Harley-Davidson, Inc.

HOG

NYSE; consumer durables; SIC 3751, Motorcycles, Bicycles & Parts; CIK 0000793952

C

middle fifth of 457 graded peers in the pooled consumer group

rank 225 of 457; percentile 49.8; sampling error 2.3 points; lower is stronger

A B C D E

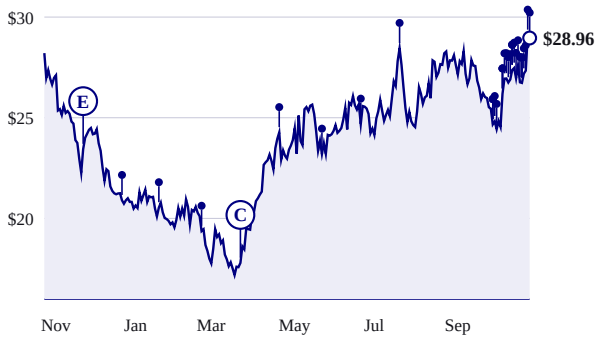
C, the tortoise



Scoreboard

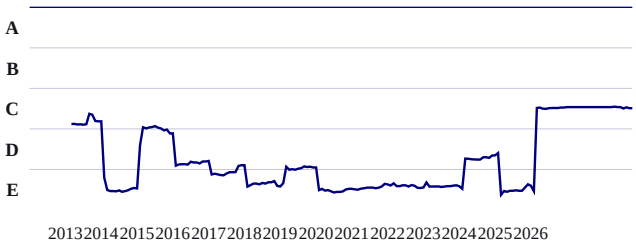
Profitability	D/E percentile 79.4
Solvency	A/B percentile 18.7
Growth and financing	C percentile 48.9
Reliability	0.94 AUC filers with over $2.67B assets; 95% interval 0.88 to 0.97; 61 events, 2020 to 2025
Peer failure rate	0.52% a year Item 1.03 bankruptcies, same asset band, 2012 to 2025
Size band	over $2.67B assets total assets $8.0B
Standard universe	inside revenue above $1M and assets above $10M
Warnings	none triggered; fortress balance sheet not computable: distress
Inputs computable	11 of 14
Graded from	filings received through Feb 26, 2026 241 days before the rescan; latest periodic filing 10-Q received Aug 5, 2026
Last close	$28.94 2026-10-23; market equity $3.0B; no price enters the letter

Share price, twelve months to the rescan



Split-adjusted close. Each lollipop is a rescan and carries the letter held then.

Letter at every rescan, 2012 to 2026



Sector percentile at each rescan, stronger toward the top; facts filed by each date only.

Business, in the company's words

opening of Item 1 of the 10-K received Feb 26, 2026

Harley-Davidson was founded in 1903. Harley-Davidson, Inc. was incorporated in 1981, at which time it purchased the Harley-Davidson® motorcycle business from AMF Incorporated in a management buyout. In 1986, Harley-Davidson, Inc. became publicly held. Unless the context otherwise requires, all references to the "Company" include Harley-Davidson, Inc. and all of its subsidiaries. The Company has three reportable segments: Harley-Davidson Motor Company (HDMC), LiveWire, and Harley-Davidson Financial Services (HDFS).

The fourteen inputs

lower percentile is stronger; sleeves and inputs within a sleeve carry equal weight

Input	Value	Peer median	Percentile, 0 to 100	Pct	Peers	Period end
Profitability, sleeve percentile 79.4						
Gross profitability	10.7%	34.4%		87.2	470	2025-12-31
Return on invested capital	5.3%	8.9%		64.8	163	2025-12-31
Accruals ratio	(2.3%)	(5.1%)		76.3	519	2025-12-31

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Gross margin stability, five years	5.1 pts	1.7 pts	89.4	405	2025-12-31
Solvency, sleeve percentile 18.7					
Twelve-month failure probability	not computable	0.04%			
liabilities and a nearby cover-page share count are required at 2026-06-30					
Altman Z double-prime	not computable	2.13			
one or more required annual facts are missing					
Net debt to EBITDA	(1.11x)	2.08x	4.8	187	2025-12-31
Interest coverage	not computable	2.70x			
latest aligned inputs end 2023-12-31; latest annual assets end 2025-12-31					
Current ratio	2.10x	1.55x	32.5	536	2025-12-31
Growth and financing, sleeve percentile 48.9					
Revenue growth, three-year compound	(9.9%)	1.5%	88.5	479	2025-12-31
Free cash flow growth, three-year compound	1.5%	8.2%	63.9	250	2025-12-31
Reinvestment rate	530.0%	12.2%	2.7	265	2025-12-31
Asset growth, three years	(11.2%)	2.0%	86.1	484	2025-12-31
Net share issuance, one year	(10.2%)	(0.3%)	3.2	378	2026-01-30

