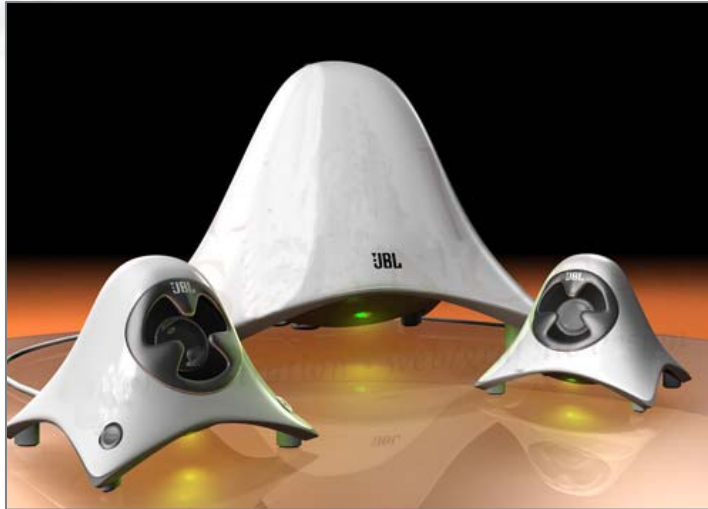


Harman International

Highlights: Q2 2010 – February 8, 2010



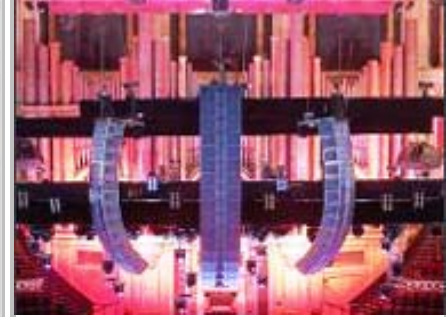



Forward-Looking Information and Non-GAAP Financial Information

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 STEP Change cost reduction initiatives and to achieve the intended benefits and anticipated savings of those initiatives; (2) our ability to achieve profitability in our automotive division; (3) the loss of one or more significant customers, or the loss of a significant platform with an automotive customer; (4) warranty obligations for defects in our products; (5) our ability to successfully implement our global footprint initiative, including achieving cost reductions and other benefits in connection with the restructuring of our manufacturing, engineering, procurement and administrative organizations; (6) the inability of our suppliers to deliver products at the scheduled rate and disruptions arising in connection therewith; (7) our ability to attract and retain qualified senior management and to prepare and implement an appropriate succession plan for our critical organizational positions; (8) our failure to implement a comprehensive disaster recovery program; (9) our failure to comply with governmental rules and regulations, including FCPA and U.S. export control laws, and the cost of compliance with such laws; (10) our ability to maintain a competitive technological advantage through innovation and leading product designs; (11) acceptance by OEMs and customers of our mid-platform infotainment system; (12) the outcome of pending or future litigation and other claims, including, but not limited to the current stockholder and ERISA lawsuits; (13) our ability to enforce or defend our ownership and use of intellectual property; and (14) 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 ~\$3.0 B** | **10,000 Employees**

| | | | |
|---|--|--|---|
| <p>Automotive Infotainment</p> <p>✓ Global Leader</p> | <p>Automotive Audio</p> <p>✓ Global Leader</p> | <p>Professional Audio</p> <p>✓ Global Leader</p> | <p>Consumer Audio</p> <p>Niche Player</p> |
|  |  |  |  |
| <p>Navigation, Multimedia Telematic & Connectivity for a premium driving experience</p> <p>\$1,627M</p> | <p>Branded audio for high quality automotive sound installed by OEMs</p> <p>\$491M</p> | <p>Audio and networking for recording/ broadcast, sports and entertainment</p> | <p>Audio, video, storage and multimedia products for the home and on the go</p> |

Automotive Division*
\$2,118M

Professional Division
\$493M

Consumer Division
\$350M

* Infotainment includes QNX.

Operational Excellence & Improved Demand = Positive Results

| | Quarter Year-Over-Year | | | Quarter Sequential | | | Six Months Year-Over-Year | | |
|-----------------------------|---------------------------|------------|-------------|-----------------------|------------|-------------|------------------------------|------------|-------------|
| | Q2 FY10 | Q2 FY09 | % Change | Q2 FY10 | Q2 FY10 | % Change | H1 FY10 | H1 FY09 | % Change |
| Harman International | | | | | | | | | |
| Sales | 937 | 756 | 24% | 937 | 757 | 24% | 1695 | 1625 | 4% |
| Operating Income | 53 | (16) | n.m. | 53 | 5 | 863% | 58 | 27 | 115% |
| Automotive | | | | | | | | | |
| Sales | 668 | 517 | 29% | 668 | 543 | 23% | 1211 | 1134 | 7% |
| Operating Income | 40 | (23) | n.m. | 40 | 1 | n.m. | 41 | 6 | 535% |
| Professional | | | | | | | | | |
| Sales | 133 | 113 | 18% | 133 | 121 | 9% | 254 | 254 | 0% |
| Operating Income | 20 | 13 | 57% | 20 | 17 | 16% | 38 | 34 | 10% |
| Consumer | | | | | | | | | |
| Sales | 127 | 116 | 10% | 127 | 84 | 52% | 211 | 218 | (3)% |
| Operating Income | 9 | 2 | 285% | 9 | 1 | n.m. | 10 | 1 | 610% |

