



FIRST QUARTER FY 2017 HIGHLIGHTS

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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 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; (2) the Company's ability to maintain a competitive technological advantage through innovation and leading product designs; (3) the Company's ability to maintain profitability if there are delays in its product launches or increased pricing pressure from its customers; (4) fluctuations in currency exchange rates, particularly with respect to the value of the U.S. Dollar and the Euro; (5) the inability of the Company's suppliers to deliver materials, parts and components, including, without limitation, microchips and displays, at the scheduled rate and disruptions arising in connection therewith; (6) 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; (7) the Company's failure to protect the security of its products and systems against cyber crime; (8) the Company's failure to maintain the value of its brands and implementing a sufficient brand protection program; and (9) other risks detailed in the Harman International Industries, Incorporated Annual Report on Form 10-K for the fiscal year ended June 30, 2016 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 of the Company's automotive customers. The Company's 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. The term "take rate" represents the number of units sold by the Company divided by an estimate of the total number of vehicles of a specific vehicle line produced during the same timeframe. The assumptions the Company uses to validate these awards are updated and reported externally on an annual basis.

HIGHLIGHTS – Q1 FY17



- **NET SALES UP 8% TO \$1.8B**
 - *LIFESTYLE AUDIO SALES UP 19% DRIVEN BY BOTH CONSUMER AND CAR AUDIO*
- **GAAP EBITDA UP 7% TO \$202M; OPERATIONAL EBITDA UP 15% TO \$227M**
- **GAAP EPS UP 20% TO \$1.45; OPERATIONAL EPS UP 27% TO \$1.87**
- **FREE CASH FLOW UP ~\$185M YEAR-OVER-YEAR**
- **SECURED \$2 BILLION IN NEW AUTOMOTIVE AWARDS**
 - *GLOBAL CROSS CAR LINE AWARD WITH FORD FOR B&O PLAY CAR AUDIO*

Note: Operational EBITDA and EPS exclude acquisition-related items, restructuring and non-recurring charges.

HARMAN OVERVIEW

TECHNOLOGIES FOR A CONNECTED WORLD



CONNECTED CAR

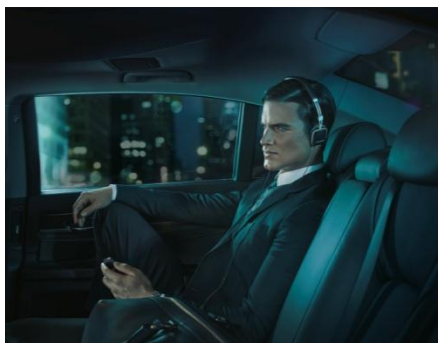


Navigation, Multimedia, Connectivity, Telematics, Safety & Security Solutions

LTM Revenue \$3,143M

LTM EBITDA 14.5%

LIFESTYLE AUDIO



Premium Branded Audio Products and Sound Management Software for Car, Home and on the Go

LTM Revenue \$2,292M

LTM EBITDA 15.7%

PROFESSIONAL SOLUTIONS



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

LTM Revenue \$1,008M

LTM EBITDA 11.3%

CONNECTED SERVICES



Cloud, Mobility and Analytics Solutions with OTA Updates for Car, Mobile and Enterprises

LTM Revenue \$639M

LTM EBITDA 13.3%

LTM Revenue: \$7.0B

LTM EBITDA: 12.3%

~30,000 FTEs

EBITDA is a non-GAAP measure and excludes acquisition-related items, restructuring and non-recurring charges. LTM = Last 12 Months Ended September 30, 2016. Divisional revenue includes intercompany revenues.
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FINANCIAL PERFORMANCE