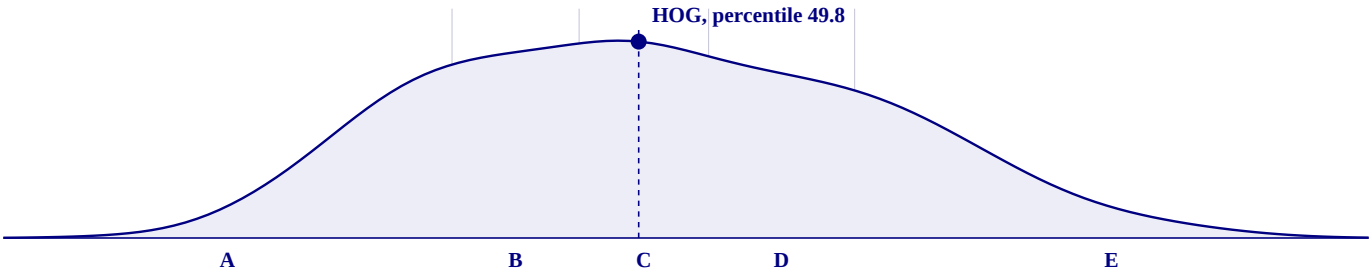
Warnings

1 of 7 checks triggered; none of them enters the letter

Check	Measured
Fortress balance sheet	cash minus debt is 622,503,000 USD; Altman Z is not used

Among 457 peers

consumer durables; letters are fifths of this list



Composite score of every graded peer, smoothed; vertical rules are the letter band edges; stronger to the left.

Rank	Company	Percentile	Letter	Warnings
220	Lowes Companies Inc. (LOW)	48.8	C	
221	Koss Corp. (KOSS)	49.1	C	
222	Boise Cascade Co. (BCC)	49.2	C	
223	BrightView Holdings, Inc. (BV)	49.6	C	
224	Scansource, Inc. (SCSC)	49.6	C	fortress balance sheet
225	Harley-Davidson, Inc. (HOG)	49.8	C	fortress balance sheet
226	Reliance, Inc. (RS)	50.0	C	
227	La-Z-Boy Inc. (LZB)	50.2	C	fortress balance sheet
228	TD Synnex Corp. (SNX)	50.4	C	
229	Celsius Holdings, Inc. (CELH)	50.4	C	
230	Foster L B Co. (FSTR)	50.8	C	

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What the price implies

at the 2026-10-23 close; none of these enters the grade

Measure	Value	Peer median	Percentile
Twelve-month price change, skipping the latest month	0.8%	(0.1%)	51
Distance from 52-week high	(0.5%)	(24.6%)	97
EBIT to enterprise value	14.1%	4.9%	94
Free cash flow yield	13.8%	4.4%	86
Book value to price	1.03	0.43	80
Sales to price	1.20	1.46	43
Composite equity issuance, five years	(50.3%)	(16.0%)	5
Relative strength against the sector, log excess return	0.03	(0.01)	55

Diagnostics

shown on every report; none enters the grade

Measure	Value
Piotroski F-score 6 of 9, period end 2025-12-31	
Return on assets above zero	pass
Operating cash flow above zero	pass
Return on assets improved	fail
Operating cash flow exceeds net income	pass
Long-term leverage fell	pass
Current ratio improved	pass
No new shares issued	pass
Gross margin improved	fail
Asset turnover improved	fail
Cash, filings, liquidity	
Cash and equivalents	$1.9B
Operating cash flow, four quarters	-$255,000
Months of runway	89213.6
Days since last periodic filing	81 (10-Q received Aug 5, 2026)
Median daily dollar volume, 63 sessions	$46.0M