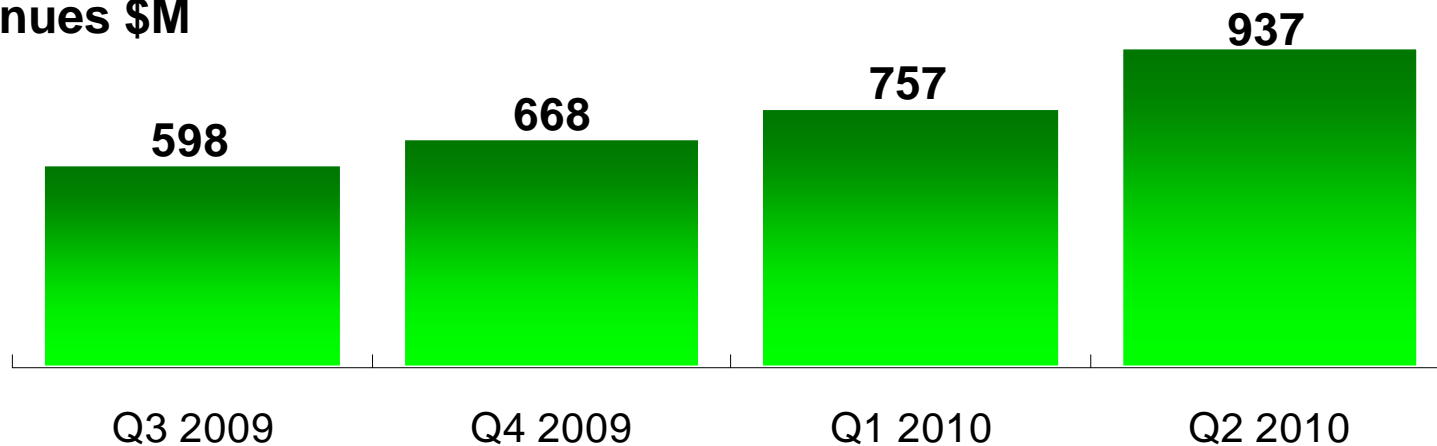
n.m. = not meaningful.

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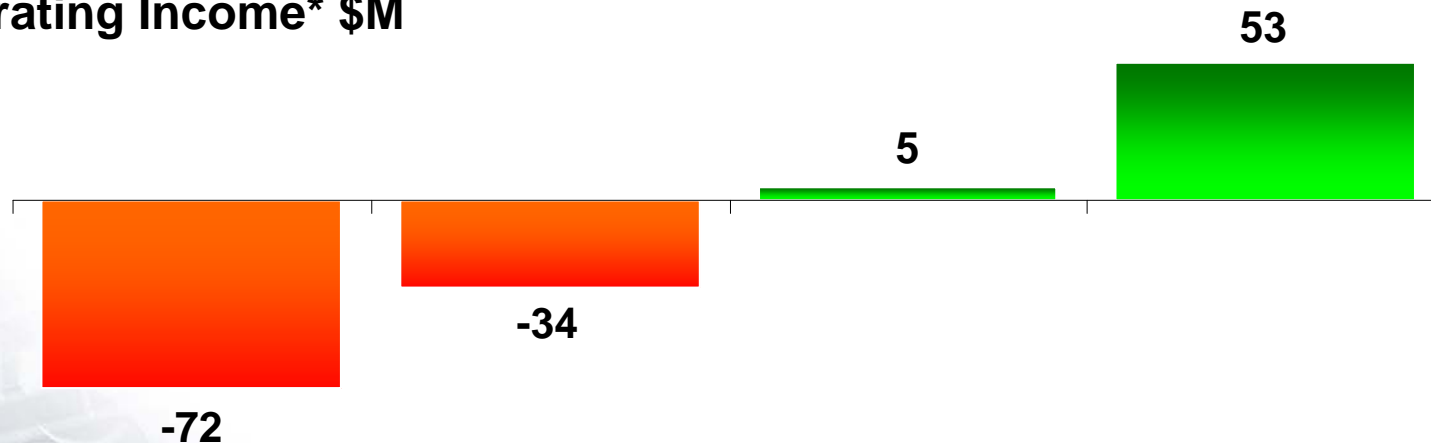
Note: All Operating Income figures are non-GAAP and exclude restructuring & goodwill charges.

Consecutive Quarters of Top and Bottom Line Improvement

Revenues \$M



Operating Income* \$M



* Non-GAAP, excluding goodwill and restructuring expenses.

