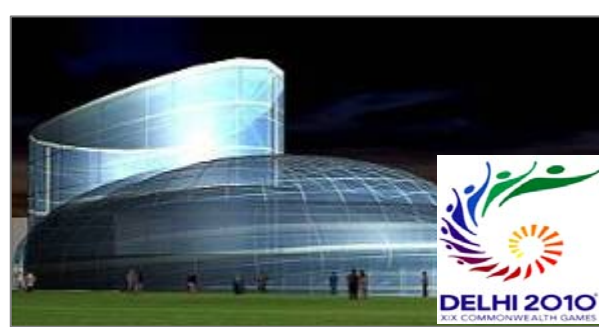


Harman International Industries

Baird Industrial Conference – November 10, 2009



Dinesh Paliwal
Chairman and CEO



BECKER



harman/kardon



lexicon



Forward-Looking Information and Non-GAAP Financial Information


Except for historical information contained herein, the matters discussed are forward-looking statements within the meaning of Section 21E of the Securities Exchange Act. One should not place undue reliance on these statements. We base these statements on particular assumptions that we have made in light of our industry experience, as well as our perception of historical trends, current market conditions, current economic data, expected future developments and other factors that we believe are appropriate under the circumstances. These statements involve risks and uncertainties that could cause actual results to differ materially from those suggested in the forward-looking statements, including but not limited to (1) our ability to successfully implement our strategic initiatives, including our STEP Change cost reduction initiatives, and to achieve the intended benefits and anticipated savings of those initiatives; (2) automobile industry sales and production rates and the willingness of automobile purchasers to pay for the option of a premium audio system and/or a multi-function infotainment system; (3) changes in consumer confidence and spending and worsening economic conditions worldwide; (4) customer acceptance of our consumer and professional products; (5) the bankruptcy or financial deterioration of one or more of our major customers or suppliers; (6) the loss of one or more significant customers, including our automotive manufacturer customers, or the loss of a significant platform with an automotive customer; (7) changes in interest rates and availability of financing affecting corporate and consumer spending, including the effects of continued volatility and further deterioration in the financial and credit markets; (8) fluctuations in currency exchange rates, particularly with respect to the value of the U.S. dollar and the euro, and other risks inherent in international trade and business transactions; (9) warranty obligations for defects in our products; (10) our ability to satisfy automotive contract performance criteria, including our ability to meet technical specifications and due dates on new platforms, at expected profit margins; (11) competition in the automotive, consumer or professional markets in which we operate, including pricing pressures in the market for personal navigation devices; (12) our ability to achieve cost reductions and other benefits in connection with the restructuring of our manufacturing, engineering and administrative organizations; (13) model-year changeovers and customer acceptance in the automotive industry; (14) our ability to enforce or defend our ownership and use of intellectual property; (15) our ability to maintain a competitive technological advantage within the systems, services and products we provide into the market place; (16) our ability to effectively integrate acquisitions made by us or manage restructuring and cost migration initiatives; (17) our ability to comply with financial or other covenants in our long-term debt agreements; (18) limitations on our ability to borrow funds under our existing credit facilities; (19) valuation of certain assets, including goodwill, investments and deferred tax assets, considering recent market conditions and operating results; (20) strikes, work stoppages and labor negotiations at our facilities or at a facility of one of our significant customers, or work stoppages at a common carrier or a major shipping location; (21) commodity price fluctuations; (22) availability of key components for the products we manufacture; (23) the outcome of pending or future litigation and other claims, including, but not limited to the current stockholder and ERISA lawsuits; and (24) other risks detailed in Harman International's Annual Report on Form 10-K for the fiscal year ended June 30, 2009 and other filings made by Harman International with the Securities and Exchange Commission. We undertake no obligation to publicly update or revise any forward-looking statement.

Also, please note that in addition to reporting financial results in accordance with generally accepted accounting principles in the U.S. ("GAAP"), we routinely report certain non-GAAP financial results. These non-GAAP measures, together with corresponding GAAP numbers and a reconciliation to GAAP, are contained in our earnings press release and are posted on Harman's investor relations website. We do not intend for this information to be considered in isolation or as a substitute for other measures prepared in accordance with GAAP.

Core Businesses | **LTM Rev ~\$2.8 B** | **10,000 Employees**

Automotive Infotainment

✓ Global Leader




Navigation, Multimedia
Telematic & Connectivity
for a premium driving
experience

\$1,520M *

Automotive Audio

✓ Global Leader

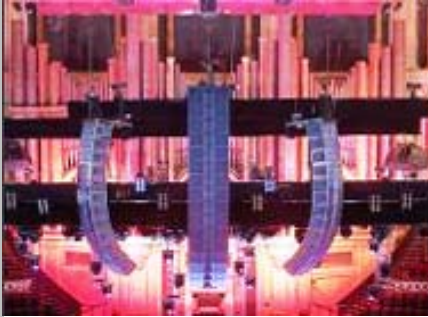


Branded audio for
high quality
automotive sound
installed by OEMs

\$447M *

Professional Audio


✓ Global Leader



Audio and networking
for recording/
broadcast, sports and
entertainment

Consumer Audio

Niche Player



Audio, video, storage
and multimedia
products for the home
and on the go

Automotive Division*
\$1,967M

Professional Division
\$473M

Consumer Division
\$339M

* Pro-forma estimates, infotainment includes QNX

Over \$2 Billion in Newly-Awarded Business in FY 2010



- Selected by BMW AG to provide next generation high-end “Professional” infotainment system for all of its **new platforms including BMW, Mini & Rolls Royce**



