

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY



NATIONAL MOTORCYCLE DEALERS ASSOCIATION

DEALER ATTITUDE SURVEY RESULTS

SPRING 2019

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NATIONAL MOTORCYCLE DEALERS ASSOCIATION

DEALER ATTITUDE SURVEY SPRING 2019

We are pleased to reveal the findings of the latest Motorcycle Dealer Attitude Survey conducted in April 2019 by the National Motorcycle Dealers Association (NMDA), which represents the interests of the UK's franchised motorcycle dealer sector through business support to its members and parliamentary lobbying on behalf of the industry.

This survey is carried out on a twice-yearly basis, and examines how dealers view the major issues currently affecting them, while also evaluating how these views are changing over time. It also offers motorcycle dealers and their respective manufacturers a clear idea of the balance of opinion held on a range of views within their networks.

Dealers were asked to respond to questions covering significant aspects of their business relationship with their manufacturer. From these responses scores have been produced on a simple five point scale, running from 1 - very dissatisfied/very poor to 5 - very satisfied/very good (question 18 is rated from 1 - very poor to 10 - excellent).

The numerical rankings for this survey are featured at the back of this report.

NB:

National Motorcycle Dealers Association

May 2019

Tel: Stephen Latham: 07515 975157 Email: stephenlatham@rmif.co.uk

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY



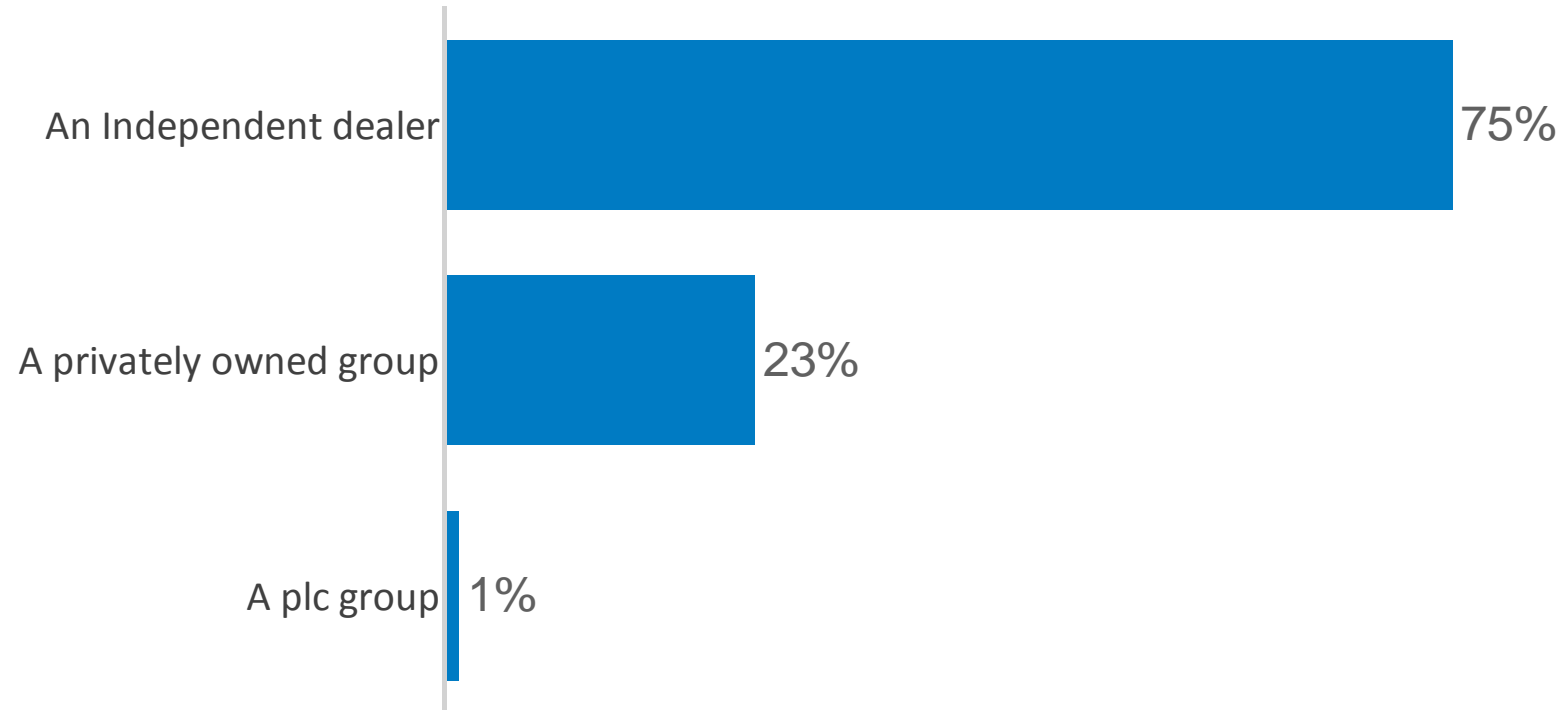
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BREAKDOWN OF RESPONSES

| FRANCHISE | NUMBER OF RESPONDENTS | TOTAL NETWORK SIZE | RESPONSE RATE % |
|-----------------|-----------------------|--------------------|-----------------|
| DUCATI | 2 | 30 | 7 |
| BMW | 5 | 37 | 14 |
| HARLEY DAVIDSON | 14 | 30 | 47 |
| HONDA | 31 | 64 | 48 |
| KAWASAKI | 13 | 62 | 21 |
| KTM | 3 | 31 | 10 |
| PIAGGIO GROUP | 15 | 57 | 26 |
| SUZUKI | 16 | 100 | 16 |
| TRIUMPH | 14 | 45 | 31 |
| YAMAHA | 22 | 88 | 25 |
| TOTAL | 135 | 574 | 23 |

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Q2 In this site are you:

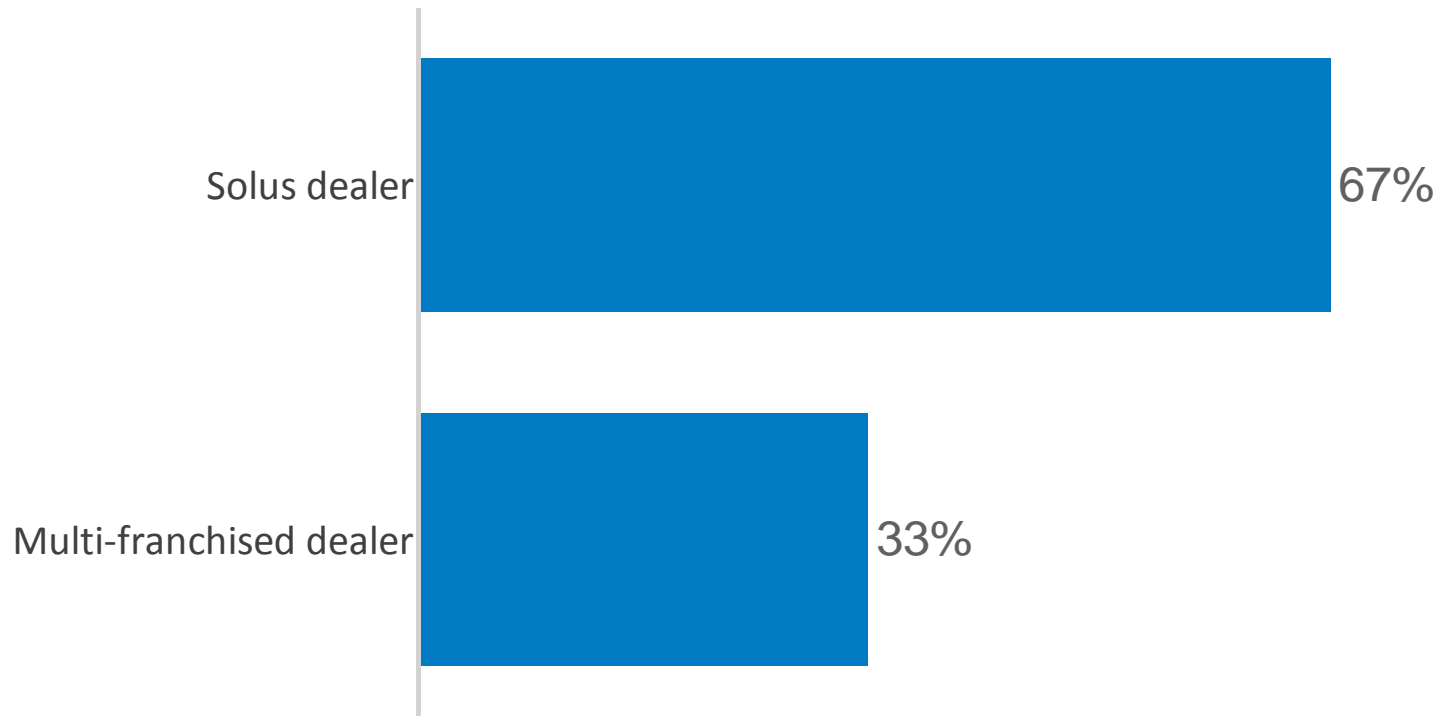


AUTUMN 2018 SURVEY RESULTS

| | |
|-----------------|-----|
| INDEPENDENT | 79% |
| PRIVATELY OWNED | 19% |
| PLC GROUP | 1% |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q3 Is this site:

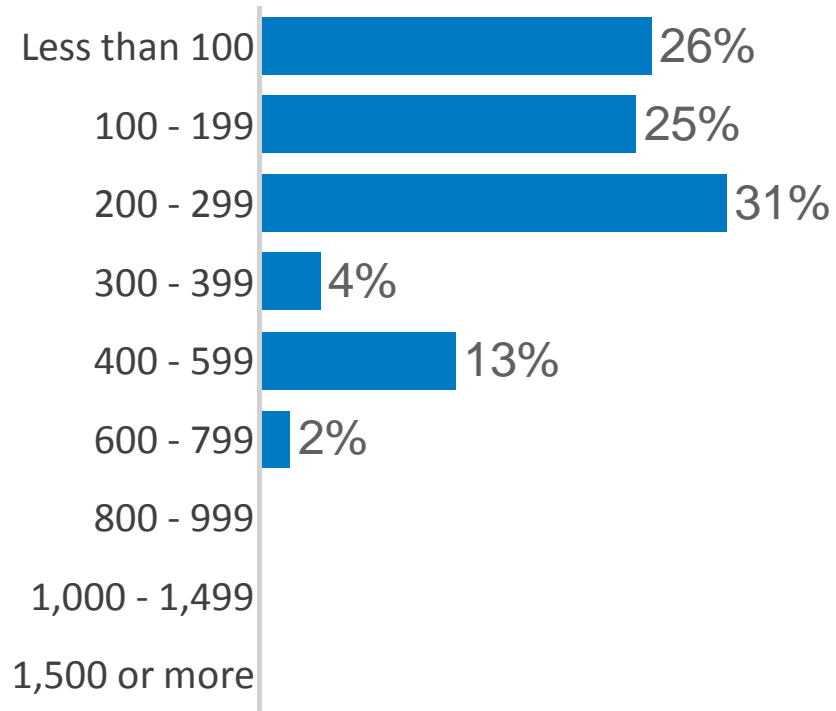


AUTUMN 2018 SURVEY RESULTS

| | |
|-------------------------|------------|
| SOLUS | 59% |
| MULTI-FRANCHISED | 41% |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q4 How many new motorcycles do you sell per annum?

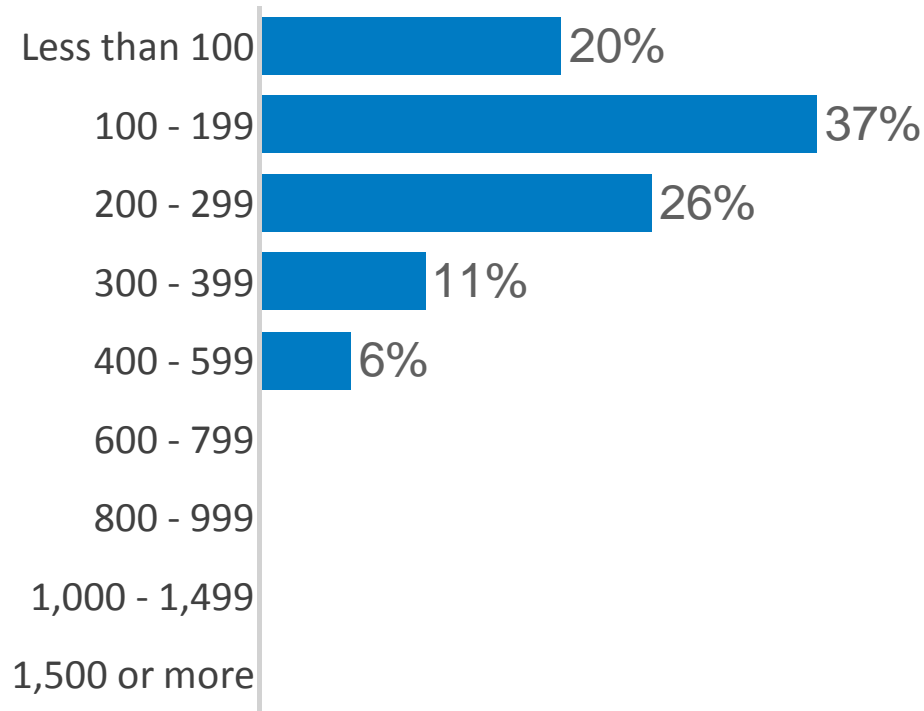


AUTUMN 2018 SURVEY RESULTS

| | | | |
|---------------|-----|-------------|----|
| Less than 100 | 26% | 400 - 599 | 3% |
| 100 - 199 | 41% | 600 - 799 | 2% |
| 200 - 299 | 19% | 800 - 999 | 1% |
| 300 - 399 | 8% | 1000 - 1499 | 1% |
| 1500 or more | 0% | | |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q5 How many used motorcycles do you sell per annum?

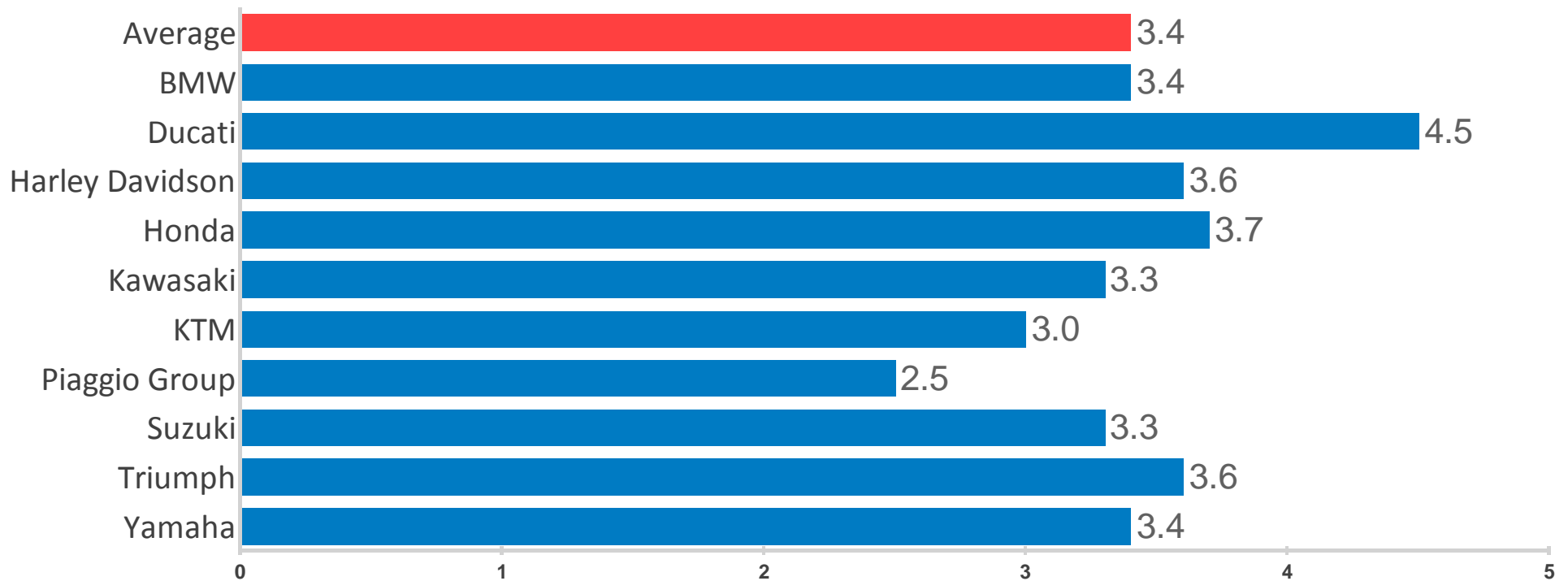


AUTUMN 2018 SURVEY RESULTS

| | | | |
|---------------|-----|-------------|----|
| Less than 100 | 18% | 400 – 599 | 7% |
| 100 – 199 | 44% | 600 – 799 | 2% |
| 200 – 299 | 22% | 800 – 999 | 1% |
| 300 – 399 | 6% | 1000 – 1499 | 1% |
| 1500 or more | 0% | | |

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Q6 a) The product's price and value against other brands

