Avnet Investor Day 2018

Safe Harbor Statement

This document contains certain "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These statements are based on management's current expectations and are subject to uncertainty and changes in facts and circumstances. The forward-looking statements herein include statements addressing future financial and operating results of Avnet and may include words such as "will," "anticipate," "intend," "estimate," "forecast," "expect," "feel," "believe," "should," and other words and terms of similar meaning in connection with any discussions of future operating or financial performance, business prospects or market conditions. Actual results may differ materially from the expectations contained in the forward-looking statements.

The following factors, among others, could cause actual results to differ materially from those described in the forward-looking statements: Avnet's ability to retain and grow market share and to generate additional cash flow, risks associated with any acquisition activities and the successful integration of acquired companies, implementing and maintaining ERP systems and transitioning to a global ERP system, supplier losses and changes to supplier programs, an industry down-cycle in semiconductors, declines in sales, changes in business conditions and the economy in general, changes in market demand and pricing pressures, any material changes in the allocation of product or product rebates by suppliers, and other competitive and/or regulatory factors affecting the businesses of Avnet generally.

More detailed information about these and other factors is set forth in Avnet's filings with the Securities and Exchange Commission, including the Company's reports on Form 10-K, Form 10-Q and Form 8-K. Except as required by law, Avnet is under no obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise.

Regulation G

This document contains certain Non-GAAP measures which are provided to assist in an understanding of the Company's business and performance. These measures should always be considered in conjunction with the appropriate GAAP measure. Non-GAAP definitions and reconciliations are included in the Appendix.

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Avnet capabilities video

Welcome & Strategic Overview

Bill Amelio
Chief Executive Officer

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Reach Further™

Key messages

Tremendous progress in improving Avnet operations

Emerging technology wave creating incredible market opportunity for Avnet

Avnet ecosystem capabilities are unique and increasingly important for customers

Path to meaningful growth and 4.5%-5.0% operating income is clear and achievable

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A look back at the last 18 months…

1. Began critical process of transforming our business:

   - Sold Technology Solutions business

   - Acquired Premier Farnell

     – Largest combination of broadline distributor & high service catalog provider

   - Acquired key capabilities with Hackster.io and Dragon Innovation

   - Launched a company-wide effort to improve operations and lower costs

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A look back at the last 18 months…
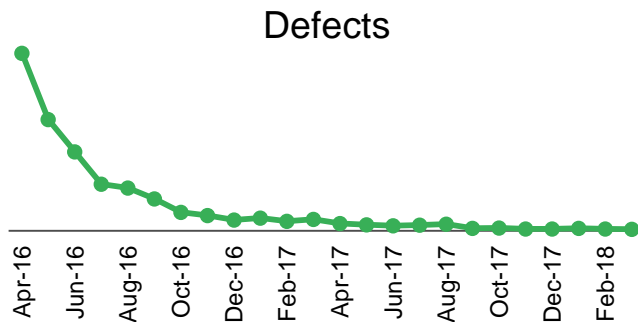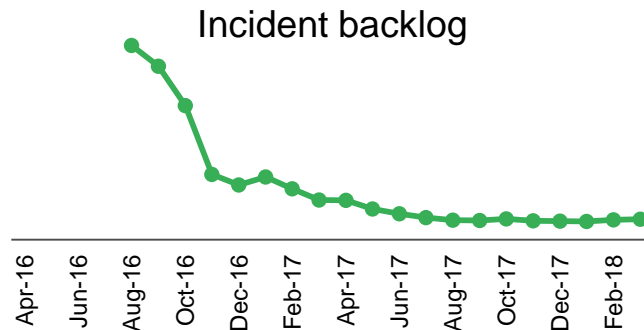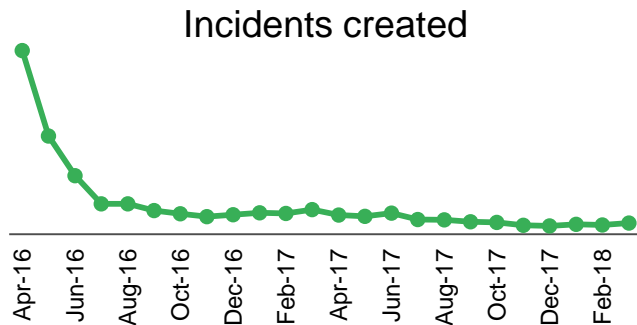
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2. Stabilized our business operations and performance

   - ERP stable and no longer an inhibitor to supporting customers

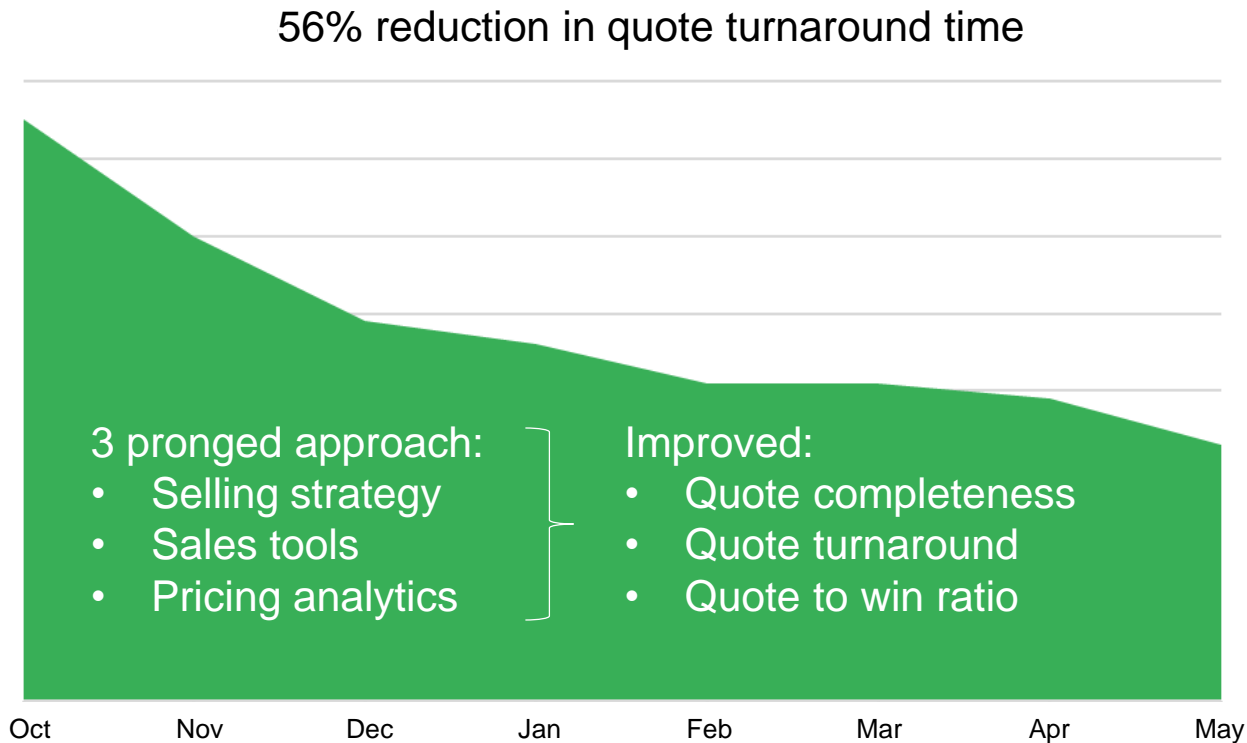   - Regained confidence of customers and suppliers

