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BUSINESS OVERVIEW

Investor Presentation
2026

Harman
Business

Investor
Presentation

BUSINESS HIGHLIGHTS

MARKET OPPORTUNITY

HARMAN STRATEGY

KEY TAKEAWAYS

HARMAN AT-A-GLANCE

\$10.9B

2025 REVENUE ¹

27,000

EMPLOYEES GLOBALLY

\$1.1B / 9.9%

OPERATING PROFIT / OP MARGIN



1: Includes revenues from DTS business unit divested in 2025

BUSINESS ACCOMPLISHMENTS

	CY17		CY25
Sales	\$7.6B	→	\$10.9B
SG&A % Of Sales Excluding R&D	20.8%	→	16.2%
Operating Profit (OP)	(\$49M)	→	\$1.1B
OP Margin	(0.6%)	→	9.9%

**Continuous
improvement**

in financial performance
since acquisition
by Samsung

BUSINESS PORTFOLIO

HARMAN is a global leader in connected car technology, lifestyle audio innovations, and professional audio & lighting solutions.

Automotive



Lifestyle



MARKET LEADERSHIP: #1 ACROSS OUR BUSINESSES

#1 DIGITAL COCKPIT



12.5% market share¹

#1 IN-CAR AUDIO



49% market share²

#1 BLUETOOTH SPEAKERS



48% market share³

#1 PARTY BOXES



78% market share³

#1 PROFESSIONAL LOUDSPEAKERS & AMPLIFIERS



12% market share⁴

1: TechInsights 2: S&P Global 3: Futuresource Rolling-12 months, Q4 2024 4: FutureSource Annual, June 2025

HARMAN'S BRANDS

CONSUMER AUDIO



harman/kardon

DENON

marantz



polk

ARCAM



PRO SOLUTIONS



lexicon

AKG

dbx

Soundcraft

Martin

AMX



FLUX::



AUTOMOTIVE AUDIO

harman/kardon
by HARMAN

Bowers & Wilkins



B&O

BANG & OLUFSEN



AKG
by HARMAN



Harman
Business

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BUSINESS HIGHLIGHTS

MARKET OPPORTUNITY

HARMAN STRATEGY

KEY TAKEAWAYS

CORE CATEGORIES

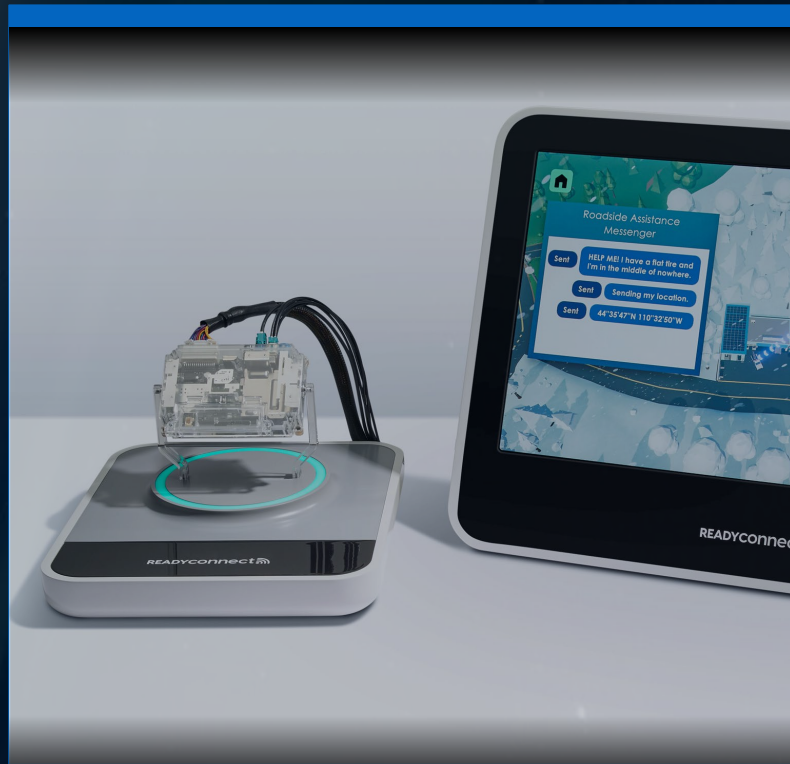
AUTOMOTIVE

LIFESTYLE



INTELLIGENT COCKPIT

Delivering a new level of connected, personalized driving



CONNECTIVITY

Enabling connected, autonomous vehicles and infrastructure



CAR AUDIO

Driving the evolution of in-vehicle audio experiences



ENGINEERING SERVICES

Delivering software-led solutions

PRODUCT & SERVICE OFFERINGS







AUTOMOTIVE

LIFESTYLE

HARMAN Automotive combines bespoke services with a ready-to-deploy product portfolio and well-known audio brands to deliver best-in-class solutions for premium in-cabin experiences

