projects

19

Avalanche Alliance dealer open house seminars hosted alongside Snowmobile Team Polaris athletes Dan Adams and Matt Entz

10

Avalanche centers received financial and training support

LOCAL COMMUNITY INITIATIVES

Polaris locations around the world are committed to supporting and giving back to their local communities.

Our plant in Opole, Poland, donated products to a charity bike rally and picnic to raise money for local organizations and initiatives.





EMPLOYEE GIVING AND VOLUNTEERISM

HELPING EMPLOYEES GIVE BACK

Polaris employees continued to utilize the online Polaris Gives platform to donate to the nonprofit of their choice and maximize their impact with a Polaris Foundation match of up to \$5,000 per year. In addition, they tracked their volunteer time and, with our Dollars-for-Doers Program, received dollars to donate to the nonprofit of their choice.

In 2021, employees supported numerous efforts, including COVID-19 response, tutoring projects, trail clean-up days, racial justice initiatives, food drives and animal welfare.

MATCHING GRANTS

The Polaris Gives platform was launched to help 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 continues to transform the way our employees give by showcasing giving and volunteering opportunities and allowing employees to track their time and money on a centralized platform. In 2021, more than 2,250 Polaris employees gave over \$1 million, prior to the company match.

VOLUNTEER REWARDS

Each year, employees can earn \$10 per hour of volunteering — up to \$500 — to give to an eligible charity of their choice. In 2021, employees volunteered more than 9,750 hours that directly tied to incremental financial donations to their elected causes.

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 2021, as the pandemic continued to restrict many in-person volunteer opportunities, Polaris employees found ways to volunteer and still adhere to social distancing guidelines, spending hours giving back to our communities through this program.

MORE THAN

2,250

EMPLOYEES GAVE MORE THAN \$1 MILLION COMBINED, PRIOR TO COMPANY MATCH



TO GIVE BACK TO COMMUNITIES!

EMPLOYEE VOLUNTEERISM SPOTLIGHT: BESTPREP PARTNERSHIP

Approach

In partnership with BestPrep eMentors, Polaris employees work with local high school students, helping them understand how what they are learning in the classroom transfers to future career opportunities. Polaris mentors connect with students via email weekly, sharing their experiences and helping build communication skills.

Progress

Since the 2018-2019 school year, more than 100 employees from our Medina and Roseau offices have served as mentors, especially on STEM-related projects, to nearly 150 students in lower income communities, typically in under-served schools with diverse student populations. In spring 2021, Polaris volunteers also took part in BestPrep's

Classroom Plus program, where speakers discuss their education and career paths to show students what opportunities are available to them after graduation.

Next Steps

As BestPrep works to expand their STEM platform, Polaris looks forward to offering even more volunteer opportunities to employees in additional office locations and learning experiences that support conversations about race and tackling racism in our communities, schools and workplaces. For example, in February 2022, 16 Polaris employees attended BestPrep's Educational Forum, including the keynote presentation entitled "Uncomfortable Conversations with a Black Man" led by sports analyst and former NFL linebacker Emmanuel Acho. Insights from the event will be shared across Polaris.

SCHOOL YEAR	NUMBER OF STUDENTS	NUMBER OF SCHOOLS	NUMBER OF VOLUNTEERS	ESTIMATED VOLUNTEER HOURS
2018-2019	21	1	22	210
2019-2020	22	1	23	220
2020-2021	59	2	60	590
2021-2022	46	2	50	460

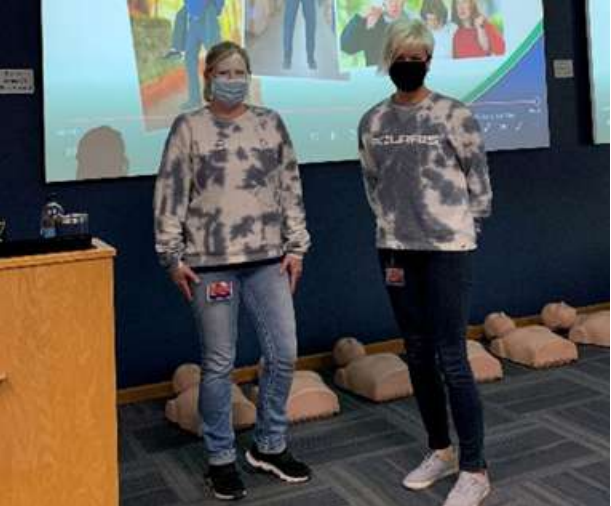
POLARIS GIVES WEEK

To further encourage involvement in the Polaris Gives platform, the Polaris Foundation hosted Polaris Gives Week during October. 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.