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Stabilized our Americas business: ERP performance

Incidents created

Incident backlog

Defects

In addition, successful ERP implementation in Europe

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Quote turnaround times have dramatically improved

56% reduction in quote turnaround time

3 pronged approach:
- Selling strategy
- Sales tools
- Pricing analytics

Improved:
- Quote completeness
- Quote turnaround
- Quote to win ratio

Oct Nov Dec Jan Feb Mar Apr May

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Customer confidence back to pre-ERP issue levels

Net Promoter Score (NPS) Trend

Americas
ERP
launch

Nov-15   May-16   Nov-16   May-17   Nov-17
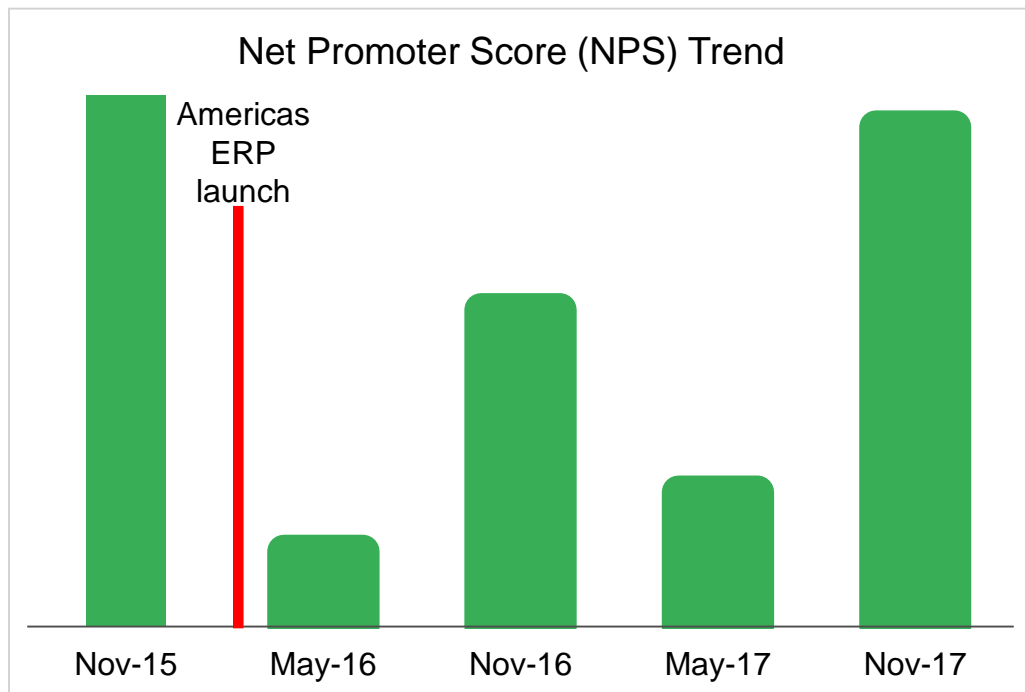
- ERP implementation April 2016

- Customer confidence impacted

- Business now normalized
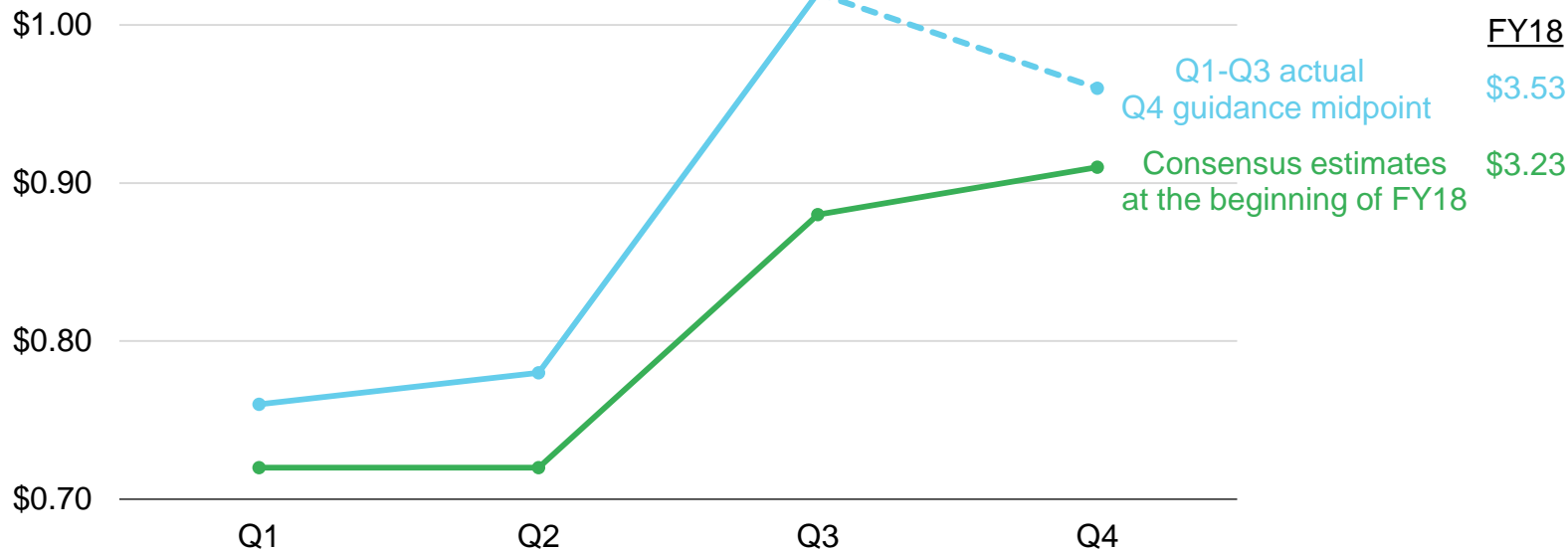
- Customer experience has improved

Customers are back, fully engaged with Avnet

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A look back at the last 18 months

1. Began critical process of transforming our business:
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2. Stabilized our business operations and performance
   - ERP stable and no longer an inhibitor to supporting customers
   - Regained confidence of customers and suppliers

3. Reset our financial expectations and exceeded those commitments in FY18
   - Replaced <u>all lost revenue and gross profit</u> from supplier losses!
     1) Won over 50 new supplier lines between Avnet and Premier Farnell
     2) Transformation program

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Reset expectations and exceeded targets

Adjusted EPS[1] actual vs. consensus estimates

FY18

Q1-Q3 actual
Q4 guidance midpoint — $3.53

Consensus estimates
at the beginning of FY18 — $3.23

[1] Non-GAAP measures based on Avnet continuing operations. See Non-GAAP information section in the Appendix of this presentation.

