THIRD QUARTER FY 2016 HIGHLIGHTS

DINESH C. PALIWAL - CHAIRMAN, PRESIDENT AND CEO

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APRIL 28, 2016

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FORWARD LOOKING INFORMATION

Except for historical information contained herein, the matters discussed in this earnings presentation are forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended. One should not place undue reliance on these statements. The Company bases these statements on particular assumptions that it has made in light of its industry experience, as well as its perception of historical trends, current market conditions, current economic data, expected future developments and other factors that the Company believes are appropriate under the circumstances. These statements involve risks, uncertainties and assumptions that could cause actual results to differ materially from those suggested in the forward-looking statements, including but not limited to: (1) the Company's ability to maintain profitability if there are delays in its product launches or increased pricing pressure from its customers; (2) the loss of one or more significant customers, the loss of a significant platform with an automotive customer or the in-sourcing of certain services by the Company's automotive customers; (3) fluctuations in currency exchange rates, particularly with respect to the value of the U.S. Dollar and the Euro; (4) fluctuations in the price and supply of raw materials including, without limitation, petroleum, copper, steel, aluminum, synthetic resins, rare metals and rare-earth minerals, or shortages of materials, parts and components; (5) the inability of the Company's suppliers to deliver products at the scheduled rate and disruptions arising in connection therewith; (6) the Company's ability to maintain a competitive technological advantage through innovation and leading product designs; (7) the Company's ability to integrate successfully its recently completed and future acquisitions; (8) the Company's ability to attract and retain qualified senior management and to prepare and implement an appropriate succession plan for its critical organizational positions; (9) the Company's failure to maintain the value of its brands and implementing a sufficient brand protection program; and (10) other risks detailed in the Harman International Industries, Incorporated Annual Report on Form 10-K for the fiscal year ended June 30, 2015 and other filings made by the Company with the Securities and Exchange Commission. The Company undertakes no obligation to publicly update or revise any forward-looking statement except as required by law.

This earnings presentation also makes reference to the Company's awarded business or "backlog", which represents the estimated future lifetime net sales for all customers. The Company's future awarded business does not represent firm customer orders. The Company reports its awarded business primarily based on written award letters. To validate these awards, the Company uses various assumptions including global vehicle production forecasts, customer take rates for the Company's products, revisions to product life cycle estimates and the impact of annual price reductions and exchange rates, among other factors. These assumptions are updated and reported externally on an annual basis.

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RECENT HIGHLIGHTS – Q3 FY16

HARMAN

- NET SALES INCREASED 11% TO $1.6B
- OPERATIONAL EBITDA* UP 26% TO $189M
- OPERATIONAL EPS* UP 11% TO $1.36
- WON $1.5B IN NEW AUTOMOTIVE AWARDS; $3.5B YTD
- ADJUSTS FY 2016 GUIDANCE

** EBITDA and EPS exclude restructuring, non-recurring charges and acquisition-related items.*

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OUR BUSINESSES

LTM REV $6.7B; LTM EBITDA 11.9%; ~29,000 FTEs

TECHNOLOGIES FOR SEAMLESS LIVING

HARMAN

CONNECTED CAR

Navigation, Multimedia, Connectivity, Telematics, Safety & Security Solutions

LTM Revenue $3,018M

LTM EBITDA 13.7%

LIFESTYLE AUDIO

Premium Branded Audio products for use at home, in the car and on the go

LTM Revenue* $2,023M

LTM EBITDA 14.7%

PROFESSIONAL SOLUTIONS

Audio, Lighting, Video Switching and Enterprise Automation for Entertainment and Enterprises

LTM Revenue* $1,013M

LTM EBITDA 13.2%

CONNECTED SERVICES

Cloud, Mobility and Analytics Software Solutions & OTA update technologies for Automotive, Mobile and Enterprises

LTM Revenue* $682M

LTM EBITDA 13.7%

*EBITDA is non-GAAP measure and excludes restructuring, non-recurring charges and acquisition-related items. LTM = Last Twelve Months ending March 31, 2016. *Includes intercompany revenues.*

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FINANCIAL PERFORMANCE – Q3 FY16

($ in millions, except EPS)	Q3 FY16	Quarter Year-Over-Year Q3 FY15	Nominal	Local	YTD Year-Over-Year Q3 FY16	Q3 FY15	Nominal	Local
HARMAN								
Sales	1,628	1,464	11%	12%	5,031	4,477	12%	18%
EBITDA	189	150	26%	27%	611	511	19%	24%
% Margin	11.6%	10.2%			12.1%	11.4%		
EPS	1.36	1.22	11%	10%	4.69	4.33	8%	12%
Connected Car								
Sales	767	730	5%	6%	2,259	2,153	5%	11%
EBITDA	116	90	29%	28%	326	276	18%	21%
% Margin	15.2%	12.3%			14.4%	12.8%		
Lifestyle Audio								
*Sales**	473	424	11%	12%	1,560	1,350	16%	20%
EBITDA	72	61	18%	19%	235	199	18%	21%
% Margin	15.3%	14.4%			15.1%	14.7%		
Professional Solutions								
*Sales**	232	242	-4%	-3%	728	764	-5%	-2%
EBITDA	15	30	-48%	-48%	88	108	-18%	-16%
% Margin	6.6%	12.3%			12.1%	14.1%		
Connected Services								
*Sales**	166	67			509	208		
EBITDA	18	8			63	29		
% Margin	10.9%	11.6%			12.4%	14.1%		

EBITDA and EPS excludes restructuring, non-recurring charges and acquisition-related items.