- Selected by Daimler AG to provide next generation COMAND infotainment system for the automaker’s **new Mercedes Benz S-Class and C-Class models**



- Selected by Toyota to provide **Harman next-generation, scalable infotainment for its vehicles sold in Europe** beginning in 2011. We will also provide our premium **JBL branded audio for 4Runner and Land Cruiser** in the US, Europe and Middle East

Operational Excellence Leads to Profitability in First Quarter

Three Months Ending September 30, 2009

Harman Intl.

	Q1 10	Q1 09	Change
Sales	757	869	(13%)
EBIT	5	43	n.m.

Automotive

	Q1 10	Q1 09	Change
Sales	543	617	(12)%
EBIT	1	30	n.m.

Professional

	Q1 10	Q1 09	Change
Sales	121	141	(14%)
EBIT	17	21	(18%)

Consumer

	Q1 10	Q1 09	Change
Sales	84	102	(17%)
EBIT	1	(1)	n.m.

Q4 '09 to Q1 '10 Sequential

Harman Intl.

	Q1 10	Q4 09	Change
Sales	757	668	13%
EBIT	5	(34)	n.m.

Automotive

	Q1 10	Q4 09	Change
Sales	543	466	17%
EBIT	1	(25)	n.m.

Professional

	Q1 10	Q4 09	Change
Sales	121	124	(2)%
EBIT	17	16	8%

Consumer

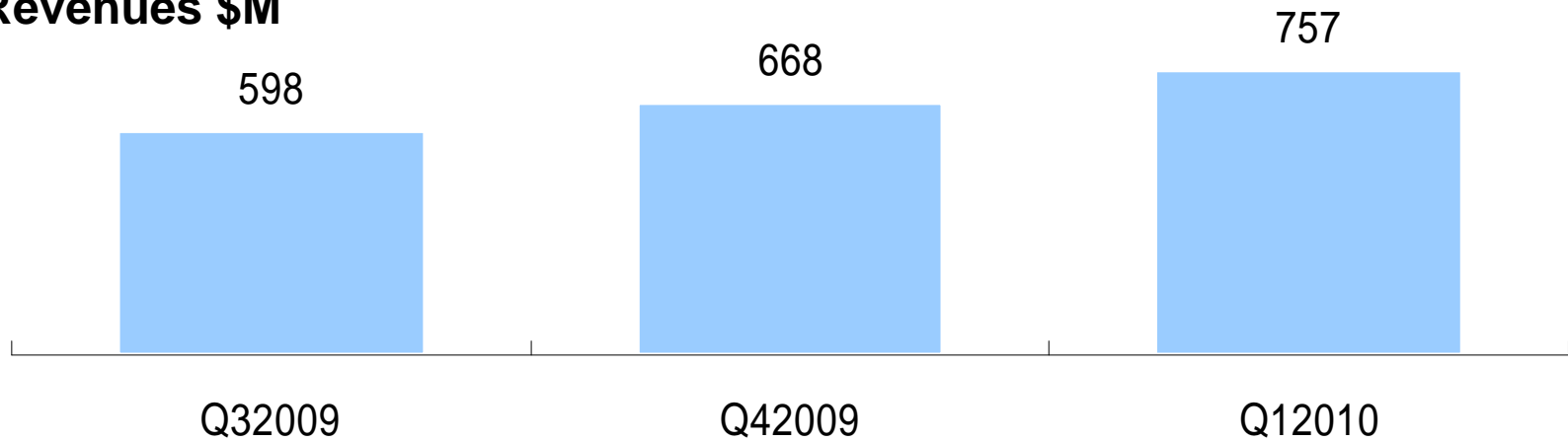
	Q1 10	Q4 09	Change
Sales	84	70	20%
EBIT	1	(8)	n.m.

Quarterly Sequential Improvement in Sales & Profitability

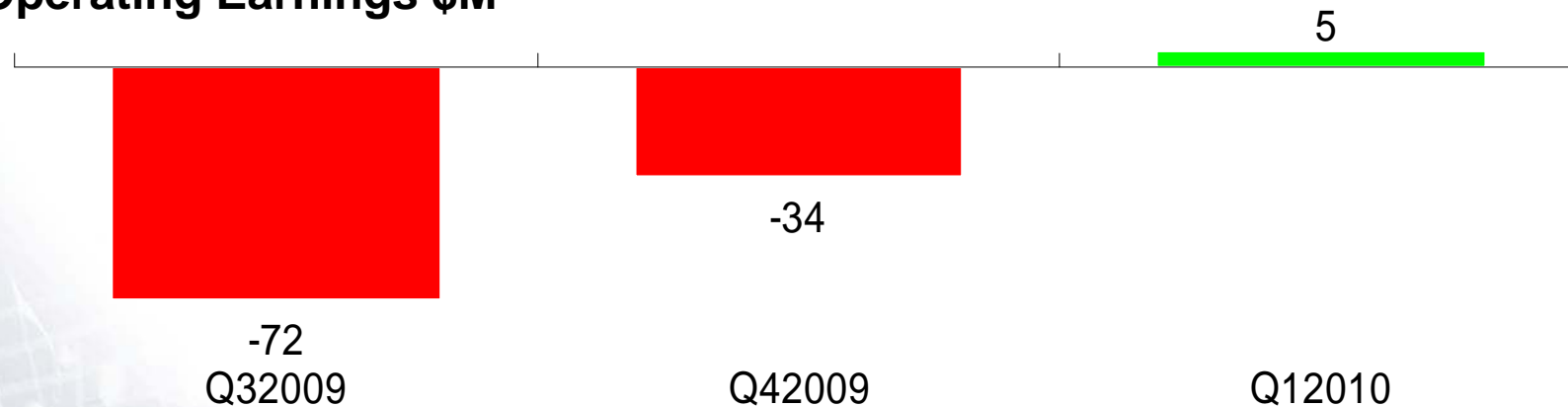
Note: All EBIT figures are non-GAAP and exclude restructuring & goodwill charges; n.m. = not meaningful Page 5