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Looking forward –

The growth opportunity for Avnet

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Market transitions bring new opportunities
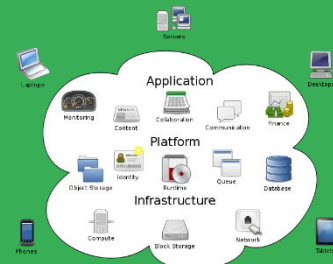
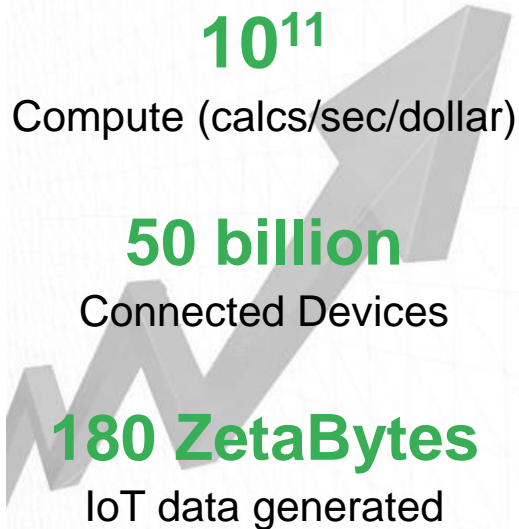| **WAVE 1** MAINFRAME	**WAVE 2** PC ERA	**WAVE 3** MOBILE / CLOUD	**WAVE 4** EDGE TO CLOUD
Tens of thousands	1 billion	Tens of billions	Trillions

Edge computing offers 10x growth potential

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A huge technology inflection point

IoT Technology Inflection is NOW

By 2025

10^{11}

Compute (calcs/sec/dollar)

50 billion

Connected Devices

180 ZetaBytes

IoT data generated

Tremendous Opportunity

According to Gartner*
Total spending on endpoints
& services will reach
$3.9T
in 2021

McKinsey&Company
$3.9-$11.1T
Potential ANNUAL economic
Impact by 2025

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Significant customer roadblocks slowing adoption

Stuck in "proof of concept" purgatory

- **74%** of IoT initiatives are **stuck** or considered **unsuccessful**

Common challenges

- **60%** of IoT initiatives prove **more complex** than expected
    - Defining the business value
    - Scoping the opportunity
    - Breaking internal silos
    - Integrating hardware, software, services, etc.

Successful IoT projects require >10+ partners

Source: Cisco, The Journey to IoT Value – Challenges, Breakthroughs, and Best Practices, Survey of 1845 IT and Business Decision Makers, April 2017

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But…optimism and opportunity abound

61% believe they've just begun to scratch the surface[1]

64% agree learning from stalled initiatives accelerates investments[1]

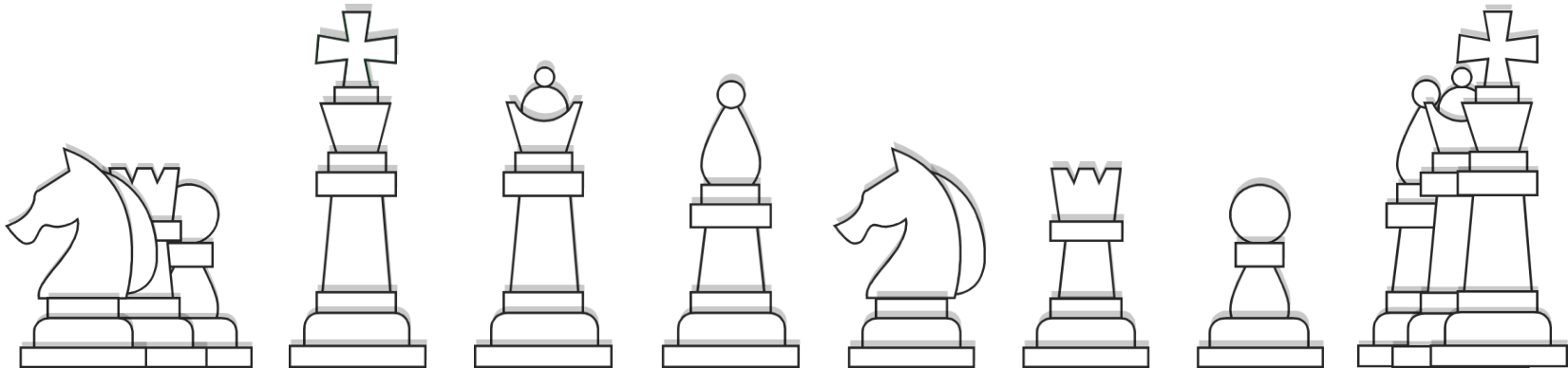**73%** of organizations use data to improve their business[1]

15% growth in IoT investment in 2018[2]
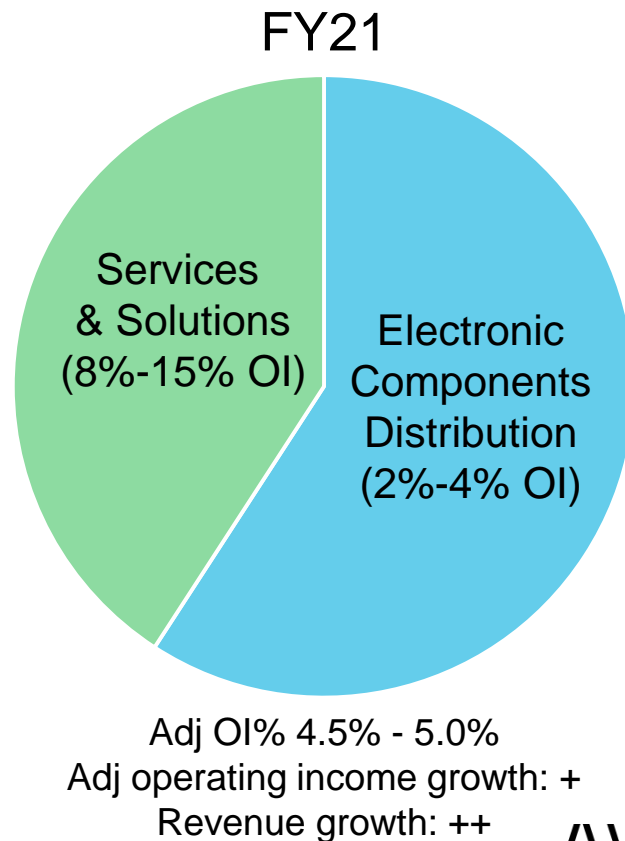
PARTNERSHIPS
are CRITICAL[1]

Most successful
organizations engage
**PARTNER AT
EVERY STAGE**[1]

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Avnet's strategy

1. Digitizing Avnet to deliver unmatched end-to-end solutions ecosystem

2. Best-in-class omni-channel customer support model

3. Continuous transformation of business processes and tools

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Avnet – Our changing business model

FY18

Services & Solutions (8%-15% OI)

Electronic Components Distribution (2%-4% OI)

Adj OI% 3.4%
Adj operating income growth: Flat
Revenue growth: +

FY21

Services & Solutions (8%-15% OI)

Electronic Components Distribution (2%-4% OI)