Sources

every fact behind the inputs; each row links to its filing index on sec.gov

#	Concept	XBRL tag	Value	Period end	Received	Form	Accession
1	revenue	us-gaap:RevenueFromContractWithCustomerExcludingA...	$3.6B	2025-12-31	2026-02-26	10-K	26-000011
2	cost of revenue	us-gaap:CostOfGoodsAndServicesSold	$2.7B	2025-12-31	2026-02-26	10-K	26-000011
3	assets	us-gaap:Assets	$8.0B	2025-12-31	2026-02-26	10-K	26-000011
4	operating income	us-gaap:OperatingIncomeLoss	$386.6M	2025-12-31	2026-02-26	10-K	26-000011
5	pretax income	us-gaap:IncomeLossFromContinuingOperationsBeforeInc...	$458.7M	2025-12-31	2026-02-26	10-K	26-000011
6	income tax	us-gaap:IncomeTaxExpenseBenefit	$129.6M	2025-12-31	2026-02-26	10-K	26-000011
7	total debt	us-gaap:LongTermDebt	$2.5B	2025-12-31	2026-02-26	10-K	26-000011
8	book equity	us-gaap:StockholdersEquity	$3.1B	2025-12-31	2026-02-26	10-K	26-000011
9	cash	us-gaap:CashAndCashEquivalentsAtCarryingValue	$3.1B	2025-12-31	2026-02-26	10-K	26-000011
10	total debt	us-gaap:LongTermDebt	$6.3B	2024-12-31	2026-02-26	10-K	26-000011
11	book equity	us-gaap:StockholdersEquity	$3.2B	2024-12-31	2026-02-26	10-K	26-000011
12	cash	us-gaap:CashAndCashEquivalentsAtCarryingValue	$1.6B	2024-12-31	2026-02-26	10-K	26-000011
13	net income	us-gaap:NetIncomeLoss	$338.7M	2025-12-31	2026-02-26	10-K	26-000011
14	operating cash flow	us-gaap:NetCashProvidedByUsedInOperatingActivities	$568.9M	2025-12-31	2026-02-26	10-K	26-000011
15	assets	us-gaap:Assets	$11.9B	2024-12-31	2026-02-26	10-K	26-000011
16	revenue	us-gaap:RevenueFromContractWithCustomerExcludingA...	$4.1B	2024-12-31	2026-02-26	10-K	26-000011
17	cost of revenue	us-gaap:CostOfGoodsAndServicesSold	$3.0B	2024-12-31	2026-02-26	10-K	26-000011
18	revenue	us-gaap:RevenueFromContractWithCustomerExcludingA...	$4.9B	2023-12-31	2026-02-26	10-K	26-000011

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19	cost of revenue	us-gaap:CostOfGoodsAndServicesSold	$3.3B	2023-12-31	2026-02-26	10-K	26-000011
20	revenue	us-gaap:RevenueFromContractWithCustomerExcludingA...	$4.9B	2022-12-31	2025-02-26	10-K	25-000063
21	cost of revenue	us-gaap:CostOfGoodsAndServicesSold	$3.4B	2022-12-31	2025-02-26	10-K	25-000063
22	revenue	us-gaap:Revenues	$5.3B	2021-12-31	2024-02-23	10-K	24-000076
23	cost of revenue	us-gaap:CostOfGoodsAndServicesSold	$3.2B	2021-12-31	2024-02-23	10-K	24-000076
24	depreciation amortization	us-gaap:DepreciationDepletionAndAmortization	$172.4M	2025-12-31	2026-02-26	10-K	26-000011
25	operating income	us-gaap:OperatingIncomeLoss	$779.1M	2023-12-31	2026-02-26	10-K	26-000011
26	interest expense	us-gaap:InterestExpense	$30.8M	2023-12-31	2024-02-23	10-K	24-000076
27	current assets	us-gaap:AssetsCurrent	$5.6B	2025-12-31	2026-02-26	10-K	26-000011
28	current liabilities	us-gaap:LiabilitiesCurrent	$2.7B	2025-12-31	2026-02-26	10-K	26-000011
29	capital expenditure	us-gaap:PaymentsToAcquirePropertyPlantAndEquipment	$153.7M	2025-12-31	2026-02-26	10-K	26-000011
30	operating cash flow	us-gaap:NetCashProvidedByUsedInOperatingActivities	$1.1B	2024-12-31	2026-02-26	10-K	26-000011
31	capital expenditure	us-gaap:PaymentsToAcquirePropertyPlantAndEquipment	$196.6M	2024-12-31	2026-02-26	10-K	26-000011
32	operating cash flow	us-gaap:NetCashProvidedByUsedInOperatingActivities	$754.9M	2023-12-31	2026-02-26	10-K	26-000011
33	capital expenditure	us-gaap:PaymentsToAcquirePropertyPlantAndEquipment	$207.4M	2023-12-31	2026-02-26	10-K	26-000011
34	operating cash flow	us-gaap:NetCashProvidedByUsedInOperatingActivities	$548.5M	2022-12-31	2025-02-26	10-K	25-000063
35	capital expenditure	us-gaap:PaymentsToAcquirePropertyPlantAndEquipment	$151.7M	2022-12-31	2025-02-26	10-K	25-000063
36	current assets	us-gaap:AssetsCurrent	$5.0B	2024-12-31	2026-02-26	10-K	26-000011
37	current liabilities	us-gaap:LiabilitiesCurrent	$3.6B	2024-12-31	2026-02-26	10-K	26-000011
38	assets	us-gaap:Assets	$12.1B	2023-12-31	2026-02-26	10-K	26-000011
39	assets	us-gaap:Assets	$11.5B	2022-12-31	2025-02-26	10-K	25-000063
40	shares outstanding	dei:EntityCommonStockSharesOutstanding	111,850,563	2026-01-30	2026-02-26	10-K	26-000011
41	shares outstanding	dei:EntityCommonStockSharesOutstanding	124,536,850	2025-01-31	2025-02-26	10-K	25-000063

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