

2017 corporate overview

04.03.2017



About Avnet

From idea to design and from prototype to production, Avnet supports customers at each stage of the product lifecycle, guiding today's ideas into tomorrow's technology. With deep expertise in design and engineering, broad line distribution, and integration services, Avnet is uniquely positioned to meet critical time-to-market needs for all types and sizes of customers globally.

Avnet has 600+ suppliers of semiconductors, integrated solutions and electronic components. The company serves 110,000+ customers across such industries as automotive, energy, healthcare, industrial, military and aerospace and telecommunications.

In 2016, Avnet acquired Premier Farnell and Hackster.io. Premier Farnell boasts a digital platform of 430,000 members in 36 countries. Hackster.io is an online community that helps users learn how to design, create and program Internet-connected hardware. These acquisitions expanded Avnet's ability to service new markets of engineers, innovators and entrepreneurs with the company's seamless design and supply chain services.



About Avnet

- Founded in 1921
- Headquartered in Phoenix, Arizona
- Over 15,000 global employees
- Over 110,000 customers in 125 countries
- Over 600 suppliers
- AVT listed on the NYSE in 1960
- Number 102 on the FORTUNE 500 (U.S.) in 2016
- Number 380 on the FORTUNE Global 500 in 2016
- 100 acquisitions announced/closed since FY91

Awards

- FORTUNE Most Admired, 2007-2017
- Top Business Technology Innovator, 2016
Information Week Elite 100
- World's Most Ethical Company, Ethisphere
Institute, 2014-2017



What we do

/ design \

Whether you are a large global enterprise or one person with a good idea, we can help that idea take shape, from product prototype to manufacturing model to mapping out regulatory compliance procedures.

/ supply \

Avnet's longstanding relationships with technology suppliers, along with our systems and tools, reduce inventory challenges and investment risk. This ensures you have the right products in the right places at the right time.

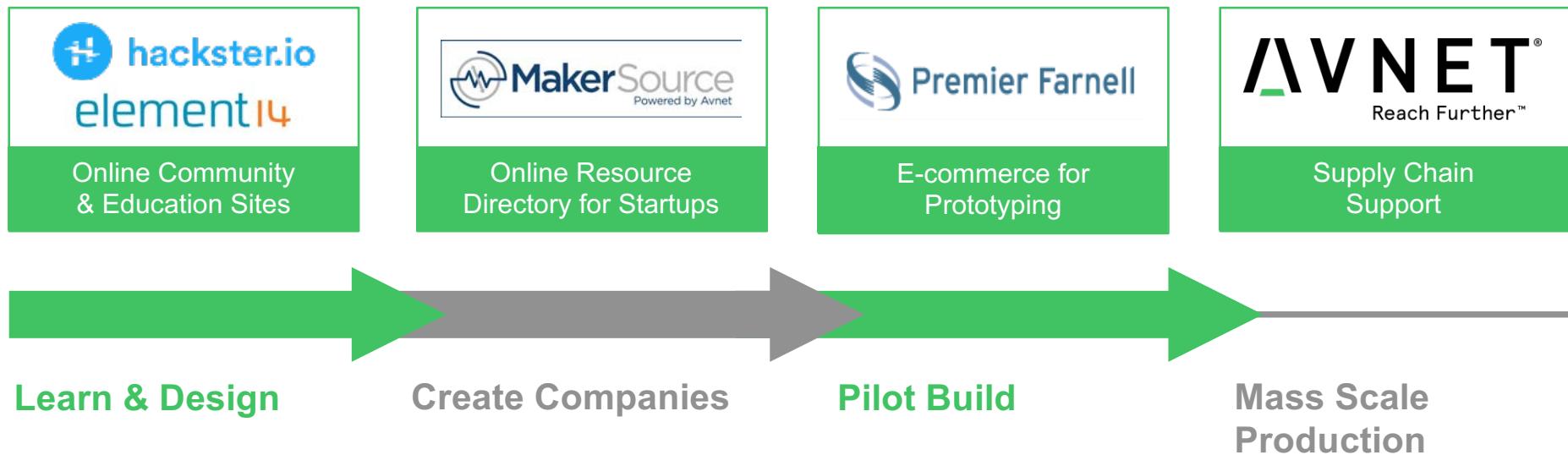
/ make \

Our integration centers can build and test subsystems either directly or for a contract manufacturer so our customers can focus on their core strengths and what they do best.

/ deliver \

Customers get the best technologies from the best suppliers delivered to them from anywhere to anywhere. We also help customers find new routes to market.