POLARIS
GEARED
FOR GOOD

GEARED FOR GOOD AWARDS

On a monthly basis, we spotlight employees from around the world who are living out Gearing For Good values. In addition to internal recognition, each Polaris employee receives \$100 to donate to the nonprofit of their choice.



JANUARY

Jenn P.

Early Talent Program Leader: Fostering diversity through campus outreach to broaden candidate pools for internship and development program positions.

FEBRUARY

Gretchen B. & Jamie O.

Environmental Health Specialist and EMT, and Occupational Health Nurse and EMT: Supporting a culture of safety and accountability by providing first aid, CPR and AED training to employees.

MARCH

Dawn M.

Owner Connections Lead for Indian Motorcycle: Driving customer satisfaction and loyalty by creating meaningful experiences and serving as an advocate for customers.

JULY

Taylor G.

Engineer Supervisor: Pioneering new efforts to eliminate waste and reduce the Huntsville facility's environmental footprint.

AUGUST

Korinne C.

Project Engineer and ATV/SXS Rider Safety Trainer: Promoting safety and outdoor responsibility while helping youth and women grow their love of powersports.

SEPTEMBER

Troy L.

District Retail Manager: Securing units for local authorities and relief partners responding to Hurricane Ida, and helping dealers establish temporary locations while their dealerships were repaired.

APRIL

Tracee S. & ORV Event Support Team

Events and Partnerships Senior Associate Marketing Manager, and the ORV Event Support Team: Coordinating the special delivery of a youth RZR to a young cancer patient.

MAY

Neelam K.

Service Desk Lead: Impacting the lives of local community members by cooking and delivering meals to those in need during the COVID-19 pandemic.

JUNE

Ash M.

Senior Assistant General Council: Refreshing Polaris' Code of Conduct, getting it translated into eight languages and creating the Code at a Glance so that employees across the globe have easy access to the information.

OCTOBER

Taylor K.

Software Development Manager: Helping to build curriculum for the Code2College program, providing STEM education and training for under-privileged youth.

NOVEMBER

Penny C.

Lean Process Tech: Launching the ARC partnership managing a dealer kitting initiative to drive internal quality while supporting the community.

DECEMBER

DeWayne H.

Senior Manager, Environmental Compliance & Sustainability: Recognizing and highlighting the work teams are doing across the company in every business unit.



Supporting Our Dealers

Approach

Our dealers are an extension of the Polaris ownership experience, so we support them in maintaining highly qualified staff who create a welcoming experience for all customers, manage a successful business and well-trained service departments that contribute to dealership success and are critical to delivering ongoing customer satisfaction. We support dealers through a variety of programs — including Master Service Dealer training, the Polaris Service Education Program and Garage Composites training — that build the knowledge and experience.

Progress

In 2021 we continued to support the training of our dealers' service teams through the programs described below and supported initiatives to attract new technicians to the powersports industry.

MASTER SERVICE DEALER TRAINING

Through the University of Polaris learning management system's online platform, our dealers' 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, which also includes courses to build strong operations throughout the dealership.

SERVICE EDUCATION PROGRAM

Polaris continues to advance our service provider skills to keep pace with the industry, technology and labor markets. The Polaris Service Education Program provides technical schools, high schools and community colleges with free access to Polaris online technical training curriculum, including access to special tools, parts and sub-systems. In addition to partnerships with nearly 30 technical colleges throughout the U.S. and Canada, we invite candidates outside of an educational facility to start their journey toward a career as a Polaris Technician through the Become a Technician website. 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.

7,310

POLARIS DEALER STAFF COMPLETED 90,289 MSD COURSES DURING 2021

77%

OF POLARIS DEALERS HAVE EARNED TRAINING CERTIFICATION

61%

POLARIS DEALERS EARNED GOLD CERTIFICATIONS

503

TECH SCHOOL STUDENT ACCOUNTS WERE CREATED IN 2021

1,614

BECOME A TECH (PUBLIC) ACCOUNTS WERE CREATED IN 2021

150+

DEALERS PARTICIPATED IN GARAGE COMPOSITES TRAINING IN 2021.



