

HARMAN Sustainability Report

Sound Purpose: Value-led.
People-Focused. Science-Based.



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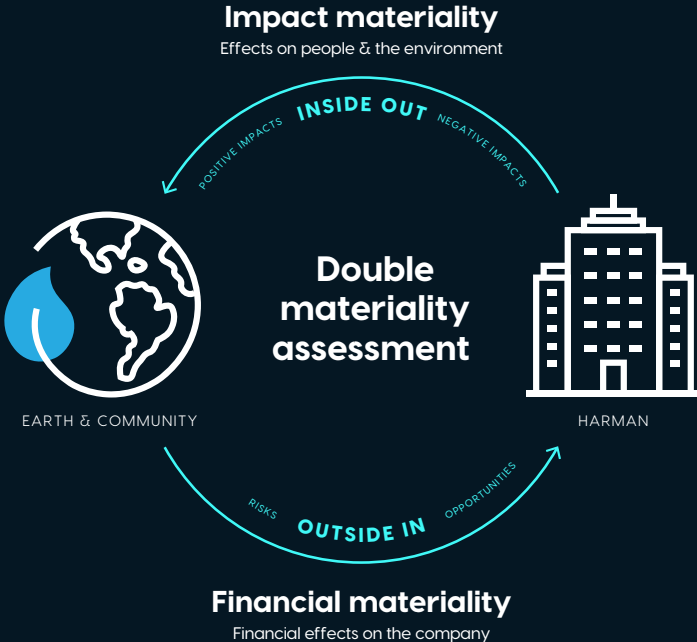
About this Report

This report outlines HARMAN’s ESG strategy, priorities, initiatives, and outcomes. It reflects our latest sustainability strategy, which focuses on advancing climate action, supporting our people and communities, and ensuring ethical governance across our business.

It includes updates on our:

- Shift from carbon neutrality through carbon offsetting to science-based emissions reduction
- Operational and facility-level sustainability initiative progress and milestones
- GHG emissions baselining
- Workforce engagement, training, and safety initiatives
- Current environmental, social, and governance (ESG) governance structure, accountability, and transparency efforts

Leading sustainability reporting frameworks have informed the information and data included in this report. The stories and metrics presented in this report pertain to the [FY24-25].



Letter from our CEO

Today we publish our 2025 Sustainability Report.

It reflects our progress—and our purpose. At HARMAN, sustainability is not just about environmental impact. It's about building a business that's resilient, inclusive, and responsible. One that reflects the values of our people, meets the expectations of our customers and partners, and contributes meaningfully to the communities we serve.

Over the past few years, we've set ambitious goals and embedded sustainability deeper into our business. Now, we're taking the next step—raising our ambition and sharpening our accountability. We've adopted science-based targets for greenhouse gas reductions, aligned with global climate goals and validated through an independent third party review process. We are also committed to sourcing 100% renewable electricity across our global footprint by 2030, and we continue to develop and implement internal Life Cycle Assessment programs to innovate toward low-carbon materials and products.

But this isn't just about targets—it's about impact. We're reducing emissions across our operations through efficiency,

electrification, and renewable energy. We're working with suppliers to improve product-level footprint data, source low-carbon materials, and redesign for circularity. And we're strengthening governance by linking incentives to progress, publishing annual updates, and aligning with independently verified science-based emission reduction targets.

Our strategy is built within our culture. We believe that belonging—ensuring every employee feels seen, heard, and valued—is essential to innovation and progress. We're committed to creating safe, inclusive workplaces where people thrive, and where diverse perspectives drive better outcomes. That same commitment extends to how we operate: with integrity, transparency, and a focus on long-term value.

We also recognize that meaningful change must be thoughtful and strategic. That's why we're prioritizing transparency—sharing not just where we're ahead, but where we have more work to do. And we're investing in innovation, because the most powerful lever we have is the value our solutions create for customers who are transforming their own operations.

Throughout this journey, our values continue to guide us. Integrity means doing what's right—even when it's not the easiest path. Innovation pushes us to think ahead and act boldly. Teamwork and respect keep us connected across borders and disciplines. Inclusion ensures that every voice contributes to our progress. And excellence drives us to deliver with purpose and precision.

Thank you to everyone advancing this agenda every day. Our commitment is clear: to make sustainability a driver of growth and resilience—grounded in science, guided by purpose, and shaped by the people who make HARMAN what it is.

Thank you for joining us on this journey.

Sincerely,

Christian Sobottka

Christian Sobottka
PRESIDENT & CEO, HARMAN



HARMAN'S Sustainability Program

We take decisive, future-focused actions to develop transformative technologies that amplify experiences. Our culture of transparency is driven by our values and informed by science.

HARMAN's program is built around four guiding pillars. These pillars connect our values with global priorities and measurable outcomes.

OUR FOUR GUIDING PILLARS



PLANET

Advancing climate action through SBTs, renewable energy, and circular design.



PEOPLE

Investing in engagement, inclusion, training, and health & safety.



PURPOSE

Empowering communities through HARMAN Inspired, philanthropy, and partnerships.







LEADERSHIP

Strengthening governance, ethics, and accountability across our value chain.



Sustainability Commitments

Our commitments represent the most material areas where HARMAN can create impact today while preparing for tomorrow. Some goals—like water and waste—use a 2019 baseline to reflect historical progress. Others—like GHG emissions—use a 2024 baseline that reflects expanded boundaries and improved data quality.

OUR SUSTAINABILITY COMMITMENTS			
 PLANET	 PEOPLE	 PURPOSE	 LEADERSHIP
GHG	Culture & Belonging	Community Impact	Governance
<p>50% Scope 1 & 2 reduction by 2032 (2024 baseline)</p> <p>30% Scope 3 reduction by 2032 (2024 baseline)</p>	<p>Expand ERGs, inclusive leadership, and engagement initiatives</p>	<p>Scale HARMAN Inspired programs globally, supporting music, education, and technology</p>	<p>Integrate climate risk into ERM; comply with CSRD and other emerging ESG regulations</p>
Renewable Energy	Health & Safety		Value Chain
<p>100% renewable electricity by 2030 (RE100)</p>	<p>Maintain Total Recordable Incident Rate (TRIR)</p> <p><0.1; continue toward zero-injury culture</p>	<p>Align supplier engagement with SBTs, renewable energy, low-carbon materials, and recycled content</p>	
Waste			
<p>ZERO industrial waste to landfill at Automotive sites (2019 baseline)</p>			
Material Innovation			
<p>Expand internal LCAs; increase recycled content in products</p>			

Note: GHG targets are based on a new 2024 baseline reflecting expanded boundaries and improved data. Waste and water targets continue to reference 2019 to capture historical progress.