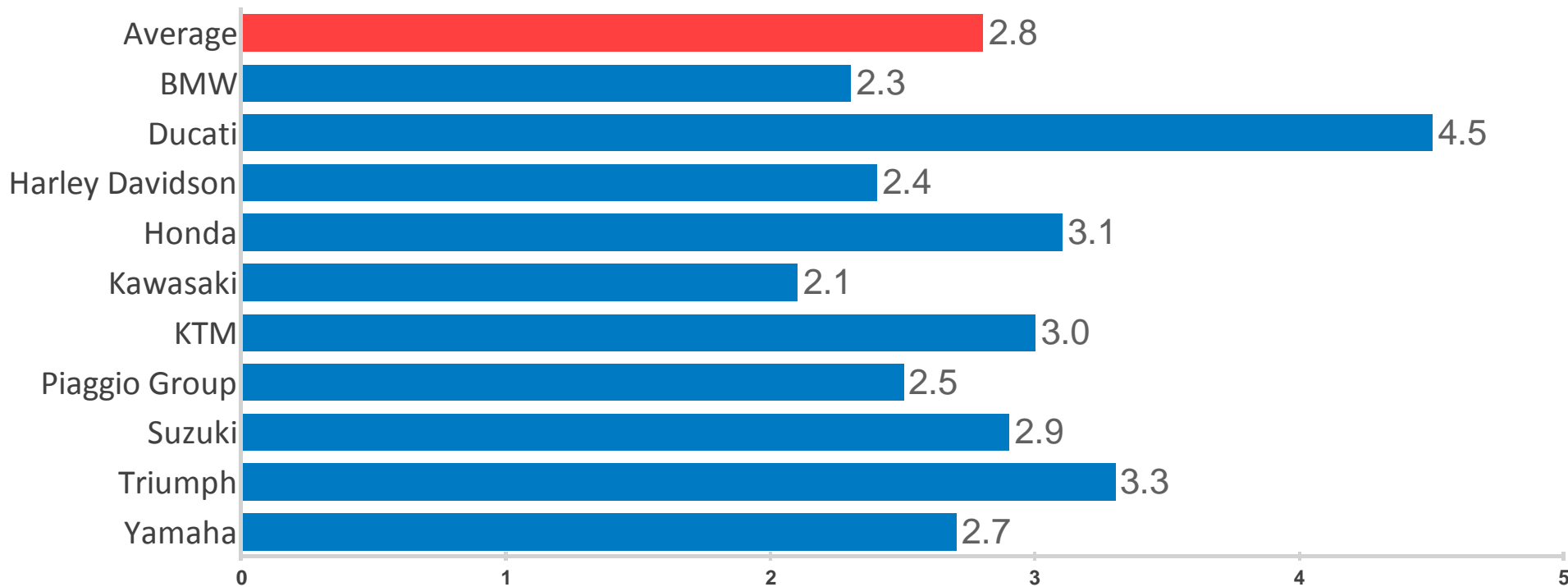


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 6a: The product's price and value against other brands | | | |
|--|-----|---------|-----|
| | | Triumph | 3.6 |
| Harley Davidson | 4.1 | Yamaha | 3.1 |
| Honda | 3.3 | | |
| Kawasaki | 4.4 | | |
| KTM | 3.6 | | |
| Piaggio Group | 2.7 | | |
| Suzuki | 3.6 | AVERAGE | 3.4 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q6 b) How realistic is your target and performance related bonus in terms of achievement

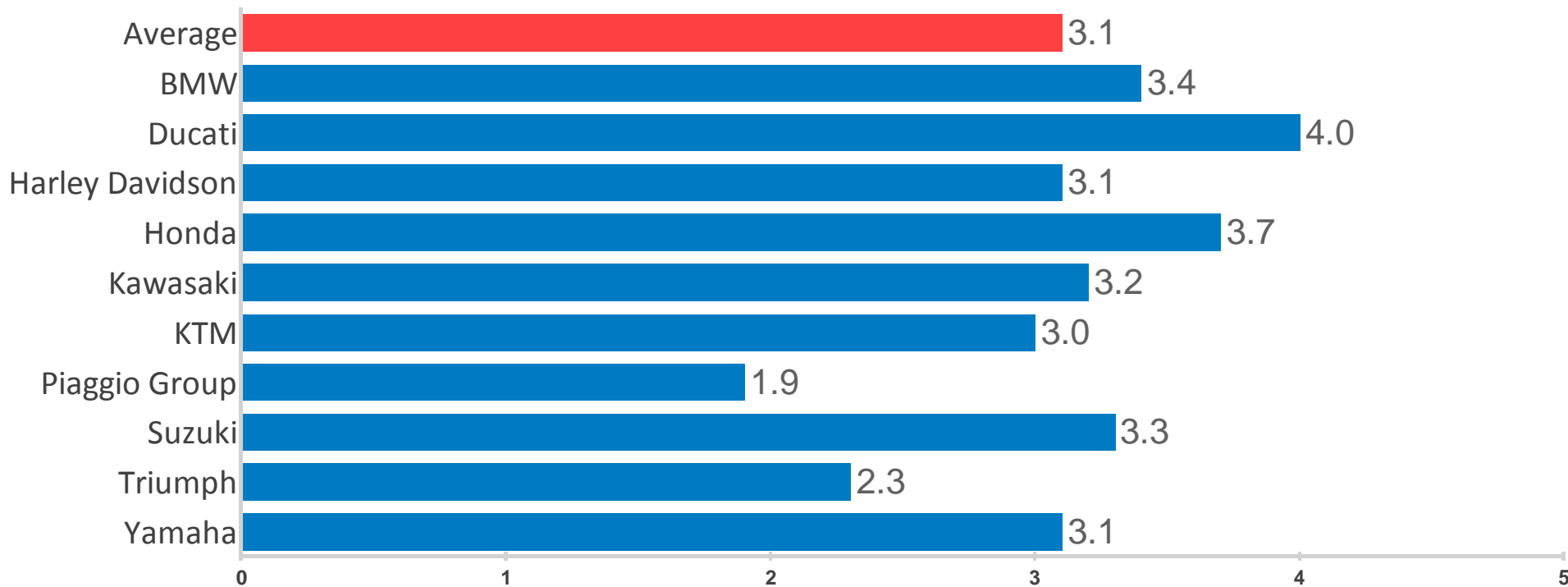


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 6b: How realistic is your target and performance related bonus in terms of achievement | | | |
|--|-----|---------|-----|
| | | Triumph | 2.9 |
| Harley Davidson | 4.1 | Yamaha | 2.6 |
| Honda | 2.6 | | |
| Kawasaki | 3.6 | | |
| KTM | 2.3 | | |
| Piaggio Group | 2.7 | | |
| Suzuki | 3.3 | AVERAGE | 2.9 |

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Q7 a) Your manufacturer's policy for the supply and stocking of motorcycles

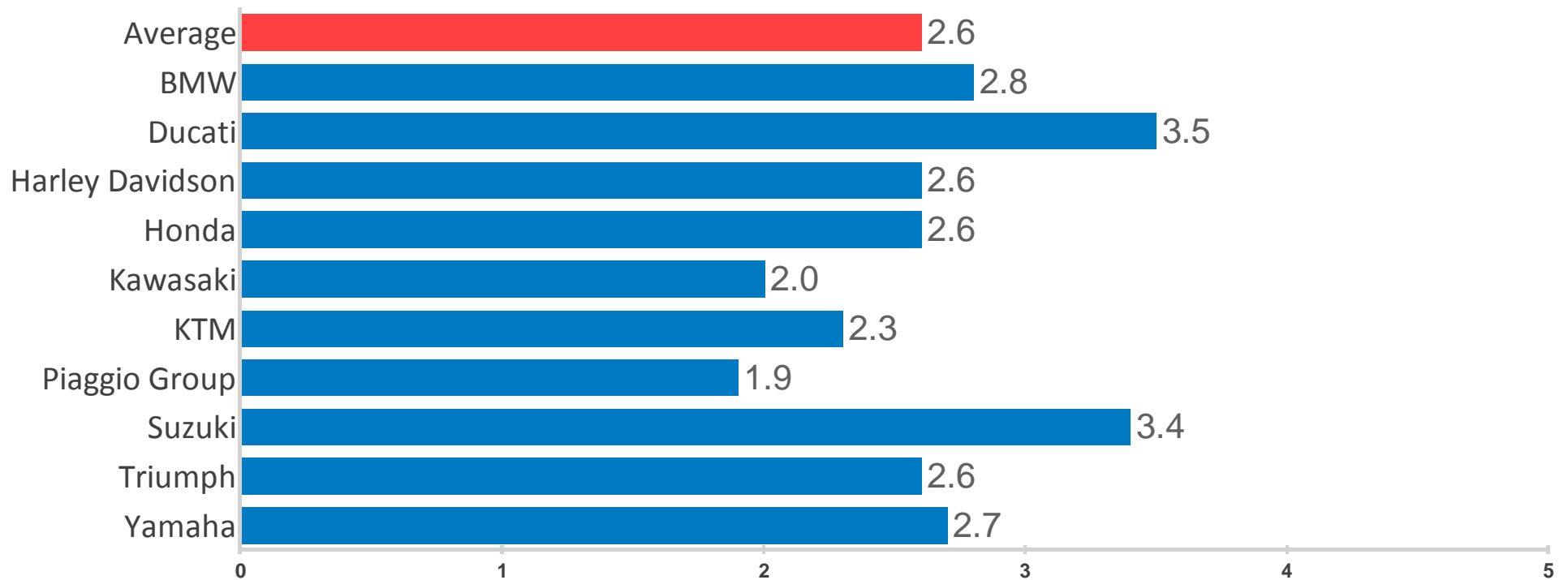


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 7a: The fairness of your manufacturer's policy for the supply and stocking of motorcycles | | | |
|---|-----|---------|-----|
| | | Triumph | 2.7 |
| Harley Davidson | 4.3 | Yamaha | 3.2 |
| Honda | 3.1 | | |
| Kawasaki | 4.0 | | |
| KTM | 3.4 | | |
| Piaggio Group | 2.7 | | |
| Suzuki | 3.6 | AVERAGE | 3.2 |

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Q7 b) The new motorcycle target negotiating process

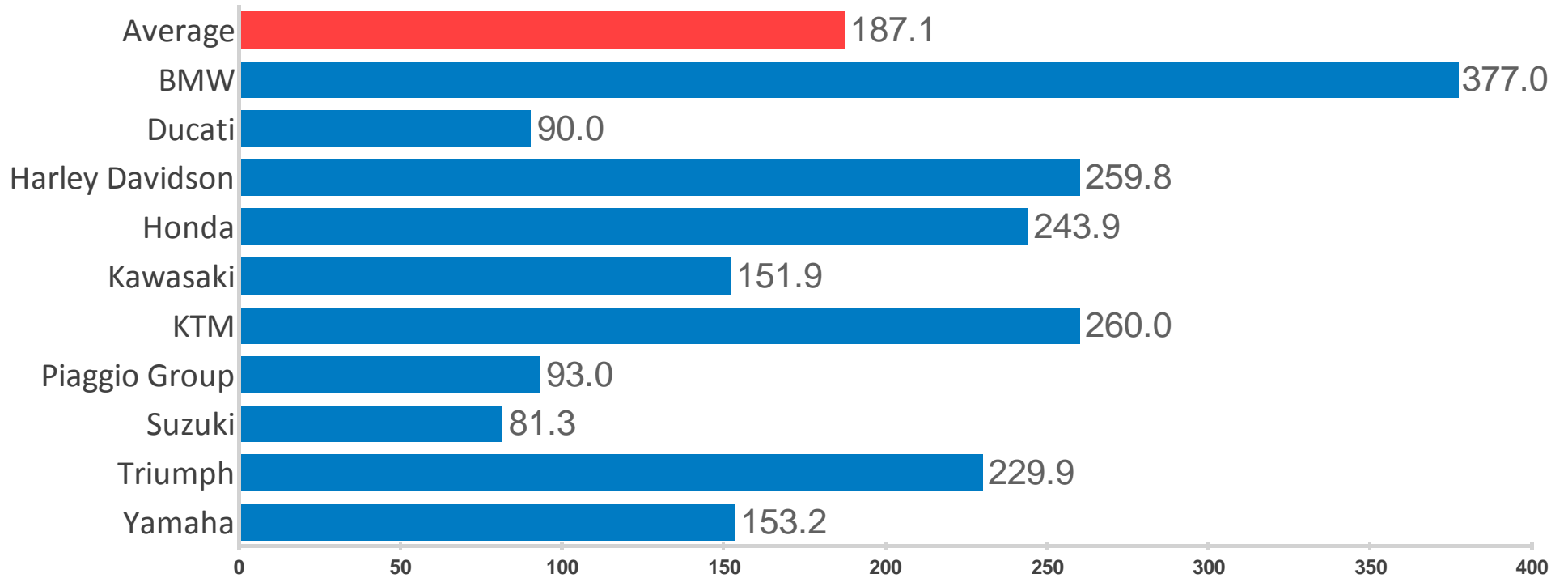


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 7b: Your new motorcycle target negotiating process | | | |
|--|-----|---------|-----|
| | | Triumph | 2.4 |
| Harley Davidson | 4.1 | Yamaha | 2.6 |
| Honda | 2.6 | | |
| Kawasaki | 3.3 | | |
| KTM | 2.3 | | |
| Piaggio Group | 2.4 | | |
| Suzuki | 3.7 | AVERAGE | 2.8 |

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Q7c) What is your annual target for this brand?

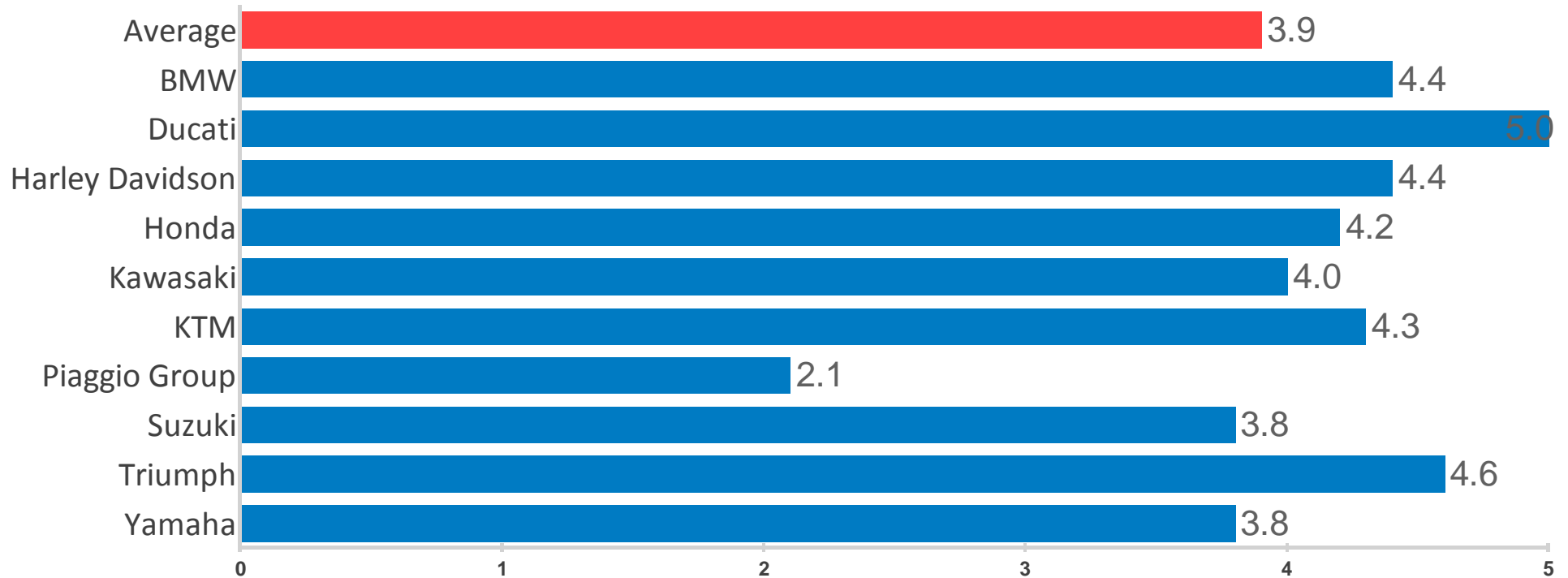


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 7c: What is your annual target for this brand | | | |
|---|-------|---------|-------|
| | | Triumph | 175.4 |
| Harley Davidson | 188.8 | Yamaha | 161.5 |
| Honda | 292.5 | | |
| Kawasaki | 110.5 | | |
| KTM | 288.2 | | |
| Piaggio Group | 168.9 | | |
| Suzuki | 72.2 | AVERAGE | 190.2 |

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Q8 a) The brand image

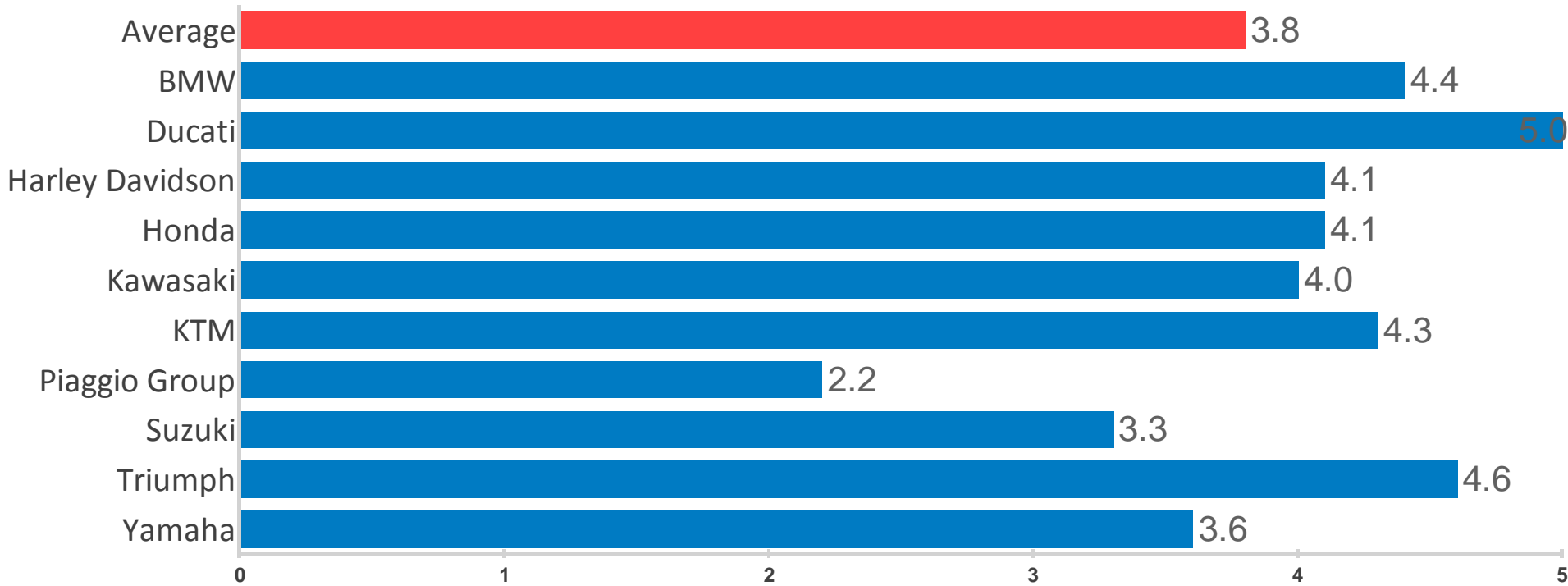


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 8a: The brand image | | | |
|---------------------|-----|---------|-----|
| | | Triumph | 4.6 |
| Harley Davidson | 4.9 | Yamaha | 3.8 |
| Honda | 3.7 | | |
| Kawasaki | 4.4 | | |
| KTM | 4.7 | | |
| Piaggio Group | 2.8 | | |
| Suzuki | 3.6 | AVERAGE | 3.9 |