Bespoke services and technologies

Ready-to-deploy product portfolio

CONNECTIVITY	INTELLIGENT COCKPIT	READYvision 	READYcare 
ENGINEERING SERVICES	CAR AUDIO	READYupgrade 	READYdisplay 
		READYcquence • loop 	READYconnect 

HARMAN has announced the acquisition of the ADAS business unit from ZF Corporation. Additional ADAS and Central Compute Unit business enhancements will be added after the deal closure, along with the OEM customer base of ZF ADAS business.

KEY CUSTOMERS

AUTOMOTIVE

LIFESTYLE



STELLANTIS



Jeep



DODGE



Polestar



VOLVO



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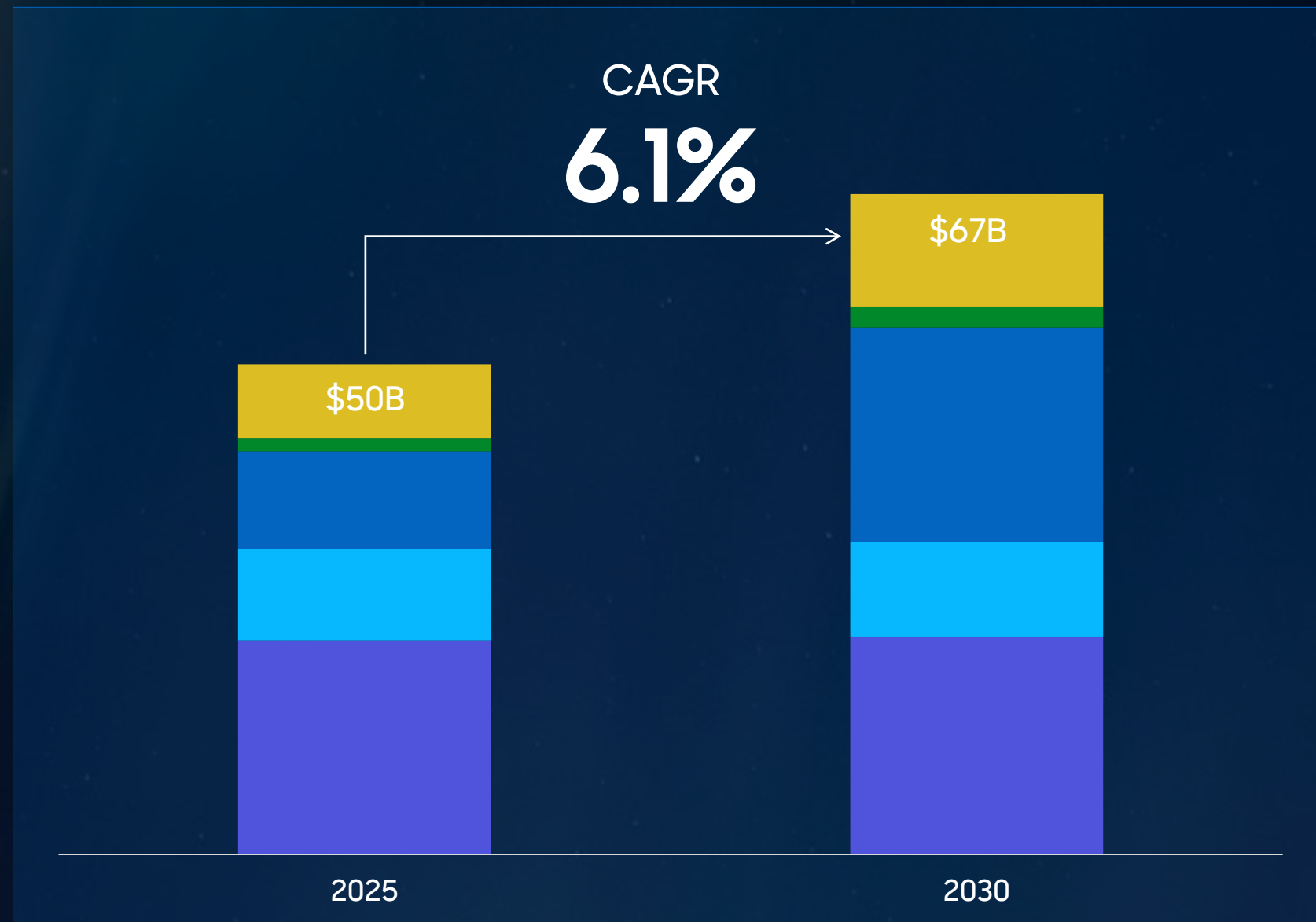
IN-CABIN EXPERIENCES MARKET OPPORTUNITY