HARMAN in Context

Who We Are

Founded in 1980 and headquartered in Stamford, Connecticut, HARMAN is a global leader in connected technologies for automotive, consumer, and enterprise markets. As a wholly owned subsidiary of Samsung Electronics Co., Ltd., we combine engineering excellence with design innovation to deliver audio, visual, and connected solutions that enhance experiences in cars, homes, workplaces, and public spaces worldwide.

Our corporate purpose is to amplify life experiences. With approximately 30,000 employees worldwide and operations in over 29 countries, HARMAN serves a broad spectrum of customers—from leading automakers to tech-savvy consumers—by integrating software, hardware, and data to shape a more intelligent and connected world.

30,000

EMPLOYEES WORLDWIDE



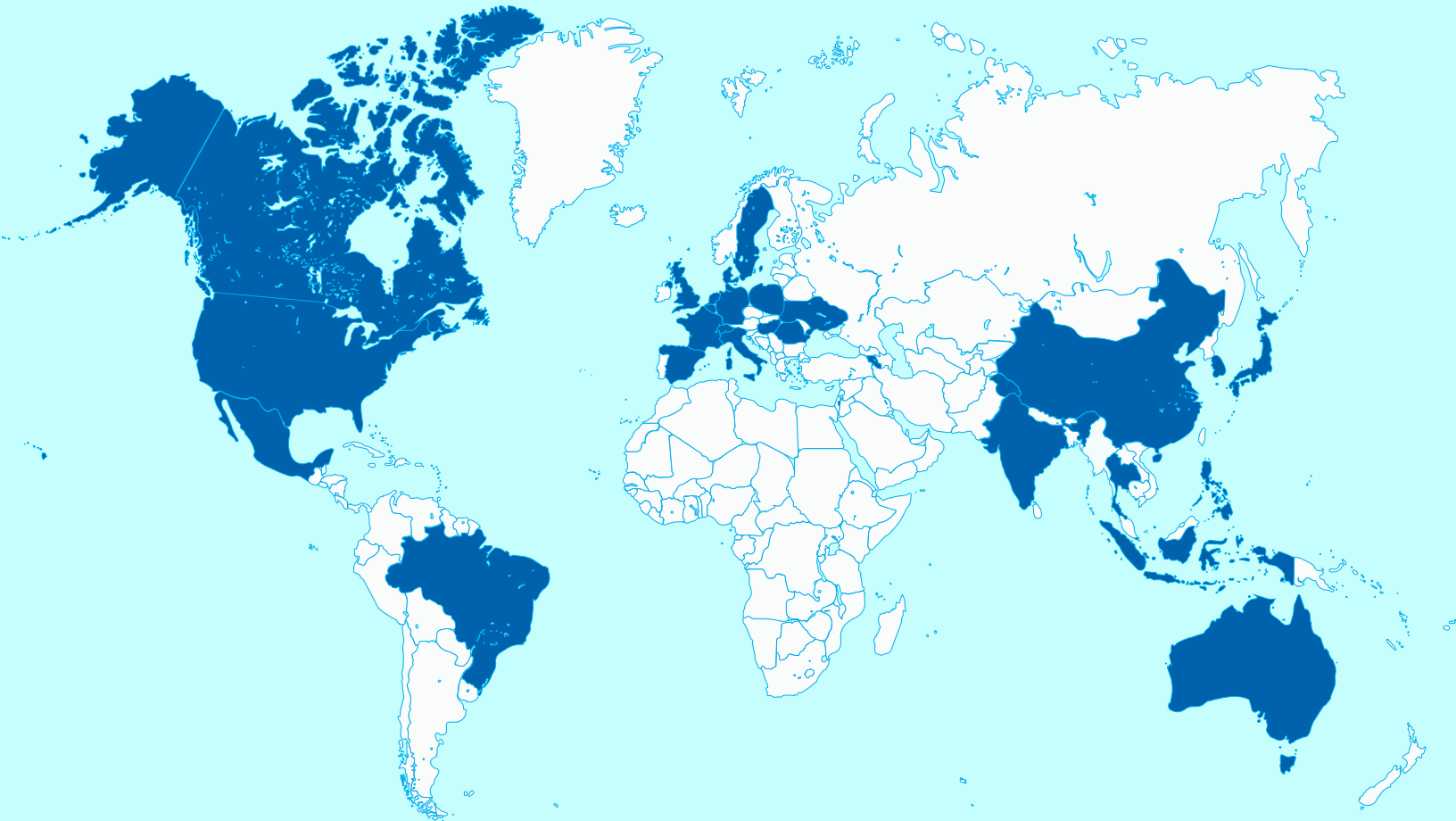
HARMAN brands are known around the world

HARMAN has been a leader in audio technology since its founding. Today, our portfolio of iconic brands is recognized by enthusiasts and professionals around the world.



Our Locations

HARMAN has a global presence, operating in over 29 countries with manufacturing, R&D, and commercial facilities strategically positioned to serve its worldwide customer base. This international reach fosters operational resilience and customer proximity and encourages collaboration across cultures and markets, enabling us to adapt to emerging trends and localize innovations swiftly.



OPERATING IN

29+

COUNTRIES

- United States
- Germany
- Brazil
- Hungary
- China
- India
- Mexico
- Canada
- Armenia
- Australia
- Indonesia
- Japan
- Philippines
- South Korea
- Singapore
- Thailand
- Belgium
- Denmark
- France
- Israel
- Italy
- Netherlands
- Poland
- Romania
- Spain
- Sweden
- Switzerland
- Ukraine
- United Kingdom

Our Stakeholders

Stakeholder engagement is a fundamental component of our strategy. Customers want transparency in ESG performance; employees seek an inclusive, purpose-driven culture; regulators expect readiness for disclosure; and suppliers are vital for advancing sustainability across the value chain.

We serve a diverse and evolving stakeholder base, including:

Customers



Requiring increased transparency with verified ESG data and progress alongside high-quality, affordable products.

Employees



Expecting an inclusive, purpose-driven culture that prioritizes employee wellbeing & development while continuing to grow the business.