GARAGE COMPOSITES

We provide training to our dealers in partnership with Garage Composites, industry-leading experts in dealership profitability and training — on topics ranging from profit centers and digital sales to back-end processes — setting them up for success and supporting them in delivering an exceptional experience to Polaris customers. Building on the work that our motorcycles team did in 2020, we partnered with Garage Composites in 2021 to expand the training to include ORV and snow dealerships. We trained more than 150+ dealers, offered three in-person training bootcamps conducted with COVID-19 safety protocols and launched a series of 10 virtual training videos in 2021. In November 2021, the ORV and Customer Growth & Engagement teams attended two-day Garage Composite training to learn more

about what our dealer training looks like, helping to bring our employees closer to the dealer experience.

We also sponsored and hosted seven new 20 Clubs — peer accountability groups designed to help dealers measure and track performance toward improvement goals — for dealers of our Motorcycle, ORV and snow products and we offered informative sessions to motorcycle dealers through live 20 Clubs Group Academy. The 20 clubs meet three times a year to review industry trends and members' monthly metrics, then set specific action plans for improvement. In an effort to better understand our dealer network and support them in serving customers, we brought insights from Garage Composites staff directly to our internal teams.

WELCOMING CUSTOMERS IN KEY GROWTH SEGMENTS

In 2021, Polaris partnered with dealers to create great experiences for customers in key growth segments. After conducting customer research, the team created training modules for dealers that focused on four key objectives:

- Recognizing growth opportunities
- Defining core growth customers
- Identifying conversion drivers
- Increasing successful engagement

The trainings have been completed by more than 1,600 dealers and 5,300 dealer employees to date representing 85% of dealerships — and received positive feedback.

SERVICE TECHNICIAN EDUCATION PROGRAM (STEP)

We believe a highly qualified and well-trained service department supports dealership success and is critical in achieving exceptional customer experiences. The new Service Technician Education Program (STEP) — which is being developed in partnership with Central Lakes College (CLC) and leading powersports dealer Power Lodge — will provide innovative, on-the-job training curriculum for upskilling and training powersports technicians.

CLC received a \$1 million state grant to fund this pilot program, which is designed to help dealers keep up with increasing demand for vehicle care and maintenance services by connecting student technicians with hands-on, in-dealership experience at Power Lodge dealerships while completing their training at CLC. The Polaris service team is creating product-specific courses on common maintenance procedures,

vehicle systems and vehicle technology to support in-class learning, and robust skills assessments will accompany the curriculum and hands-on learning to gauge how a student applies their skills to real-world vehicle scenarios. This customized content focused on Polaris vehicles and dealership operations prepares students for their in-dealership experiences and long-term careers. Students are also paid for their work at the dealerships as part of a new career pathway in the industry.

The program is scheduled to begin at the start of the 2022-2023 school year and expects to train 80 student technicians and an additional 89 staff over the course of the grant. Based on critical milestones and success proven under CLC and Power Lodge's leadership, additional Polaris educational partnerships will have access to the modified curriculum and be encouraged to replicate the model.



This program is about building a connection between powersports businesses and students who have chosen powersports as their career. STEP brings new life to powersports and marine programs offered at colleges like CLC while strengthening this industry as a relevant and meaningful career path that fosters diversity, equity and inclusion."



- BRIDGET M., VICE PRESIDENT, DEALER SERVICES

POLARIS INC. 2021 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' 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.

AUTOMOBILE

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	2021DISCLOSURE
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 US Coast Guard for Boats. International analogs of these standards and regulations apply in other non-US 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 VOQ 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 one vehicle safety-related submissions to its Business Ethics Hotline in 2021. 100% of vehicle safety submissions made to our ethics hotline are investigated. Our Post-Sales Surveillance process is discussed on page 25 of this report.
	Number of vehicles recalled	Quantitative	Number	TR-AU-250a.3	Recall data reflects global recalls from our Off-Road (ORV/Snow) On-Road (Motorcycles/ Slingshot GEM/Taylor Dunn, Aixam and Goupil) business units. All recalls were voluntarily initiated by the Company. Total vehicle recalls: 13 Off-Road Vehicle Recalls: 11 Total Off-Road Vehicles Recalled: 151,792 On-Road Vehicle Recalls: 2 Total On-Road Vehicles Recalled: 5,049 Boats Recalls: 0 Total Boats Recalled: 0
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	Quantitative	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	In 2021, Polaris offered 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. On December 1, 2021, Polaris launched the Ranger Kinetic, an electric utility terrain vehicle. 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 45 of this report.