Consecutive Quarters of Top & Bottom Line Improvement

Revenues \$M



















Operating Earnings \$M



Flawless Project Execution Earns Customer Confidence



More than \$10 billion in awarded business. Largest for any supplier!

 R/NEG Mid	 PCM3 High	 S-Class Facelift
 3G LowHigh	 E-Class Mid	 PCM3.1 High
 Rüko Mid	 VI High	 NG4 High
 W200 High	 Genesis High	 REN/REU
 NTG3 High	 C-Class Mid	 L6 High
 PCM2.0 High	 RER High	

FY 05	FY 06	FY 07	FY 08	FY 09
2 launches	0 launches	2 launches	7 launches	6 launches
13 New SOPs				



iSuppli's world's most technologically advanced vehicle 2009: BMW 7 Series



Ferrari Technology Award 2008



North American Car of the Year 2009: Hyundai Genesis



Connect Magazine 2009 "Product of the Year": Harman Kardon BMW



Friendly User Award 2008: Porsche Communications Management System



Connect Magazine 2009 "Product of the Year": Audi MMI

World's Most Complex & Feature-rich Infotainment Systems

Infotainment systems



Harman sets the standard in premium infotainment

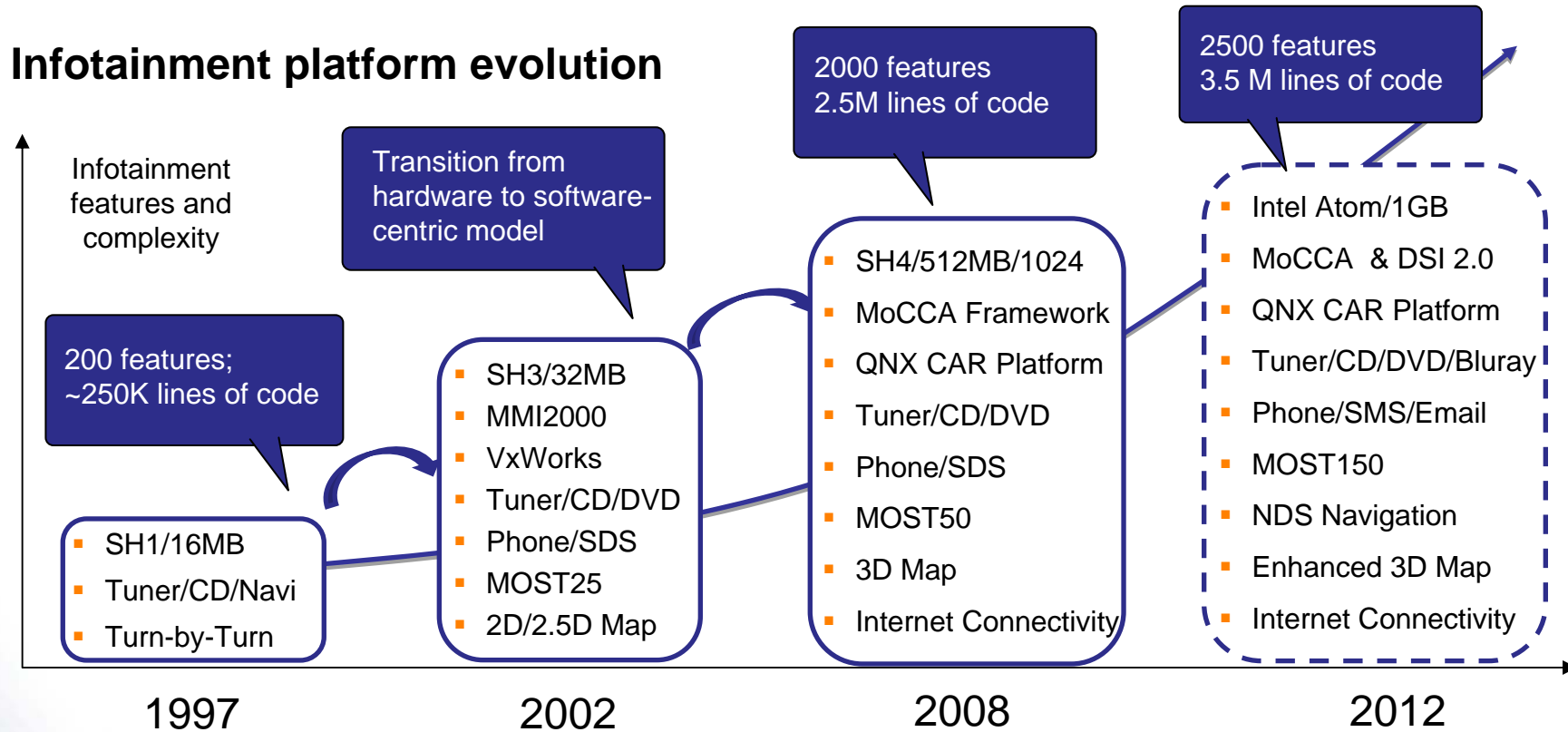
- High-speed HDD/DVD/CD based navigation systems
- Speech dialog systems
- Analog/digital TV tuners and complete DVD front and rear seat entertainment systems
- Radios with advanced tuner reception technologies (2-RDS-Diversity, satellite radio SDARS)
- Multimedia systems (DVD-Audio, DVD-Video, CD, MP3)
- Telephone and integrated telematics systems (Internet, WAP, e-mail, SMS, Bluetooth)
- Optical and electrical vehicle BUS systems (MOST, D2B and CAN)