AUTOMOTIVE

LIFESTYLE

Key Growth Drivers

- Connectivity: OEM demand for always-on, software defined upgradeable vehicles requiring secure, scalable connectivity platforms
- ADAS: Rapid adoption of driver assist and other advanced safety features
- Displays: Shift toward immersive, multi-display, personalized cockpit experiences with high performance HMI systems
- Car Audio: Continued consumer demand and OEM requirement for branded audio differentiation



KEY

- Connectivity
- In-cabin ADAS (DMS/OMS)
- Display
- Car Audio
- Digital Cockpit/ IVI

Source: S&P, TechInsights

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PRODUCT PORTFOLIO

AUTOMOTIVE

LIFESTYLE

CONSUMER AUDIO

Headphones & Wearables

Portable & Party Speakers

Brand Licensing & Embedded Audio

Home Audio & Soundbars

Home Theater Solutions

Car Audio Aftermarket & Marine Speakers



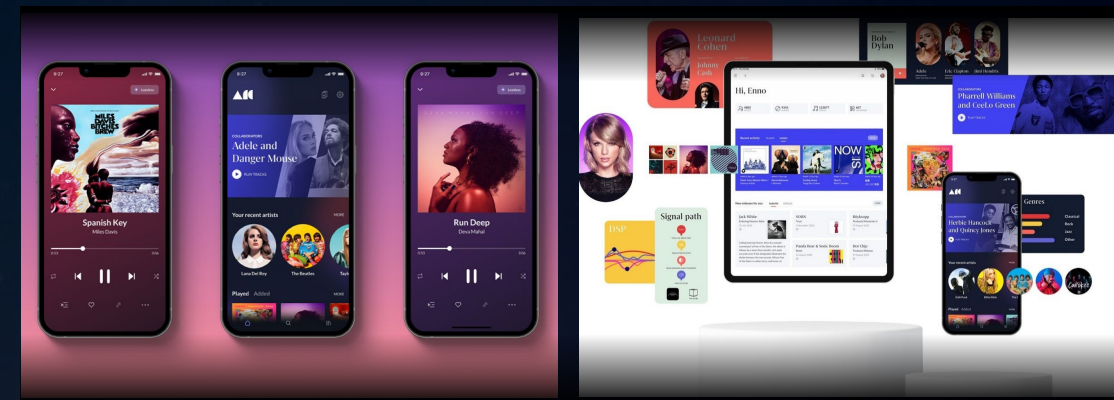
PROFESSIONAL SOLUTIONS

Pro Loudspeakers, Amplifier, Mixers, Headphone, Microphones, Lighting, DSPs, Video & Control