Key strategic pillars to grow top line and double digit ROS

- 1. Expand Technological Leadership in Automotive ‘Smart Infotainment Solutions’**
 - Continue to lead high-end infotainment category in luxury cars
 - Successfully introduced “game changing” next generation, scalable system to address a new \$5B high-growth mid-segment market. First big success from Toyota!
 - Pioneer in energy-saving GreenEdge™ technologies for Hybrid & Electric cars
 - Core competence in system Design, Connectivity, Multimedia, Navigation and ADAS
 - Top of “experience curve” – The only Tier 1 supplier that can simultaneously develop and deliver multiple, complex and fully-integrated infotainment systems
- 2. Increase penetration of leading audio brands across all business segments**
 - Amplifier & AVR brands: Crown, Harman Kardon, Mark Levinson and Lexicon
 - Loudspeaker brands: JBL, Harman Kardon, Revel and Infinity
 - Microphone and headphone brands: AKG, Crown and JBL
 - Grow the pro audio systems business; enter the professional video control sector
 - Bolt-on technology acquisitions to grow profitable audio and video business

Key strategic pillars to grow top line and double digit ROS

3. Achieve best-in-class Capital & Cost Structure to generate double digit EBIT margin

- Global footprint optimization drives sustainable best-in-class cost structure

| Global Footprint Optimization | 2007 | | FY2010e | | FY2012e | |
|-------------------------------|------|-----|---------|-----|---------|-----|
| | HCC | LCC | HCC | LCC | HCC | LCC |
| Engineering / R&D | 99% | 1% | 80% | 20% | 60% | 40% |
| Manufacturing / Assembly | 81% | 19% | 60% | 40% | 50% | 50% |

HCC – High Cost Countries, LCC – Low Cost Countries

- \$400 million STEP Change permanent cost reduction & productivity program ahead of schedule with \$285M achieved through Q2 FY2010

4. Profitable Growth in Developed and Emerging Markets

- Ability to leverage technology leadership, leading brands, global scale and distribution
- Aggressive emerging markets growth plan including acquisitions

| Emerging market growth, \$ Million | FY2010e | FY2015e |
|------------------------------------|---------|---------|
| China | 150 | 1000 |
| India | 20 | 250 |
| Brazil | 5 | 150 |

- Underway to have integrated sourcing, R&D, manufacturing & sales in China and India

Successful Execution and Technology Leadership

 Harman International

CHRYSLER



LEXUS



TOYOTA



- Successful launch of scalable, next-generation infotainment system with immediate award from Toyota for European 2011 vehicles
- Awarded branded audio systems for next-generation Chrysler SRT Series high-performance vehicles
- Launched Mark Levinson Premium Surround Sound for the 2010 Lexus GX 460
- Launched JBL Premium Sound for 2011 Toyota Sienna in the US
- Launched Harman Kardon Logic 7 HD system with Range Rover for 2010 mid model year introduction
- Launched Ferrari 458 Italia equipped with Harman audio and infotainment
- Exclusive Harman Kardon Sound Lounges at BMW Brand Centers in Munich and Berlin
- Global press launch for Harman/Lotus Engineering HALOsonic™ sound synthesis technologies

Over \$2 Billion in Newly-Awarded Business in H1 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**



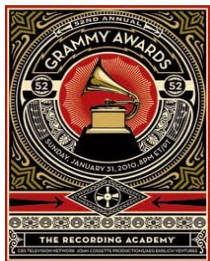
- Selected by Toyota to provide **Harman next-generation, scalable infotainment for its vehicles sold in Europe** beginning in 2011



- Selected by Toyota to provide premium **JBL branded audio for 4Runner and Land Cruiser** in the US, Europe and Middle East and the 2011 **Siena** in US

Total awarded automotive business now exceeds \$10 Billion

Leading Entertainers and Venues Choose Harman Pro



- Harman shares the spotlight as Official Sound Partner to the 52nd annual GRAMMY® Awards with high-profile branding events in Los Angeles and New York



- Harman's AKG Microphones and Headphones earn a prestigious GRAMMY Technical Award for more than 60 years of contributions to the science of sound



- Harman Professional audio systems amplify the celebration during a 25th anniversary concert for the Rock and Roll Hall of Fame



- Las Vegas City Center complex opens with Harman Professional audio systems based on JBL, Crown and DBX brands



- Harman systems support China's National Day celebration

Innovation Drives Strong Consumer Brand Penetration



- Successfully launched more than 15 new products, including two featured in Apple flagship stores worldwide



- Launched JBL products in Sony Style stores across Canada and new docking station for Sony Walkman® digital media player



- Over 100 million audience impressions during Ellen DeGeneres “12 Days of Christmas” promotion on NBC and Warner Bros. daytime television



- Harman serves as Official Sound Partner for Today Show pre-holiday concert with Bon Jovi from Rockefeller Plaza



- The Music Voyager TV Series, sponsored by Harman, begins broadcast on PBS and Nat Geo networks in some 100 countries