Roadmap to Accelerate Market Leadership

- 1 Next-generation high infotainment system architecture
- 2 Scalable, next-generation infotainment system serves broader market
- 3 Leader in automotive media networking
- 4 Advanced solutions for hybrid and electric car segments
- 5 Next-generation navigation technology
- 6 World leader in premium, branded automotive audio

1 Next-generation High Infotainment System Architecture

Infotainment platform evolution



- Harman is at the forefront of premium infotainment system evolution
- The most integrated system platform in the industry

2

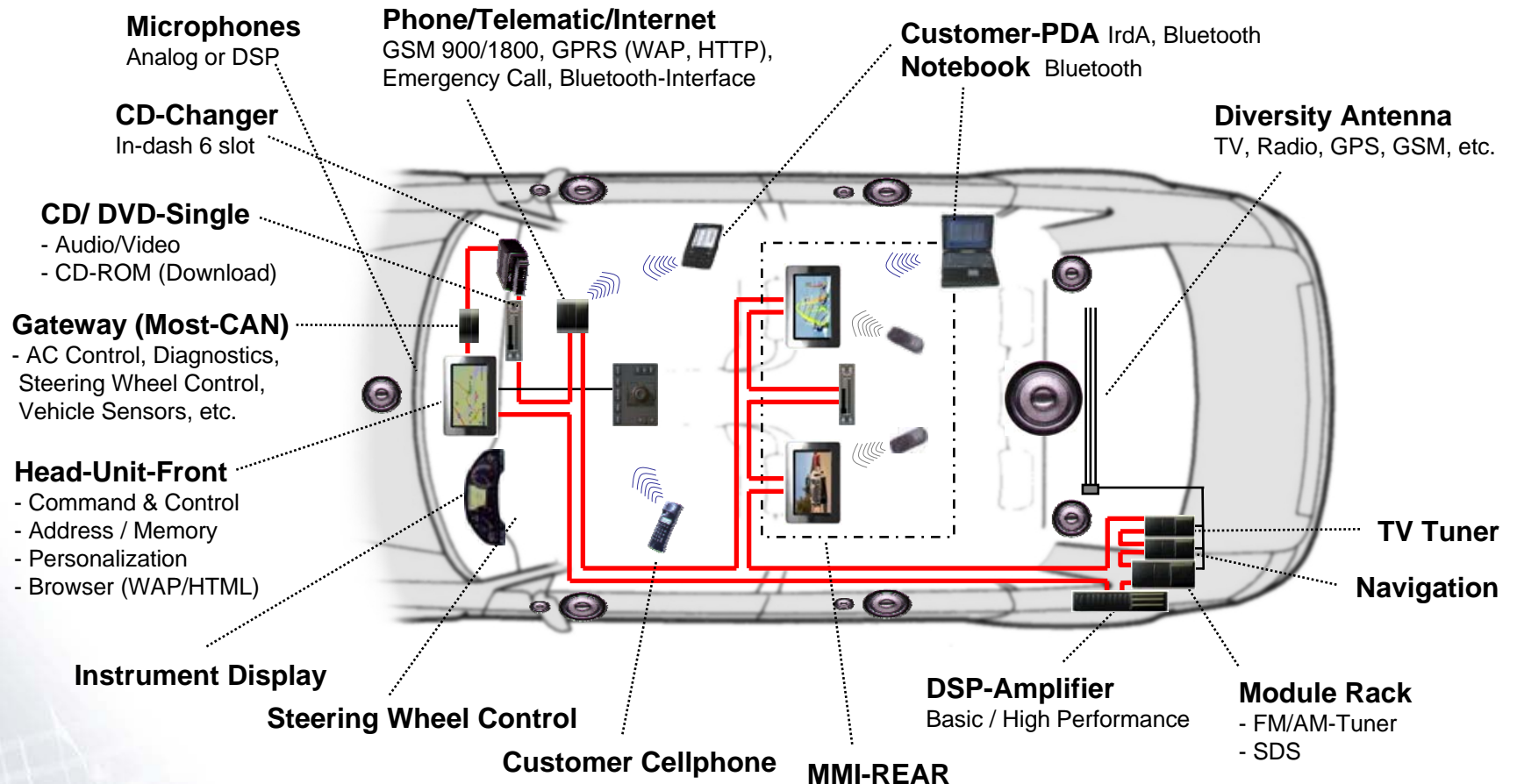
Scalable, Next-Generation Infotainment System