Connected ecosystem with distinct brands



- Hackster.io and Element14 significantly expand engineering community reach
- Premier Farnell broadens portfolio of design tools and technical solutions
- Connected ecosystem offers product time-to-market advantage through seamless services at each transition

Services capabilities

FY16

99 Billion

Units Shipped

2.6 Million

Part Numbers Stocked

6.7 Million

Orders Processed

407,000

Systems Integrated

254 Million

Devices Programmed

/ design \

Online communities
Field application engineers
Education and technical seminars
Device selection to full system solutions

/ supply \

Supply chain design
Ecommerce and direct sales
Financing options
Product marketing services

/ make \

Build, assemble and test
Product/system integration and assembly
Prototype to volume production
Regulatory quality and trade compliance

/ deliver \

Core distribution services
Logistics and transportation management
Routes to market
Asset disposition

Distribution Centers

- Chandler, Arizona
- Toronto, Canada
- Guadalajara, Mexico
- Tongeren, Belgium
- Poing, Germany
- Newcastle, UK
- Hong Kong
- Tokyo, Japan
- Singapore
- Taipei, Taiwan

Programming Centers

- Chandler, Arizona
- San Jose, California
- Hollis, New Hampshire
- Guadalajara, Mexico
- Poing, Germany
- Hong Kong
- Singapore

Integration Centers

- Acton, Massachusetts
- Chandler, Arizona
- San Jose, California
- Tongeren, Belgium
- Tianjin, China

Third-Party Logistics Facilities

- Miami, Florida
- Jundiai, Brazil
- Bratislava, Slovakia
- Herrenberg-Gültstein, Germany
- Jazlovice, Czech Republic
- Otopeni-IIfov, Romania
- Piaseczno/Warszawa, Poland
- Vecses, Hungary
- Zug, Switzerland
- China (4 Locations)
- Bangalore, India
- Dubai, UAE
- Japan

Premier Farnell Distribution Centers

- Chandler, Arizona
- Centerville, Ohio
- Springboro, Ohio
- Gaffney, South Carolina
- Dallas, Texas
- Guadalajara, Mexico
- Toronto, Canada
- Liege, Belgium
- Leeds, UK
- Preston, UK
- Sydney, Australia
- Shanghai, China
- Bangalore, India
- Singapore

Cables and Connectors Assembly

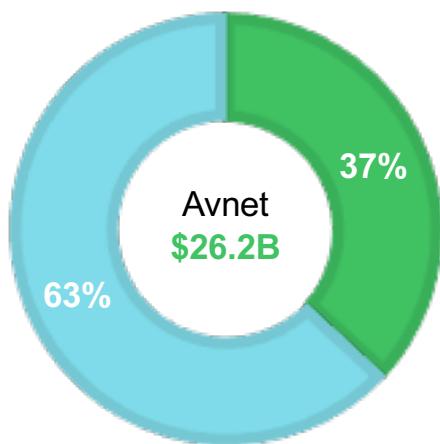
- Nogales, Mexico
- UK

Services locations

Revenue

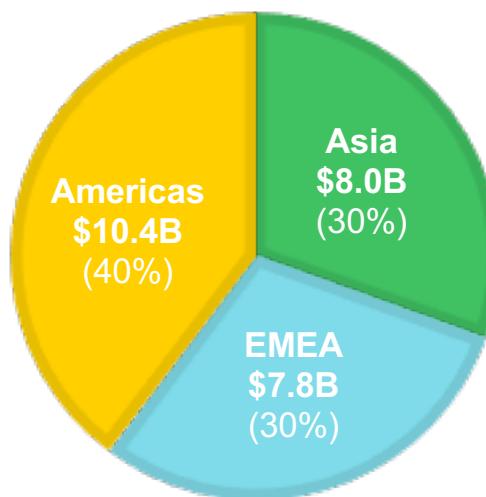
FY16 (for the fiscal year ending July 2, 2016) includes Technology Solutions business which was divested in February 2017