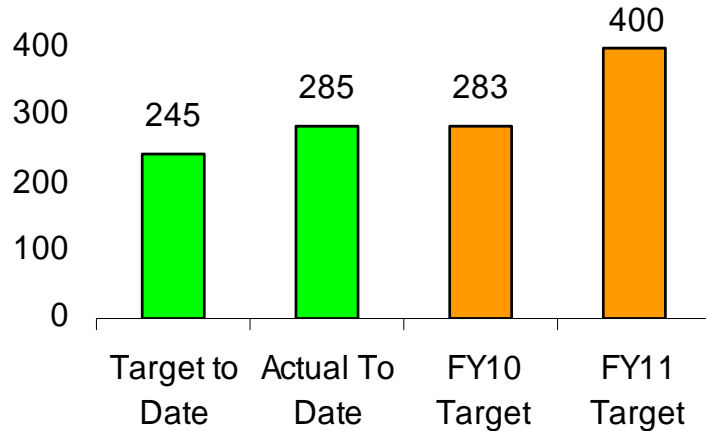


- Sound for Vision promotion in Media Saturn Holding (MSH) group stores for bundling of virtual surround sound home theater systems with television purchases exceeds expectations

- Harman “store within a store” outlets opened in Saturn stores in France, Belgium and Denmark

Quarterly Updates

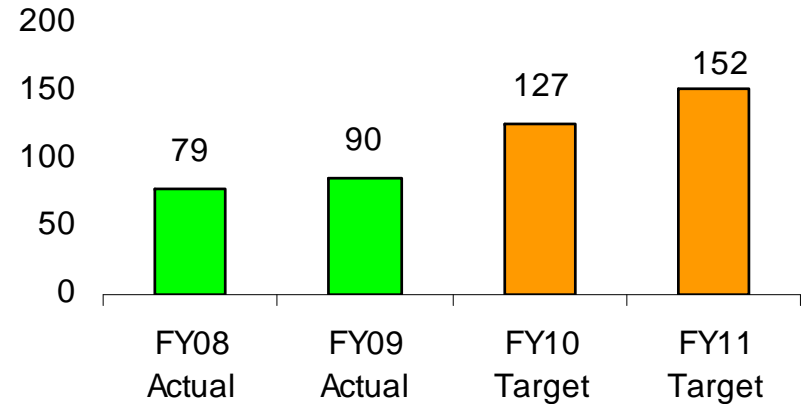
STEP Change Savings to Date (\$M)



* Savings based on Fiscal '08 base line

Annual Updates

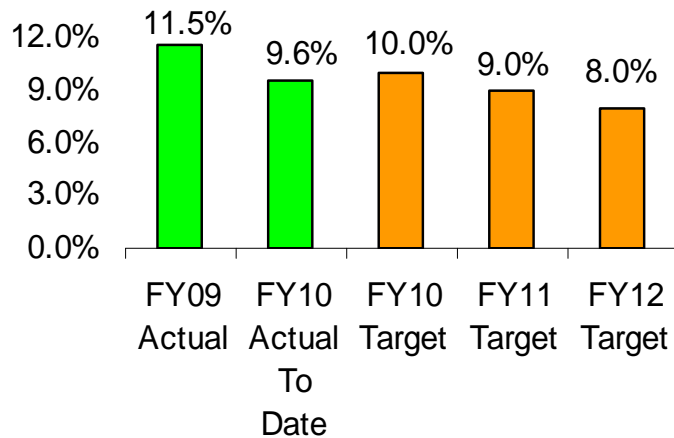
Global Footprint Index (GFI %)



* see appendix for definition

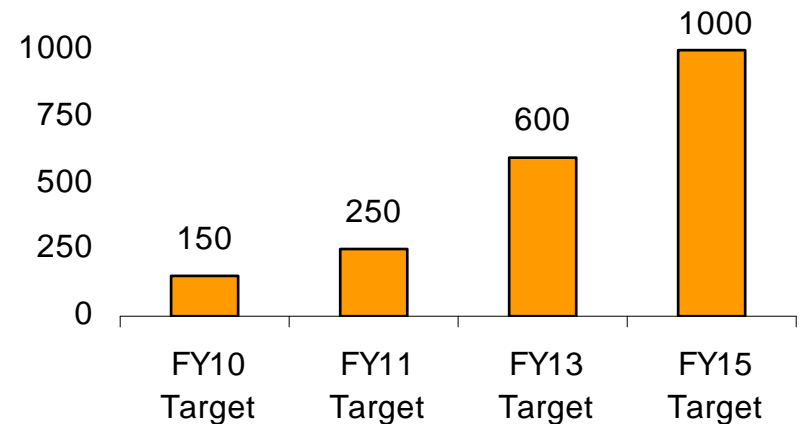
Quarterly Updates

R&D/Engineering Over Sales (%)



Annual Updates

China 5-year Growth Plan (\$M)