- ~ \$5 billion new market opportunity
- Complete infotainment features at competitive price
 - Target Upper & Lower Mid segments
- More advanced features than competition
 - Voice recognition
 - Video playback
 - Dynamic user interface
 - Internet connectivity
- Leverage partnerships in High system
- First award – Toyota Europe – SOP 2011



3a

Leader in Automotive Media Networking



¹ MOST BUS ———

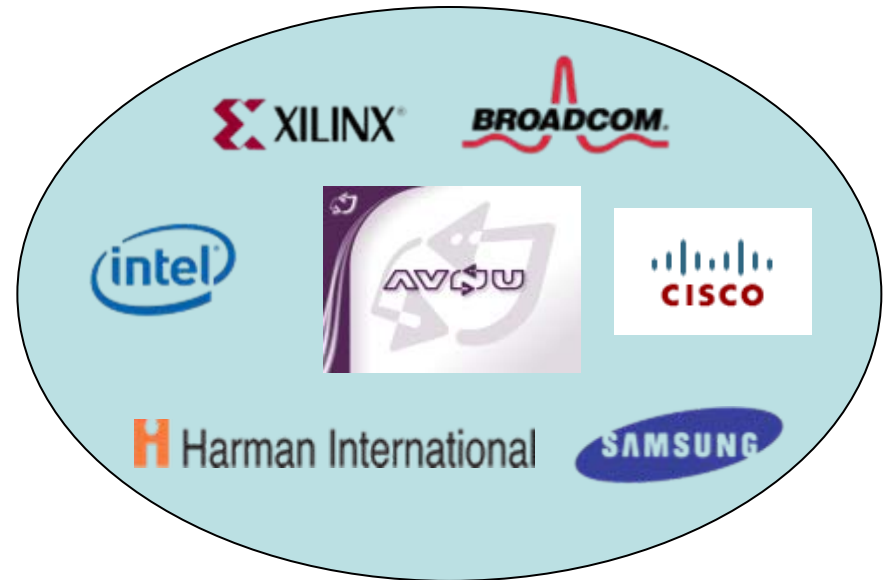
¹ MOST = Media Oriented Systems Transport; the *de facto* open media bus standard for hi-end audio and infotainment systems

3b

Driving Next-Generation Media Bus Technology

Ethernet AV Consortium
Key AVnu alliance members

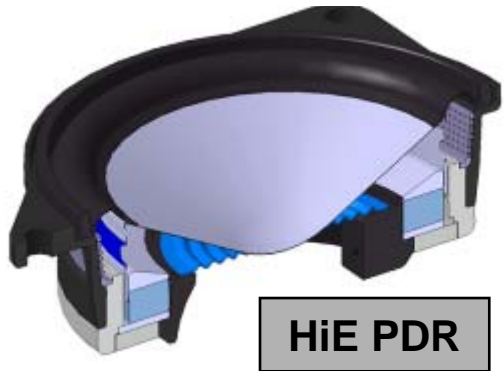
- Open standards solution for audio video network at reduced cost
- Delivers performance required for future systems
- Harman is prototyping solutions for Automotive and Professional audio markets



**Harman is founding member
of the AVnu Alliance**

4

Advanced Solutions for Hybrid & Electric Car Segments



High Efficiency Audio Systems

- High efficiency reduces power consumption by up to 75%
- Collaboration with Intel and Texas Instruments
- Demonstrated in Toyota Prius at the Palms at CES
- System software design based on QNX CAR for run-time power efficiency



Active Noise Management Solutions

- Exclusive partnership with Lotus Engineering
- Engine sound synthesis for electric & battery cars
- Addresses impending legislation on pedestrian safety
- Active noise cancellation for refined cabin sound
- Reduce weight and CO₂ emissions

5 Next-Generation Navigation Technology



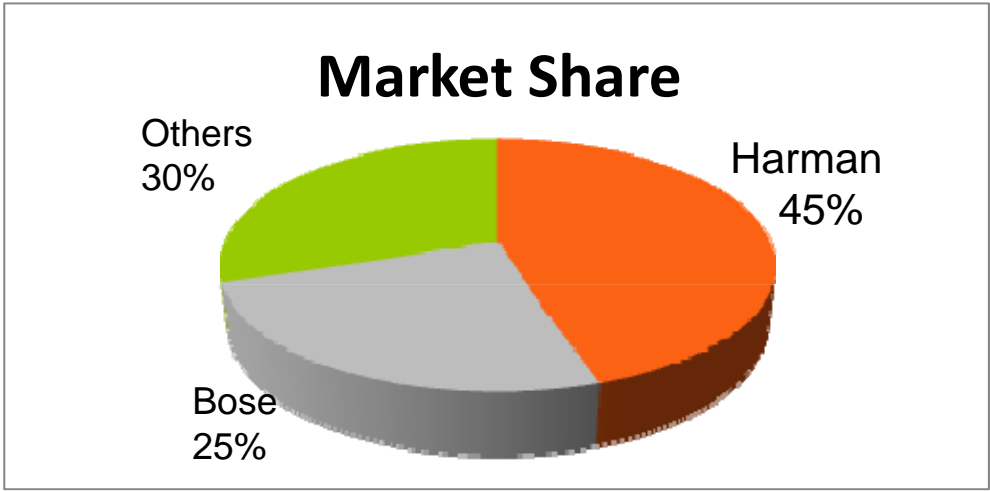
- Textured city maps for 3D rendering of city buildings and landmarks
- Fuel-efficient route calculation
- Incremental updates of navigation data (PSI initiative)
- Integration of navigation technology with camera image processing