Adj OI% 4.5% - 5.0%
Adj operating income growth: +
Revenue growth: ++

19
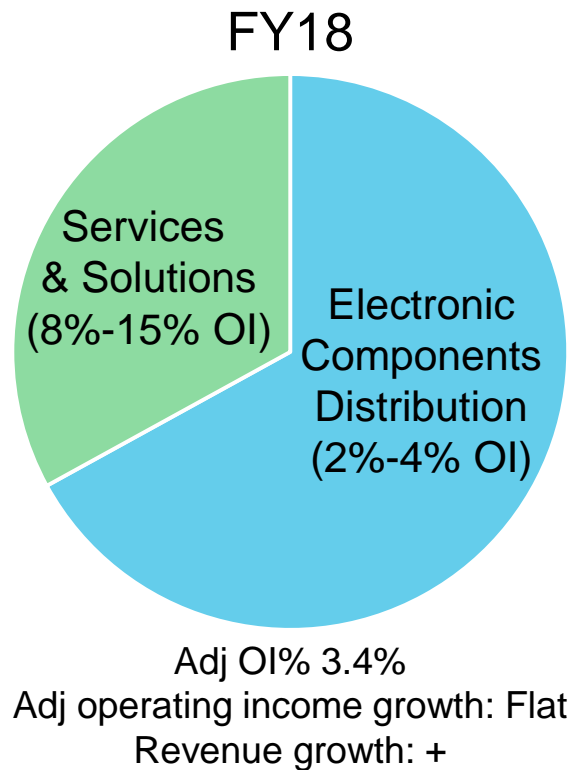
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The Avnet ecosystem
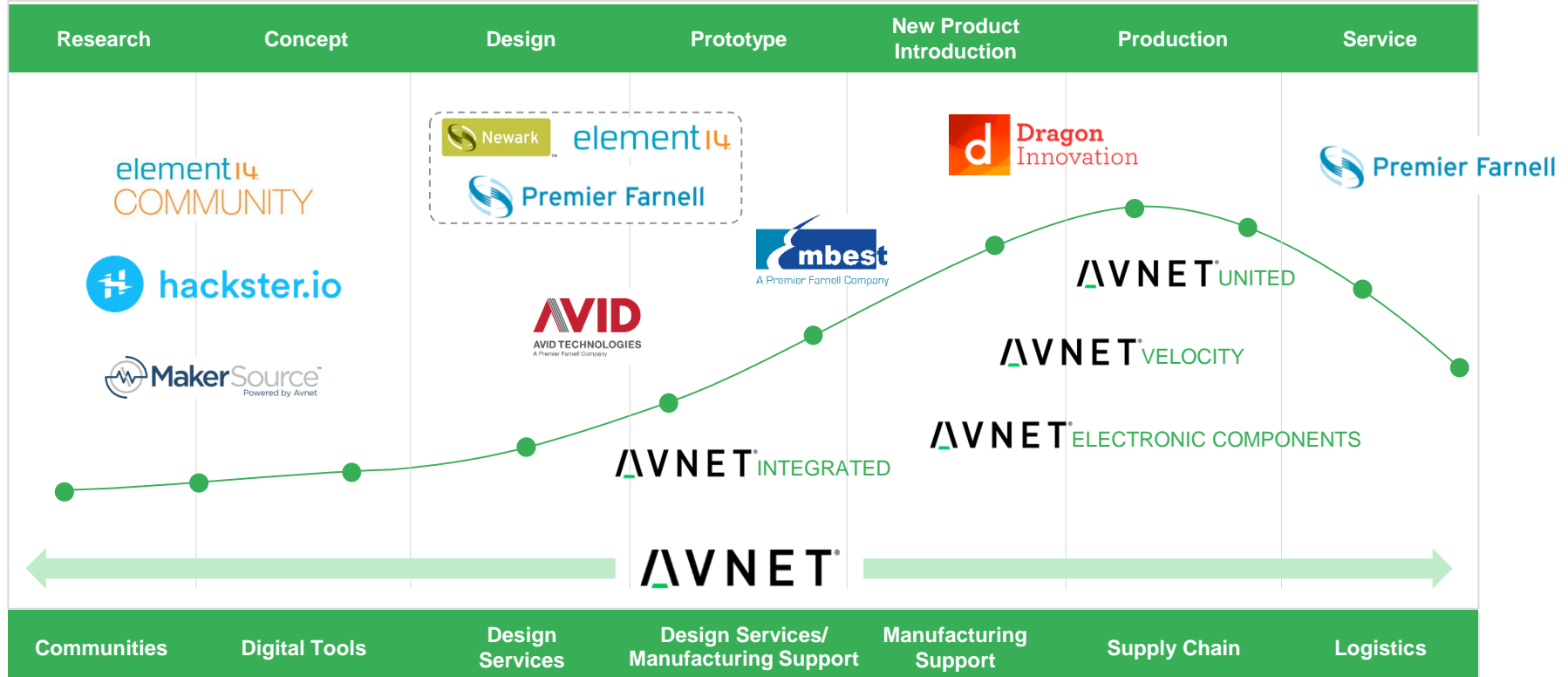
Adam Benzion

Co-Founder
Hackster.io

Acquired by Avnet in 2016

Best of breed partners choose Avnet

Apps & Instrumentation

Cloud & Security

Connectivity

Industrial IoT Platform

Intensive Edge Compute

+ suite of strategic partners

Microsoft selects Avnet as 1st Azure Sphere partner
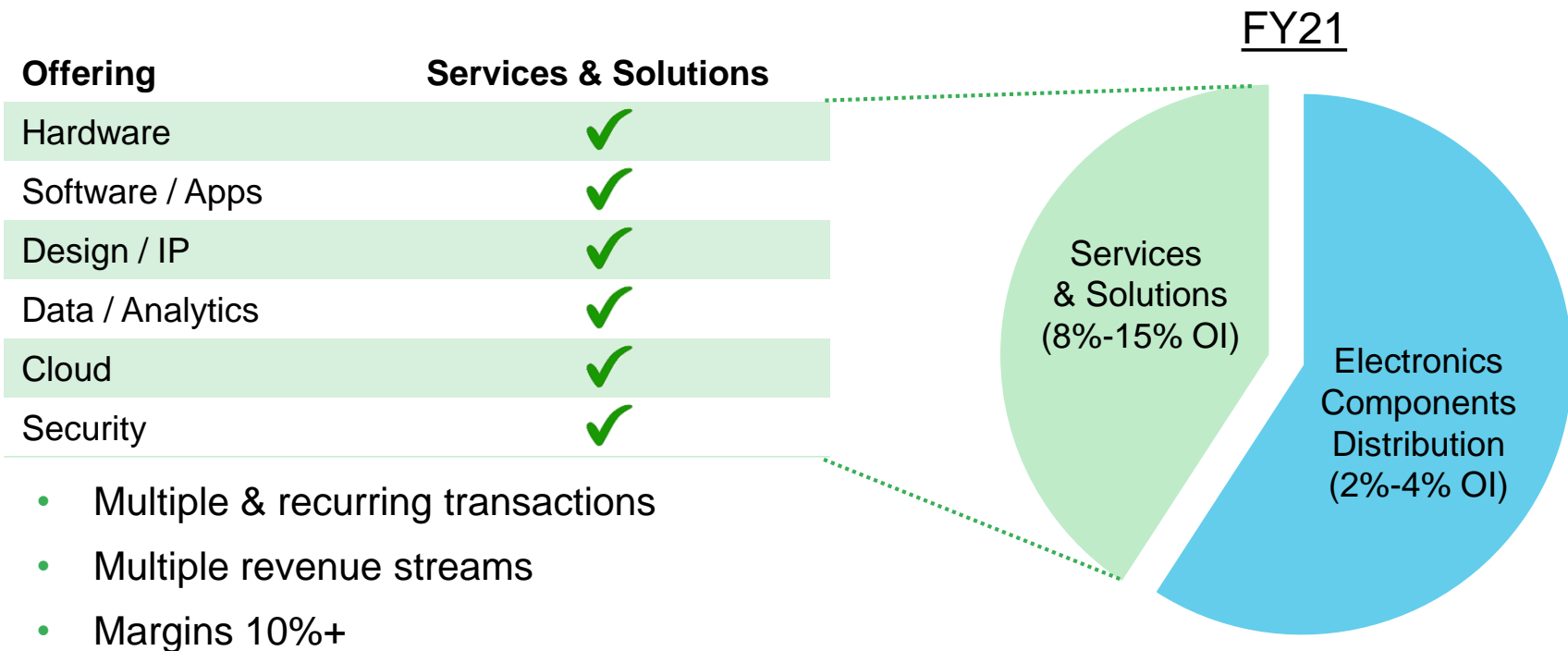
Rodney Clark, VP of Internet of Things, Microsoft