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Q8 b) The product image

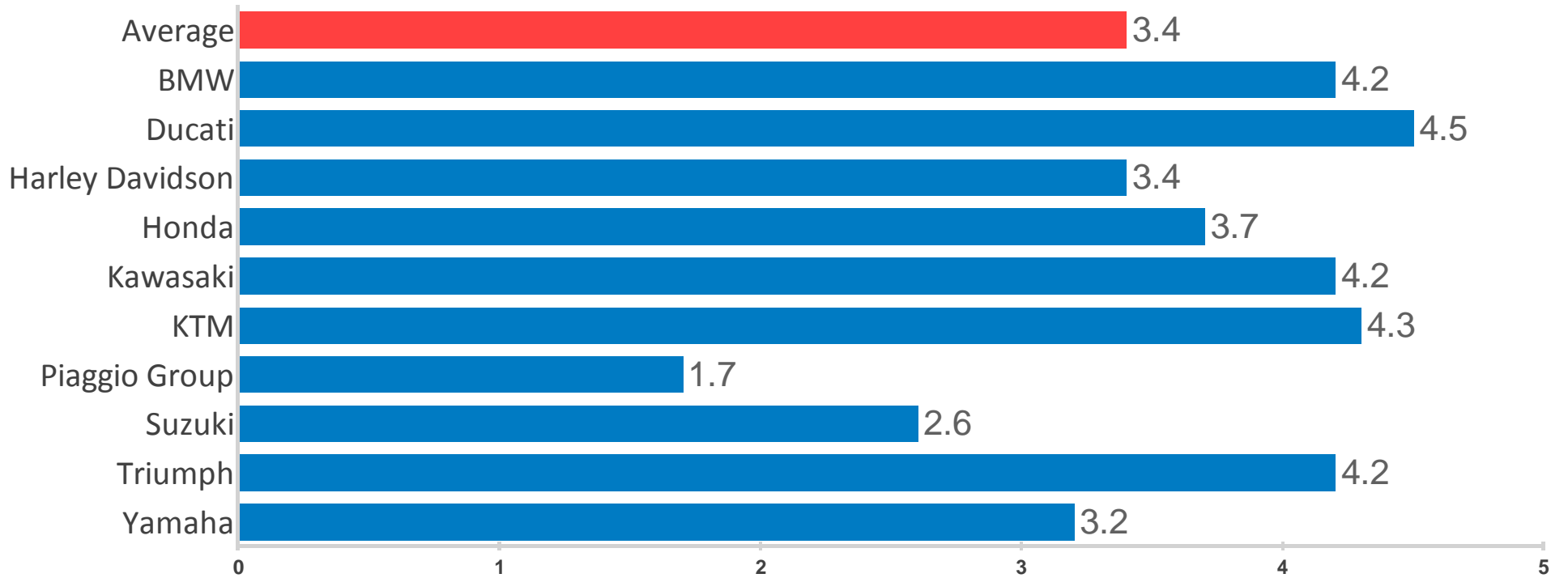


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 8b: The product image | | | |
|------------------------------|-----|---------|-----|
| | | Triumph | 4.4 |
| Harley Davidson | 4.4 | Yamaha | 3.8 |
| Honda | 3.7 | | |
| Kawasaki | 4.4 | | |
| KTM | 4.7 | | |
| Piaggio Group | 2.8 | | |
| Suzuki | 3.5 | AVERAGE | 3.8 |

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Q8 c) Frequency of introduction of new models

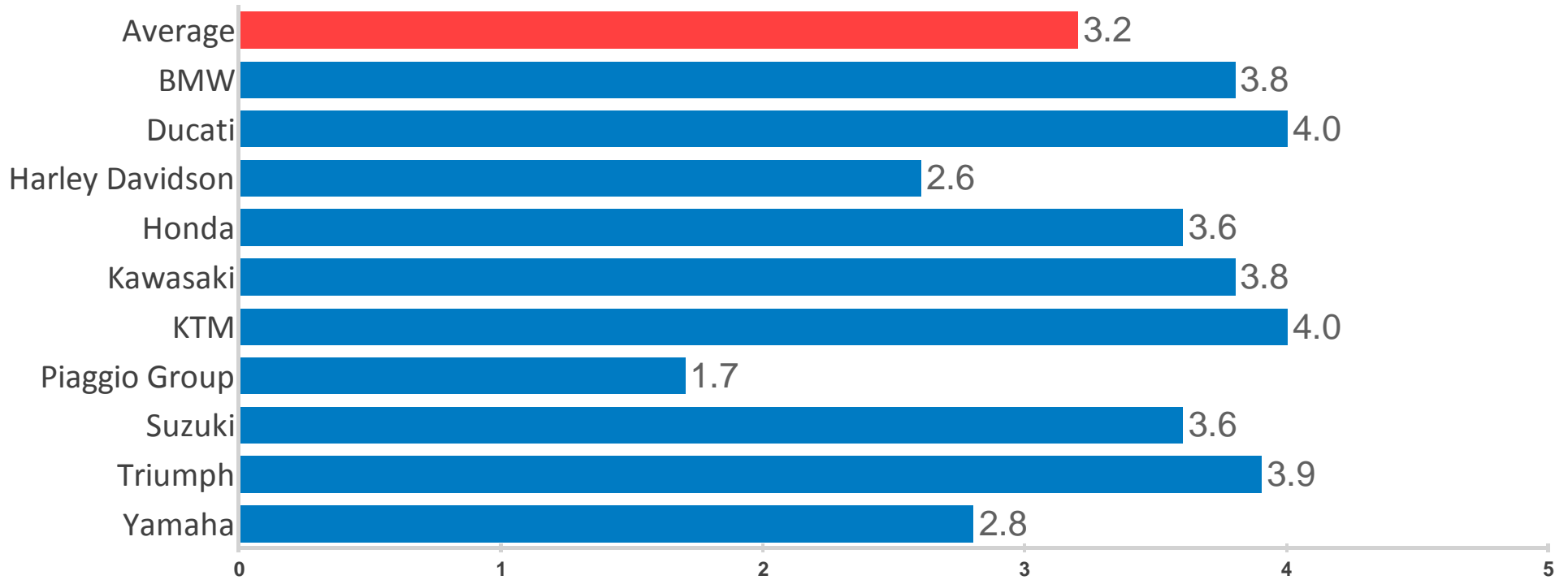


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 8c: Frequency of introduction of new models | | | |
|--|-----|---------|-----|
| | | Triumph | 4.3 |
| Harley Davidson | 4.6 | Yamaha | 3.5 |
| Honda | 3.5 | | |
| Kawasaki | 4.6 | | |
| KTM | 4.3 | | |
| Piaggio Group | 2.0 | | |
| Suzuki | 2.5 | AVERAGE | 3.4 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q8 d) Retail sales incentives and promotions

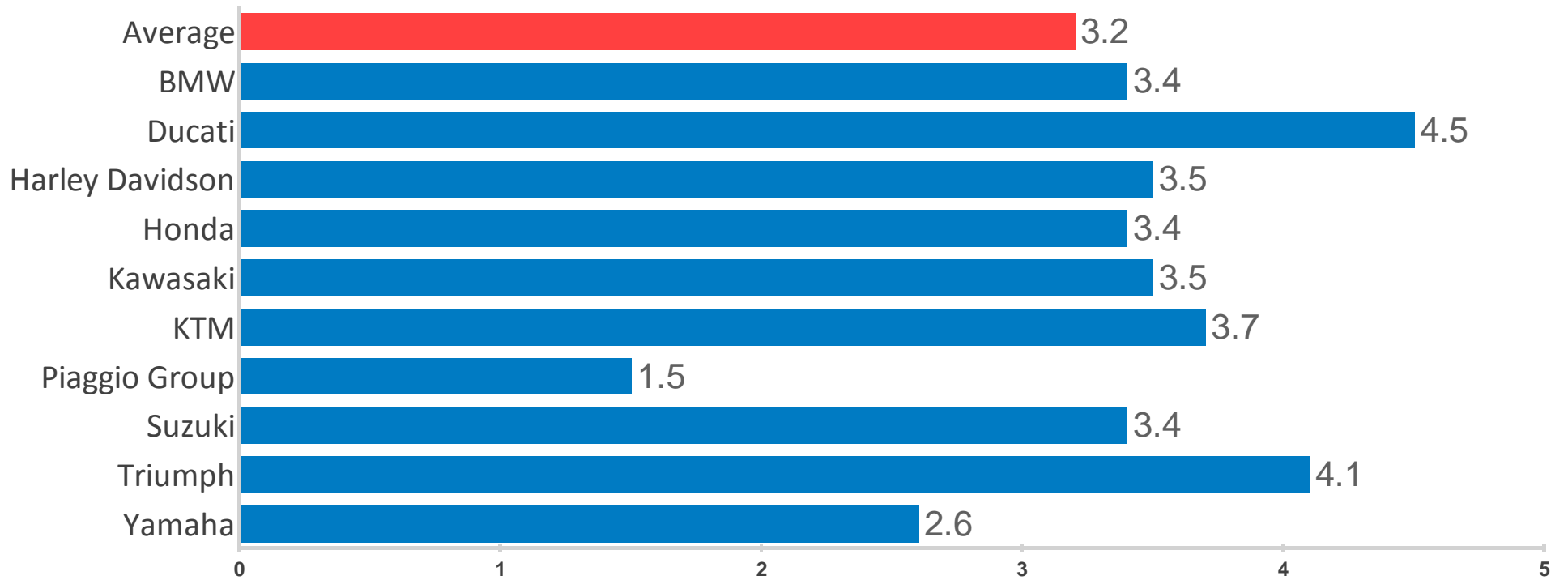


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 8d: Retail sales incentives and promotions | | | |
|--|-----|---------|-----|
| | | Triumph | 3.8 |
| Harley Davidson | 3.6 | Yamaha | 3.0 |
| Honda | 3.1 | | |
| Kawasaki | 4.3 | | |
| KTM | 3.3 | | |
| Piaggio Group | 2.2 | | |
| Suzuki | 4.0 | AVERAGE | 3.3 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q8 e) Product advertising

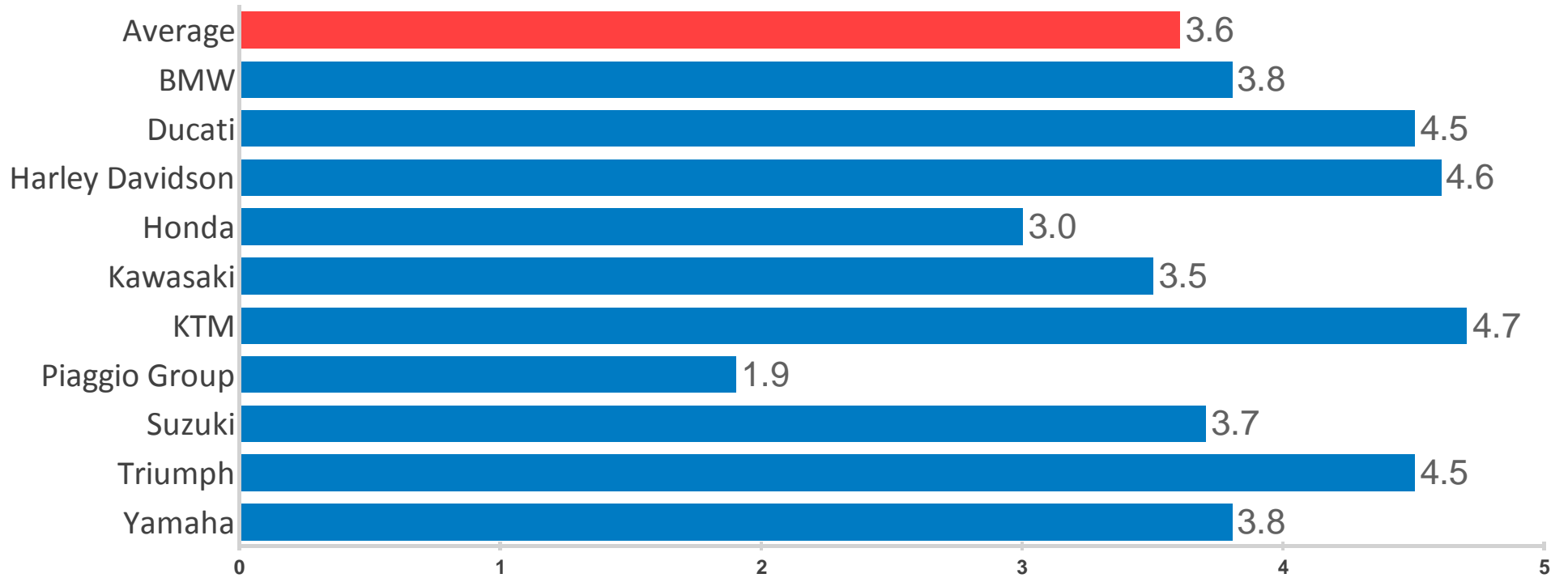


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 8e: Product advertising | | | |
|-------------------------|-----|---------|-----|
| | | Triumph | 4.1 |
| Harley Davidson | 4.1 | Yamaha | 3.1 |
| Honda | 2.7 | | |
| Kawasaki | 4.2 | | |
| KTM | 3.6 | | |
| Piaggio Group | 1.6 | | |
| Suzuki | 3.9 | AVERAGE | 3.2 |

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Q8 f) Have a comprehensive accessory offering that appeals to customers

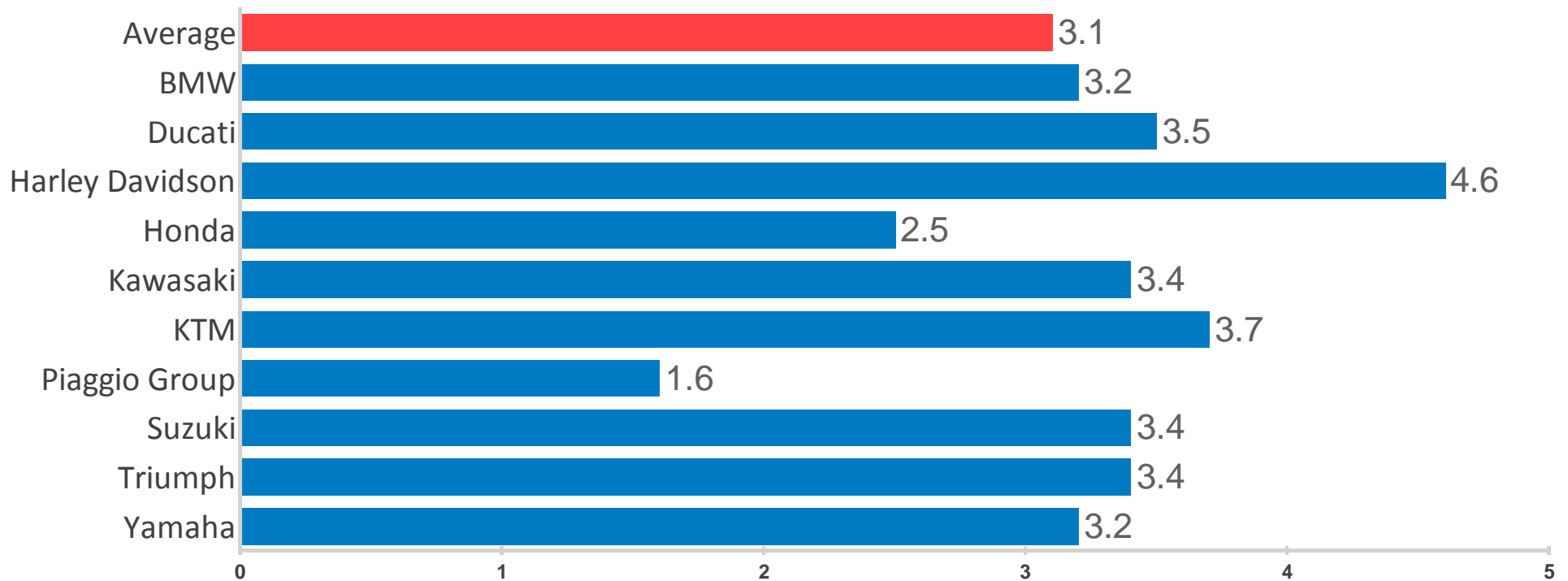


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 8f: Have a comprehensive accessory offering that appeals to customers | | | |
|---|-----|---------|-----|
| | | Triumph | 4.5 |
| Harley Davidson | 4.9 | Yamaha | 3.7 |
| Honda | 2.2 | | |
| Kawasaki | 3.7 | | |
| KTM | 4.7 | | |
| Piaggio Group | 2.7 | | |
| Suzuki | 3.5 | AVERAGE | 3.4 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q8 g) Have a comprehensive clothing offering that appeals to customers

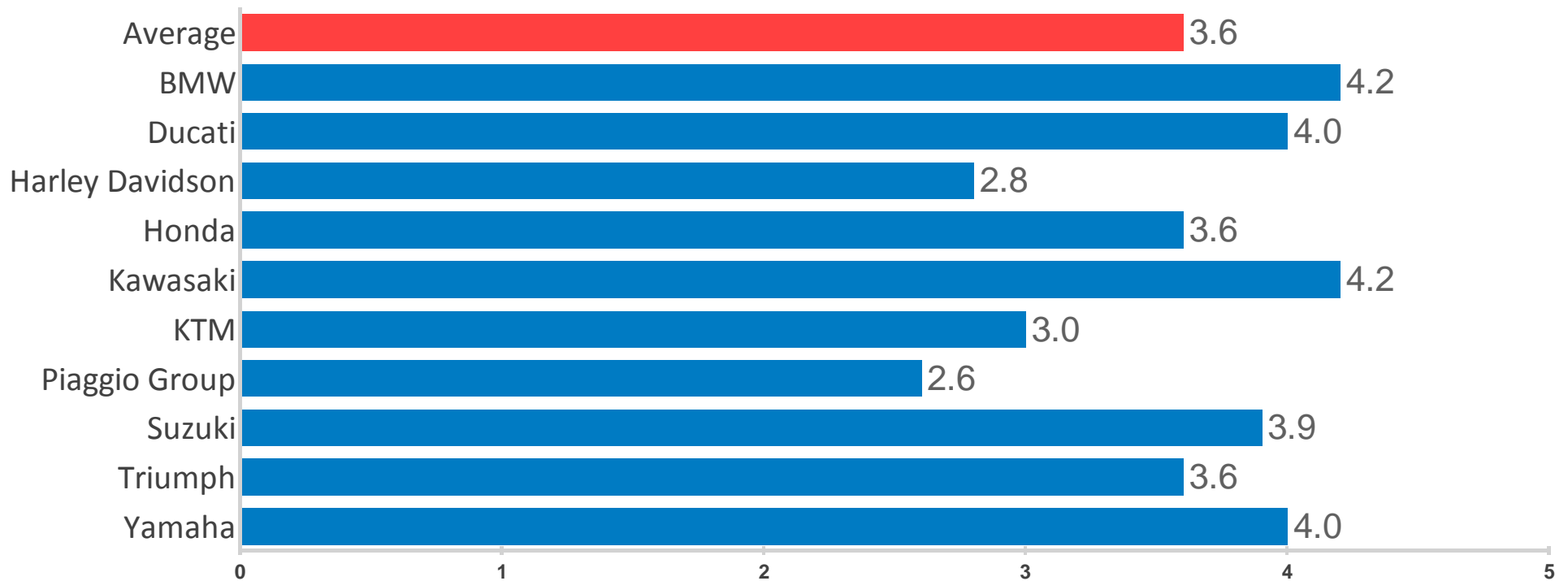


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 8g: Have a comprehensive clothing offering that appeals to customers | | | |
|--|-----|---------|-----|
| | | Triumph | 2.8 |
| Harley Davidson | 4.7 | Yamaha | 3.0 |
| Honda | 1.7 | | |
| Kawasaki | 3.0 | | |
| KTM | 4.4 | | |
| Piaggio Group | 2.0 | | |
| Suzuki | 3.4 | AVERAGE | 2.7 |

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Q9 How satisfied or dissatisfied are you with your manufacturer's warranty policy?