6 World Leader in Premium, Branded Automotive Audio



Key Points

- 45% market share of worldwide market
- Used in over 200 car platforms by 12 OEMs
- Shipping over 2 million audio systems annually
- Broad portfolio of technologies to meet full market requirements
- Geographical growth, new technologies, & emerging high end systems



No. 1 in Global Professional Audio Market Share

Brands / Technologies	
	Microphones Headphones
	Digital Signal Processing
	Digital Amplification
	Digital Signal Processing
	Speakers
	Digital Signal Processing
	Mixing Consoles
	Proprietary Systems Protocol

Market Position	Customers
#1 Installed Sound	 
#1 Portable PA	 
#2 Recording & Broadcast	  
#1 Tour Sound	 
#2 Musicians	 
#1 Cinema Sound	  

Premium Niche Solutions for Home, Mobile & Multimedia

BRANDS	HOME	MOBILE	MULTIMEDIA
			
<p>harman/kardon®</p>			
			
<p>mark Levinson.</p>			
			
			

De facto Operating System for Premium Infotainment



- QNX wins the prestigious Adobe MAX competition for innovative software applications in the Mobile category



- QNX becomes the first automotive software supplier to join the Open Screen Project for rich, interactive applications

QNXCAR

- QNX CAR Platform Introduces Google Local Search, Virtual Mechanic, and Application Store Technology for automotive applications



- QNX adds OpenClovis Application Service Platform middleware for real-time solutions in networking, defense, and aerospace



- Power Transmission and Distribution provider AREVA selects the QNX operating system for protection and control systems in high voltage substations

STEP Change: \$400M Cost Savings & Productivity Program

Structural Changes ↔ **Reduced Overhead Cost** ↔ **Operational Excellence**

- Involves all business divisions
- Disciplined approach with online tracking of Key Performance Indicators and milestones
- \$400 million permanent savings targeted by end of FY11

Program focus:

- Organizational Simplicity (e.g. realizing synergies between divisions)
- Supply Chain Excellence (e.g. design excellence, consolidating suppliers and leveraging global purchasing power)
- Footprint Optimization (e.g. optimizing engineering and production sites, consolidating locations and leveraging global cost)

**\$243M Permanent Savings Achieved June 08 -Sept 09
vs. \$197M Target**

Ample Liquidity to Capitalize on Growth Opportunities



- \$540M cash and cash equivalents as of Sept 30, 2009
- No near-term debt maturities
 - Revolving credit facility (\$232M), maturity December 31, 2011
 - \$400M convertible note (1¼%), maturity October 2012

Strong Foundation for Sustainable & Profitable Growth

- ✓ **First quarter operating income turns positive, excluding non-recurring items**
- ✓ **Total awarded automotive business exceeds \$10 billion**
 - More than \$2 billion in new orders from BMW, Daimler and Toyota in Q1
- ✓ **Leading-edge innovation drives growth and market opportunity**
 - First scalable, next-generation infotainment system awarded in Q1
- ✓ **STEP Change productivity program ahead of target**
 - \$243 million permanent savings as of September 30, 2009
- ✓ **Strengthening position in emerging markets**
 - Plant capacity doubled in Hungary; major customer events in China, India and Korea
- ✓ **Adequate liquidity to execute our plans**
 - Cash and cash equivalents \$540M as of September 30, 2009



BECKER



CROWN

DigitTech

harman/kardon

Infinity



lexicon

mark Levinson

QNX
QNX SOFTWARE SYSTEMS

Soundcraft
STUDER

Harman International

Premium Solutions for Audio and Infotainment

APPENDIX

Market Leader in Infotainment, Pro and Consumer Audio

- Best-in-class designer and manufacturer of audio and infotainment products
 - Innovation leader
 - 16 respected and legendary brands
 - Successful delivery of 13 new infotainment platforms in 2008-09
 - Manufacturing scale across developed and emerging markets
 - Deep and broad global distribution capabilities
- Geographically diversified global customer base
- Comprehensive \$400M STEP Change permanent cost-savings program ahead of schedule
- Significant growth potential from new technology applications, penetration of new infotainment markets and high-opportunity emerging markets
- Battle-tested management with restructuring and turnaround experience

Unparalleled Technology & Execution Generate New Awards



- Awarded new multi-year business to supply next-generation infotainment systems for Mercedes S-Class and C-Class vehicles.