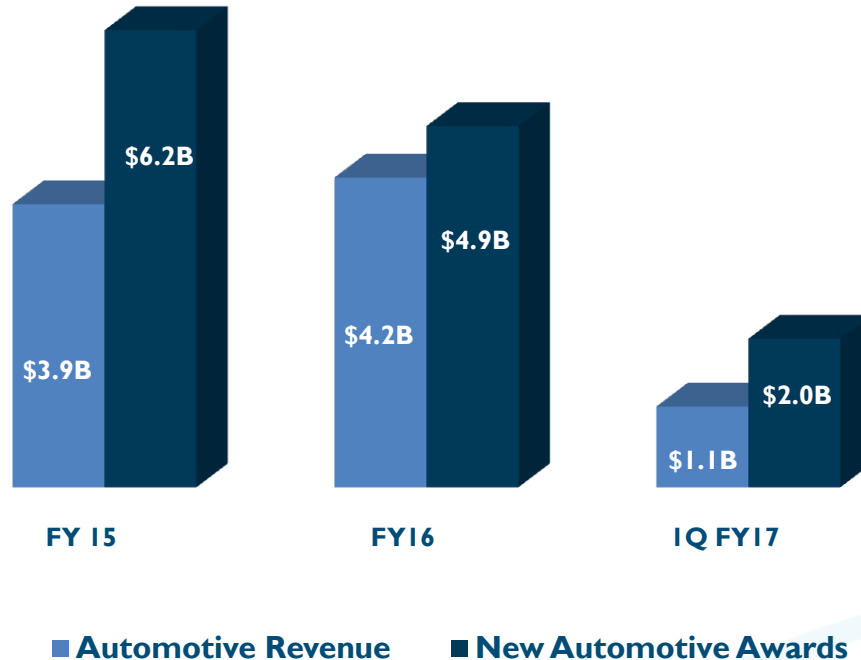


(\$ in millions, except EPS)		Quarter Year-Over-Year			
		Q1 FY17	Q1 FY16	Nominal	Local
HARMAN	Sales	1,760	1,631	8%	8%
	EBITDA	227	197	15%	16%
	% Margin	12.9%	12.0%		
	EPS	1.87	1.48	27%	28%
Connected Car	Sales	797	755	6%	5%
	EBITDA	117	105	12%	12%
	% Margin	14.7%	13.9%		
Lifestyle Audio	Sales	568	476	19%	19%
	EBITDA	95	64	50%	51%
	% Margin	16.8%	13.3%		
Professional Solutions	Sales	240	247	-3%	-2%
	EBITDA	28	36	-23%	-22%
	% Margin	11.5%	14.5%		
Connected Services	Sales	167	160	4%	6%
	EBITDA	22	23	-6%	-4%
	% Margin	13.0%	14.4%		

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AUTOMOTIVE BUSINESS DEVELOPMENT

NEW AWARDS OUTPACE REVENUE



	New Awards / Revenue Ratio *	Market Position
Connected Car (Compute Platform)	~1.25X	#1
Car Audio (Sound Management)	~2X	#1
Total Automotive	~1.40X	#1

* IQ FY15 to IQ FY17

CONNECTED CAR - Q1 FY17

RECENT HIGHLIGHTS



NEW BUSINESS AWARDS

Audi Mercedes-Benz Geely
MAN Maruti Suzuki Porsche



Mercedes-Benz



NEW VEHICLE LAUNCHES

Audi Q5 Land Rover Discovery
Porsche Panamera 4 Skoda Kodiaq
Scania, MAN trucks Toyota C-HR



INDUSTRY AWARDS

CTIA E-Tech Award – Pupil Monitoring
Car Connect Awards 2016 (Germany)



LIFESTYLE AUDIO - Q1 FY17

RECENT HIGHLIGHTS



CAR AUDIO

New Business Awards:

Ford (B&O PLAY)

Maserati (Bowers & Wilkins)

New Car Launches:

Alfa Romeo (Harman Kardon)

Toyota Camry and C-HR (JBL)

Lincoln (Revel)

Toyota (JBL)

Lexus ES (Mark Levinson)

Daimler (HALOsonic and Transducer)



Mercedes-Benz

CONSUMER AUDIO

Launch of JBL Playlist – Google Cast™ Enabled Speakers

Launch of JBL E-Series and Under Armour Heart Rate Monitoring Headphones

3 EISA Design Awards



PROFESSIONAL SOLUTIONS - Q1 FY17 RECENT HIGHLIGHTS



MAJOR NEW AWARDS

eBay Global Corporate Offices Dubai Parks and Resorts
London Business School U.S. Presidential Inauguration

MAJOR NEW ENTERPRISE INSTALLATIONS

John F. Kennedy Center for the Performing Arts - Washington D. C.
Sky Harbor Airport - Phoenix
Space & Naval Systems Command - San Diego