FY16



Technology Solutions
\$9.7B
37%

Regions



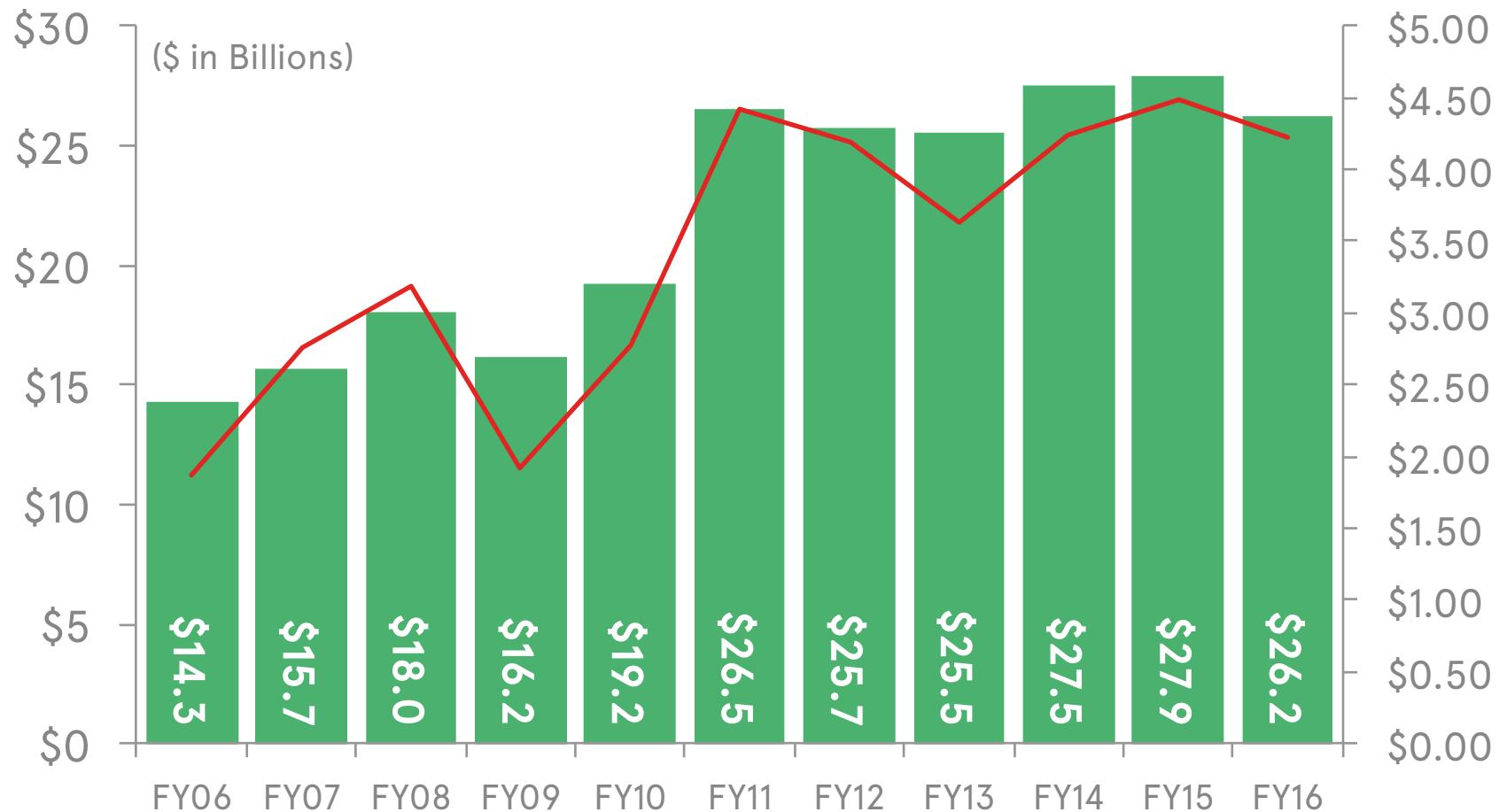
FY17 1H Revenue

(July-December 2016)

\$8.4B

Excludes Technology Solutions and includes Premier Farnell which was acquired in October 2016

Revenue and adjusted EPS¹



¹ A reconciliation of non-GAAP financial measures to GAAP financial measures is included in the Non-GAAP Financial Reconciliation and Information section of this presentation

Avnet Executive Board



William Amelio
chief executive officer



Pete Bartolotta
*chief transformation
officer*



Terry Bassett
*chief strategy,
innovation and M&A
officer*



MaryAnn Miller
*chief HR officer &
global marketing
and communications*



Kevin Moriarty
chief financial officer



Mike O'Neill
*general counsel &
chief legal officer*



Kevin Summers
*chief information
officer*

Non-GAAP reconciliation and definitions

Non-GAAP Definitions

In addition to disclosing financial results that are determined in accordance with generally accepted accounting principles in the United States (“GAAP”), the Company also discloses in this presentation certain non-GAAP financial information including adjusted operating income, adjusted operating income margin and adjusted EBITDA.

Management believes that operating income and operating income margin adjusted for (i) restructuring, integration and other expenses, and (ii) amortization of acquired intangible assets and other, is a useful measure to help investors better assess and understand the Company’s operating performance, especially when comparing results with previous periods or forecasting performance for future periods, primarily because management views the excluded items to be outside of Avnet’s normal operating results or non-cash in nature. Management analyzes operating income without the impact of these items as an indicator of ongoing margin and expense performance and underlying trends in the business.

Management also uses these non-GAAP measures to establish operational goals and, in some cases, for measuring performance for compensation purposes.

Adjusted EBITDA is defined as adjusted operating income (as defined above) adjusted for depreciation expense. The Company has included adjusted EBITDA as a non-GAAP measure because such measure is commonly used as a performance measure by analysts.

Any analysis of results and outlook on a non-GAAP basis should be used as a complement to, and in conjunction with, results presented in accordance with GAAP.

See non-GAAP financial information reconciliations attached as exhibit 99.2 to the Form 8-K filed with the Securities Exchange Commission on August 10, 2016 and on January 26, 2017.