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	2021 DISCLOSURE																								
MATERIALS SOURCING	Description of the management of risks associated with the use of critical materials	Discussion and Analysis		TR-AU-440a.1	Please see our 10K Risk Factors Our Governance information begins on page 15 and our Ethics and Compliance information begins on page 73 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 nonhazardous waste from Polaris' primary manufacturing and R&D facilities, a list of which is set forth on page 47. <table><tr><th colspan="4">TYPE OF WASTE</th></tr><tr><th>PERFORMANCE</th><th>2019</th><th>2020</th><th>2021</th></tr><tr><td>Hazardous waste (tons)</td><td>1,282</td><td>1,278</td><td>1,274</td></tr><tr><td>Non-hazardous waste (tons)</td><td>7,380</td><td>7,584</td><td>11,000</td></tr><tr><td>Waste Diverted from Disposal-Recycled (Tons)</td><td>26,353</td><td>28,546</td><td>34,055</td></tr><tr><td>% Recycled</td><td>75%</td><td>76%</td><td>74%</td></tr></table> Numbers updated in 2021 to include Polaris Marine and our large office locations (excludes TAP facilities and small office locations). 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				PERFORMANCE	2019	2020	2021	Hazardous waste (tons)	1,282	1,278	1,274	Non-hazardous waste (tons)	7,380	7,584	11,000	Waste Diverted from Disposal-Recycled (Tons)	26,353	28,546	34,055	% Recycled	75%	76%	74%
	TYPE OF WASTE																												
	PERFORMANCE	2019	2020	2021																									
	Hazardous waste (tons)	1,282	1,278	1,274																									
Non-hazardous waste (tons)	7,380	7,584	11,000																										
Waste Diverted from Disposal-Recycled (Tons)	26,353	28,546	34,055																										
% Recycled	75%	76%	74%																										
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.																									
Table 2: Activity Metrics Number of vehicles manufactured	Quantitative	Number	TR-AU-000.A	In 2021, the Company shipped more than 400,000 units worldwide to customers and dealers.																									
<div>INDUSTRIAL MACHINERY AND GOODS (1)</div>																													
EMPLOYEE HEALTH & SAFETY	1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	Quantitative	Rate	RT-IG-320a.1	<table><tr><th colspan="2">TOTAL RECORDABLE INCIDENT RATE</th></tr><tr><th>2021 w/COVID Illness</th><th>2021 w/o COVID Illness</th></tr><tr><td>0.72*</td><td>0.59</td></tr></table> *Rates incorporate COVID cases consistent with OSHA's interim guidance requiring the reporting of work-related COVID illnesses. Fatality Rate: 0	TOTAL RECORDABLE INCIDENT RATE		2021 w/COVID Illness	2021 w/o COVID Illness	0.72*	0.59																		
TOTAL RECORDABLE INCIDENT RATE																													
2021 w/COVID Illness	2021 w/o COVID Illness																												
0.72*	0.59																												

(1) Although Polaris is part of the Automobile framework, in 2021, we are expanding our SASB disclosure to include information from the Industrial Machinery and Goods framework.