Roon

Premium music management, Audio Streaming, Cloud Services



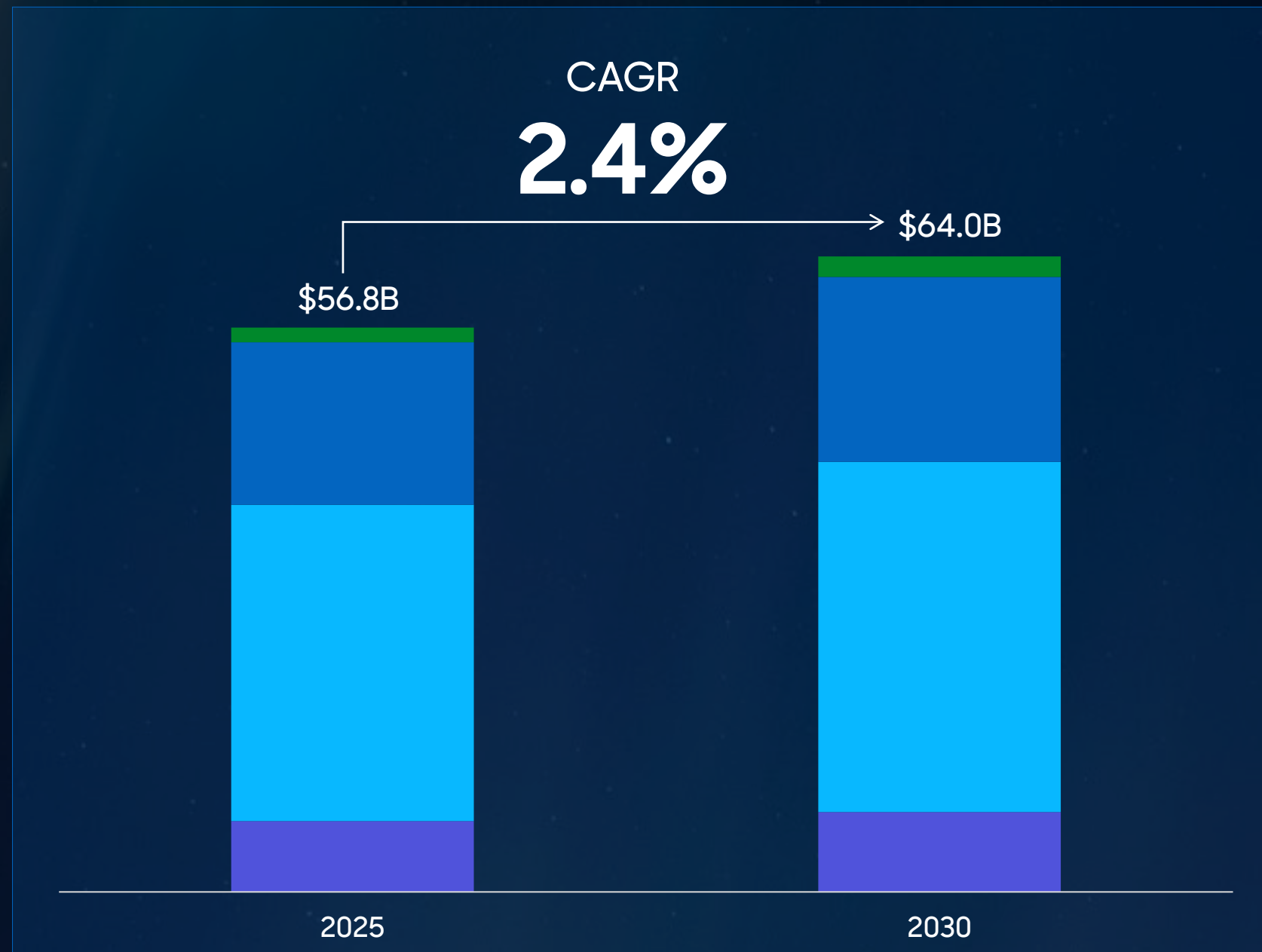
CONSUMER AUDIO MARKET OPPORTUNITY

AUTOMOTIVE

LIFESTYLE

Key Growth Drivers

- Growth in developing geographic markets
- Headphones: Growth fueled by continued demand for advanced, personalized audio
- Portable Audio: Consumer demand for powerful, connected, on the go sound
- Home Audio: Growth across Wifi speakers, soundbars, loudspeakers and AVRs through premiumization (immersive, cinematic yet simplified home ecosystems)