- Awarded new multi-year business to supply next-generation infotainment systems for all BMW car models



- Awarded new multi-year business for Harman scalable, next-generation infotainment on vehicles sold in Europe and JBL branded audio on 4Runner and Land Cruiser models in US, Europe and the Middle East



- Started Harman/Kardon branded audio system production on the next-generation Subaru Tribeca model.



- Conducted formal global launch and customer previews for scalable, next-generation infotainment architecture



- Exhibited at the Frankfurt International Auto Show, including Harman displays in the BMW, Ferrari, Mercedes-Benz, MINI, Peugeot and Navteq booths

Professional Audio Systems Earn Venue & Artist Loyalty



- Harman Pro awarded contracts to provide audio systems for seven key venues at the 2010 Commonwealth Games in India



- Harman Pro awarded contracts for audio systems at all four major venues for Expo Shanghai 2010



- Harman accepts an invitation from The Recording Academy for multi-year role as Official Sound Partner to the legendary GRAMMY® Awards. Company is recognized for its decades of important technical contributions to the music industry



- Studer unit awarded major contract for more than 80 digital audio mixing consoles by the BBC, the world's largest broadcasting corporation



- Harman's HiQnet System Architect 2.0 honored at the PLASA trade show by *Installation Europe* and *Pro Sound News Europe* magazines



- Harman Pro systems support leading artists and venues including Deep Purple, Eric Clapton and Steve Winwood, House of Blues, Marcus Theaters, American Airlines Arena, Georgia Tech Stadium, and the Darmstadt National Theater

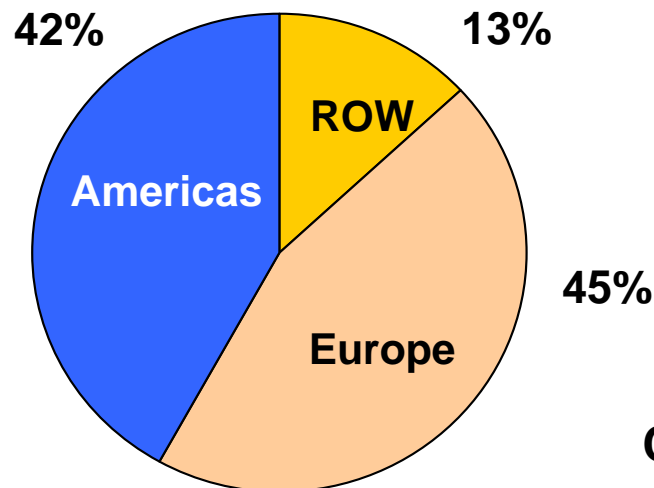
Innovative Consumer Products Drive Brand Penetration



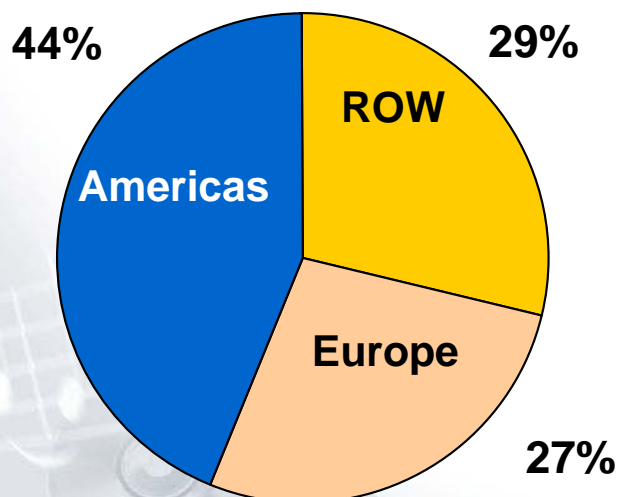
- Launched numerous new products and new dealer-focused strategy at IFA Berlin 2009, the world's largest marketplace for consumer electronics. More than \$30 million in show-related orders received.
- New interactive, multimedia Web sites launched for JBL and Harman Kardon brands as part of a group-wide brand architecture initiative to energize the power of these Harman “super brands”
- JBL SAS-100 wins Japan's Good Design Award, one of the world's most prestigious designations for industrial design
- JBL/Roxy headphones are featured as “must have” products by ABC Good Morning America and Life & Style Weekly Magazine
- AKG Headphones K420 and K450 earn the international “red dot award” and collect more than 19,000 followers in one month from the Facebook community
- Harman Kardon HK990 earns the prestigious 2009 EISA Award for Amplifiers from the European Imaging and Sound Association