** Includes intercompany revenues.*

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FISCAL 2016
GUIDANCE UPDATE

HARMAN

	August 2015	April 2016[1]
Revenue	~$7.0 billion	~$6.825 billion
EPS[2]	~$6.50	~$6.20

1. Includes the previously announced $0.05 reduction for the impact of the acquisition TowerSec.
2. Non-GAAP, excluding restructuring, non-recurring items, and purchase accounting expenses related to acquisitions.

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CONNECTED CAR – Q3 FY16
RECENT HIGHLIGHTS

HARMAN

NEW BUSINESS AWARDS

North American OEM – Display Audio Infotainment

European OEM – Take Rate Driven Expansion and Platform Refresh

Daimler – Follow-On Telematics Award

NEW VEHICLE LAUNCHES

FCA: Maserati Levante

Audi Q2

Porsche 911 Carrera, 718 Boxster, Macan

Mercedes-Benz C-class Convertible

VW: Seat Alteca

Suzuki Ignis

ACQUISITION & PARTNERSHIPS

Closed TowerSec Acquisition – Automotive Cyber Security

NXP Partnership – V2X ADAS Solutions

TOWERSEC Automotive Cyber Security

NXP

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LIFESTYLE AUDIO – Q3 FY16
RECENT HIGHLIGHTS

CAR AUDIO

New Business Awards:

Lincoln (Revel) Toyota (JBL) Subaru (Harman Kardon)

New Car Launches:

Maserati Levante (Harman Kardon / B&W) Lincoln MKZ (Revel)

Alfa Romeo Giulia (Harman Kardon) Ferrari GTC 4 Lusso (JBL Pro)

Milestones:

Inauguration of Global Product Development Center in Suzhou, China

CONSUMER AUDIO

Lufthansa to Outfit Business Class with AKG Active Noise Cancelling Headphones

Record 23 Red Dot Awards

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PROFESSIONAL SOLUTIONS – Q3 FY16
RECENT HIGHLIGHTS

HARMAN

NEW ENTERPRISE INSTALLATIONS

Norwegian Cruise Line – *Pride of America*

EBAY – Global Locations

Raymond James Stadium, Tampa Bay

Societe Generale - Global Locations

KEY EVENTS / TOURS

Super Bowl 50

58th Annual GRAMMY Awards

10 INDUSTRY AWARDS RECEIVED

NAMM Audio Tec Hall of Fame Award (Lexicon)

Two ProSoundWeb Readers' Choice Awards (JBL)

Best of Show Awards at ISE 2016 (AKG and AMX)

NORWEGIAN CRUISE LINE PRIDE

GLOBAL LOCATIONS

ebay

RAYMOND JAMES STADIUM

SUPER BOWL 50 HALFTIME SHOW

SOCIETE GENERALE

SOCIETE GENERALE
Banque & Assurances

58TH ANNUAL GRAMMY AWARDS

NAMM TEC 2016 TECNOLOGY HALL OF FAME

The READERS' CHOICE AWARDS 2016 ProSoundWeb & Live Sound International WINNER

BEST of SHOW '16 Presented at ISE 2016 AWARDS

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CONNECTED SERVICES – Q3 FY16
RECENT HIGHLIGHTS

HARMAN

FOLLOW ON CONTRACTS

Blackberry British Telecom Dell

Google Intel Sony

OTA CONTRACTS

Global Automaker Doro Mobile

Over the Air

AWARDS & ACCOLADES

HfS Research "Winner's Circle" Recognition for Software Product Engineering Services

Zinnov "Leadership Zone" for Information Services, New Media &Gaming, Service Providers

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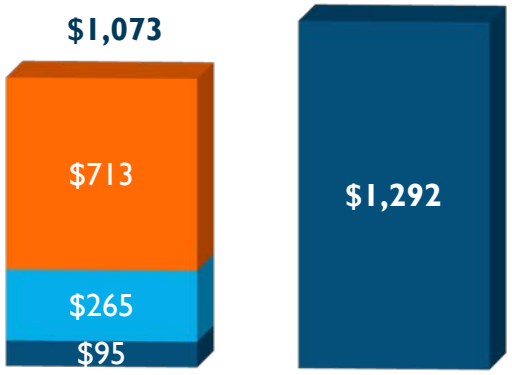
CAPITAL STRUCTURE

LIQUIDITY & CAPITAL STRUCTURE

HARMAN

LIQUIDITY DEBT



- UNDRAWN
- NON-U. S.
- U. S.

March 31, 2016 ($ IN MILLIONS)

CAPITAL ALLOCATION CONSIDERATIONS

- CAPEX PROJECTS TO DRIVE ORGANIC GROWTH
- STRATEGIC, BOLT-ON ACQUISITIONS THAT ACCELERATE GROWTH
- CONTINUE DIVIDEND DISTRIBUTIONS
- SHARE BUYBACK
  - $75M YTD (803,000 SHARES)
  - $425M BOARD AUTHORIZATION REMAINS

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INVESTMENT THESIS

HARMAN

INDUSTRY-LEADING $23B BACKLOG WITH DOUBLE-DIGIT OPERATING MARGINS

DEMAND FOR CONNECTED CAR DRIVES TAKE RATES AND SOFTWARE SERVICES

POWERFUL BRANDS LIFT AUDIO BUSINESS IN HOME, CAR AND ENTERTAINMENT

SOFTWARE SERVICES BUSINESS POISED TO CAPITALIZE ON GROWTH OF IOT

SIGNIFICANT EMERGING MARKET GROWTH OPPORTUNITIES IN ALL 4 DIVISIONS

SUSTAINABLE INNOVATION WITH ~6,100 PATENTS & PATENTS PENDING

GLOBAL FOOTPRINT WITH COMPETITIVE COST STRUCTURE

STRONG BALANCE SHEET WITH $1.1 BILLION IN LIQUIDITY

THANK YOU

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