KEY

- Luxury Audio
- Home audio
- Headphones
- Portable Audio

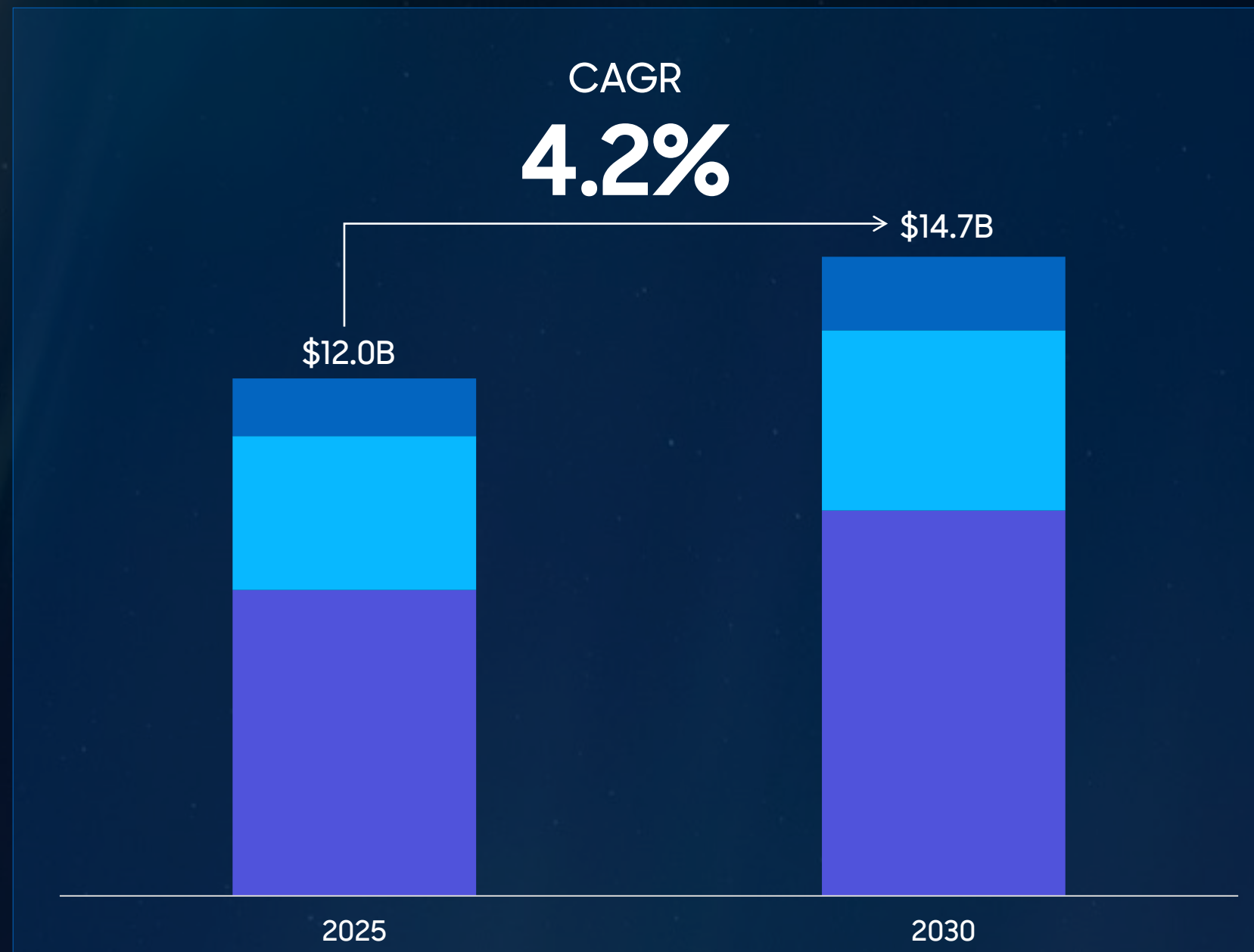
PRO SOLUTIONS MARKET OPPORTUNITY

AUTOMOTIVE

LIFESTYLE

Key Growth Drivers

- Audio: Growth from integrated systems, unifying loudspeakers, amplifiers, and DSP for greater interoperability, flexibility, and scalability
- Video & Control: Accelerated shift to AV over IP, enabling advanced processing and control
- Lighting: Continued strong demand for high-end, innovative products to enable advanced production and creative needs



KEY

- Professional Audio
- Video & Control
- Lighting

Source: Futuresource

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Investor
Presentation

BUSINESS HIGHLIGHTS

MARKET OPPORTUNITY

HARMAN STRATEGY

KEY TAKEAWAYS

STRATEGIC DIRECTION

AUTOMOTIVE

LIFESTYLE

STRATEGIC AMBITION:

THE LEADING AUTOMOTIVE ELECTRONICS SUPPLIER FOCUSED ON IN-CABIN EXPERIENCES

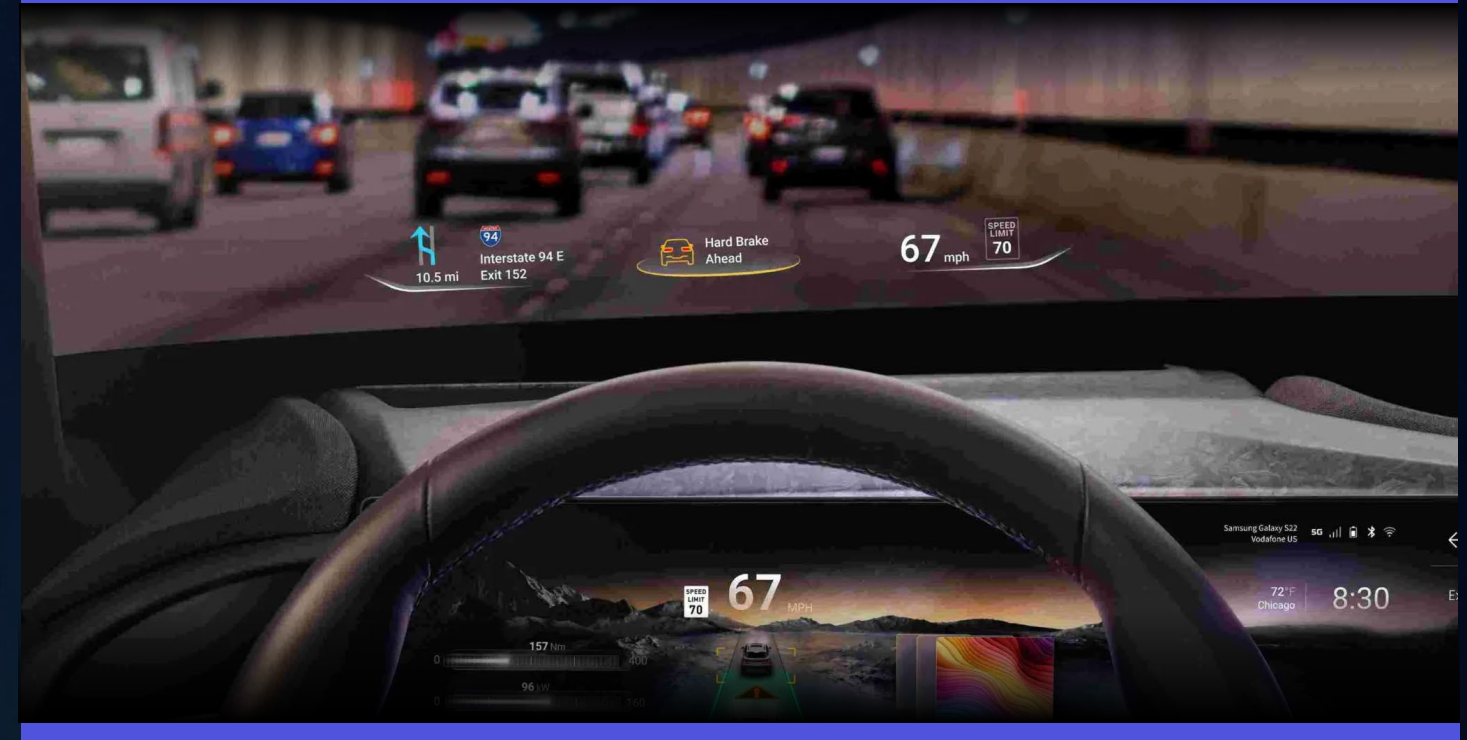
PRODUCT BUSINESS MODEL

Ready-to-deploy product portfolio:
Consumer Experiences. Automotive Grade.



PROJECT BUSINESS MODEL

Bespoke projects & engineering services
based on OEM specifications



CONSUMER EXPERIENCE. AUTOMOTIVE GRADE.

AUTOMOTIVE

CONSUMER

- Consumer / user-oriented innovations
- From tech-centric to human-centric approach
- Consumer Electronics like product cycles

EXPERIENCE

- Transforming tech into in-cabin user experiences
- Products & related technologies as enablers

AUTOMOTIVE GRADE

- Following Automotive quality standards

LIFESTYLE



SECURING LEADERSHIP ACROSS A BROAD PORTFOLIO

AUTOMOTIVE

LIFESTYLE

CENTRAL/ZONAL COMPUTE



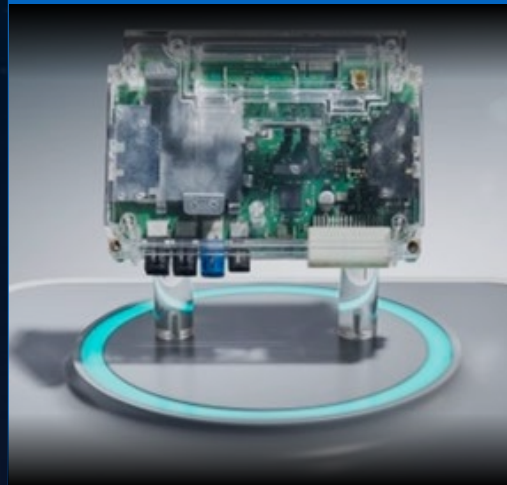
Unified cockpit/ADAS compute platforms powering next-gen, software-driven centralized E/E architecture

VISUAL EXPERIENCES



Transform in-cabin visual experiences with an innovative portfolio built on advanced displays and AI-driven intelligence..