Global Revenue Distribution by Division* – FY09

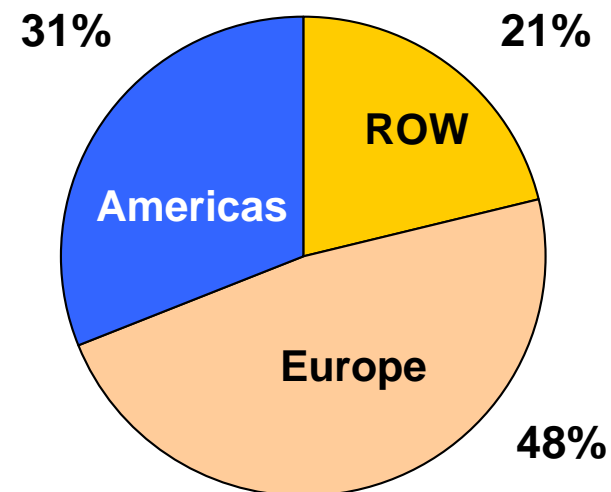
Automotive Division



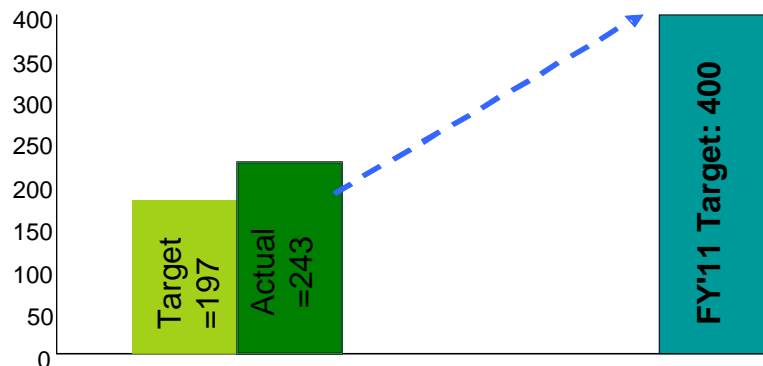
Professional Division



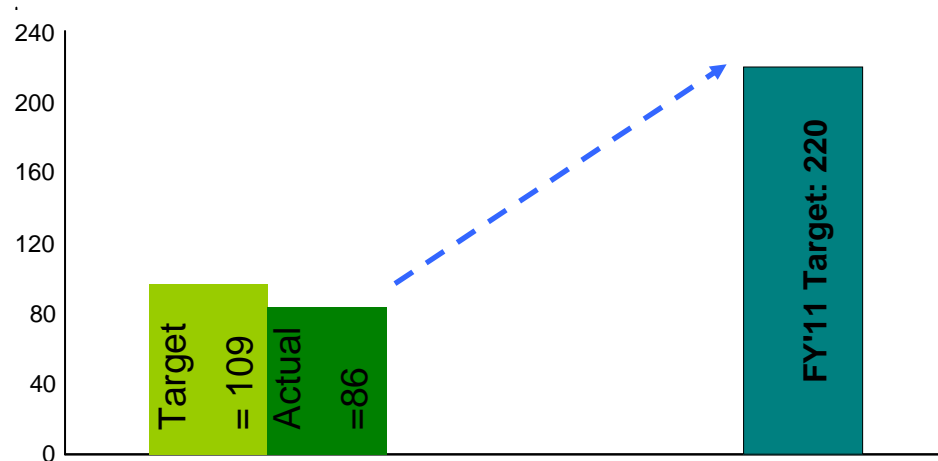
Consumer Division



Savings

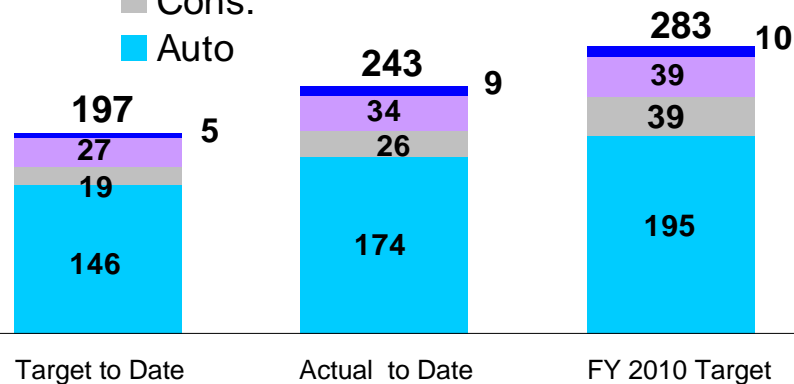


One-time Investments



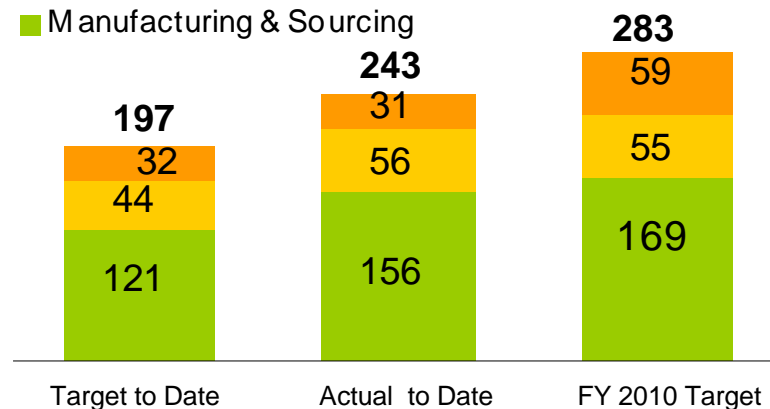
Divisional Savings: Status to Date

- Corp.
- Pro.
- Cons.
- Auto



Functional Savings: Status to Date

- SG&A
- Engineering
- Manufacturing & Sourcing





BECKER



CROWN

DigiTech

harman/kardon

Infinity



lexicon

mark
Levinson

QNX
QNX SOFTWARE SYSTEMS

Soundcraft
STUDER

Harman International

Premium Solutions for Audio and Infotainment

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