"Avnet will help bring Azure Sphere solutions to market based on the number of partners and customers the distributor has. Avnet's Azure-based IoTConnect platform helps companies scale into vertical markets by addressing common IoT challenges and the addition of the Azure Sphere will only help solve these challenges more securely."

Avnet – more than an electronics distributor

Offering	Services & Solutions
Hardware	✔
Software / Apps	✔
Design / IP	✔
Data / Analytics	✔
Cloud	✔
Security	✔

- Multiple & recurring transactions
- Multiple revenue streams
- Margins 10%+

FY21

Services & Solutions (8%-15% OI)

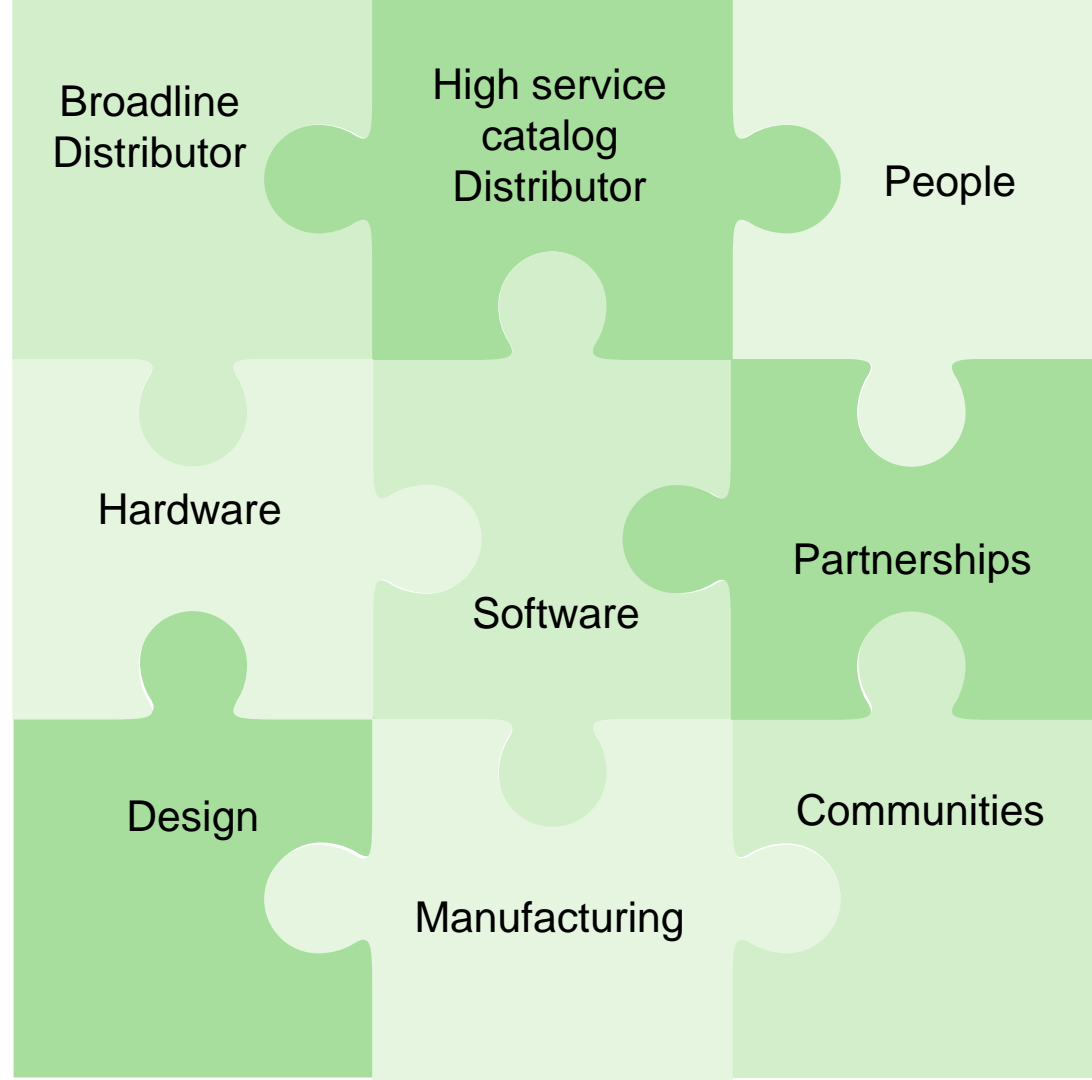Electronics Components Distribution (2%-4% OI)

Increased revenue & margin opportunity

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As a single

HORIZONTAL PARTNER,

Avnet has brought together

all the pieces to guide a

customer of any size, at

every point of their journey.