TELEMATICS CONTROL UNIT



Lead in automotive connectivity tech that drives safe, smart and sustainable mobility experiences

BRANDED CAR AUDIO



Leverage iconic brand portfolio with continued enhancements in high value software & hardware for elevated listening experiences

IN VEHICLE INFOTAINMENT / COCKPIT DOMAIN CONTROLLER



Continue IVI / CDC leadership by capitalizing on our robust software and hardware platform

SOFTWARE



Leading in digital lifestyle and user-centric in-cabin experiences with unique, fresh and on-demand functions

LEADER IN CONSUMER AUDIO

AUTOMOTIVE

LIFESTYLE

STRATEGIC AMBITION:

LEADING BRAND PORTFOLIO TO APPEAL TO MORE CONSUMERS ON MORE OCCASIONS AT SCALE

Current Consumer Audio Portfolio → Mass Strength

→ Premium Expansion: through acquisition of Sound United portfolio

Expand consumer and market reach & scale through focused investment in brands ...



Mainstream



Premium

... to reach a broader range of consumer segments with unique audio experiences

SOUND UNITED ACQUISITION ELEVATES CONSUMER AUDIO PORTFOLIO

AUTOMOTIVE

LIFESTYLE

With the Sound United brands, HARMAN's comprehensive portfolio supports further market expansion, scale and global leadership



DENON®

marantz

D.
DEFINITIVE TECHNOLOGY

Bowers & Wilkins

CLASSE®

polk®

HEOS®

CONSUMER AUDIO: GROWTH PRIORITIES

AUTOMOTIVE

LIFESTYLE

STRATEGIC AMBITION:

LEADER IN CONSUMER AUDIO, RECOGNIZED FOR INNOVATIVE CONSUMER EXPERIENCES

LEAD
IN PORTABLE AUDIO



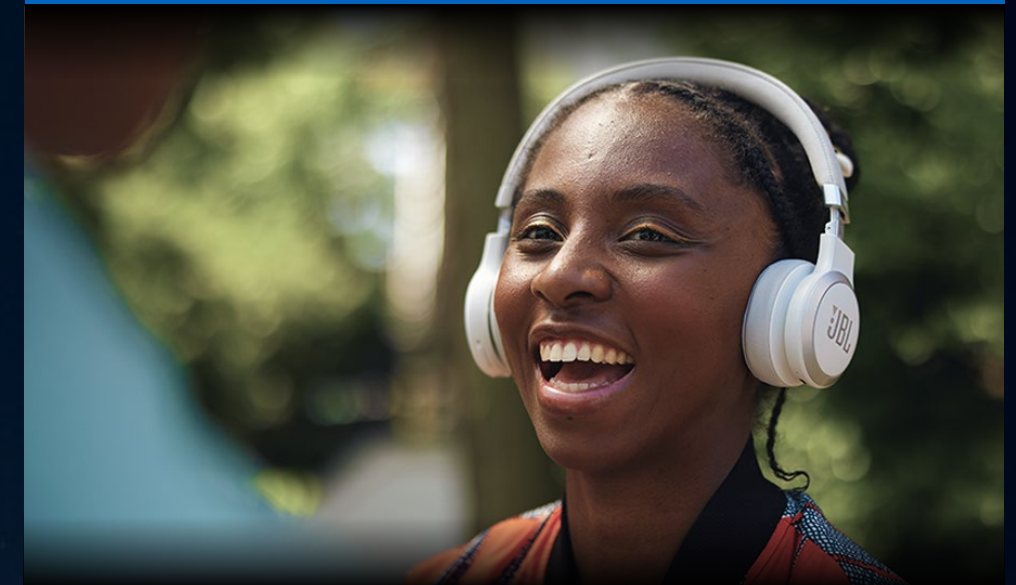
With proprietary tech and new party experience

INVEST
IN HOME AUDIO



To expand the product portfolio with advanced tech features

GROW
IN HEADPHONES & TWS



Build on brand leadership and go-to-market optimization

PROFESSIONAL SOLUTIONS PORTFOLIO

AUTOMOTIVE

LIFESTYLE

STRATEGIC AMBITION:

LEAD THE PROFESSIONAL MARKET WITH TRUSTED BRANDS AND INNOVATIVE SOLUTIONS

RETAIL



Professional audio gear for creators, musicians, DJs, and small venues through music retailers and e-commerce