Regulators



Demanding transparency and readiness for emerging regulations such as CSRD and other ESG disclosures.

Partners and Suppliers



Increasingly involved in collaborative sustainability efforts across the value chain while delivering on quality materials and low-impact manufacturing.

In 2024, we conducted a double materiality assessment to gain a deeper understanding of both financial and societal impacts. This approach ensures that our reporting and strategy focus on the issues most significant to HARMAN, our stakeholders, and the global community. These results further inform our priorities, guide resource allocation, and shape future disclosures for upcoming regulatory requirements.

Planet: Championing Environmental Stewardship

Climate change, resource scarcity, and waste are interconnected challenges. At HARMAN, we approach them holistically with measurable, science-based actions.



Climate Leadership: Our Science-Based Emissions Reduction Targets

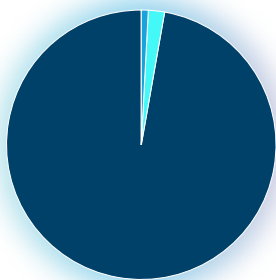
HARMAN’s climate strategy has evolved from a prior focus on net-zero aspirations and carbon offsetting to a science-based approach rooted in measurable, verifiable reductions.

We made this pivot because our stakeholders—customers, regulators, and employees—expect transparent action aligned with the latest climate science. Unlike offset-based neutrality claims, science-based targets (SBTs) provide short- and mid-term milestones that ensure we are reducing emissions in accordance with the Paris Agreement.

This approach strengthens accountability, sharpens our focus on real reductions, and positions HARMAN alongside global peers and our parent company, Samsung, in pursuing rigorous climate action. By embedding SBTs into our business planning, we are making decarbonization not just a long-term promise, but an operational imperative tied to today’s decisions, ensuring that climate action is integrated into operations, product design, and supplier engagement.

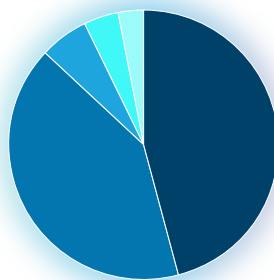
These targets are more than numeric goals—they are operational imperatives that are embedded across our functions, business units, and governance systems.

FY24 GREENHOUSE GAS EMISSIONS OVERVIEW



- **SCOPE 1**
0.20% (onsite energy consumption)
- **SCOPE 2**
0.37% (purchased electricity)
- **SCOPE 3**
99.43% (up- and downstream value chain emissions)

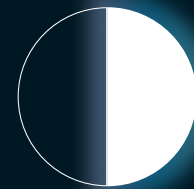
FY24 SCOPE 3 GREENHOUSE GAS EMISSIONS BY CATEGORY
(metric tons CO₂e)*



- **PRODUCT USE**
Scope 3 Category 11 (46%)
- **PURCHASED GOODS & SERVICES**
Scope 3 Category 1 (41%)
- **UPSTREAM LOGISTICS**
Scope 3 Category 4 (6%)
- **PRODUCT END-OF-LIFE**
Scope 3 Category 12 (4%)
- **OTHER SCOPE 3 CATEGORIES**
(3%)

*all GHG data verified by a 3rd party

We aim to reduce:



Scope 1 and 2 emissions by 50%
by 2032 from a 2024 baseline—reflecting our commitment to transforming operations, facilities, and energy procurement.



Scope 3 emissions by 30%
by 2032, also against a 2024 baseline—highlighting our resolve to tackle upstream and downstream impacts across our value chain.

How We're Making It Happen

Achieving these ambitious GHG reduction targets requires a whole-system transformation. This includes integrating sustainability into capital planning, facility operations, product design, procurement practices, and logistics. Key strategies include transitioning to low-carbon energy sources, increasing efficiency, reducing material intensity, and collaborating closely with suppliers and partners to decarbonize the entire ecosystem.



1.

Low-impact Facilities

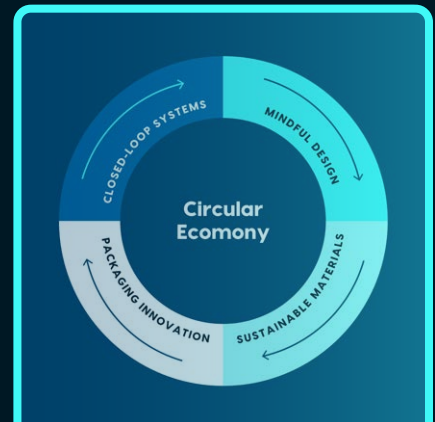
Energy and waste management, renewable energy use, operational efficiency.



2.

Responsible Logistics

Modal shifts, localized sourcing, and low-carbon fuels.



3.

Circular Economy

Mindful design, low-carbon materials, recycled content, and packaging innovation.

1. Low-impact Facilities

Climate & Energy Initiatives: Building a Low-Carbon Future

To meet our GHG reduction targets, HARMAN is executing on a wide range of high-impact initiatives focused on decarbonizing our operations and energy use:

Low-impact Facilities

We continually invest in our global operations to achieve the dual goals of environmental stewardship and operational excellence. Across our automotive and manufacturing facilities, we are implementing a series of energy efficiency and sustainability projects that align with our science-based emissions reduction targets and broader environmental stewardship commitments.

Advancing Energy Management and ISO Certifications

Energy and cost savings have been achieved across HARMAN facilities through energy efficiency improvements, including upgrades to lighting, HVAC, and compressors at several sites. For example, in Suzhou, China, the lithium bromide air conditioning system was replaced with magnetic levitation chillers, which are water-cooled only and eliminate the need for gas.

All automotive locations are ISO 14001 certified, reflecting compliance with established environmental management standards. Plans are also in place to achieve ISO 50001 certification, further strengthening our operational approach to energy management. As of 2025, seven out of ten manufacturing sites have completed an alternative energy audit, along with installing Energy Management Systems (EMS), which enables more intelligent monitoring, real-time data collection, and operational optimization.

On-Site Renewable Energy and Solar Power Expansion



HARMAN continues to expand on-site renewable energy generation at key facilities. Solar panel installations at our Querétaro, Pune, and Juárez sites have generated between 6.7% and 15.8% of those locations' total electricity consumption in 2024. Additional solar expansion projects are being evaluated at Dandong, Suzhou, and Chonburi (Thailand).