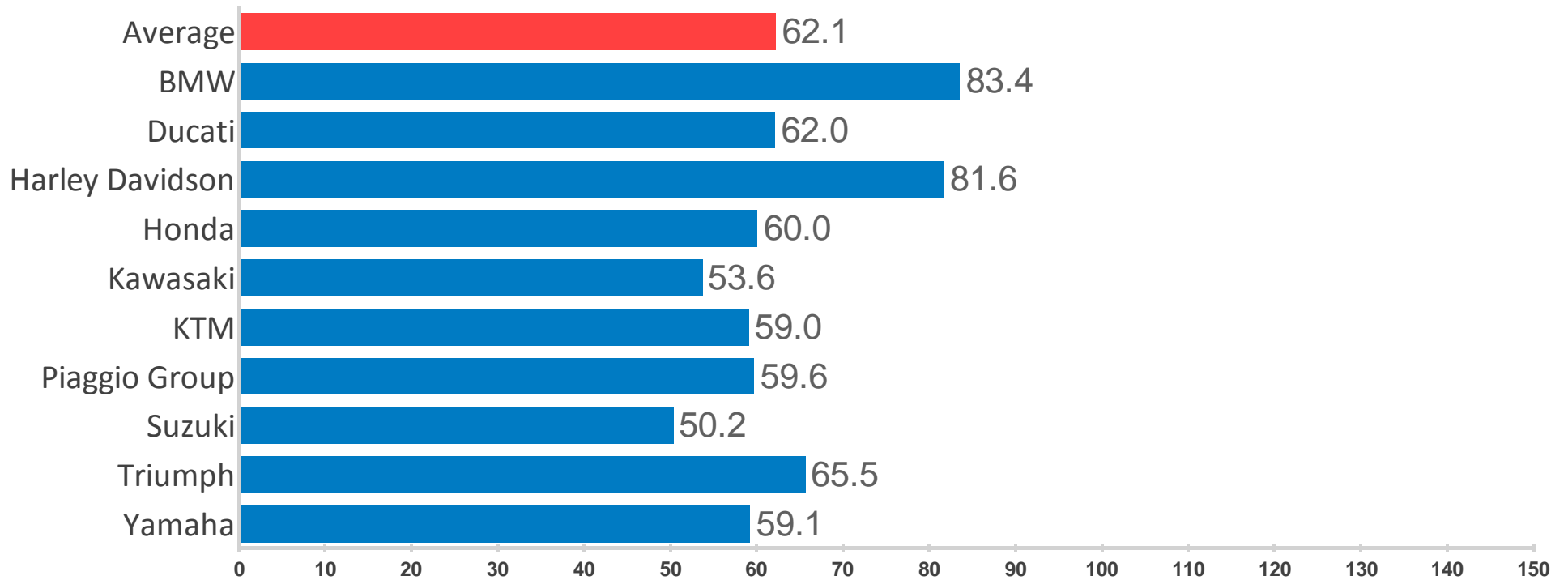


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 9: The fairness of your manufacturer's warranty policy | | | |
|--|-----|---------|-----|
| | | Triumph | 4.0 |
| Harley Davidson | 3.4 | Yamaha | 4.0 |
| Honda | 3.4 | | |
| Kawasaki | 4.5 | | |
| KTM | 3.1 | | |
| Piaggio Group | 3.6 | | |
| Suzuki | 4.0 | AVERAGE | 3.7 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q10) What is your labour rate for retail? (£)

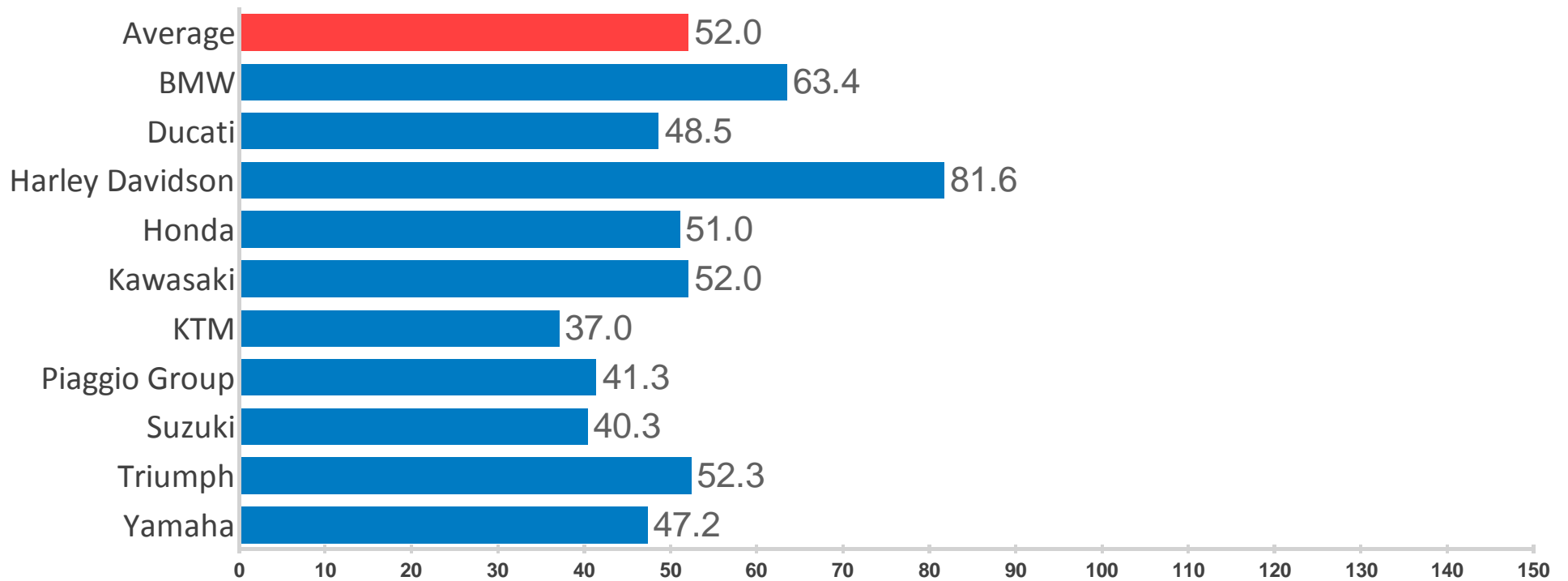


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 10: What is your labour rate for retail (£) | | | |
|---|------|---------|------|
| | | Triumph | 62.6 |
| Harley Davidson | 78.3 | Yamaha | 58.9 |
| Honda | 54.2 | | |
| Kawasaki | 54.3 | | |
| KTM | 48.8 | | |
| Piaggio Group | 61.2 | | |
| Suzuki | 51.3 | AVERAGE | 57.8 |

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Q11) What is your labour rate for warranty before VAT (£)

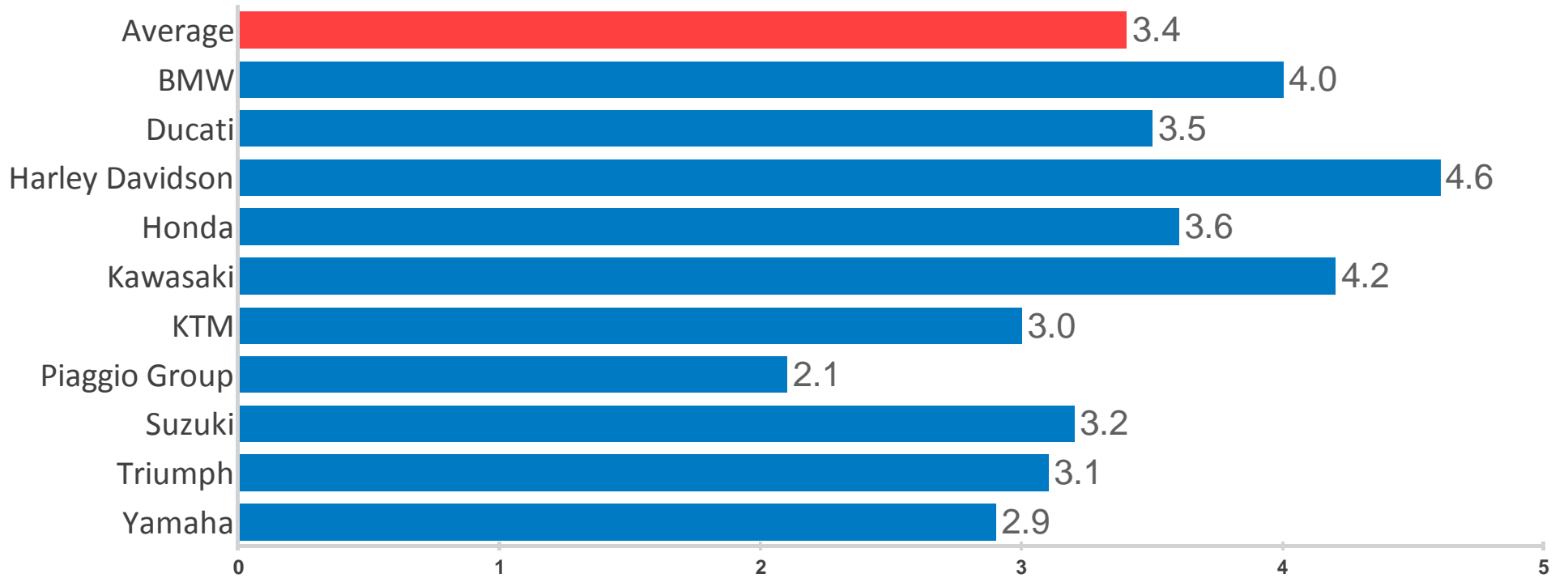


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 11. What is your labour rate for warranty (£) | | | |
|---|------|---------|------|
| | | Triumph | 53.1 |
| Harley Davidson | 77.6 | Yamaha | 41.8 |
| Honda | 46.6 | | |
| Kawasaki | 55.3 | | |
| KTM | 36.6 | | |
| Piaggio Group | 46.7 | | |
| Suzuki | 40.7 | AVERAGE | 47.6 |

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Q12 a) Warranty labour rate

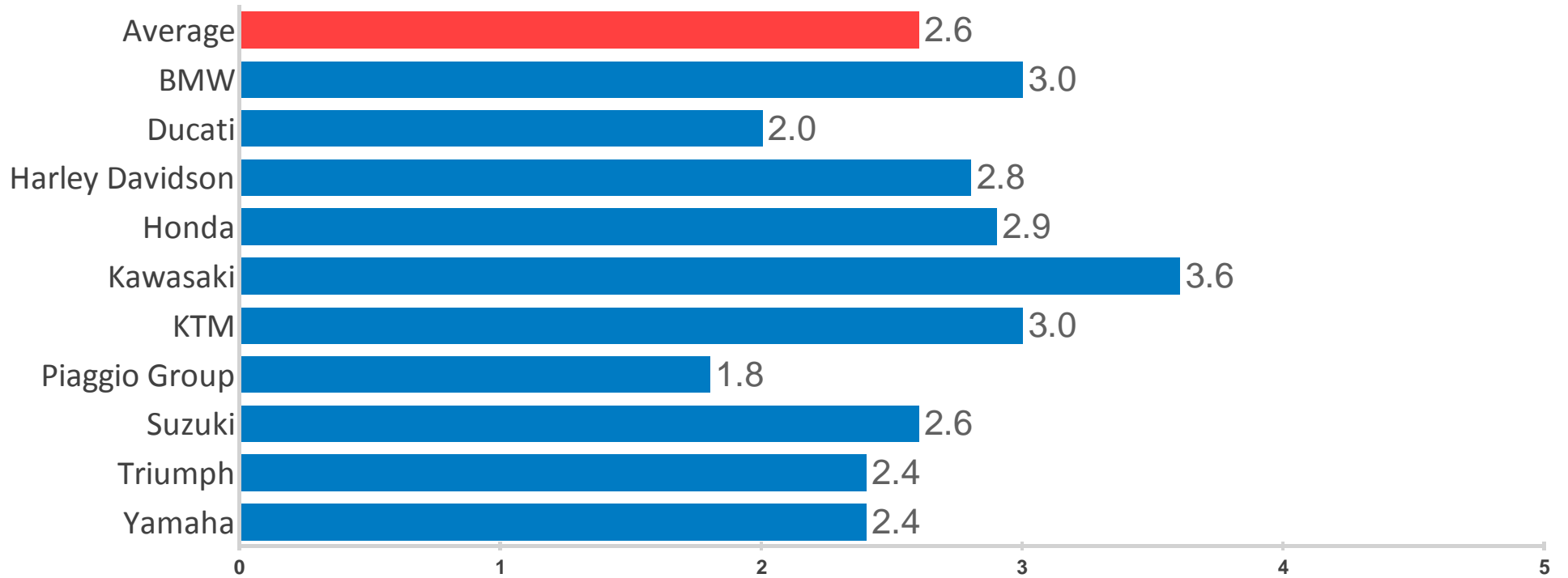


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 12a: Warranty labour rate | | | |
|----------------------------------|-----|---------|-----|
| | | Triumph | 3.4 |
| Harley Davidson | 4.9 | Yamaha | 2.3 |
| Honda | 2.7 | | |
| Kawasaki | 4.5 | | |
| KTM | 2.9 | | |
| Piaggio Group | 3.2 | | |
| Suzuki | 3.0 | AVERAGE | 3.1 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q12 b) Warranty time allowances

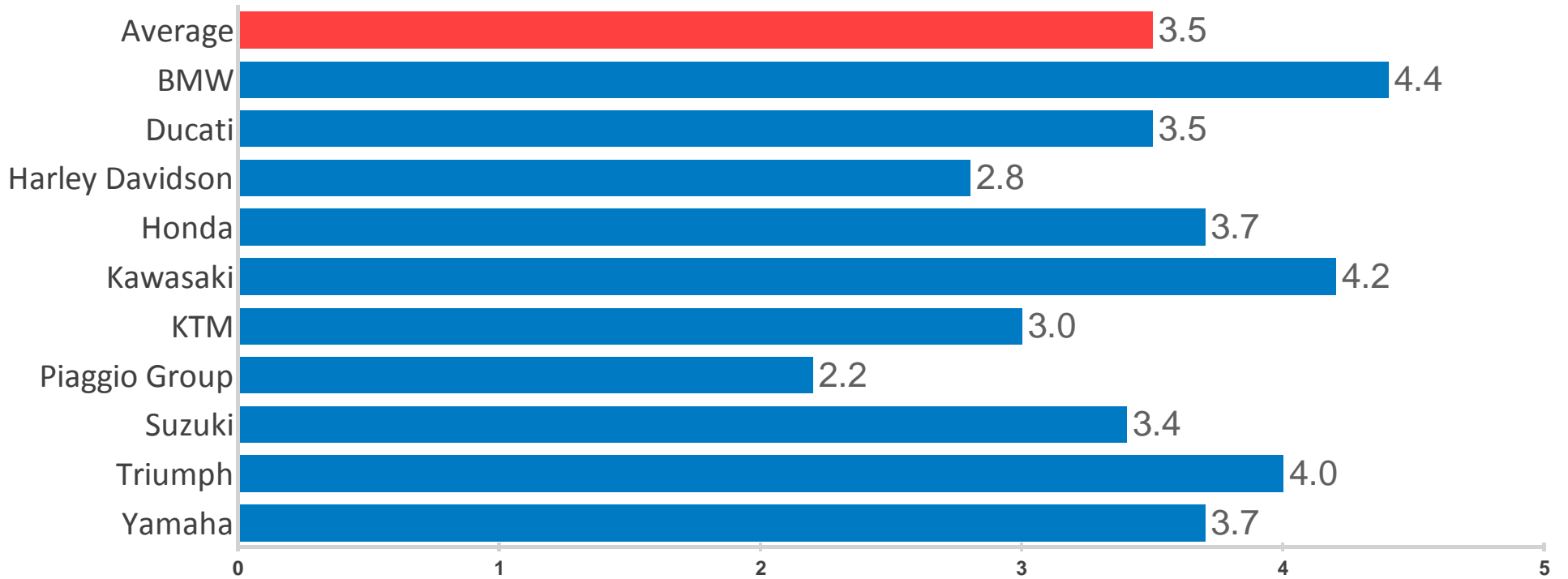


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 12b: Warranty time allowances | | | |
|--------------------------------------|-----|---------|-----|
| | | Triumph | 2.1 |
| Harley Davidson | 3.3 | Yamaha | 2.4 |
| Honda | 2.5 | | |
| Kawasaki | 3.5 | | |
| KTM | 2.6 | | |
| Piaggio Group | 2.5 | | |
| Suzuki | 3.0 | AVERAGE | 2.6 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q12 c) Warranty replacement parts policy