Ample Liquidity to Capitalize on Growth Opportunities



- \$630 million cash and short-term investments as of December 31, 2009
- Jan 2010 agreement with note holders to allow Harman to revolve its credit facility
 - Saves approximately \$7.5 million in interest expense through October 2010; maintains maximum flexibility
- No near-term debt maturities
 - Paid down outstanding balance in Jan 2010 on revolving credit facility
 - \$232M available revolving credit facility matures Dec 2011
 - \$400M convertible note (1¼%) matures Oct 2012

Strong Foundation for Sustainable and Profitable Growth

- ✓ **Profitable growth in FY 2010 and winning market share**
- ✓ **Improved market conditions and stimulus programs contribute to sequential sales growth**
- ✓ **Total awarded automotive business now exceeds \$10 billion**
- ✓ **STEP Change permanent cost-savings ahead of target**
 - \$285 million permanent savings achieved as of December 31, 2009
- ✓ **Focus on leading-edge innovation is paying off**
 - Scalable, next-generation infotainment system successfully launched
 - Harman is first foreign supplier to penetrate Japanese infotainment market with Toyota award
- ✓ **Strengthening position in emerging markets**
 - Plant capacity doubled in Hungary and China. Established R&D and Engineering centers in China and India
- ✓ **Aggressive marketing programs unlock the power of Harman brands**



BECKER



CROWN

DigitTech

harman/kardon

Infinity



lexicon

mark Levinson

QNX
QNX SOFTWARE SYSTEMS

Soundcraft
STUDER

Harman International

Premium Solutions for Audio and Infotainment

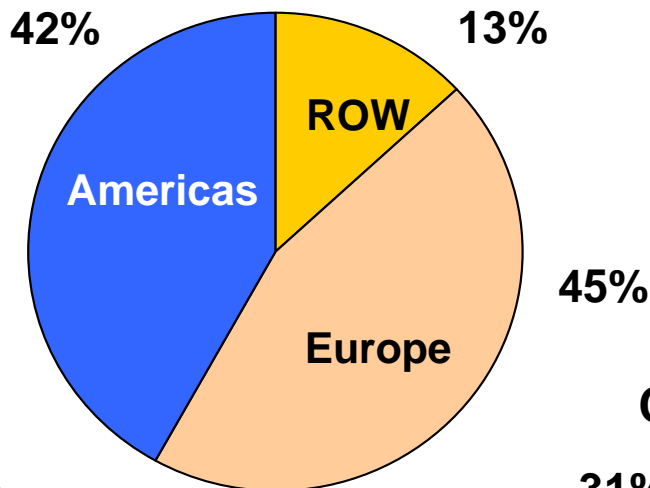
APPENDIX

Market Leader in Infotainment, Consumer and Pro Audio

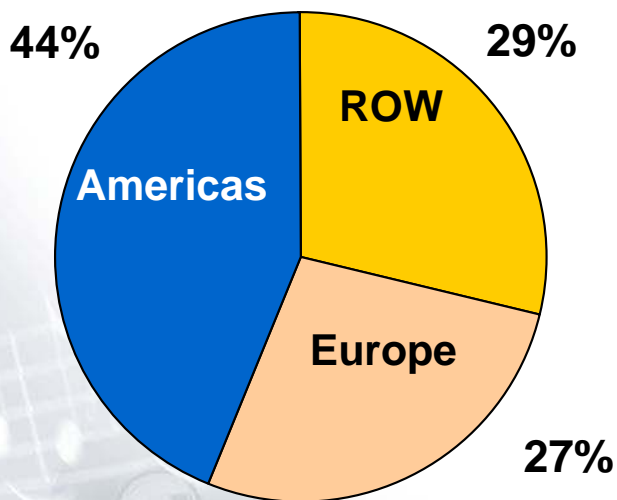
- Best-in-class designer and manufacturer of audio and infotainment products
 - Innovation leader
 - 15 respected and legendary brands
 - Successful delivery of 13 new infotainment platforms in 2008-09
 - More than \$10 billion in awarded business including new orders from BMW, Daimler and Toyota
 - 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 board and management with restructuring and turnaround experience