Broadline Distributor

High service catalog Distributor

People

Hardware

Software

Partnerships

Design

Manufacturing

Communities

Avnet's ecosystem addresses customer challenges

Time to market
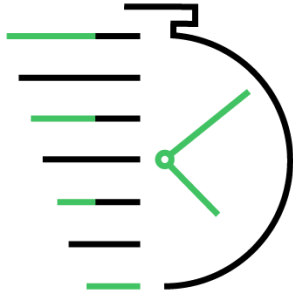
Avnet optimizes the technology from idea to production

Cost efficiency

Customers can leverage Avnet's global footprint & infrastructure

Complex technology
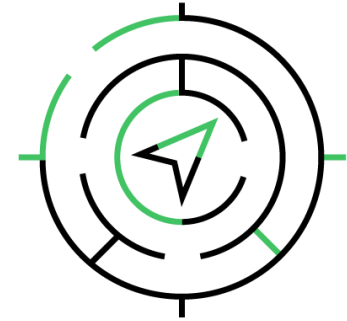
Avnet's ecosystem is the trusted partner customers need to succeed in this new market

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Summary

Tremendous progress in improving Avnet operations

Emerging technology wave creating incredible market opportunity for Avnet

Avnet ecosystem capabilities are unique and increasingly important for customers

Path to meaningful growth and 4.5%-5.0% operating income is clear and achievable

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Agenda

11:00am	12:50pm	Welcome & strategic overview	Bill Amelio
		Transforming Avnet	Pete Bartolotta
		Digitization	Kevin Yapp
		Premier Farnell	Chris Breslin
		Avnet Integrated	Scott MacDonald
		Demand Creation & IoT	Pete Bartolotta
12:50pm	1:05pm	BREAK	All
1:05pm	3:35pm	Electronic Components	Phil Gallagher
		Supplier & Customer Panel	Panelists
		Financial Overview	Tom Liguori
		Closing Remarks / Q&A	Bill Amelio / All
3:35pm	5:45pm	Bell Ringing / Cocktail Reception	All

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MICK
EBELING

FOUNDER OF NOT IMPOSSIBLE LABS

Transforming Avnet

Pete Bartolotta
Chief Transformation Officer

Pete Bartolotta
Chief Transformation Officer

- 30+ year transformation veteran

- Prior Companies:
  IBM, Honeywell, Lenovo, NCR, Allied Signal

- Past roles:
  Engineering, Operations, Sales, Services

- Joined Avnet October 2016

Pete Bartolotta
Transformation

Transformation Program	Premier Farnell	Avnet Integrated

Digital	Global Design Solutions	Logistics

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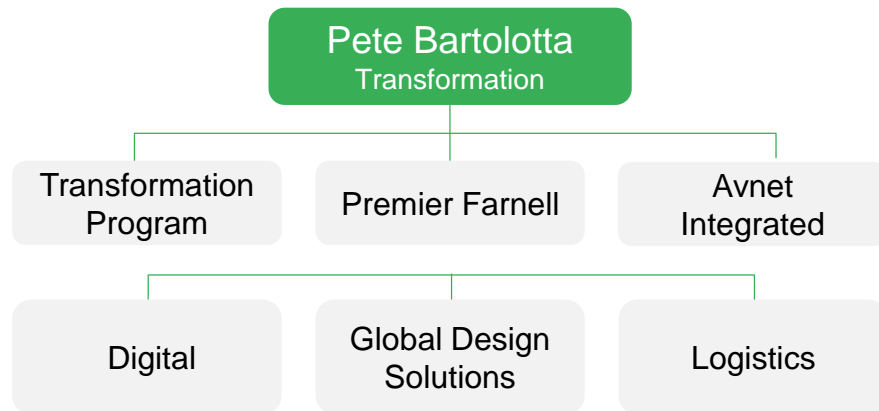
Transformation program

Accelerates the pace of change

Employee owned and driven

Ideation ➜ realization

Rigorous management system

Culture of continuous transformation

Rigorous process and management system

Ideas → Validate → Plan → Commit & Implement → Track → Realize! → $$$$ EBIT Impact

Level 1 — Level 2 — Level 3 — Level 4 — Level 5

Prioritize, Manage and Measure

33
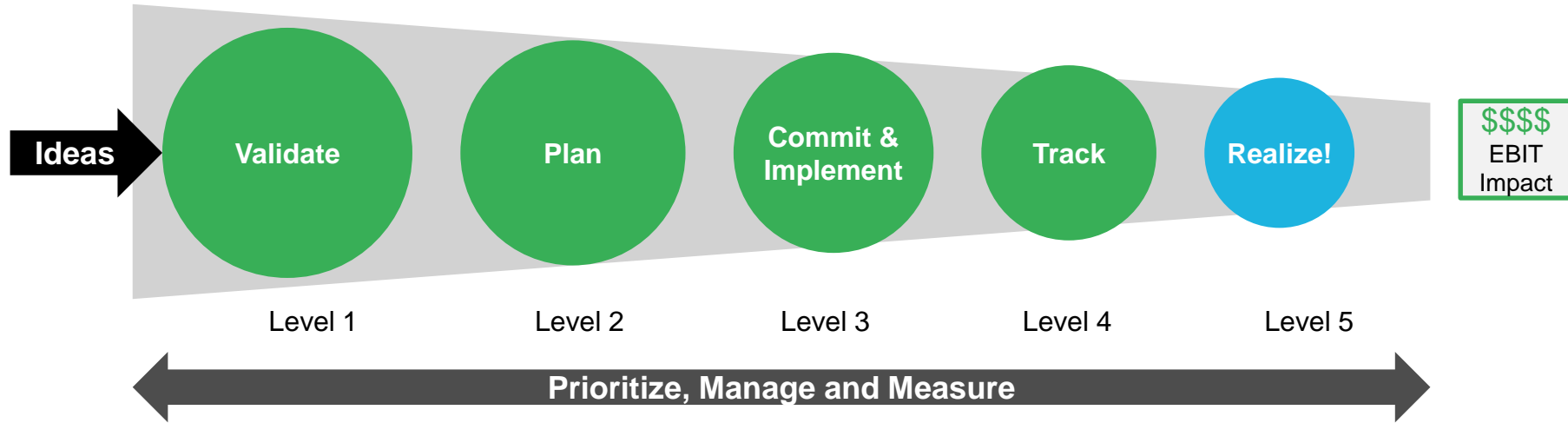
Transformation process & program delivering results

15,000 employees

600+ ideas

400 initiatives

$120M cost reduction

$20M+ revenue/GP growth

Operating margin improvement

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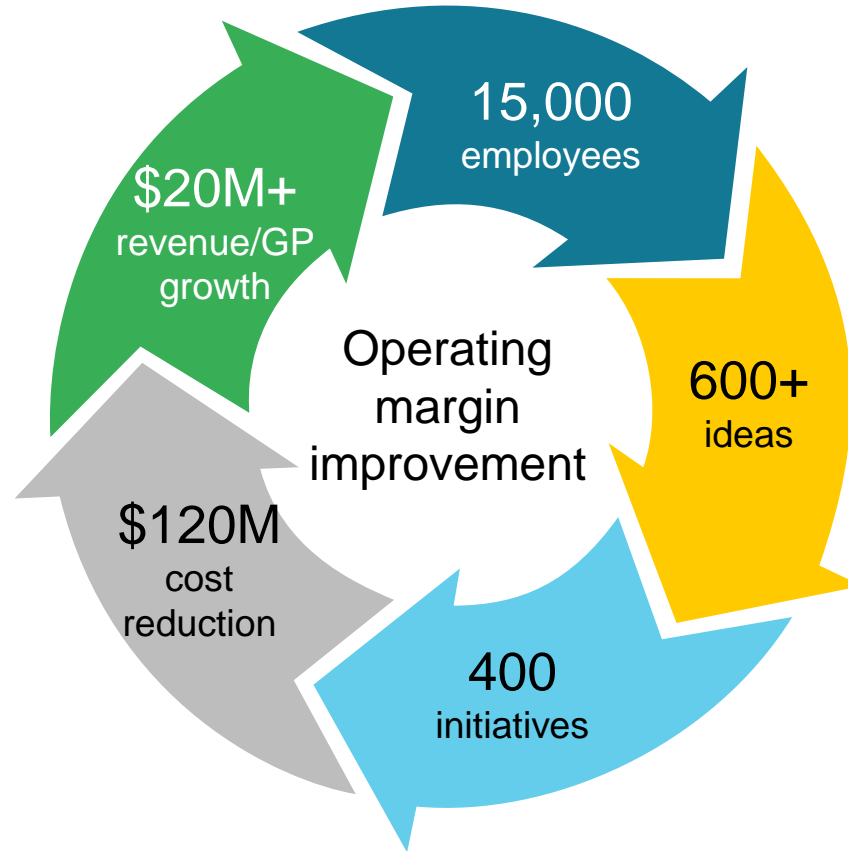
Today's discussion