AKG

Soundcraft

TOURING



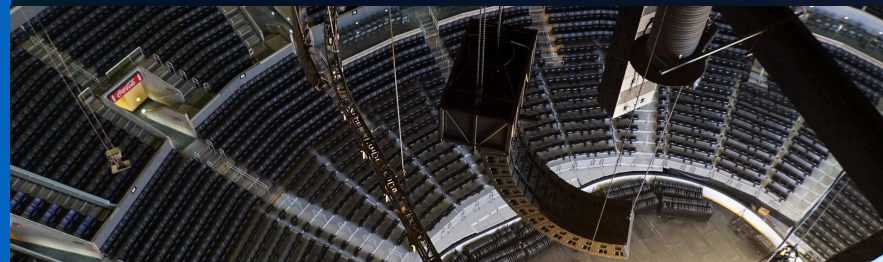
Performance products & solutions for production companies, touring professionals, rental houses, and event providers



dbx

Martin

INSTALL



Project-based solutions to integrators and consultants for venues and facilities

FLUX

lexicon



PROFESSIONAL SOLUTIONS: GROWTH PRIORITIES

AUTOMOTIVE

LIFESTYLE

STRATEGIC AMBITION:

LEADER IN PROFESSIONAL AUDIO SOLUTIONS & ENTERTAINMENT LIGHTING

LEAD
IN PRO AUDIO



With proprietary tech and sound systems for applications of all sizes and market segments

GROW
IN LIGHTING



With innovative tech features and high-performance lighting products

INVEST
IN INTEGRATED AV CONTROL



With Integrated audio-video-control (AVC) system solutions and unified software applications

ROON: GROWTH PRIORITIES

AUTOMOTIVE

LIFESTYLE

STRATEGIC AMBITION:

LEAD THE PREMIUM MUSIC DISCOVERY EXPERIENCE ACROSS ALL HIGH-FIDELITY LISTENING ENVIRONMENTS

LEAD IN MUSIC DISCOVERY



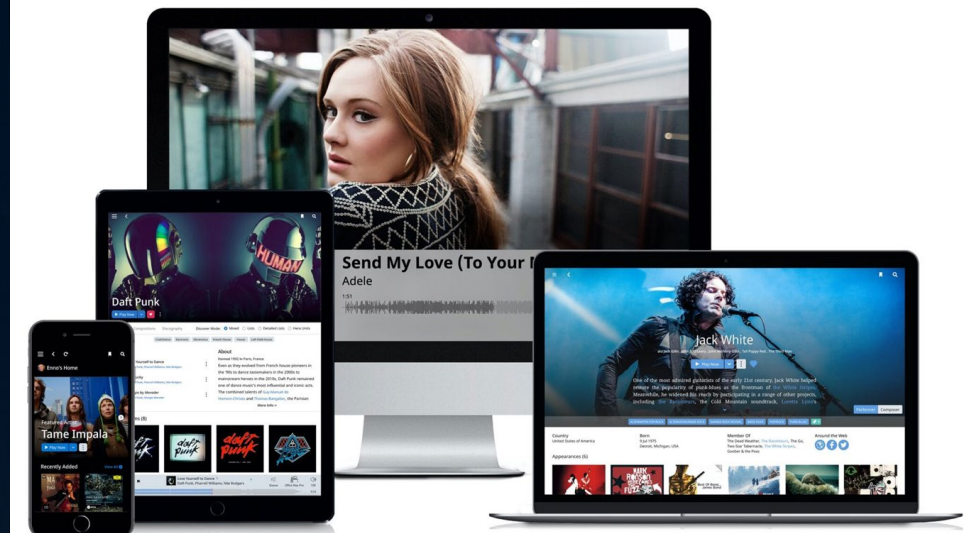
Set the global standard for premium music discovery, organization and playback

GROW OUR AUDIENCES



Expand adoption by deepening engagement with core audiophiles & premium listeners

INVEST IN THE USER EXPERIENCE



Focus capital and talent on platform innovation, ecosystem partnerships and differentiated UX

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BUSINESS HIGHLIGHTS

MARKET OPPORTUNITY

HARMAN STRATEGY

KEY TAKEAWAYS

OUR DIFFERENTIATION

WORLD-CLASS
TALENT

TECHNOLOGY
& INNOVATION

UNPARALLELED
HOUSE OF BRANDS

DESIGN
EXCELLENCE

GLOBAL
FOOTPRINT

STRONG
PARTNERSHIPS



KEY TAKEAWAYS



LEADER IN CONNECTED MOBILITY

Redefining in-cabin experiences with audio, safety, personalization, and digital cockpit innovation.



ICONIC LIFESTYLE BRANDS

JBL, Harman Kardon, and AKG deliver premium sound and design trusted by millions.



INNOVATION FUELS GROWTH

From EV audio to adaptive soundscapes, HARMAN turns R&D into breakthrough experiences.



STRENGTHENED BY SAMSUNG

Backed by Samsung's scale and ecosystem to accelerate growth in automotive and lifestyle markets.

THANK YOU



Harman Business Investor Presentation

2026