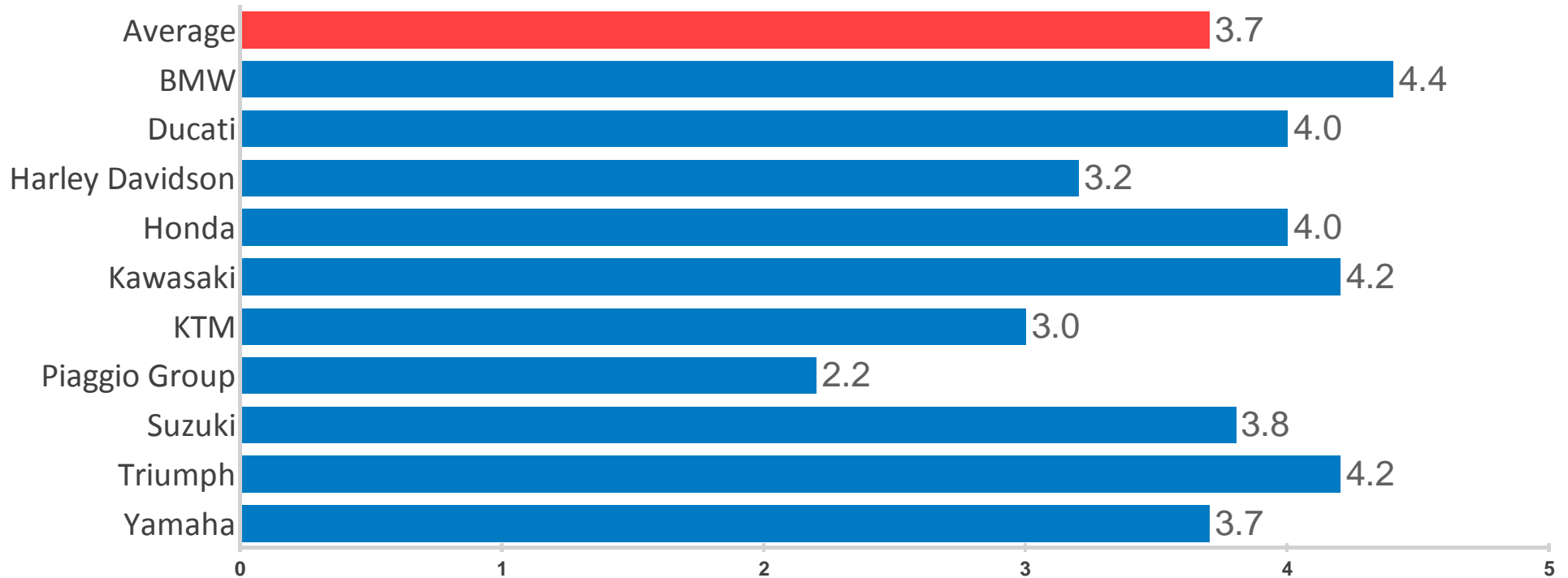


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 12c: Warranty replacement parts policy | | | |
|---|-----|---------|-----|
| | | Triumph | 3.8 |
| Harley Davidson | 3.4 | Yamaha | 4.1 |
| Honda | 3.4 | | |
| Kawasaki | 4.2 | | |
| KTM | 3.4 | | |
| Piaggio Group | 3.0 | | |
| Suzuki | 3.9 | AVERAGE | 3.6 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q12 d) Timely and fair settlement of warranty claims

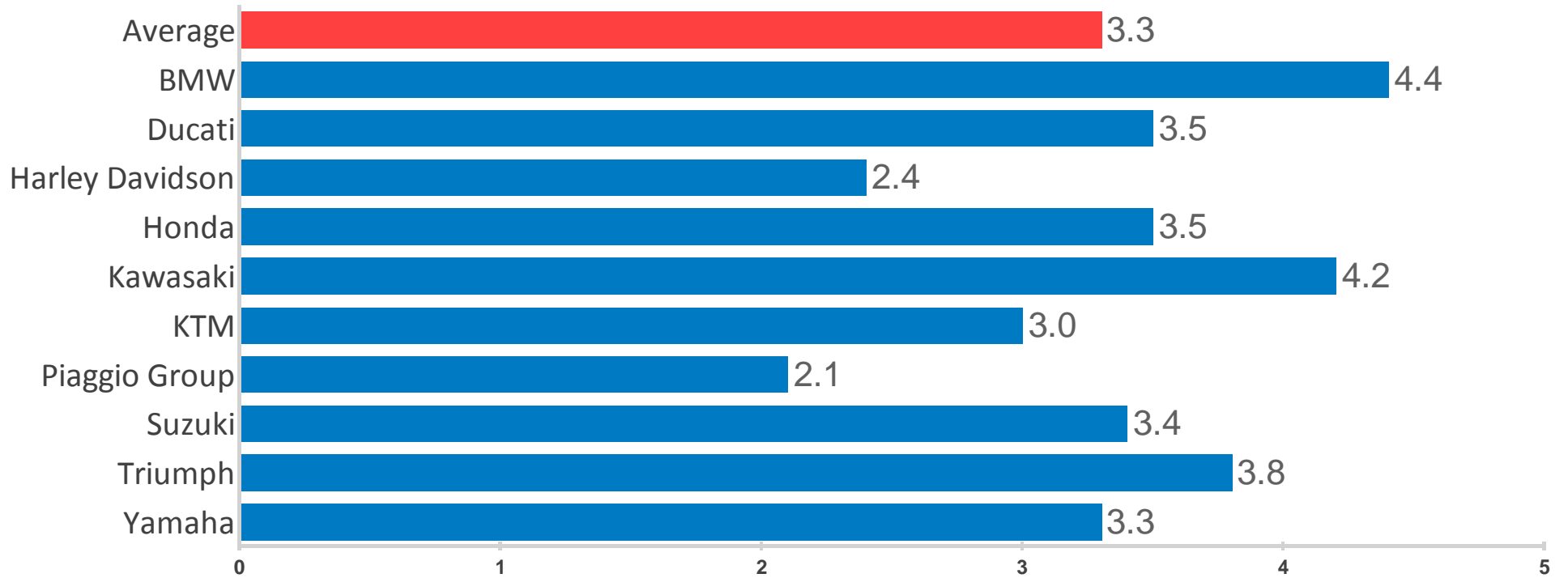


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 12d: Timely and fair settlement of warranty claims | | | |
|--|-----|---------|-----|
| | | Triumph | 4.0 |
| Harley Davidson | 4.4 | Yamaha | 4.2 |
| Honda | 3.5 | | |
| Kawasaki | 4.6 | | |
| KTM | 3.3 | | |
| Piaggio Group | 3.0 | | |
| Suzuki | 4.1 | AVERAGE | 3.8 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q12 e) Quality and availability of technical support

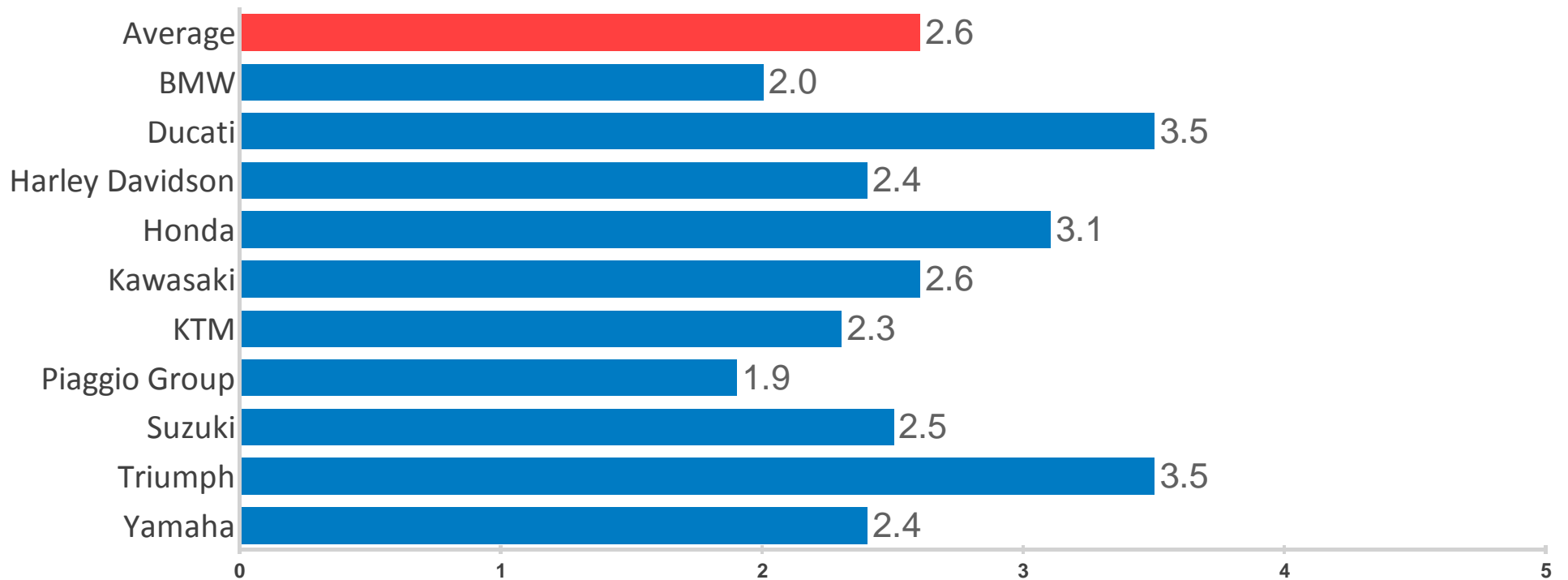


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 12e: Quality and availability of technical support | | | |
|---|-----|---------|-----|
| | | Triumph | 3.8 |
| Harley Davidson | 2.9 | Yamaha | 3.6 |
| Honda | 3.0 | | |
| Kawasaki | 4.5 | | |
| KTM | 3.8 | | |
| Piaggio Group | 3.1 | | |
| Suzuki | 4.1 | AVERAGE | 3.5 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q13 How satisfied or dissatisfied are you with the profit return by representing your franchise?

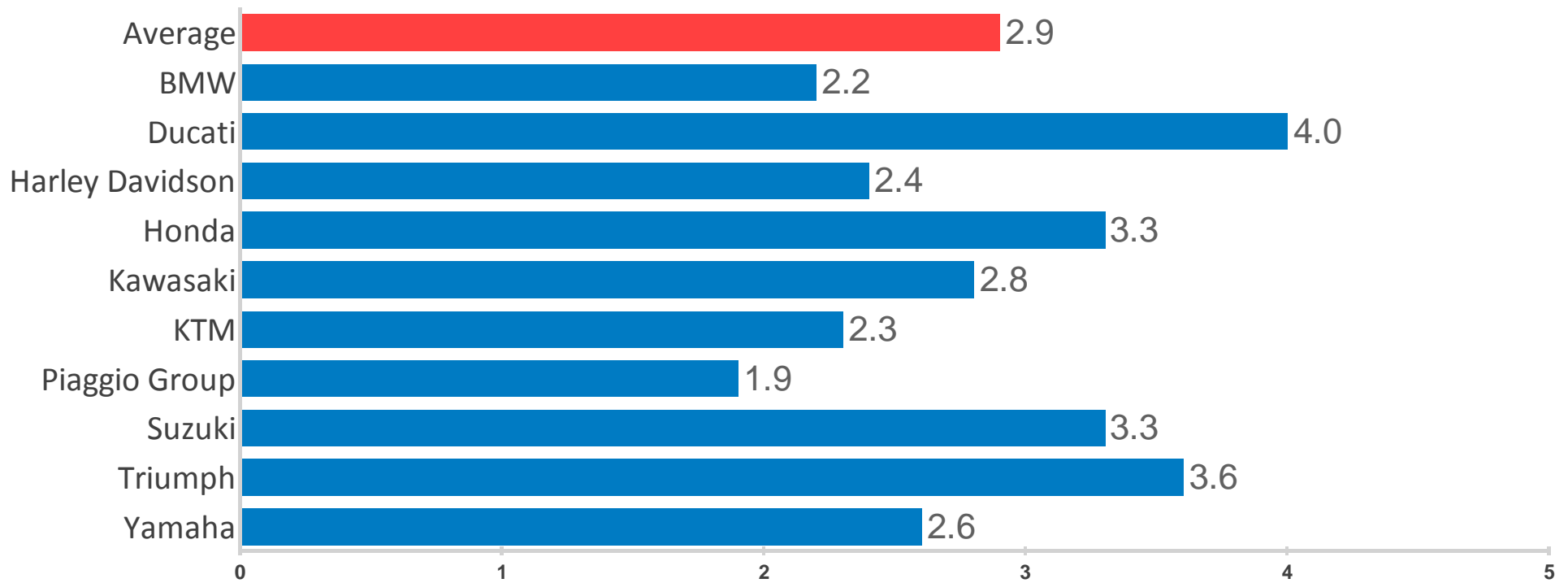


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 13: The profit return by representing your franchise | | | |
|--|-----|---------|-----|
| | | Triumph | 3.3 |
| Harley Davidson | 3.8 | Yamaha | 2.4 |
| Honda | 2.5 | | |
| Kawasaki | 3.6 | | |
| KTM | 2.7 | | |
| Piaggio Group | 2.4 | | |
| Suzuki | 3.0 | AVERAGE | 2.8 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q14 a) The future profitability of your business

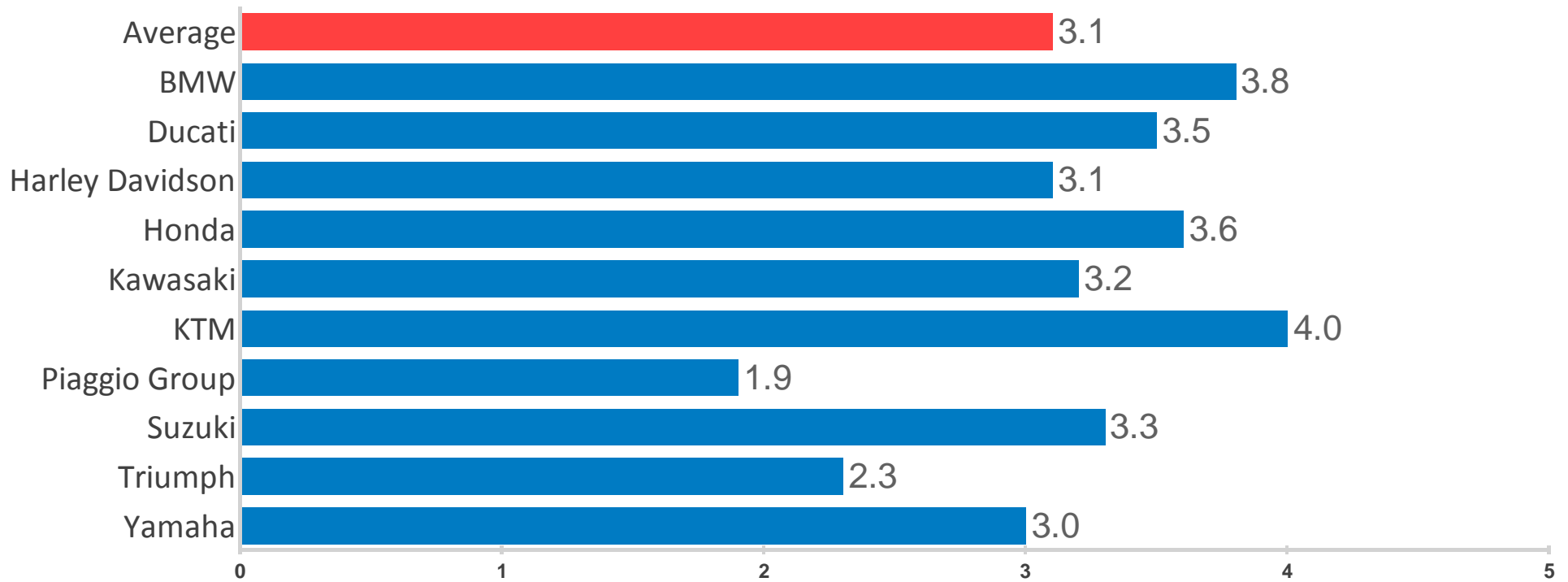


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 14a: The future profitability of your business | | | |
|--|-----|---------|-----|
| | | Triumph | 3.4 |
| Harley Davidson | 4.3 | Yamaha | 2.6 |
| Honda | 2.8 | | |
| Kawasaki | 3.5 | | |
| KTM | 3.6 | | |
| Piaggio Group | 2.4 | | |
| Suzuki | 3.1 | AVERAGE | 3.0 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q14 b) Your stocking plan for this franchise

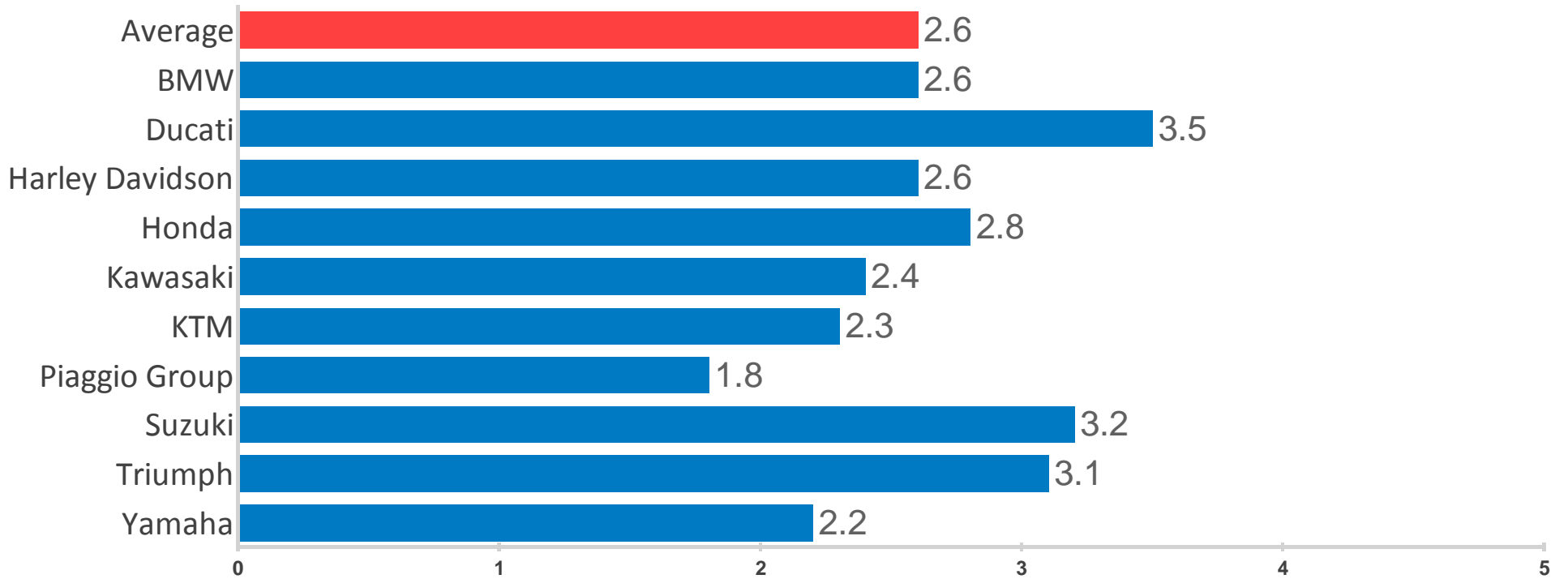


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 14b: Your stocking plan for this franchise | | | |
|--|-----|---------|-----|
| | | Triumph | 2.6 |
| Harley Davidson | 4.1 | Yamaha | 2.7 |
| Honda | 3.2 | | |
| Kawasaki | 4.1 | | |
| KTM | 3.4 | | |
| Piaggio Group | 2.7 | | |
| Suzuki | 3.4 | AVERAGE | 3.1 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q15 a) The dealer standards expected by your manufacturer