KEY ENTERTAINMENT EVENTS / TOURS

Hamilton Broadway Musical
Metallica & Coldplay World Tours

INDUSTRY COLLABORATIONS

Strategic Partnership with IBM for the Watson IoT Platform

19 NEW SOLUTIONS LAUNCHED

EBAY CORPORATION OFFICES



2017 U. S. PRESIDENTIAL
INAUGURATION



KENNEDY CENTER



SKY HARBOR AIRPORT



HAMILTON



METALLICA



CONNECTED SERVICES - Q1 FY17

RECENT HIGHLIGHTS



ENGINEERING CONTRACTS

Honeywell

Intel

LeEco

Microsoft

Under Armour

Honeywell



OTA CONTRACTS

Altair

Daimler

LG Electronics



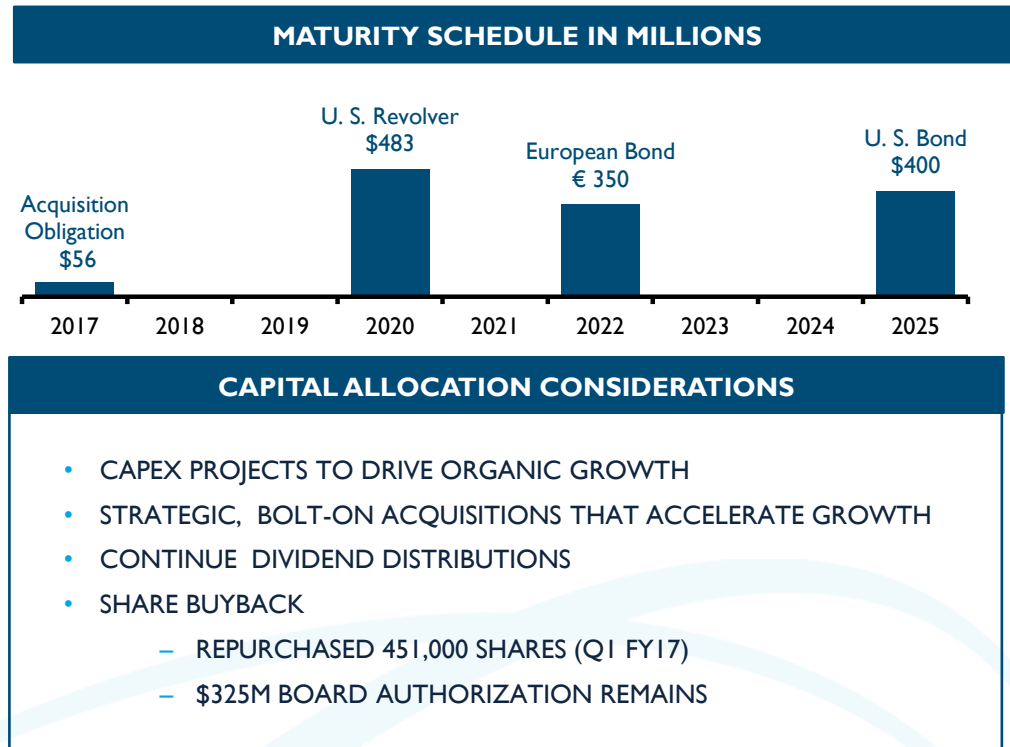
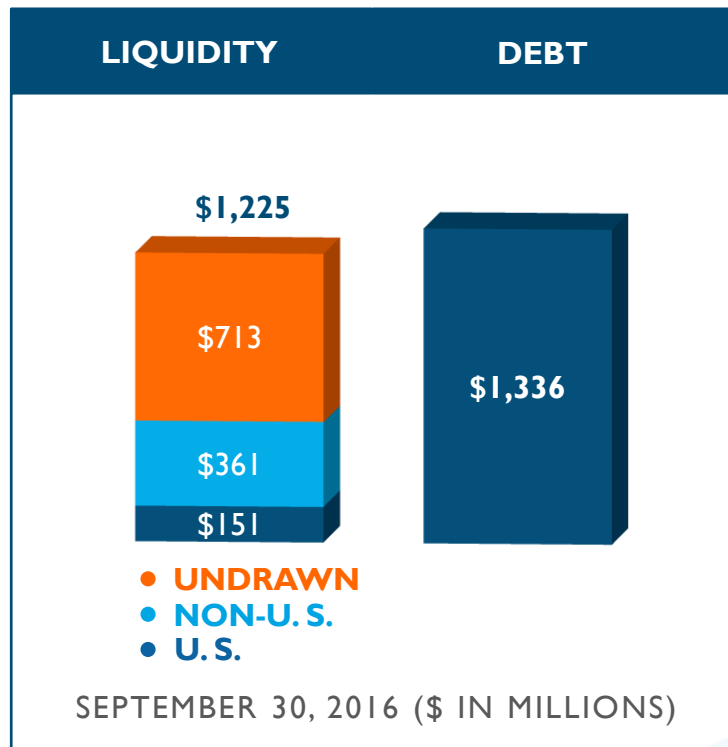
PARTNERSHIPS & AWARDS

Cisco Excellence in Software Award for 2016

2016 Zinnov IoT Leadership Recognition



CAPITAL STRUCTURE LIQUIDITY & MATURITY SCHEDULE



INVESTMENT THESIS



INDUSTRY-LEADING \$24.1B BACKLOG WITH DOUBLE-DIGIT OPERATING MARGINS

DEMAND FOR CONNECTED CAR DRIVES TAKE RATES AND SOFTWARE SERVICES

POWERFUL BRANDS LIFT AUDIO BUSINESS IN CAR, HOME AND ENTERTAINMENT

SOFTWARE SERVICES BUSINESS POISED TO CAPITALIZE ON GROWTH OF IOT

SIGNIFICANT EMERGING MARKET GROWTH OPPORTUNITIES IN ALL 4 DIVISIONS

SUSTAINABLE INNOVATION WITH ~6,300 PATENTS & PATENTS PENDING

GLOBAL FOOTPRINT WITH COMPETITIVE COST STRUCTURE

STRONG BALANCE SHEET WITH \$1.2 BILLION IN LIQUIDITY



THANK YOU