1. Low-impact Facilities (continued)

Renewable Energy Certificates (RECs) Procurement

We are expanding our use of Renewable Energy Certificates (RECs) to cover electricity usage across several major manufacturing sites. Our long-term vision includes directly sourcing renewable electricity where feasible, including solar and wind procurement strategies aligned with grid availability in North America, Europe, and Asia.

Toward Zero Waste and Water Stewardship



HARMAN's Manaus facility is leading our Zero Waste to Landfill initiative and achieved platinum UL2799 certification in 2025. All global automotive sites have been tasked with pursuing waste certifications as part of our company-wide circularity and waste reduction goals.

In parallel, water efficiency efforts are also underway: all Harman automotive sites globally have reduced their water intensity by 11% compared to the 2019 baseline. This is largely due to initiatives such as a closed-loop gray water concentration system that recycles more than 95% of the water used in printed circuit board (PCB) cleaning back into the production process, dramatically reducing freshwater usage. In addition, the sites have implemented further water reduction measures, including the optimization of air humidification systems and social water-saving initiatives.



HARMAN's Querétaro facility is a leader in low-impact operations, guided by a dedicated sustainability council. They have achieved a 51% reduction in waste and a 35% cut in waste bags since 2019 through 23 resource efficiency projects. The site is on track toward 90% landfill diversion, supported by UL 2799 assessment, and has planted over 200 trees to enhance local biodiversity. Solar panels now provide 9% of electricity needs, while advanced energy systems and ISO 50001 training are embedding smarter energy management across operations. The facility also holds the RBA Factory Lead designation and maintains ISO 14001 and ISO 45001 certifications, reflecting its strong foundation in environmental and social responsibility.

Scaling Automotive Solutions through Responsible Development



In June 2024, HARMAN broke ground on a 47,000 m² manufacturing facility in Laem Chabang, Thailand, designed to expand our automotive business and deliver next-generation in-cabin experiences. Developed with ESR Group, the facility aligns with Thailand's Bio-Circular-Green economy strategy and targets LEED Gold certification, the world's leading green building standard. Scheduled for completion in late 2025, it will set a new benchmark for responsible, resilient manufacturing in the region.

2. Responsible Logistics

Resilient Transportation and Logistics

HARMAN is rethinking how we move goods to cut transportation emissions and strengthen supply chain resilience. We've updated our procurement processes and supplier criteria to prioritize low-carbon options, and we are working with logistics partners to pilot low-impact technologies and expand the use of cleaner transport modes.

Looking Ahead

Looking ahead, we are exploring broader adoption of electric trucks, intermodal logistics, and energy-efficient warehousing across strategic regions. These efforts are part of a growing ecosystem of responsible logistics practices designed to meet our Scope 3 emissions reduction target and deliver operational efficiency.

Modal Shifts and Localized Sourcing

In our Consumer Audio Group, we have significantly reduced transportation-related carbon emissions through a strategic shift from road to rail for key freight corridors. Additionally, we localized sourcing for our JBL EON700 plastic enclosures, avoiding an estimated 239 ocean shipping containers in 2024. These changes demonstrate how thoughtful logistics and procurement adjustments can yield tangible environmental results.

Responsible Warehousing: Powered by Renewables and Designed for Efficiency



HARMAN's Shenzhen warehouse, managed by APL Logistics and supporting both the Professional and Consumer divisions, has been fully powered by renewable electricity since the third quarter of 2023. In Europe, our Professional division moved its operations from the Horsens, Denmark, warehouse to a cutting-edge DSV logistics center in October 2024. This new facility includes an array of advanced sustainability features and energy-efficient systems, highlighted by the world's largest rooftop solar installation. Additionally, the Consumer division has been working with the Arvato warehouse in Heijen, Netherlands, since 2019. With solar panels, the warehouse generates 10,000MWh of electricity per year, which covers not just the facility's energy usage but also 3,300 households in the region.

2. Responsible Logistics (continued)

Low-Carbon Fuel Pilots and Electrified First-Mile Logistics



In our Automotive division, we are pioneering low-emission fuel options for global shipping. A Sustainable Aviation Fuel (SAF) pilot with Geodis for our Székesfehérvár Electronics manufacturing site avoided 4,297 tons of CO₂e on the Shanghai-to-Hungary route. A Sustainable Marine Fuel (SMF) trial with Hellman for the Acoustics manufacturing site further reduced emissions by 16.96 tons of CO₂e on the Vietnam-to-Hungary lane. In Shenzhen, we introduced electric trucks for first-mile transportation between the warehouse and the port, utilized by our Pro division. This initiative—executed with logistics provider APL Logistics—saved approximately 2 tons of CO₂e in 2024.

3. Circular Economy

Circular Economy: Responsible Materials and Closed-Loop Solutions

A circular economy mindset helps us minimize waste, conserve resources, and reduce embodied GHG emissions in our products and packaging. We are expanding the use of recycled fabrics, metals, and plastics across our product lines, phasing out harmful materials like PVC, and designing packaging that is both plastic-free and recyclable, whenever possible. In 2024 alone, 34 products used recycled fabric, 17 were PVC-free, and 29 achieved high repairability ratings.

Mindful Design

We embed circular economy principles that are in line with global requirements into our product innovation by prioritizing durability, repairability, recycled and bio-based materials, low-carbon materials, recyclability, and eliminating potentially harmful materials. Our design approach emphasizes creating long-lasting and easy-to-maintain products, ensuring they remain in use for as long as possible. By selecting safer, more planet-positive materials, we aim to minimize environmental impact and enhance user safety. Additionally, we focus on optimizing product performance during the use phase, reducing energy consumption, and improving efficiency for everyday users.

Materials Innovation

We are actively incorporating recycled and bio-based materials into product design, with the dual aim of reducing carbon & environmental footprint while aligning with circular design principles.