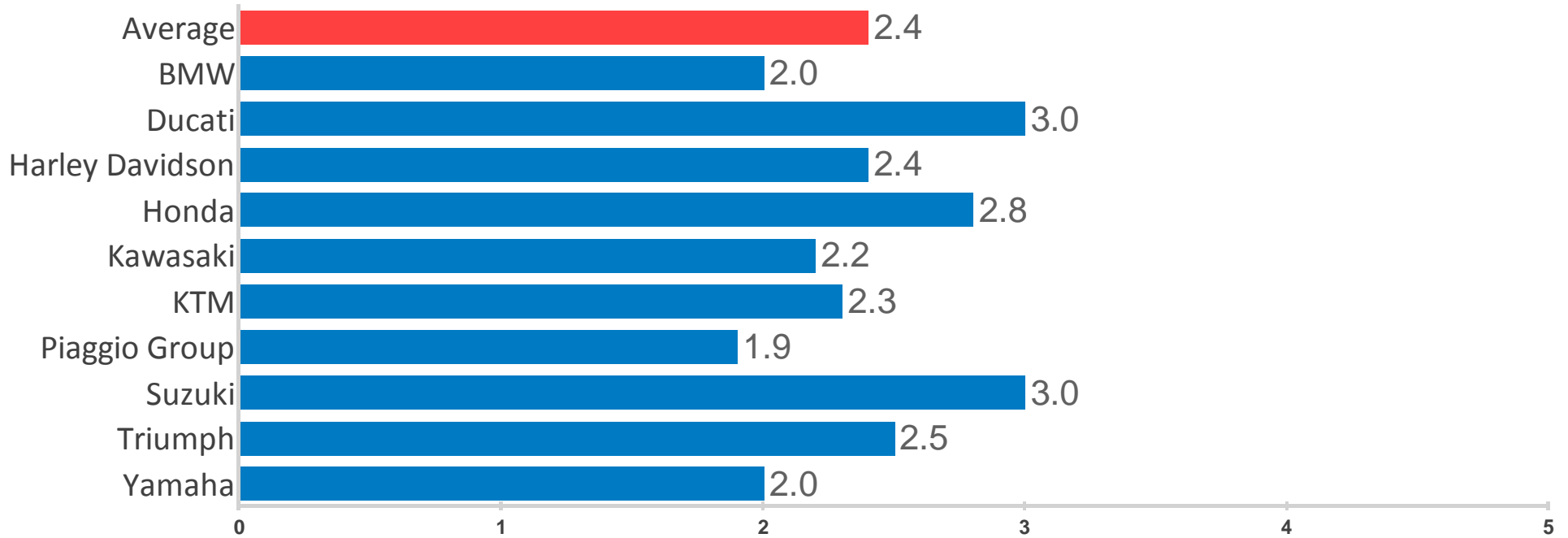


PREVIOUS SURVEY RESULTS – AUTUMN2018

| 15a: The dealer standards expected by your manufacturer | | | |
|---|-----|---------|-----|
| | | Triumph | 2.4 |
| Harley Davidson | 4.3 | Yamaha | 2.2 |
| Honda | 2.8 | | |
| Kawasaki | 2.9 | | |
| KTM | 3.1 | | |
| Piaggio Group | 2.7 | | |
| Suzuki | 3.6 | AVERAGE | 2.9 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q15 b) How realistic do you feel your manufacturer's standards are compared with the return on investment/reward

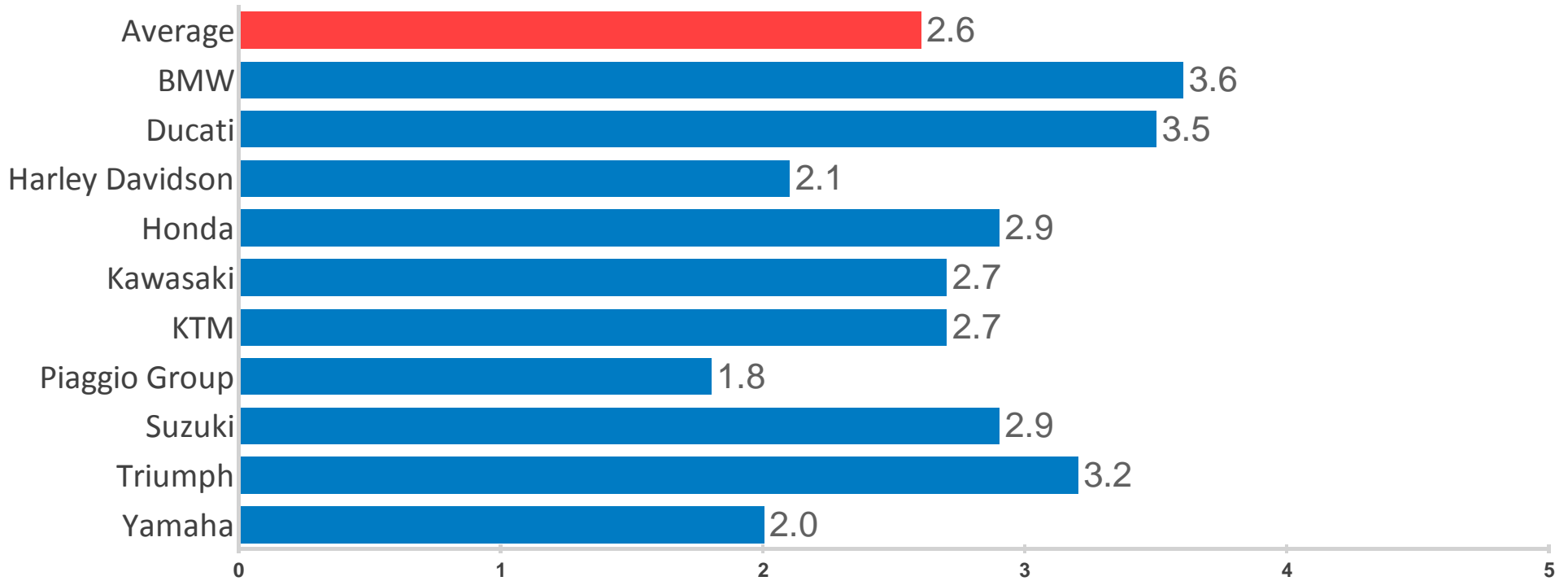


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 15b: How realistic do you feel your manufacturer's standards are compared with the return on investment/reward | | | |
|--|-----|---------|-----|
| | | Triumph | 2.1 |
| Harley Davidson | 4.2 | Yamaha | 2.0 |
| Honda | 2.5 | | |
| Kawasaki | 2.9 | | |
| KTM | 2.8 | | |
| Piaggio Group | 2.5 | | |
| Suzuki | 3.2 | AVERAGE | 2.6 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q16 a) That the management of your manufacturer takes dealers views and opinions into account

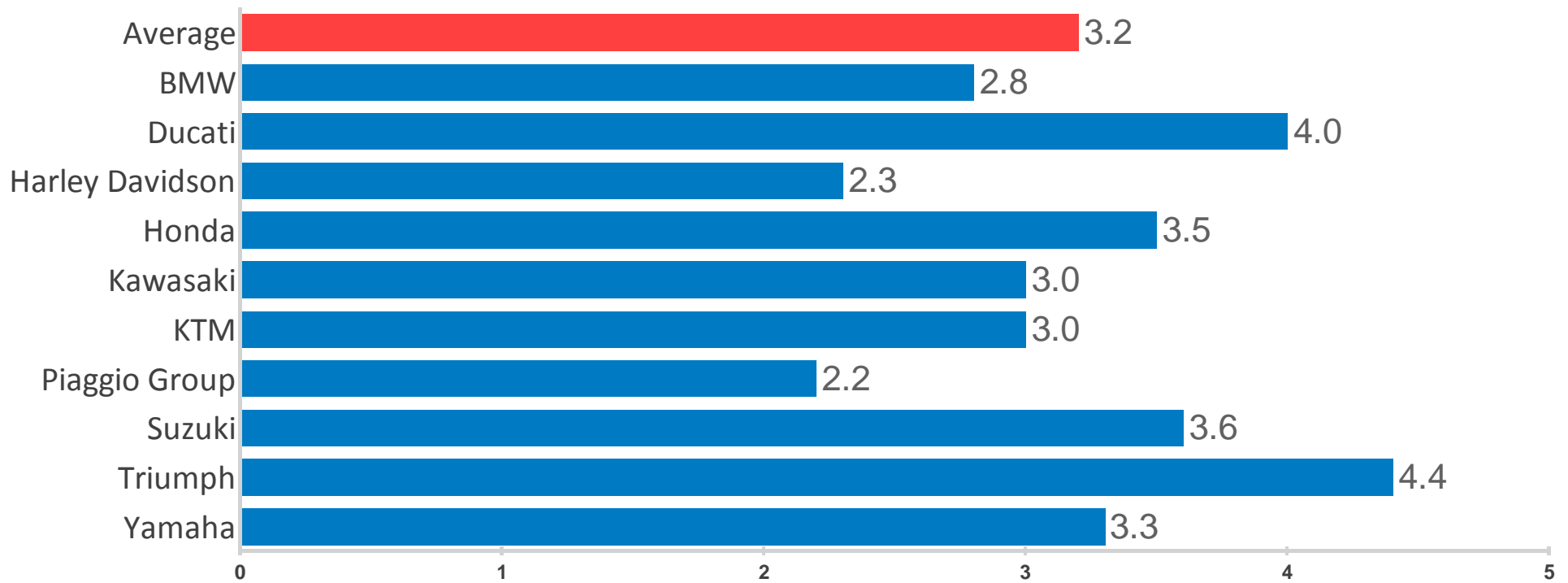


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 16a: That the management of your manufacturer takes dealers' views and opinions into account | | | |
|--|-----|---------|-----|
| | | Triumph | 2.7 |
| Harley Davidson | 4.2 | Yamaha | 2.3 |
| Honda | 3.1 | | |
| Kawasaki | 3.9 | | |
| KTM | 2.4 | | |
| Piaggio Group | 2.6 | | |
| Suzuki | 3.7 | AVERAGE | 3.0 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q16 b) The effectiveness of the field sales team

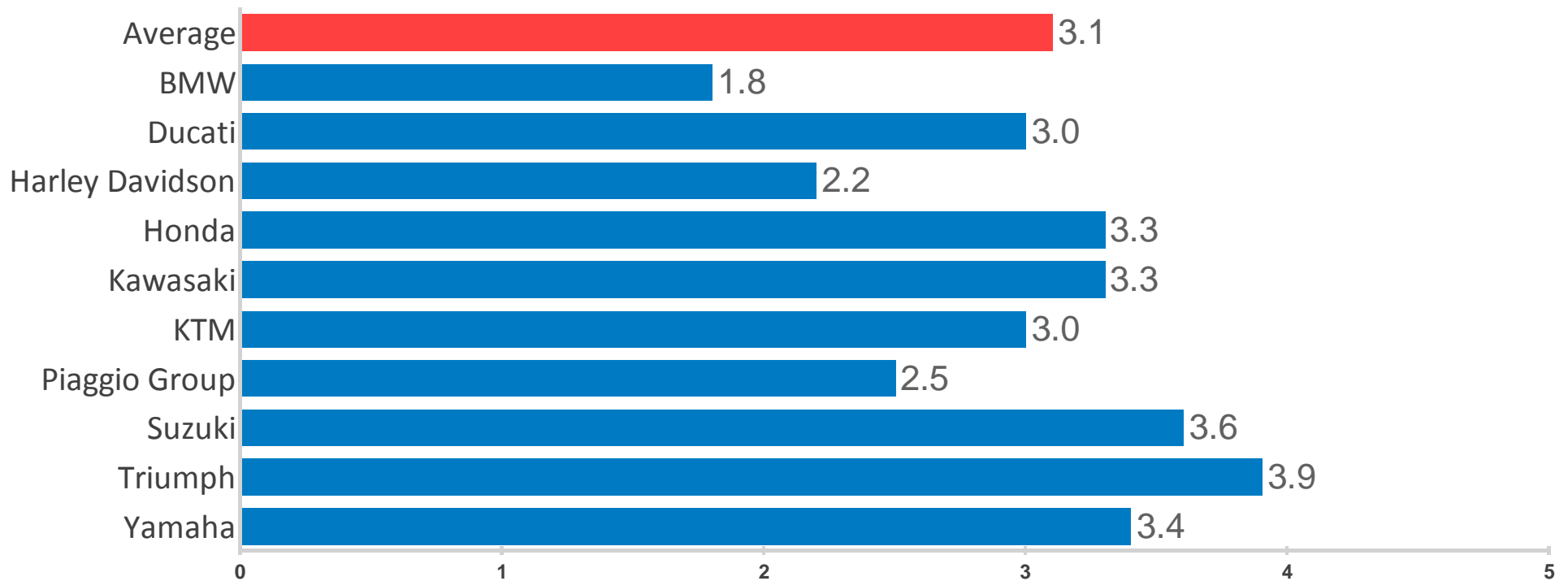


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 16b: The effectiveness of your field sales team | | | |
|---|-----|---------|-----|
| | | Triumph | 4.0 |
| Harley Davidson | 4.9 | Yamaha | 3.2 |
| Honda | 3.1 | | |
| Kawasaki | 4.5 | | |
| KTM | 2.9 | | |
| Piaggio Group | 2.6 | | |
| Suzuki | 4.1 | AVERAGE | 3.5 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q16 c) The effectiveness of the field service and parts staff

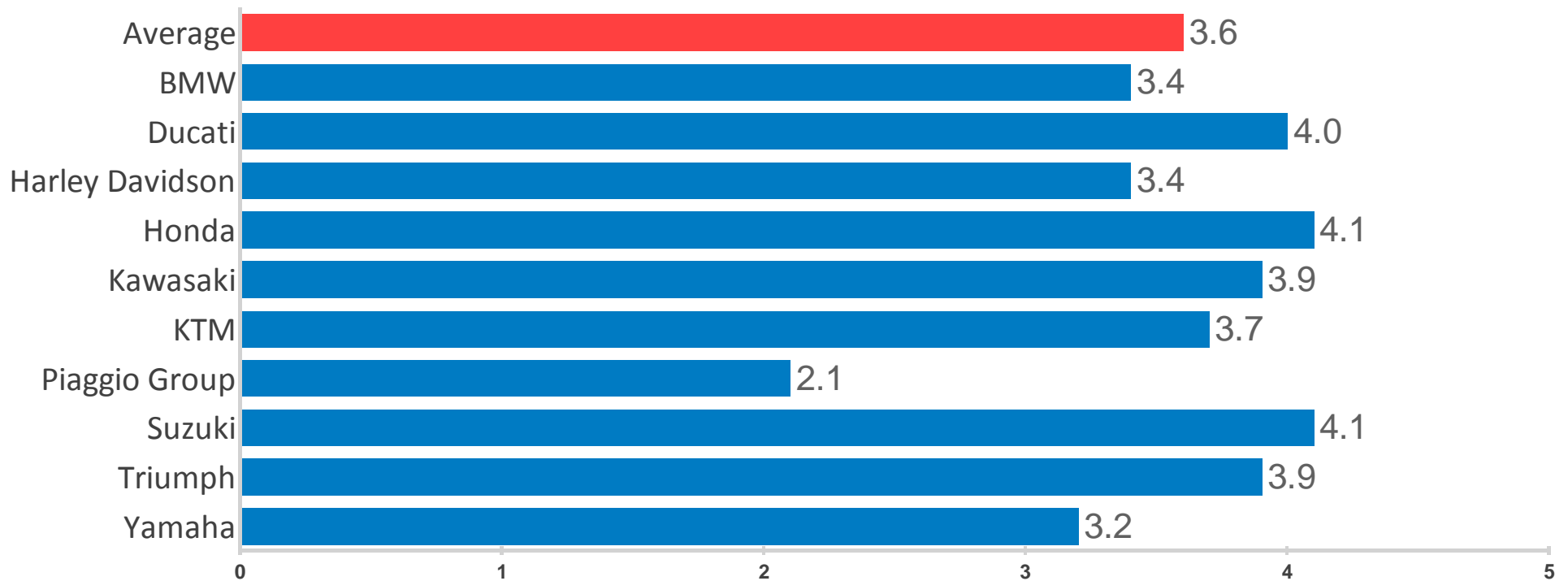


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 16c: The effectiveness of the field service and parts staff | | | |
|---|-----|---------|-----|
| | | Triumph | 3.6 |
| Harley Davidson | 4.8 | Yamaha | 3.1 |
| Honda | 3.0 | | |
| Kawasaki | 4.3 | | |
| KTM | 3.4 | | |
| Piaggio Group | 3.0 | | |
| Suzuki | 4.1 | AVERAGE | 3.4 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q16 d) The effectiveness of your manufacturer's retail finance programme

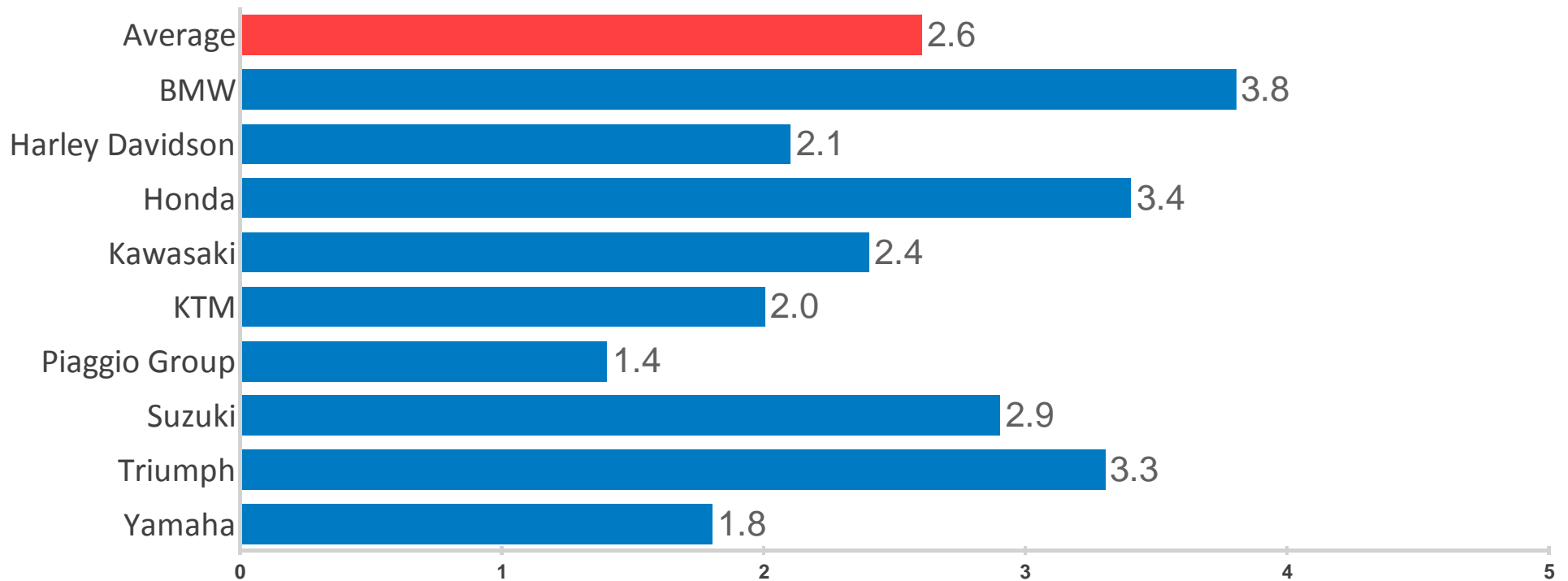


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 16d: The effectiveness of your manufacturer's retail finance programme | | | |
|--|-----|---------|-----|
| | | Triumph | 3.8 |
| Harley Davidson | 3.7 | Yamaha | 3.0 |
| Honda | 3.5 | | |
| Kawasaki | 4.6 | | |
| KTM | 3.4 | | |
| Piaggio Group | 2.8 | | |
| Suzuki | 4.0 | AVERAGE | 3.5 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q16 e) The effectiveness of your dealer council and dealer forums (go to Q17a if not applicable)