Global Revenue Distribution by Division* – LTM

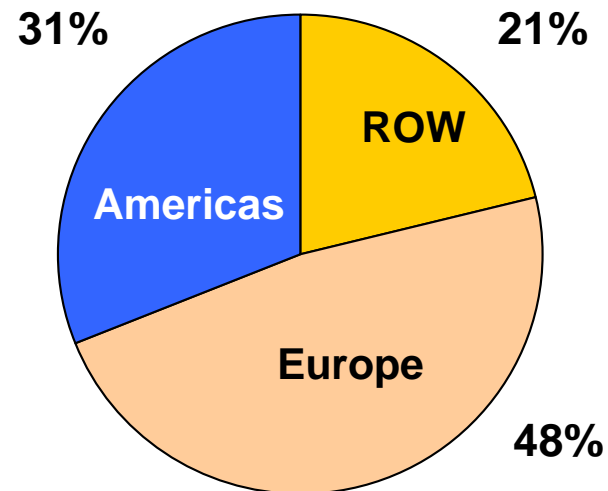
Automotive Division



Professional Division



Consumer Division



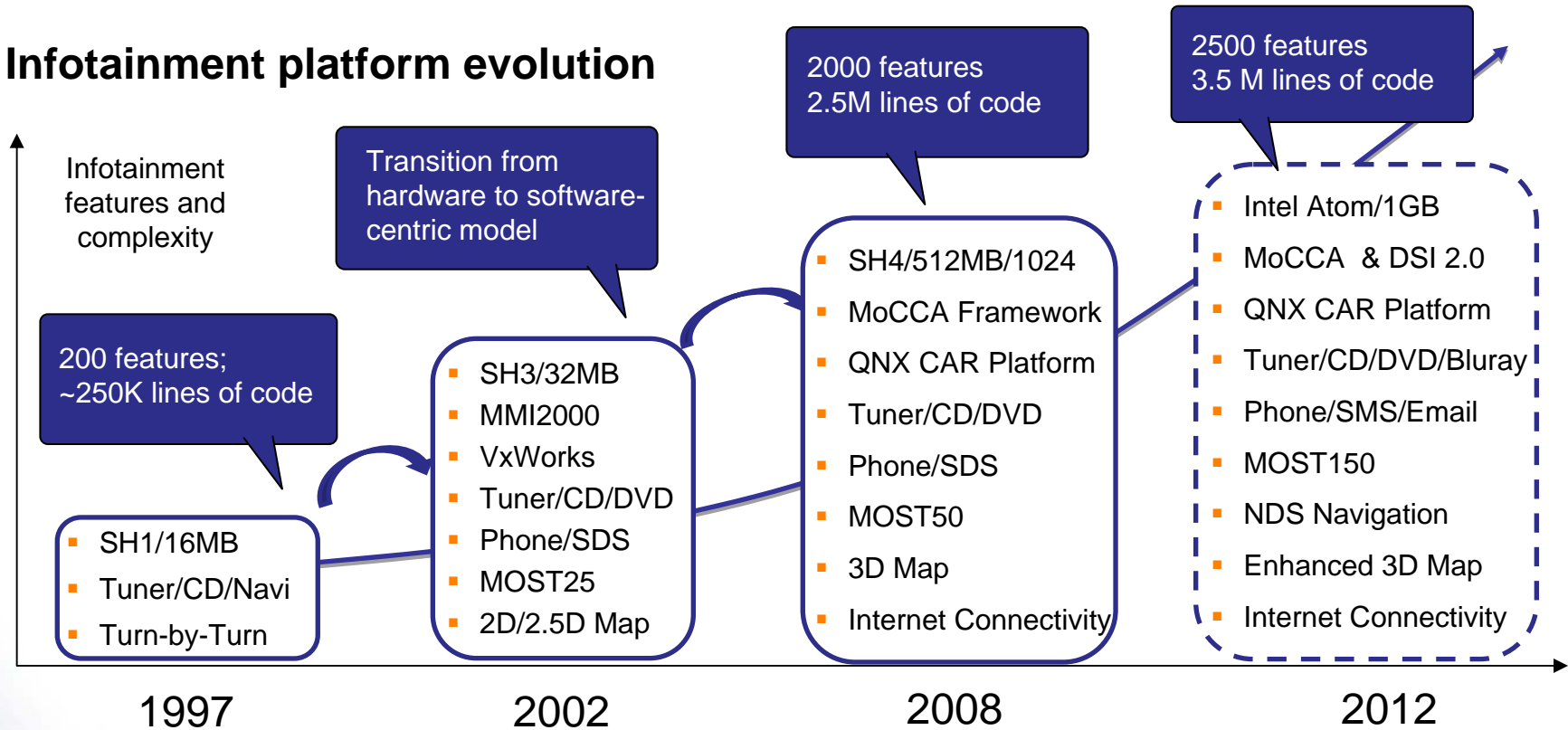
*Harman internal estimates by end market.

Roadmap to Accelerate Market Leadership

- 1 Next-generation high infotainment system architecture
- 2 Scalable, next-generation infotainment system serves broader market
- 3 Open standard based media bus technology
- 4 Advanced solutions for hybrid and electric vehicle segments
- 5 Leader in next-generation navigation capabilities
- 6 Unparalleled audio technology leadership

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 Introduced

- ~ \$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
- System introduced Fall 2009
- New award by Toyota for vehicles sold in Europe beginning 2011



3

Leading Next-Generation Media Bus Technology

- 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

Ethernet AV Consortium
Key AVnu alliance members



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

4a

Advanced Solutions for Hybrid & Electric Car Segments

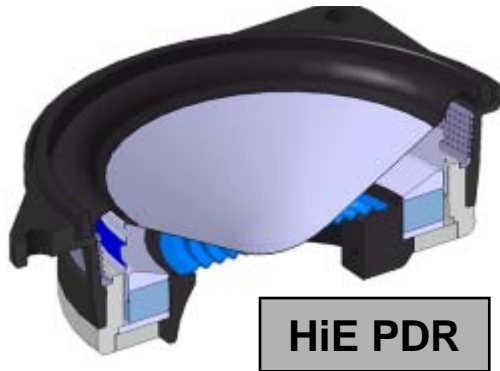


- GreenEdge Energy Efficiency initiative to reduce power consumption
 - Collaboration with Intel and Texas Instruments to develop low-power solutions
 - System software design based on QNX CAR for run-time power efficiency
 - Aligned with Harman high-efficiency, high-performance audio amplifier system
- Active Noise Management solutions for hybrid, electric and conventional vehicles through exclusive partnership with Lotus Engineering