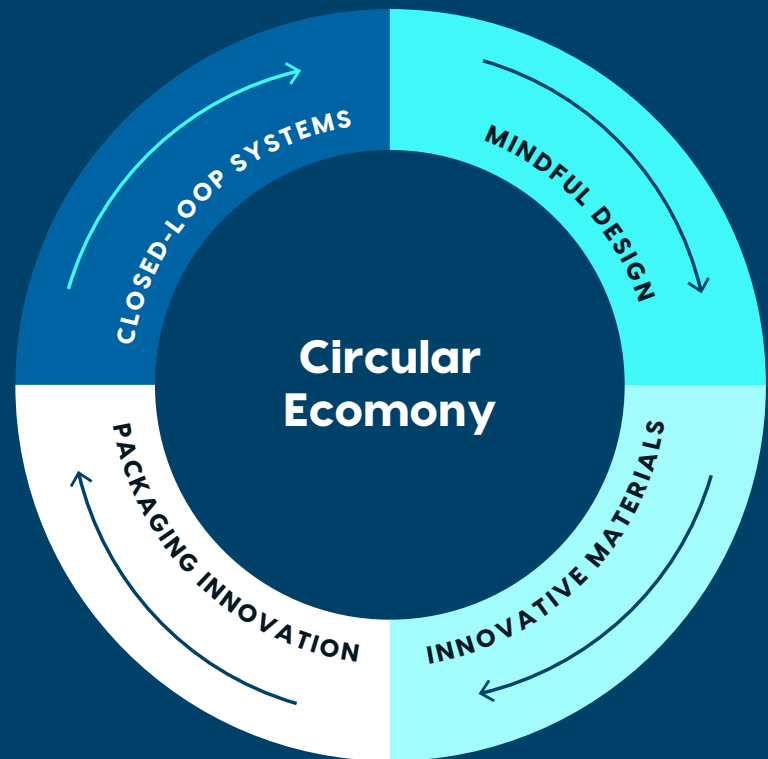
Our material innovation teams are piloting projects in low-carbon plastics, metals, and composites while maintaining product durability and performance.

Packaging Innovation

To reduce packaging waste, we've launched a cross-functional initiative to shift toward plastic-free, recyclable, and compostable packaging. We are phasing out multi-material packaging and increasing the use of post-consumer recycled (PCR) content, especially in consumer product lines.

Closed-Loop Systems

As part of our aspirational goal to eliminate industrial waste, we are enhancing waste tracking and diversion at all manufacturing facilities. Pilots for closed-loop recycling systems—such as reclaiming materials from returned or end-of-life products—are underway, particularly in Europe. We are also partnering with e-waste recyclers to ensure safe, responsible disposal and recovery of components.



3. Circular Economy (continued)

Lifestyle Division’s Progress Towards a Circular Economy

HARMAN’s Lifestyle division is taking concrete steps to embed sustainability into every aspect of our audio products. Since 2019, we have focused on product and packaging design for energy efficiency, responsible materials, and product longevity. Our commitment is ongoing: we set ambitious goals, measure progress, and continuously adapt our approach to drive meaningful change for our stakeholders and the planet.

What we achieved in 2024

- We launched 5 new products with power cords designed using thermoplastic elastomer (TPE); a more environmentally low-impact plastic than commonly used PVC.
- We reached a design milestone: lowering the standby power consumption to less than 1 watt. This improved power efficiency is a feature in 25 new products that will be released in 2025.
- SCS Global Services certified the recycled content of more products, bringing the total to 14 for JBL and 6 for Harman Kardon to date.

Progress between 2019 & 2024

Since kicking off our sustainability journey, we’ve...



launched

15

products containing **recycled aluminum**



seen

16

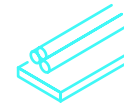
of our products included under **Amazon’s Climate Pledge** range



introduced

17

new **PVC-free** products



used **recycled fabric** in

34

products



built

34

products using **recycled plastics**



packaged

100

new products in carton sourced from **responsible suppliers**

3. Circular Economy (continued)

Consumer Solutions

Snapshot of positive progress in 2024



**< 1 WATT
OF POWER**

We **dropped the amount** of standby power used in new Wi-Fi products due for launch in 2025.



**17 NEW PVC-
FREE PRODUCTS**

These newly launched products are part of our phased approach to **tackling potentially harmful materials**.



**> 7.0/10
RATING**

On the **10-point Repairability Index**, 29 new products ranked 7 points or higher.

Professional Solutions

Snapshot of positive progress in 2024

239

This is the estimated number of shipping containers we kept off the ocean in 2024! How? By localizing the sourcing of our JBL EON700 plastic enclosures. Small supply-chain change with a big impact.

50%

The volume of carbon emissions we reduced in the period by moving part of our freight transport mode from trucks to railroads.

12,798 kg

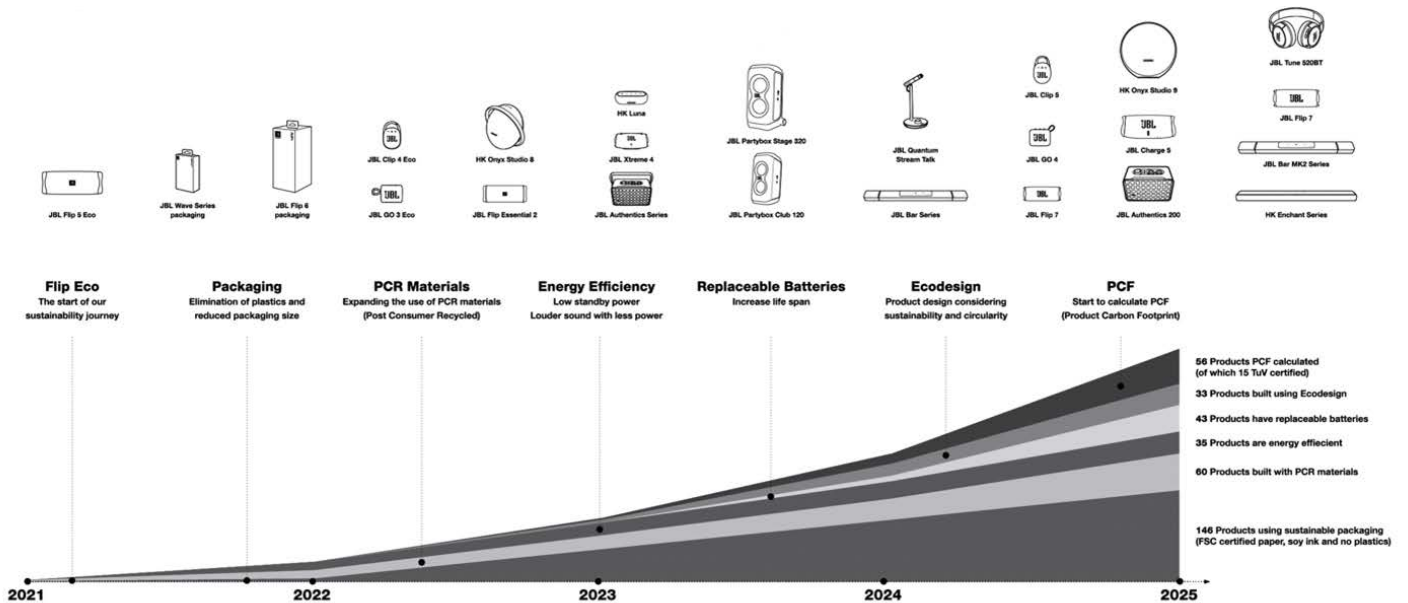
The estimated equivalent volume of CO₂ emissions we reduced in the year by replacing the polyethylene air pillows used for void-fill packing with shredded recycled cardboard.