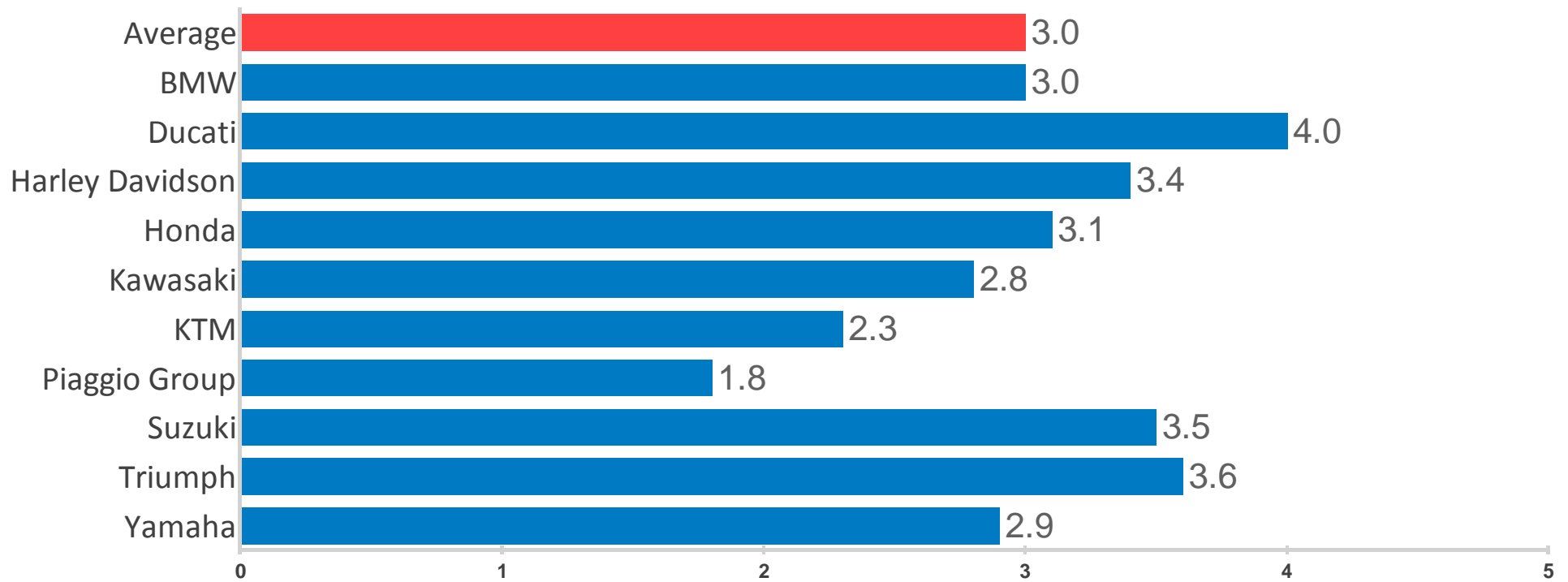


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 16e: The effectiveness of your dealer council and dealer forums | | | |
|---|-----|---------|-----|
| | | Triumph | 2.7 |
| Harley Davidson | 3.1 | Yamaha | 2.0 |
| Honda | 3.3 | | |
| Kawasaki | 2.9 | | |
| KTM | 2.3 | | |
| Piaggio Group | 2.8 | | |
| Suzuki | 3.1 | AVERAGE | 2.8 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q17 a) The routine procedures and controls expected

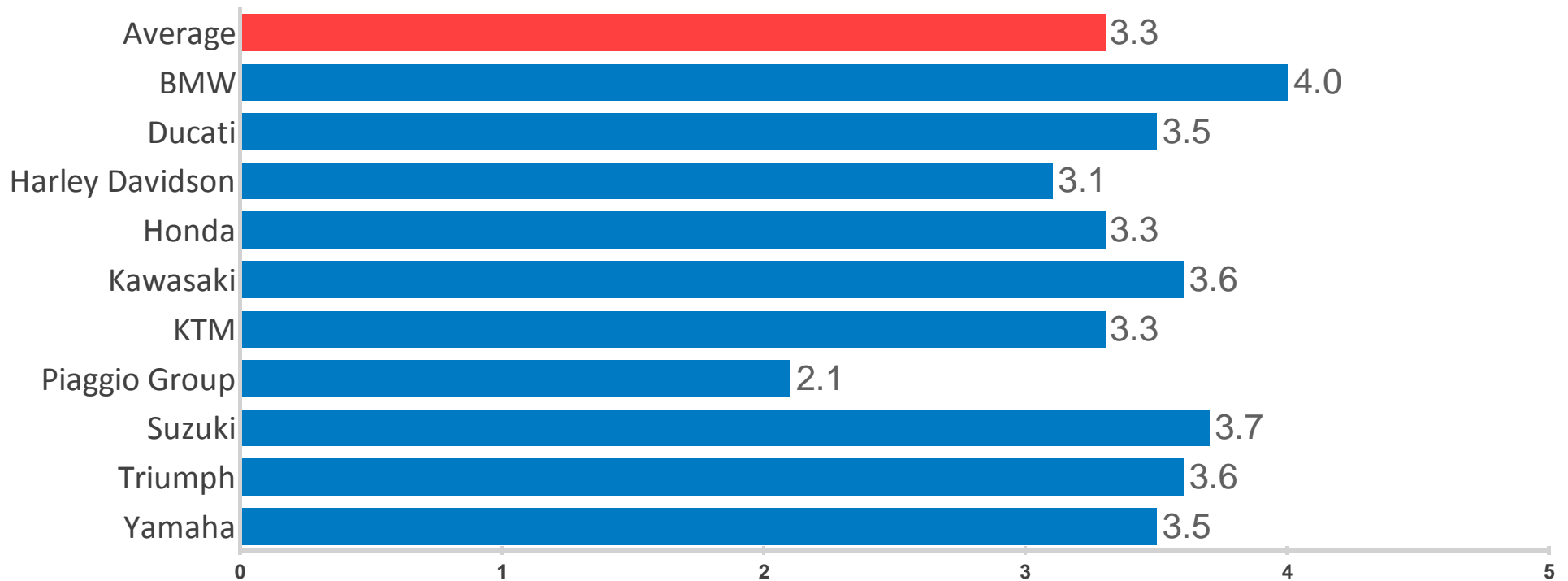


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 17a: The routine procedures and controls expected | | | |
|---|-----|---------|-----|
| | | Triumph | 3.1 |
| Harley Davidson | 4.9 | Yamaha | 2.9 |
| Honda | 2.8 | | |
| Kawasaki | 3.8 | | |
| KTM | 3.3 | | |
| Piaggio Group | 2.8 | | |
| Suzuki | 3.8 | AVERAGE | 3.2 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q17 b) The quality of your manufacturer's training

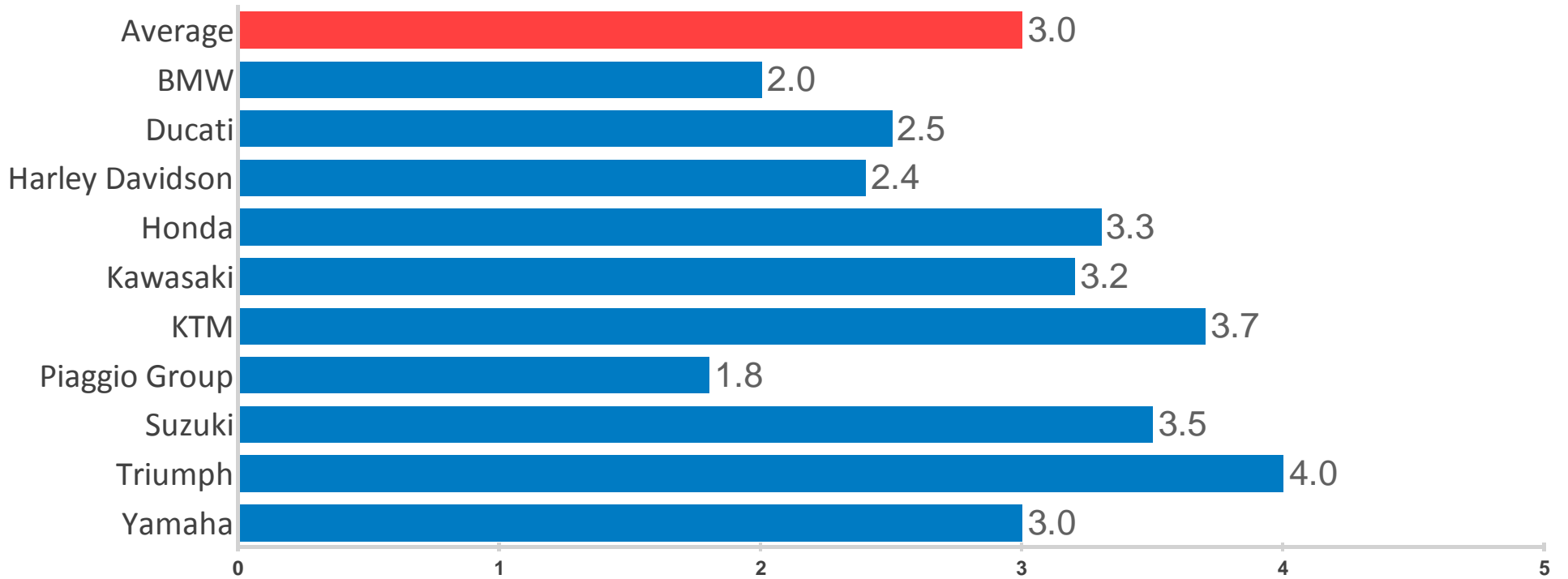


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 17b: The quality of your manufacturer's training | | | |
|--|-----|---------|-----|
| | | Triumph | 3.6 |
| Harley Davidson | 4.6 | Yamaha | 3.8 |
| Honda | 3.0 | | |
| Kawasaki | 4.0 | | |
| KTM | 3.9 | | |
| Piaggio Group | 2.6 | | |
| Suzuki | 3.9 | AVERAGE | 3.4 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q17 c) The cost of your manufacturer's training

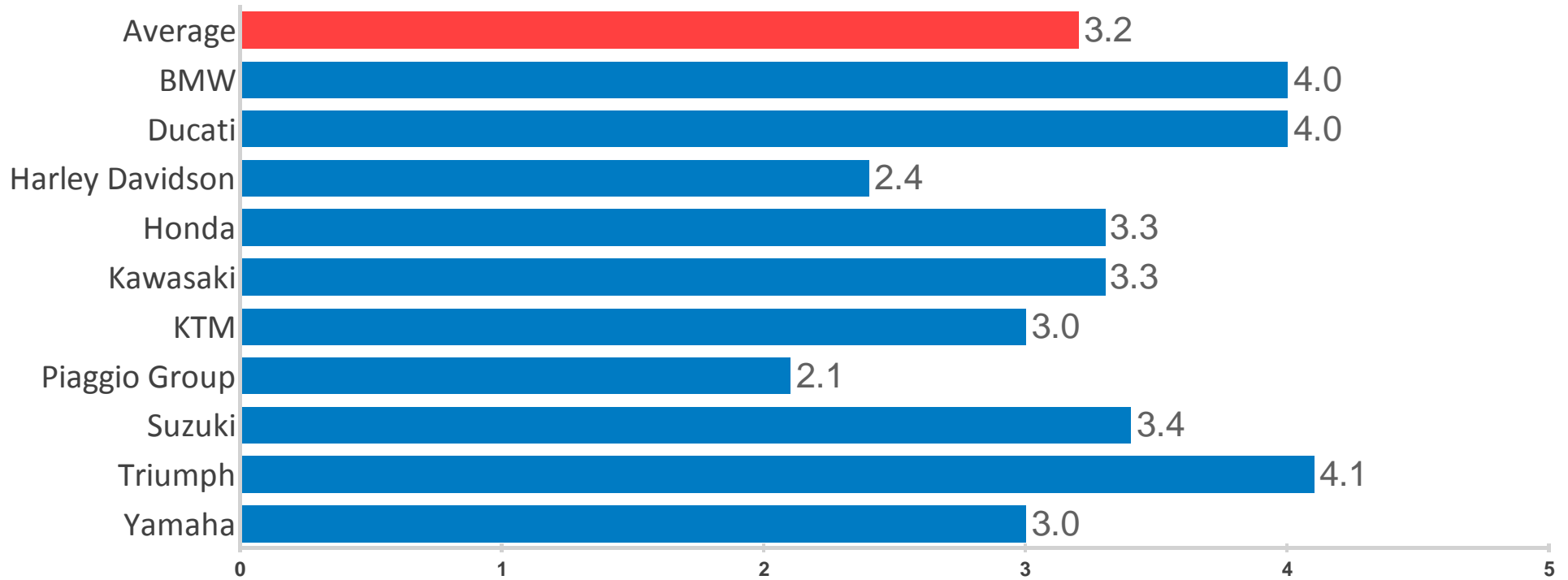


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 17c: The cost of your manufacturer's training | | | |
|---|-----|---------|-----|
| | | Triumph | 3.7 |
| Harley Davidson | 3.8 | Yamaha | 3.4 |
| Honda | 3.0 | | |
| Kawasaki | 3.4 | | |
| KTM | 3.2 | | |
| Piaggio Group | 2.4 | | |
| Suzuki | 3.7 | AVERAGE | 3.2 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q17 d) Your ability to do business easily with your manufacturer on a day-to-day basis

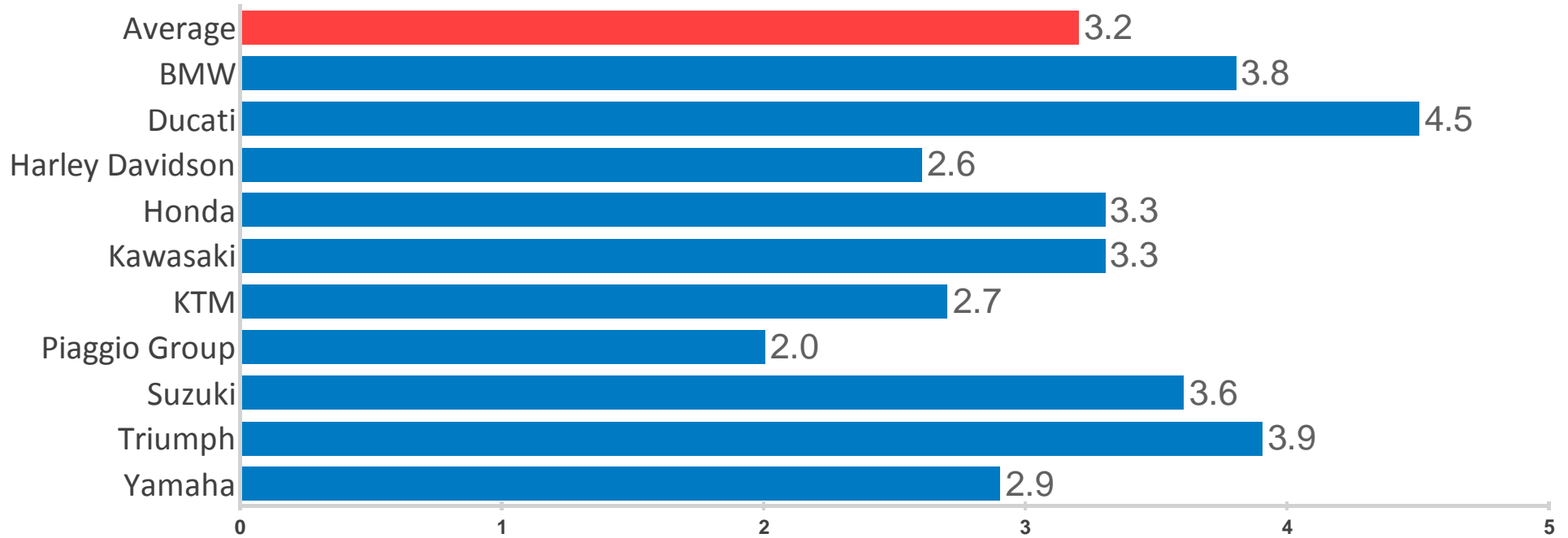


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 17d: Your ability to do business with your manufacturer on a day-to-day basis | | | |
|---|-----|---------|-----|
| | | Triumph | 3.9 |
| Harley Davidson | 4.6 | Yamaha | 3.3 |
| Honda | 3.1 | | |
| Kawasaki | 4.8 | | |
| KTM | 3.8 | | |
| Piaggio Group | 3.0 | | |
| Suzuki | 4.0 | AVERAGE | 3.6 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q17 e) The support and assistance provided by your manufacturer to enable you to follow a professional sales process

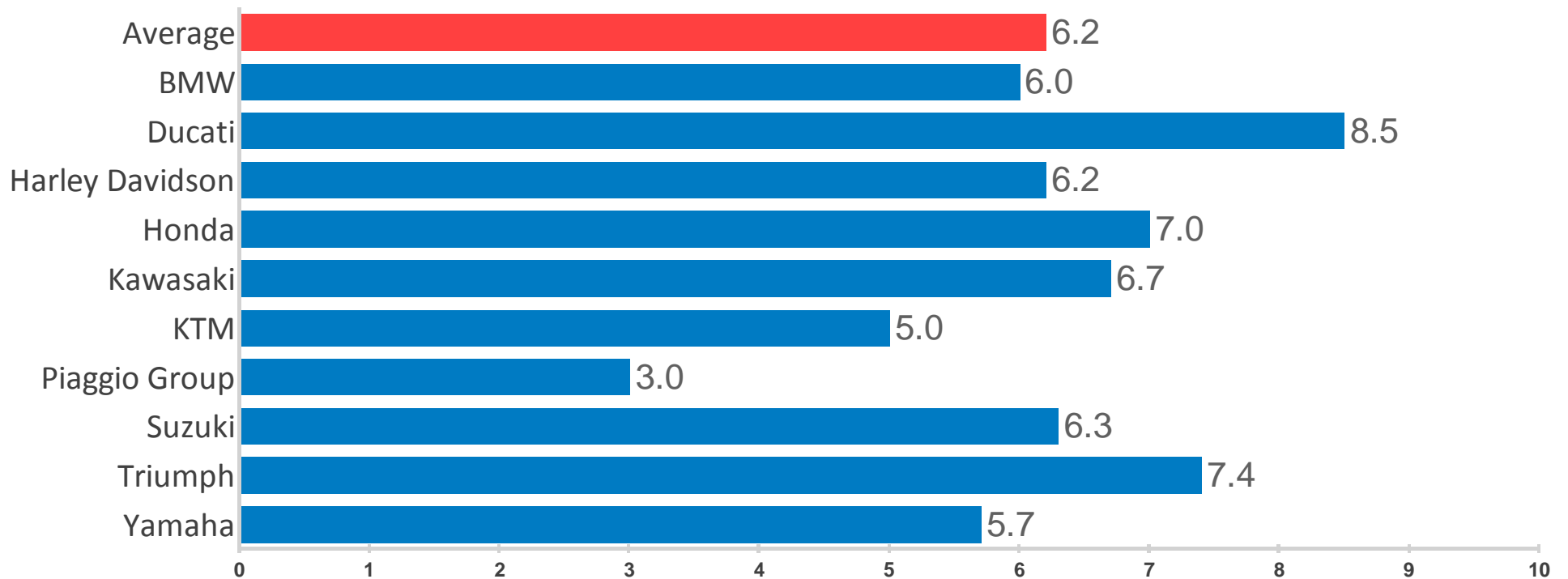


PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 17e: The support and assistance provided by your manufacturer to enable you to follow a professional sales process | | | |
|--|-----|---------|-----|
| | | Triumph | 3.6 |
| Harley Davidson | 4.8 | Yamaha | 3.3 |
| Honda | 3.3 | | |
| Kawasaki | 4.4 | | |
| KTM | 3.4 | | |
| Piaggio Group | 2.6 | | |
| Suzuki | 4.1 | AVERAGE | |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

Q18 Overall, how do you rate the value of holding your motorcycle franchise?