Glossary

ACSA. American Council of Snowmobile Associations

AIARE. American Institute for Avalanche Research and Education

AIAG. Automotive Industry Action Group

ASA. American Sand Association

ASI. ATV Safety Institute

ATV. All-terrain vehicle

BGCA. Boys & Girls Clubs of America

BIPOC. Black, Indigenous and people of color

BSR. Business for Social Responsibility

C02. Carbon dioxide

C02-e. Carbon dioxide equivalent

C2C. Code2College

CAPA. Corrective and preventative action plans

CAV. Connected and Automated Vehicles

CDC. Centers for Disease Control and Prevention

CLC. Central Lakes College

CPR. Cardiopulmonary resuscitation

CPSC. Consumer Product Safety Commission

CRC. Corporate Responsibility Committee

CSE. University of Minnesota's College of Science and Engineering

DP. Development Program

DRC. Democratic Republic of Congo

E-CERTS. Electronic Certifications

ECHA. European Chemicals Agency

EHS. Environmental, Health and Safety

EHS&S. Environment Health Safety and Security

ELT. Executive Leadership Team

ERC. Executive Review Committee

ESG. Environmental, social and governance issues

ESOP. Employee stock ownership plan

EV. Electric vehicle

EXPO. Explore Polaris Outside

GHG. Greenhouse gas

GJ. Gigajoule

IFRD. International Female Ride Day

IMRG. Indian Motorcycle Riders Group

ISDRA. Imperial Sand Dunes Recreation Area

ISMA. International Snowmobile Manufacturers Association

ISO. International Standards Organization

kWh. Kilowatt hour

LDIR. Lost day incident rate

L.I.F.E. Life-altering Incidents and Failure-cause Elimination

LGBTQ+. Lesbian, gay, bisexual, transgender and questioning and/or queer

LSV. Electric low-speed vehicle

MIC. Motorcycle Industry Council

MSD. Master Service Dealer

MSF. Motorcycle Safety Foundation

MSRP. Manufacturer suggested retail price

MWh. Megawatt hour

N02. Nitrogen dioxide

NFC. Near-field communication

GLOSSARY (CONTINUED)

NFF. National Forest Foundation

NHSTA. National Highway Transportation Safety Administration

NMMA. National Marine Manufacturers Association

NOHVCC. National Off-Highway Vehicle Conservation Council

NPS. Net Promoter Score

NSBE. National Society of Black Engineers

OEM. Original equipment manufacturer

ORR. Outdoor Recreation Roundtable

ORV. Off-road vehicle

OSHA. Occupational Safety and Health Administration

PCI. Partners in Continuous Improvement

PDP. Product Development Process

PG&A. Parts, Garments and Accessories

PLDP. Polaris Leadership Development Program

PPE. Personal protective equipment

PSS. Post-Sales Surveillance

QBQ. Question Behind the Question

QOS. Quality Operating System

REC. Renewable Energy Credit

R.I.D.E. Respect. Inclusion. Diversity. Equity.

RMEF. Rocky Mountain Elk Foundation

ROHVA. Recreational Off-Highway Vehicle Association

S02. Sulfur dioxide

SAPL. Succeeding As a Polaris Leader

SASB. Sustainability Accounting Standards Board

STEM. Science, technology, engineering and mathematics

STEP. Service Technology Education Program

SxS/SXS. Side-by-side vehicle

SWE. Society of Women Engineers

TAP. Transamerican Auto Parts

T.R.A.I.L.S. Trail Development, Responsible Riding, Access, Initiatives, Lobbying, Safety

TRC. Tradeable Renewable Energy Credit

TRIR. Total recordable incident rate

UTV. Utility terrain vehicle

VIN. Vehicle identification number

VOC. Volatile organic compound

VPPA. Virtual power purchase agreement

WHO. World Health Organization

WiM. Women in Manufacturing

WLP. Women Leaders in Powersports

ZAR. Zalusky Advanced Rider Course

GFG. Geared For Good

Important Resources

NUMBERS TO KNOW

EthicsPoint Hotline (1-888-219-3550)

Safety Claim Phone Line (651-408-7205)

SITES TO KNOW

[Code of Conduct](#)

[Supplier Code of Conduct](#)

[Human Rights Policy](#)

[Environment, Health and Safety Policy](#)

[Safe Riding Resources](#)

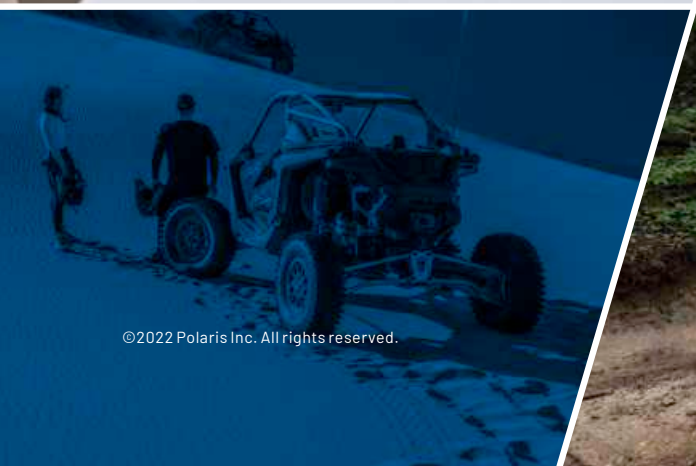
[Equal Employment Opportunity Policy](#)

[Polaris Help Center](#)



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