3. Circular Economy (continued)

Sustainability Features

Consumer Solution: Sustainability Feature	JBL XTREME 4	ONYX STUDIO 9
PCR materials	38%	46%
Packaging	98.2% natural fiber-based	97.8% natural fiber-based
Easy-to-replace battery	YES	YES
Repairability index score	7.4 out of 10	7.8 out of 10
Cradle-to-grave carbon footprint	39.9kg CO ₂ e	34.6kg CO ₂ e

Our Journey Towards a More Climate Smart Future



People: Our Culture of Engagement

We embrace our values of integrity, excellence, innovation, inclusion and teamwork & respect everyday. We uphold civil and human rights, foster culture and belonging, and invest in the health, safety, and development of our global workforce. We believe that empowering people—inside and outside our company—drives creativity, collaboration, and responsible growth.



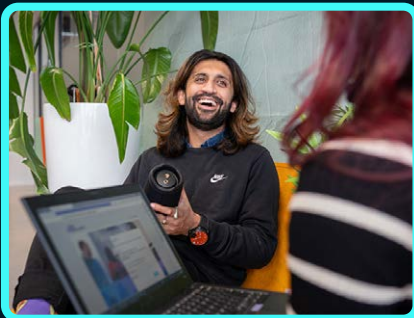
Employee Engagement

We regularly measure engagement through annual surveys and pulse check-ins, using the feedback to shape actions at all levels. In 2024, we achieved a response rate of 73% on our global engagement survey, with 85% of respondents reporting a strong sense of support and appreciation in their work. Key themes from recent feedback include recognition, team communication, and career growth, which are now guiding our engagement strategies.

IN 2024,

85%

OF RESPONDENTS TO OUR GLOBAL ENGAGEMENT SURVEY REPORTED A STRONG SENSE OF SUPPORT AND APPRECIATION IN THEIR WORK.





Culture & Belonging

Culture & Belonging is about creating an environment where every employee feels seen, heard, valued, and empowered to contribute their best. It is a company-wide effort to promote inclusion, respect, and equity while recognizing and celebrating what makes us unique.

Culture and Belonging are not isolated initiatives. They are integrated into how we conduct business and live our values daily. Whether it's Integrity, Innovation, Excellence, Teamwork, Respect, or Inclusion, these values guide our actions and ensure that every individual at HARMAN has the opportunity to thrive. Critical to facilitating and catalyzing these values are HARMAN's Employee Resource Groups (ERGs). These targets are more than numeric goals—they are operational imperatives that are embedded across our functions, business units, and governance systems.



- **ERGs** are employee-led communities built around shared experiences, identities, interests, or goals. At HARMAN, they are a powerful and tangible way to strengthen our culture of belonging and foster meaningful connections across teams, functions, and geographies.

More than just internal communities, ERGs serve as a strategic resource, helping employees grow both personally and professionally while advancing business outcomes. They create spaces where people can connect, collaborate, and experience a deeper sense of inclusion and support.

From organizing events and learning opportunities to driving innovation and cross-functional collaboration, ERGs play a key role in building an inclusive workplace and fostering a more connected HARMAN.

- **Our Legal cross functional teams** continue to play an essential role in ensuring that our workplace policies and practices meet the needs of our global workforce. By aligning with local regulations and cultural expectations, we remain true to our values of Integrity and Compliance, ensuring a consistent experience of belonging, regardless of where employees are located.
- We launched **“Traditions on Tour,”** a new feature on our Viva Engage platform that is the primary space for all ERG-led activities, employee events, and culture and belonging observances. Whether your ERG is organizing a panel, volunteering in the community, hosting an educational session, or celebrating a heritage month, Traditions on Tour is the platform to share those recaps and highlights with the global employee community.



Employee Wellness

We believe in supporting the whole person, not just the employee. Our wellness approach encompasses physical, mental, and financial health, with tailored resources for local needs.

In 2024, we introduced global wellness days, expanded Employee Assistance Programs (EAP), and increased mental health awareness training for managers. 55% of employees participated in wellness-related initiatives during the year, demonstrating growing momentum in our well-being culture.

We also piloted mindfulness workshops, ergonomics assessments for remote workers, and fitness reimbursement programs in select regions, which we intend to expand based on participation and feedback.



Training and Professional Development

Continuous learning is critical in a rapidly evolving technology sector. We invest in various development programs to ensure our employees possess the skills and knowledge needed to thrive today and in the future.

HARMAN University, launched in 2016, is HARMAN's dedicated platform for employee learning and development. It aims to foster continuous employee growth by offering a wide range of courses to develop leadership, business, technical, and functional skills. The importance of HARMAN University is underscored by its alignment with HARMAN's broader business strategy. It helps ensure employees at all levels and locations have equal opportunities for professional development, promoting a culture of inclusivity and innovation. By investing in its workforce's education and skills, HARMAN enhances employee satisfaction, retention, and drives innovation and growth. This, in turn,

creates value for stakeholders by strengthening the company's competitive edge and maintaining its reputation as a leader in the technology sector.

Our learning platforms provided more than 11.7 hours of training per employee on average in 2024, encompassing technical upskilling, leadership

development, and other various workforce training. Programs like the HARMAN Leadership Academy and engineering rotational initiatives promote growth across every level of the organization.



MAJOR LEARNING EVENTS IN 2024

HARMAN University hosted four major learning events in 2024:

Global Learning Week

A global event with five tracks: Sustainability, Workforce of the Future, Leadership 5.0, Change Transformation, and Digitalization.

61 training sessions with over 2,500 participants.

Global Engineering Week

A global event with 44 training sessions.

3,800 participants.