PREVIOUS SURVEY RESULTS – AUTUMN 2018

| 18: Overall, how do you rate the value of holding your motorcycle franchise | | | |
|---|-----|---------|-----|
| | | Triumph | 7.0 |
| Harley Davidson | 9.1 | Yamaha | 5.3 |
| Honda | 6.1 | | |
| Kawasaki | 8.3 | | |
| KTM | 6.7 | | |
| Piaggio Group | 4.0 | | |
| Suzuki | 6.6 | AVERAGE | 6.2 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

| 6a: The product's price and value against other brands | | | | 6b: How realistic is your target and performance related bonus in terms of achievement | | | |
|--|-----|---------------|-----|--|-----|-----------------|-----|
| Ducati | 4.5 | Suzuki | 3.3 | Ducati | 4.5 | Harley Davidson | 2.4 |
| Honda | 3.7 | KTM | 3.0 | Triumph | 3.3 | BMW | 2.3 |
| Harley Davidson | 3.6 | Piaggio Group | 2.5 | Honda | 3.1 | Kawasaki | 2.1 |
| Triumph | 3.6 | | | KTM | 3.0 | | |
| BMW | 3.4 | | | Suzuki | 2.9 | | |
| Yamaha | 3.4 | | | Yamaha | 2.7 | | |
| Kawasaki | 3.3 | Average | 3.4 | Piaggio Group | 2.5 | Average | 2.8 |

| 7a: Your manufacturer's policy for the supply and stocking of motorcycles | | | | 7b: The new motorcycle target negotiating process | | | |
|---|-----|---------------|-----|---|-----|---------------|-----|
| Ducati | 4.0 | KTM | 3.0 | Ducati | 3.5 | KTM | 2.3 |
| Honda | 3.7 | Triumph | 2.3 | Suzuki | 3.4 | Kawasaki | 2.0 |
| BMW | 3.4 | Piaggio Group | 1.9 | BMW | 2.8 | Piaggio Group | 1.9 |
| Suzuki | 3.3 | | | Yamaha | 2.7 | | |
| Kawasaki | 3.2 | | | Harley Davidson | 2.6 | | |
| Harley Davidson | 3.1 | | | Honda | 2.6 | | |
| Yamaha | 3.1 | Average | 3.1 | Triumph | 2.6 | Average | 2.6 |

| 7c: What is your annual target for this brand | | | | 8a: The brand image | | | |
|---|-------|---------------|-------|---------------------|-----|---------------|-----|
| BMW | 377.0 | Piaggio Group | 93.0 | Ducati | 5.0 | Suzuki | 3.8 |
| KTM | 260.0 | Ducati | 90.0 | Triumph | 4.6 | Yamaha | 3.8 |
| Harley Davidson | 259.8 | Suzuki | 81.3 | BMW | 4.4 | Piaggio Group | 2.1 |
| Honda | 243.9 | | | Harley Davidson | 4.4 | | |
| Triumph | 229.9 | | | KTM | 4.3 | | |
| Yamaha | 153.2 | | | Honda | 4.2 | | |
| Kawasaki | 151.9 | Average | 187.1 | Kawasaki | 4.0 | Average | 3.9 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

| 8b: The product image | | | | 8c: Frequency of introduction of new models | | | |
|-----------------------|-----|---------------|-----|---|-----|---------------|-----|
| Ducati | 5.0 | Yamaha | 3.6 | Ducati | 4.5 | Yamaha | 3.2 |
| Triumph | 4.6 | Suzuki | 3.3 | KTM | 4.3 | Suzuki | 2.6 |
| BMW | 4.4 | Piaggio Group | 2.2 | BMW | 4.2 | Piaggio Group | 1.7 |
| KTM | 4.3 | | | Kawasaki | 4.2 | | |
| Harley Davidson | 4.1 | | | Triumph | 4.2 | | |
| Honda | 4.1 | | | Honda | 3.7 | | |
| Kawasaki | 4.0 | Average | 3.8 | Harley Davidson | 3.4 | Average | 3.4 |

| 8d: Retail sales incentives and promotions | | | | 8e: Product advertising | | | |
|--|-----|-----------------|-----|-------------------------|-----|---------------|-----|
| Ducati | 4.0 | Yamaha | 2.8 | Ducati | 4.5 | Suzuki | 3.4 |
| KTM | 4.0 | Harley Davidson | 2.6 | Triumph | 4.1 | Yamaha | 2.6 |
| Triumph | 3.9 | Piaggio Group | 1.7 | KTM | 3.7 | Piaggio Group | 1.5 |
| BMW | 3.8 | | | Harley Davidson | 3.5 | | |
| Kawasaki | 3.8 | | | Kawasaki | 3.5 | | |
| Honda | 3.6 | | | BMW | 3.4 | | |
| Suzuki | 3.6 | Average | 3.2 | Honda | 3.4 | Average | 3.2 |

| 8f: Have a comprehensive accessory offering that appeals to customers | | | | 8g: Have a comprehensive clothing offering that appeals to customers | | | |
|---|-----|---------------|-----|--|-----|---------------|-----|
| KTM | 4.7 | Kawasaki | 3.5 | Harley Davidson | 4.6 | Yamaha | 3.2 |
| Harley Davidson | 4.6 | Honda | 3.0 | KTM | 3.7 | Honda | 2.5 |
| Ducati | 4.5 | Piaggio Group | 1.9 | Ducati | 3.5 | Piaggio Group | 1.6 |
| Triumph | 4.5 | | | Kawasaki | 3.4 | | |
| BMW | 3.8 | | | Suzuki | 3.4 | | |
| Yamaha | 3.8 | | | Triumph | 3.4 | | |
| Suzuki | 3.7 | Average | 3.6 | BMW | 3.2 | Average | 3.1 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

| 9: Your manufacturer's warranty policy | | | | 10: What is your labour rate for retail before VAT (£) | | | |
|--|-----|-----------------|-----|--|------|----------|------|
| BMW | 4.2 | KTM | 3.0 | BMW | 83.4 | KTM | 59.0 |
| Kawasaki | 4.2 | Harley Davidson | 2.8 | Harley Davidson | 81.6 | Kawasaki | 53.6 |
| Ducati | 4.0 | Piaggio Group | 2.6 | Triumph | 65.5 | Suzuki | 50.2 |
| Yamaha | 4.0 | | | Ducati | 62.0 | | |
| Suzuki | 3.9 | | | Honda | 60.0 | | |
| Honda | 3.6 | | | Piaggio Group | 59.6 | | |
| Triumph | 3.6 | Average | 3.6 | Yamaha | 59.1 | Average | 62.1 |

| 11: What is your labour rate for warranty before VAT (£) | | | | 12a: Warranty labour rate | | | |
|--|------|---------------|------|---------------------------|-----|---------------|-----|
| Harley Davidson | 81.6 | Piaggio Group | 41.3 | Harley Davidson | 4.6 | Triumph | 3.1 |
| BMW | 63.4 | Suzuki | 40.3 | Kawasaki | 4.2 | Yamaha | 2.9 |
| Triumph | 52.3 | KTM | 37.0 | BMW | 4.0 | Piaggio Group | 2.1 |
| Kawasaki | 52.0 | | | Honda | 3.6 | | |
| Honda | 51.0 | | | Ducati | 3.5 | | |
| Ducati | 48.5 | | | Suzuki | 3.2 | | |
| Yamaha | 47.2 | Average | 52.0 | KTM | 3.0 | Average | 3.4 |

| 12b: Warranty replacement parts policy | | | | 12c: Warranty time allowances | | | |
|--|-----|---------------|-----|-------------------------------|-----|-----------------|-----|
| Kawasaki | 3.6 | Yamaha | 2.4 | BMW | 4.4 | KTM | 3.0 |
| BMW | 3.0 | Ducati | 2.0 | Kawasaki | 4.2 | Harley Davidson | 2.8 |
| KTM | 3.0 | Piaggio Group | 1.8 | Triumph | 4.0 | Piaggio Group | 2.2 |
| Honda | 2.9 | | | Honda | 3.7 | | |
| Harley Davidson | 2.8 | | | Yamaha | 3.7 | | |
| Suzuki | 2.6 | | | Ducati | 3.5 | | |
| Triumph | 2.4 | Average | 2.6 | Suzuki | 3.4 | Average | 3.5 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

| 12d: Timely and fair settlement of warranty claims | | | | 12e: Quality and availability of technical support | | | |
|--|-----|-----------------|-----|--|-----|-----------------|-----|
| BMW | 4.4 | Harley Davidson | 3.2 | BMW | 4.4 | KTM | 3.0 |
| Kawasaki | 4.2 | KTM | 3.0 | Kawasaki | 4.2 | Harley Davidson | 2.4 |
| Triumph | 4.2 | Piaggio Group | 2.2 | Triumph | 3.8 | Piaggio Group | 2.1 |
| Ducati | 4.0 | | | Ducati | 3.5 | | |
| Honda | 4.0 | | | Honda | 3.5 | | |
| Suzuki | 3.8 | | | Suzuki | 3.4 | | |
| Yamaha | 3.7 | Average | 3.7 | Yamaha | 3.3 | Average | 3.3 |

| 13: The profit return by representing your franchise | | | | 14a: The future profitability of your business | | | |
|--|-----|---------------|-----|--|-----|---------------|-----|
| Ducati | 3.5 | KTM | 2.3 | Ducati | 4.0 | KTM | 2.3 |
| Triumph | 3.5 | BMW | 2.0 | Triumph | 3.6 | BMW | 2.2 |
| Honda | 3.1 | Piaggio Group | 1.9 | Honda | 3.3 | Piaggio Group | 1.9 |
| Kawasaki | 2.6 | | | Suzuki | 3.3 | | |
| Suzuki | 2.5 | | | Kawasaki | 2.8 | | |
| Harley Davidson | 2.4 | | | Yamaha | 2.6 | | |
| Yamaha | 2.4 | Average | 2.6 | Harley Davidson | 2.4 | Average | 2.9 |

| 14b: Your stocking plan for this franchise | | | | 15a: The dealer standards expected by your manufacturer | | | |
|--|-----|---------------|-----|---|-----|---------------|-----|
| KTM | 4.0 | Yamaha | 3.0 | Ducati | 3.5 | KTM | 2.3 |
| BMW | 3.8 | Triumph | 2.3 | Suzuki | 3.2 | Yamaha | 2.2 |
| Honda | 3.6 | Piaggio Group | 1.9 | Triumph | 3.1 | Piaggio Group | 1.8 |
| Ducati | 3.5 | | | Honda | 2.8 | | |
| Suzuki | 3.3 | | | BMW | 2.6 | | |
| Kawasaki | 3.2 | | | Harley Davidson | 2.6 | | |
| Harley Davidson | 3.1 | Average | 3.1 | Kawasaki | 2.4 | Average | 2.6 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

| 15b: How realistic do you feel your manufacturer's standards are compared with the return on investment/reward | | | | 16a: That the management of your manufacturer takes dealers' views and opinions into account | | | |
|--|-----|---------------|-----|--|-----|-----------------|-----|
| Ducati | 3.0 | BMW | 2.0 | BMW | 3.6 | Harley Davidson | 2.1 |
| Suzuki | 3.0 | Yamaha | 2.0 | Ducati | 3.5 | Yamaha | 2.0 |
| Honda | 2.8 | Piaggio Group | 1.9 | Triumph | 3.2 | Piaggio Group | 1.8 |
| Triumph | 2.5 | | | Honda | 2.9 | | |
| Harley Davidson | 2.4 | | | Suzuki | 2.9 | | |
| KTM | 2.3 | | | Kawasaki | 2.7 | | |
| Kawasaki | 2.2 | Average | 2.4 | KTM | 2.7 | Average | 2.6 |

| 16b: The effectiveness of your field sales team | | | | 16c: The effectiveness of the field service and parts staff | | | |
|---|-----|-----------------|-----|---|-----|-----------------|-----|
| Triumph | 4.4 | BMW | 2.8 | Triumph | 3.9 | Piaggio Group | 2.5 |
| Ducati | 4.0 | Harley Davidson | 2.3 | Suzuki | 3.6 | Harley Davidson | 2.2 |
| Suzuki | 3.6 | Piaggio Group | 2.2 | Yamaha | 3.4 | BMW | 1.8 |
| Honda | 3.5 | | | Honda | 3.3 | | |
| Yamaha | 3.3 | | | Kawasaki | 3.3 | | |
| Kawasaki | 3.0 | | | Ducati | 3.0 | | |
| KTM | 3.0 | Average | 3.2 | KTM | 3.0 | Average | 3.1 |

| 16d: The effectiveness of your manufacturer's retail finance programme | | | | 16e: The effectiveness of your dealer council and dealer forums | | | |
|--|-----|-----------------|-----|---|-----|---------------|-----|
| Honda | 4.1 | Harley Davidson | 3.4 | BMW | 3.8 | Yamaha | 1.8 |
| Suzuki | 4.1 | Yamaha | 3.2 | Honda | 3.4 | Piaggio Group | 1.4 |
| Ducati | 4.0 | Piaggio Group | 2.1 | Triumph | 3.3 | | |
| KTM | 3.9 | | | Suzuki | 2.9 | | |
| Triumph | 3.9 | | | Kawasaki | 2.4 | | |
| KTM | 3.7 | | | Harley Davidson | 2.1 | | |
| BMW | 3.4 | Average | 3.6 | KTM | 2.0 | Average | 2.6 |

NMDA DEALER ATTITUDE SURVEY - RESULTS OF THE SPRING 2019 SURVEY

| 17a: The routine procedures and controls expected | | | | 17b: The quality of your manufacturer's training | | | |
|---|-----|---------------|-----|--|-----|-----------------|-----|
| Ducati | 4.0 | Kawasaki | 2.8 | BMW | 4.0 | KTM | 3.3 |
| Triumph | 3.6 | KTM | 2.3 | Suzuki | 3.7 | Harley Davidson | 3.1 |
| Suzuki | 3.5 | Piaggio Group | 1.8 | Kawasaki | 3.6 | Piaggio Group | 2.1 |
| Harley Davidson | 3.4 | | | Triumph | 3.6 | | |
| Honda | 3.1 | | | Ducati | 3.5 | | |
| BMW | 3.0 | | | Yamaha | 3.5 | | |
| Yamaha | 2.9 | Average | 3.0 | Honda | 3.3 | Average | 3.3 |

| 17c: The cost of your manufacturer's training | | | | 17d: Your ability to do business with your manufacturer on a day-to-day basis | | | |
|---|-----|-----------------|-----|---|-----|-----------------|-----|
| Triumph | 4.0 | Harley Davidson | 2.4 | Triumph | 4.1 | Yamaha | 3.0 |
| KTM | 3.7 | BMW | 2.0 | BMW | 4.0 | Harley Davidson | 2.4 |
| Suzuki | 3.5 | Piaggio Group | 1.8 | Ducati | 4.0 | Piaggio Group | 2.1 |
| Honda | 3.3 | | | Suzuki | 3.4 | | |
| Kawasaki | 3.2 | | | Honda | 3.3 | | |
| Yamaha | 3.0 | | | Kawasaki | 3.3 | | |
| Ducati | 2.5 | Average | 3.0 | KTM | 3.0 | Average | 3.2 |

| 17e: The support and assistance provided by your manufacturer to enable you to follow a professional sales process | | | | 18: Overall, how do you rate the value of holding your motorcycle franchise | | | |
|--|-----|-----------------|-----|---|-----|---------------|-----|
| Ducati | 4.5 | KTM | 2.7 | Ducati | 8.5 | Yamaha | 5.7 |
| Triumph | 3.9 | Harley Davidson | 2.6 | Triumph | 7.4 | KTM | 5.0 |
| BMW | 3.8 | Piaggio Group | 2.0 | Honda | 7.0 | Piaggio Group | 5.0 |
| Suzuki | 3.6 | | | Kawasaki | 6.7 | | |
| Honda | 3.3 | | | Suzuki | 6.3 | | |
| Kawasaki | 3.3 | | | Harley Davidson | 6.2 | | |
| Yamaha | 2.9 | Average | 3.2 | BMW | 6.0 | Average | 6.2 |