Accelerating our lead in digital –

- Kevin Yapp

Growing higher margin opportunities

- Premier Farnell - Chris Breslin

- Avnet Integrated - Scott MacDonald

- Demand creation - Pete Bartolotta

- IoT - Pete Bartolotta

Digitization

Kevin Yapp
Senior Vice President, Digital Transformation

Our digital transformation

eCommerce is higher margin and growing fast

Digitization is touching every part of Avnet

Internal digitization driving productivity

Data-driven lead program delivering results

$850M web revenue ~ growing at 18%+ Y/Y with higher gross margins

Web sales higher margin, digital delivers efficiency

Mid-30%   PF web margins

>50%   PF sales through web

>25%   Avnet web margins

54%   Orders through digital channels

Customer driven functionality

Adoption through digital ambassador program

Cost to serve due driven by capabilities and adoption

Market leading BOM tool

Digital transformation is touching every part of Avnet

- Advanced analytics
- Lead management

Ecosystem

Customer & commerce

50+
digital Initiatives touching every aspect of our business

People & culture

Operations

- Regular new functionality
- Market leading BOM tool
- Pricing optimization

- Digital Ambassadors
- HR Now
- "Ask" Howie

- "Ask" Avnet customer service
- EngineerIn community
- Robotic process automation

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Digitizing our internal processes

Internal digital transformation goals

- Improve efficiency and scalability
- Free up our people to add customer value

Sample digital transformation initiatives

- Ask Avnet
  - Virtual customer service, tech support
- Pricing optimization and analytics
  - Reduce quote cycle time/improve margins
- Robotic process automation (RPA)
  - Piloting RPA for repetitive tasks
- HR Now and "Ask" Howie'
  - Digitizing HR info for employees
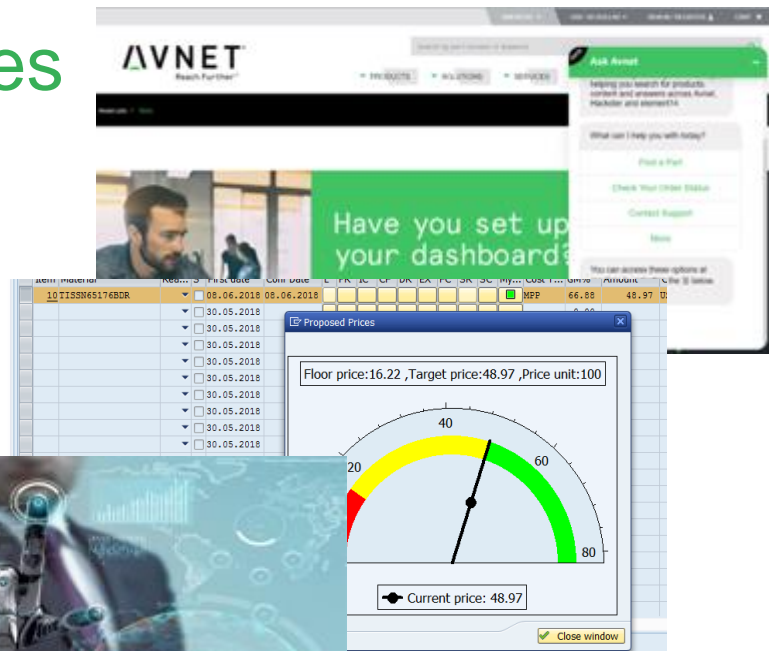
Internal digitization is driving productivity, efficiency and effectiveness

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Data-driven lead program
…powers Avnet's ecosystem

- Advanced analytics identifies early buying

- Leads transformed into volume customers

- Leverage highly engaged PF audiences

- Convert $54M+ pipeline into

  - Design wins

  - Higher margin/long-term relationships

Premier Farnell

Chris Breslin
President, Premier Farnell

Premier Farnell (PF)

Critical part of Avnet's ecosystem

Supports the customer journey at every stage

Customer reach provides mass market access

Communities add value to customers/suppliers

Ecosystem is generating leads/driving demand

Investing in PF to improve Avnet's growth/margins

$1.5B business ~ growing at 10%+ Y/Y with 11%+ OI

Premier Farnell plays a critical role in the ecosystem

Research	Concept	Design	Prototype	New Product Introduction	Production	Service

Communities	Digital Tools	Design Services	Design Services/ Manufacturing Support	Manufacturing Support	Supply Chain	Logistics

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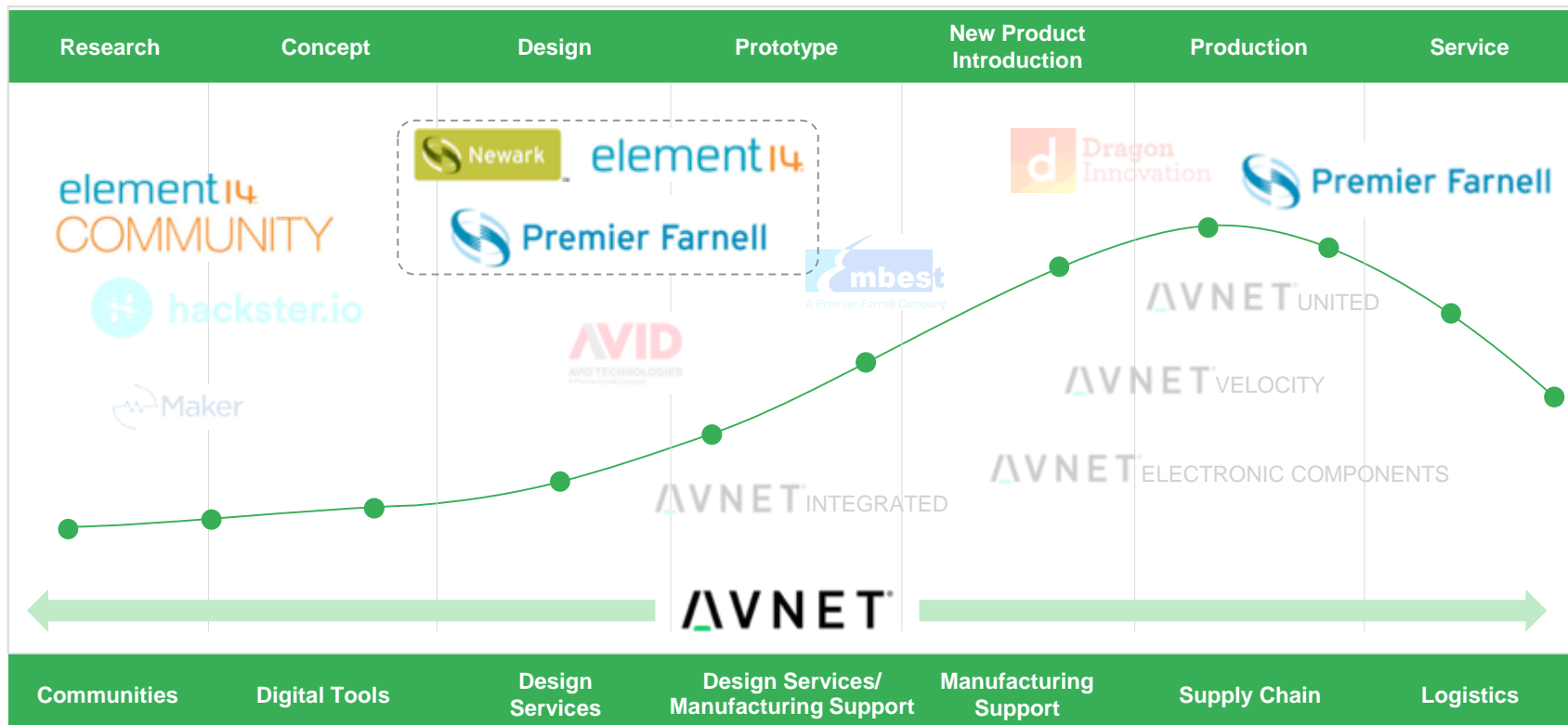
Supporting the customer journey at every stage