Global Cybersecurity Month

A global event with 9 training sessions.

Over 5,000 participants.

Global Quality Month

A global event with 55 training sessions.

5,500 participants.



Health and Safety

Safety is a core value, not a compliance exercise.

Our Safety First Campaign equips employees with the tools and responsibility to act safely in every role. In 2024, we improved our Total Recordable Incident Rate (TRIR) by 10% year-over-year, reaching 0.090 globally. Sites such as Pune, India, achieved 4,000 consecutive days without a recordable injury, demonstrating what a culture of safety can achieve.

Global Safety Week

In 2024, Global Safety Week brought employees together through panels and events focused on physical safety, mental health, and technology's role in safer workplaces. Topics included AI and sensor tech for equipment safety, mental wellness, and Duty of Care for traveling staff.

Prioritizing Health

Our Safe Work Playbook, created during COVID-19, continues to guide global health protocols—covering occupancy, sanitation, contact tracing, flexible work, and visitor screening. We remain committed to adapting to evolving health standards.

Looking ahead, our global priorities include:

- Improving warehouse safety, especially forklift-pedestrian interactions
- Enhancing psychosocial risk management
- Advancing Job Safety Analysis (JSA) for better hazard mitigation

Safety is a continuous journey. Together, we're building workplaces where everyone feels empowered to act safely and protect one another.

Recognizing Outstanding Safety Performance

Key safety achievements across our sites include:

Pune, India



4,000 consecutive days without a recordable injury, driven by leadership, DOJO training, safety talks, and family engagement.

Querétaro, Mexico



Building 1 marked one year injury-free—over 3.3 million safe work hours—thanks to initiatives like “Safety Guardians,” site-wide training, and daily inspections.

These successes show that injury prevention is possible when we work together.

Purpose: Empowering Communities

We design with purpose, building technologies and experiences that enhance lives while minimizing environmental impact. Our commitment to responsible product innovation matches our focus on creating shared value for customers, communities, and partners through thoughtful engagement and responsible business practices.





Partnering for Social Impact

Through longstanding partnerships with organizations like the Rush Philanthropic Arts Foundation, DonorsChoose, and FIRST Robotics, HARMAN is expanding access to education, music, and technology.

In India, our collaboration with the Smile Foundation continues to provide digital literacy training to underserved students, equipping them with the tools for future-ready careers. Meanwhile, HARMAN's support of STEAM programs throughout North America fosters early innovation and curiosity among girls and underrepresented youth.

A Culture of Purpose-Driven Service

HARMAN employees across the globe embody our purpose by investing time, creativity, and expertise in community-focused initiatives.

From mentoring students in STEM fields to revitalizing local environments, volunteering is an essential part of our culture. In 2024, our teams logged thousands of volunteer hours through organized service days, including HARMAN Gives Back Week, during which employees in cities like Novi, Detroit, Bangalore, and Suzhou collaborated with local nonprofits to serve meals, plant trees, support shelters, and distribute educational resources.

Strategic Partnerships

At HARMAN, our commitment to people extends into the communities we serve through HARMAN Inspired, our global cause initiative that empowers the next generation via music, technology, and service. From 2024 to 2025, we deepened our impact through strategic partnerships aligned with our values.

Charity Miles: Moving for Good



HARMAN employees turned everyday movement into meaningful impact:

- Logged 749,757 miles, supporting 165 charities—including top picks like World Wildlife Fund, Save The Children, and UNICEF.
- In our second annual Global Charity Miles Challenge, over 360 employees across three teams—United By Miles, Steppingstones, and Speedy Snails—logged 15,000+ miles, raising \$4,600+ for international charities while promoting wellness and camaraderie.
- We celebrated Charity Miles Champions, spotlighting perseverance and balance. Notably, Manoj Kumar of HARMAN India cycled 6,000 km around India's Golden Quadrilateral.

Music Will: Amplifying Access to Music Education



HARMAN continues its partnership with Music Will to expand music education in underserved communities—launching new programs, training 1,240 teachers, donating 3,375 instruments, and reaching over 801,000 students.

Highlights include:

- At CES 2024 and HARMAN EXPLORE, we held a guitar auction featuring a signed instrument from Green Day, with matched donations supporting music education. Winner Shawn DuBravac [shared](#) a heartfelt video on music's impact.
- In 2025, for Music in Our Schools Month, HARMAN and Music Will teamed up with Wyclef Jean to inspire students at TAPCo in the Bronx, featuring performances, a Q&A, and donations of 90 instruments, 30 HARMAN headphones, and a JBL Pro speaker.

Strategic Partnerships (continued)

1,000 Dreams Fund: Empowering Women in STEAM



HARMAN’s long-standing collaboration with the 1,000 Dreams Fund entered its 8th year last year. HARMAN continues to support young women pursuing careers in STEAM (Science, Technology, Engineering, Arts, and Mathematics) through the New Face of Tech Scholarship and the MentorHER Initiative. We provided funding, mentorship, and networking with HARMAN employees to help women overcome barriers and thrive in technical fields. Over \$16,000 in scholarships were awarded globally in 2024.

Make Music Day at HARMAN Recent Highlights

Over the past several years, HARMAN has embraced Make Music Day as a global celebration of creativity, connection, and the transformative power of music.



The 2024 theme, *United in HARMAN-Y*, focused on music’s ability to foster unity across cultures and communities. Highlights included:

- **Pulsations Relay:** A 24-hour international music relay featuring artists from 24 countries, including a performance by A.R. Rahman in India. HARMAN provided AKG microphones to ensure crystal-clear audio for global audiences.
- **Local Celebrations:** Offices in India, Mexico, Poland, and Brazil hosted karaoke, live bands, dance classes, and talent shows, engaging hundreds of employees and their families.



In 2025, the theme *Let the Music Move You* inspired immersive experiences and innovative activations across the globe including:

- **Carpool Karaoke:** In New York City, Novi, and Northridge, employees did car karaoke while professional backup singers joined from the backseat, creating a concert-like experience on wheels. Employees celebrated with **Global Office Events** in India, China, Mexico, Poland and Brazil with karaoke, live bands, games, dance classes, talent shows and more.

Leadership: Governance in Action

Integrity and accountability are embedded in our governance approach. Through robust oversight, ethical leadership, and third-party validation of key performance indicators, we ensure that sustainability is a core element of our decision-making at every level. We hold ourselves accountable to our stakeholders and strive for transparency in our progress.