4b Technology Innovation for Market Growth

H Harman International

GREENEDGE™



High Efficiency Audio Systems

- Super high efficiency reduces power consumption by up to 75%
- Ideal solution for Hybrid and Electric vehicles
- Shown in the Prius at the Palms at CES
- Uses new 'HiE' high efficiency speakers
- High efficiency 'Powered by Crown' Class D power amplifier



Noise Management Solutions

- Engine sound synthesis for electric & battery cars
- Address impending legislation on pedestrian safety
- Customized interior engine sound for hybrids
- Active noise cancellation for refined cabin sound
- Reduce weight and CO₂ emissions

5 Leader in Next-Generation Navigation Technology



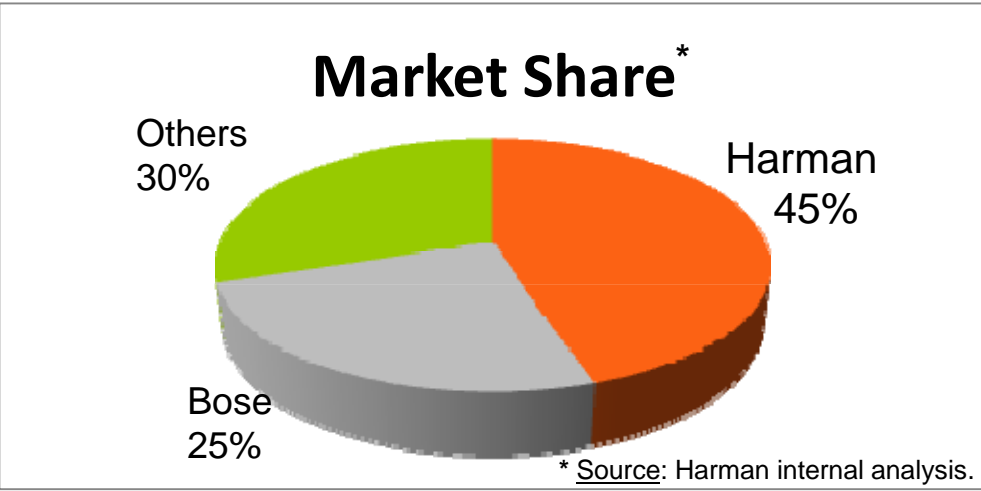
- Textured city maps for 3D rendering of city buildings and landmarks
- Fuel-efficient route calculation
- Incremental updates of navigation data (PSI initiative)
- Integration of navigation technology with camera image processing

6 Harman is the World Leader in Branded 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> |  |  | |
|  |  | | |
|  |  | | |

Strategic \$400M STEP Change Cost Savings Program

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

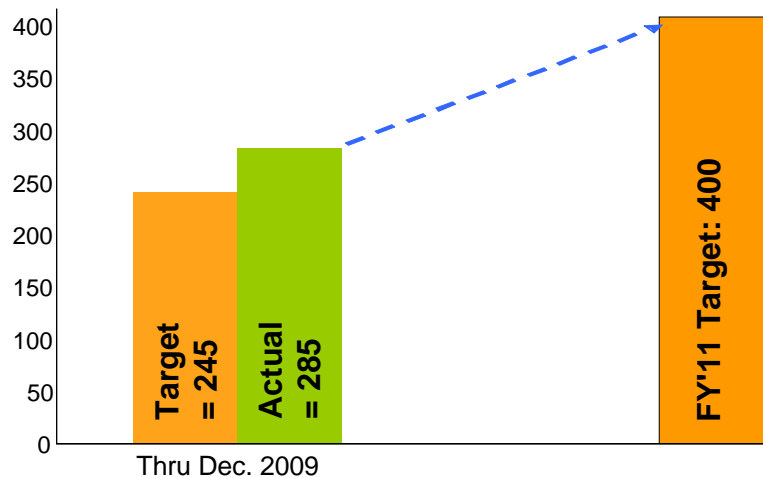
- Involves all business divisions
- Disciplined approach with online tracking of Key Performance Indicators and milestones
- \$400 million permanent savings targeted by end of FY11

Program focus:

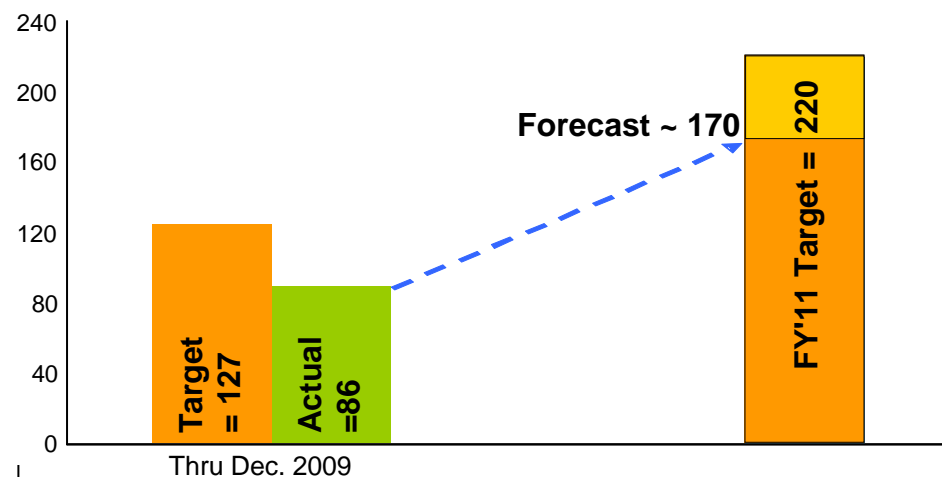
- Organizational Simplicity (e.g. realizing synergies between divisions)
- Supply Chain Excellence (e.g. design excellence, consolidating suppliers and leveraging global purchasing power)
- Footprint Optimization (e.g. optimizing engineering and production sites, consolidating locations and leveraging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

**\$285 million permanent savings achieved through
December 31, 2009**

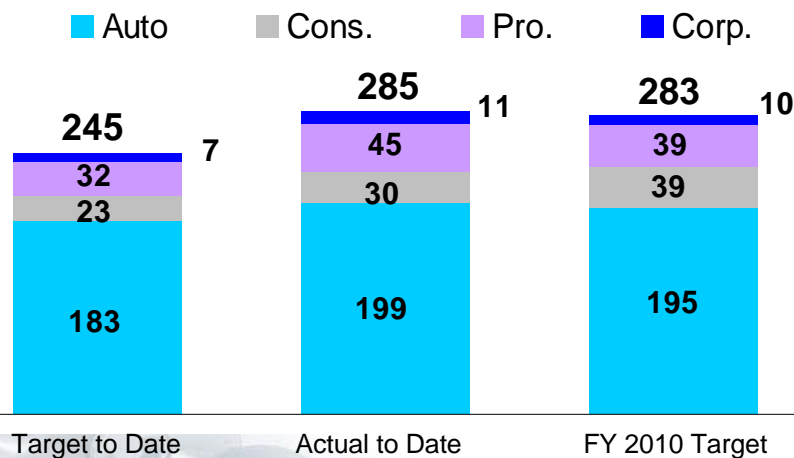
Savings



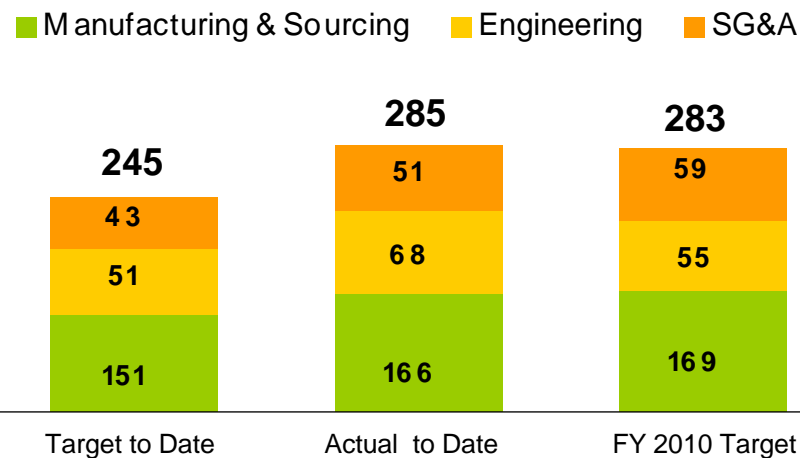
One-Time Investments



Divisional Savings: Status to Date



Functional Savings: Status to Date



Definition: Global Footprint Index (GFI %)

The Global Footprint Index is defined as the sum of:

- 1) The percentage of capital expenditures in low cost countries
- 2) The percentage of sourcing in low cost countries
- 3) The percentage of workforce in low cost countries

Example: FY09 Actual GFI

| Capital Expenditures | |
|----------------------|------------|
| Spending in LCC's | 25.6 |
| Total expenditures | 79.9 |
| % LCC | 32% |

| Sourcing | |
|-------------------|------------|
| Sourcing in LCC's | 499 |
| Total sourcing | 1,576 |
| % LCC | 32% |

| Workforce | |
|--------------------|------------|
| Workforce in LCC's | 2,668 |
| Total workforce | 10,235 |
| % LCC | 26% |

| GFI | |
|-------------------------------|------------|
| Index performance FY09 | 90% |



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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