HARMAN International's governance structure is based on a strong foundation of ethical leadership, transparent decision-making, and accountability. These principles influence every aspect of its operations—from protecting human rights and upholding fair labor practices to integrating sustainability throughout the value chain.

To ensure executive commitment and oversight, HARMAN's President and CEO is responsible for overall corporate sustainability performance. The President and CEO cascades sustainability targets to the Senior Leadership Team aligned to organizational goals and objectives. The Senior Leadership Team is supported

by its ESG Steering Committee and Corporate ESG team. The ESG Steering Committee is comprised of senior leaders in the organization including the CEO, CFO, CLO, CHRO among others. The executives and experts serving on these committees were selected because they represent the critical points of intersection between sustainability performance and business operation. At the beginning of each year, HARMAN's Senior Leadership Team sets the business goals to be achieved by the end of that financial year. Performance against these targets is managed in accordance with operational norms, and progress is reported the HARMAN President and CEO and the ESG Steering Committee on a quarterly basis. At the heart of HARMAN's corporate philosophy is an unwavering commitment to conducting business the right way—with integrity, responsibility, and foresight.





Ethical Business and Human Rights

HARMAN believes that ethical business practices and the protection of human rights are essential to our global operations and long-term success. We embed these principles into trade, procurement, and supply chain management through advanced compliance systems, risk-based due diligence, and responsible sourcing practices.

Our approach is aligned with the UN Guiding Principles on Business and Human Rights (UNGPs), the OECD Guidelines for Multinational Enterprises, and the UN Universal Declaration of Human Rights. Automated IT tools help us monitor sanctions, restricted parties, and geopolitical risks in real time, ensuring compliance with evolving trade regulations and reducing reputational and operational risks.

We also follow the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, working with suppliers to trace the origin of tin, tantalum, tungsten, and gold (3TG) and engaging through the Responsible Minerals Initiative (RMI).

Our global Employee Code of Conduct and Supplier Code of Conduct set expectations for all employees, suppliers,

contractors, and partners, mandating compliance with anti-corruption laws including the U.S. Foreign Corrupt Practices Act (FCPA), the UK Bribery Act, and local legislation.

The Supplier Code prohibits bribery, facilitation payments, insider trading, conflicts of interest, and human rights abuses of any kind. We enforce a strict zero-tolerance policy on forced labor, child labor, harassment, discrimination, and unsafe working conditions, requiring suppliers to uphold fair pay, safe workplaces, and freedom of association. Compliance is monitored through third-party audits, self-assessments, grievance mechanisms, and supplier engagement, with remediation plans in place where needed.



Cybersecurity

In a rapidly evolving digital world, HARMAN places cybersecurity at the forefront of its operations. The company's product and service cybersecurity management system is certified under the ISO/SAE 21434:2021 standard, reinforcing its role as a trusted partner in the connected mobility and audio technology sectors.

To ensure resilience, HARMAN requires suppliers to implement strong information security measures, regularly test and evaluate their systems, and collaborate proactively to prevent cyber incidents. These expectations are formalized in HARMAN's Product and Service Cybersecurity Policy, which also gives the company the right to conduct its own assessments.

Risk Management

HARMAN's approach to risk management demonstrates a forward-looking mindset that incorporates enterprise risk into daily decision-making. Through its enterprise risk management framework, known internally as HARMS, the company identifies, assesses, and monitors a wide range of risks—including strategic, financial, regulatory, operational, and digital.

HARMS is integrated across business units and functions to ensure effective cross-functional coordination and continuous improvement. Risks and mitigating actions are registered on a common platform, and risks are categorized based on their impact and likelihood as defined in the framework. Risk assessment and action progress is regularly reviewed, enabling risk owners to adjust priorities, remove obsolete risks, and focus on current and emerging threats that require closer monitoring.

This structured approach enables HARMAN to stay ahead of emerging threats, align its risk appetite with strategic goals, and enhance business continuity. Risk assessments are regularly reviewed, with governance oversight at the executive and board levels.



Responsible Value Chain Management

Sustainability extends throughout our value chain. HARMAN has been an affiliate member of the Responsible Business Alliance (RBA) since 2022, demonstrating our commitment to upholding established standards of labor, ethics, and environmental performance throughout our supply chain. The RBA Code of Conduct, aligned with international norms such as the ILO and OECD, guides our approach to supplier responsibility.

Through this membership, we apply a risk-based due diligence process that includes supplier self-assessments, risk mapping, and independent third-party audits. To date, three of our automotive manufacturing facilities in Mexico and Hungary have undergone RBA Validated Assessment Program (VAP) audits, helping us identify and close gaps through corrective action plans.

Our participation also extends to RBA initiatives that address systemic risks, including:

- Responsible Minerals Initiative (RMI): advancing transparency in mineral sourcing.
- Responsible Labor Initiative (RLI): improving forced labor due diligence and worker protections.
- Responsible Environment Initiative (REI): supporting decarbonization, water stewardship, and circular materials.



This report marks a pivotal moment in our sustainability journey. Our ambitious sustainability goals reflect our belief that meaningful progress requires bold purpose and measurable action. We're investing in renewable energy, low-carbon innovation, and circular design to drive impact across our operations and supply chain. But sustainability at HARMAN goes beyond environmental metrics—it's embedded in our culture of inclusion, transparency, and long-term value creation. We're building a future where our solutions help customers.

—Tamika Frimpong



Harman Compliance Practice

HARMAN maintains a comprehensive compliance framework centered on ethical business conduct, legal adherence, and responsible supply chain management.

We enforce a robust enterprise **Code of Conduct** that covers integrity, fair competition, data protection, international trade controls, and environmental health and safety standards both internally and externally. HARMAN holds yearly global compliance trainings for all employees and measures its performance across business units.

For the last two years, HARMAN employees have participated in **HARMAN's Annual Global Trade Compliance (GTC) Week**—a week dedicated to increasing awareness, deepening understanding, and promoting compliance with international trade regulations across our global teams.

Looking Ahead

We will continue embedding sustainability into every aspect of our operations, products, and partnerships.

In the coming year, results from our double materiality assessment will shape our strategy and disclosures, ensuring we remain aligned with stakeholder expectations and global standards.

Our commitment is clear: sustainability is not an endpoint — it is how we will continue to innovate, create value, and build a more resilient business for the future.