EDUCATION & MAKERS
Your Development Distributor

Offering products and solutions to create a better future

PROTOTYPE & TEST
Your Development Distributor

Develop and build your prototype faster

RESEARCH & DESIGN
Your Development Distributor

Helping bring your ideas to life
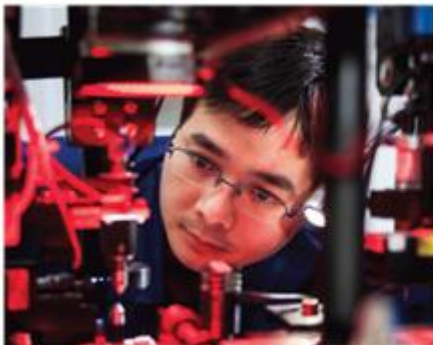
PRODUCTION & MAINTENANCE
Your Development Distributor

Supporting your business and maintenance needs

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Customer reach provides us access to mass market

35K new customers/month

327M website views/year

65M website visits

14M visits to element14

1M+ community members

500K+ element14 members

500K+ Hackster.io members

850K social media followers

100M+
customer touches
each year

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Communities add value to customers & suppliers

Technician 9%

Professor 2%

Student 13%

Hobbyist 16%
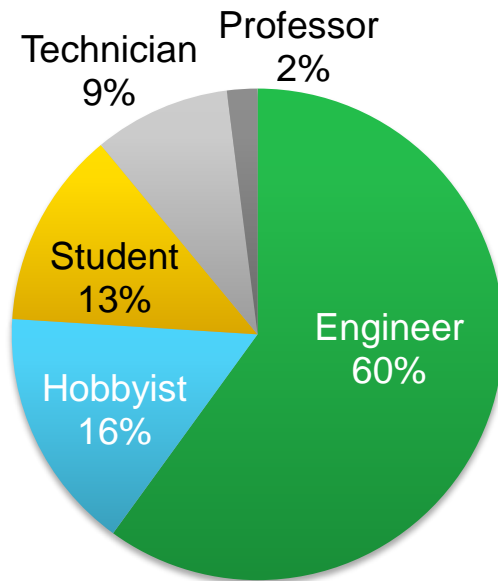
Engineer 60%

World's largest online engineering community

- Community members span 50+ countries

  - Americas 37%, Europe 42%, APAC 17%

- 60%+ of our community members are engineers

- Users generate content for communities

- Provide training videos, road tests, design challenges

- Used to launch New Product Introduction (NPI)

Enhances value proposition for customers and suppliers

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Ecosystem is delivering leads/driving demand

Early identification of customer design starts
- > 1000 designs secured to date worth $10M+

Visibility to new and emerging customers
- PF high potential targets sent to Avnet monthly

Utilization of mutual company strengths
- Avnet utilizing PF kitting services for NPI customer support
- PF promotes and benefits from Avnet's value add services

Strategic customer engagements
- Avnet and PF supplier to world's largest users of electronics
- Ensures AVT involvement in new project starts

70K leads shared to date

Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May

90%
of ecosystem leads
benefit these franchise suppliers:

- Microchip
- STMicroelectronics
- NXP
- Infineon
- Maxim
- ON Semiconductor
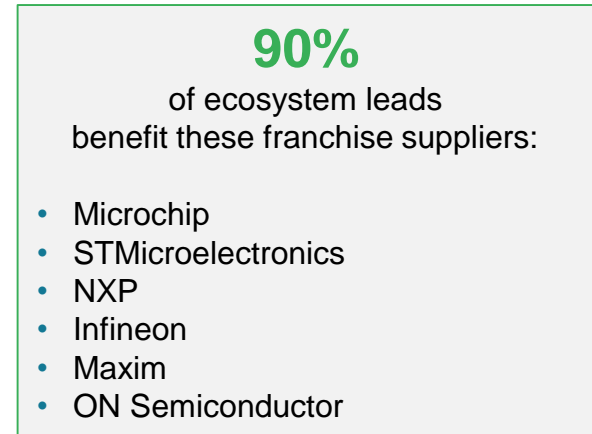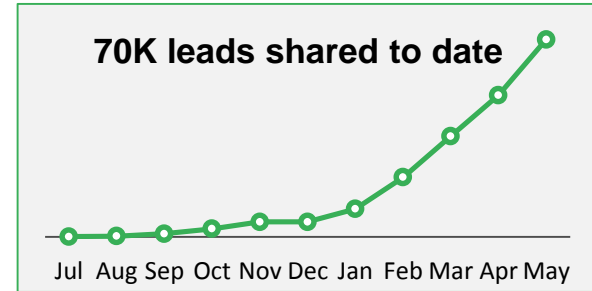
>1000 approved designs; ~56% conversion rate; ~$10M+ project opportunity

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PF investments are paying off

550K SKUs
- New product introduction +50%
- SKU breadth +22%

850 suppliers
- 22 new suppliers since acquisition
- Xilinx, IDT, Nordic Semi, Bel Group

> 50% eCommerce
- Number of transactions at 70%
- Web speed 50% faster

2.1M customers
- Record high customer count +8% Y/Y
- New customers +10% Y/Y (35K month)

Fueling growth

- New warehouse facility

- Enhance web platform

- Connect ecosystem through CRM

- Inventory breadth and depth

- Employee engagement

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Investments in PF are delivering results

FY16

-4.4% Revenue growth	
5.9% OI	

FY18F

10%+ Revenue growth	**$1.5B** Revenue	**Mid 30%** Margin
11%+ OI	**$157M** OI	**450+ bps** OI growth
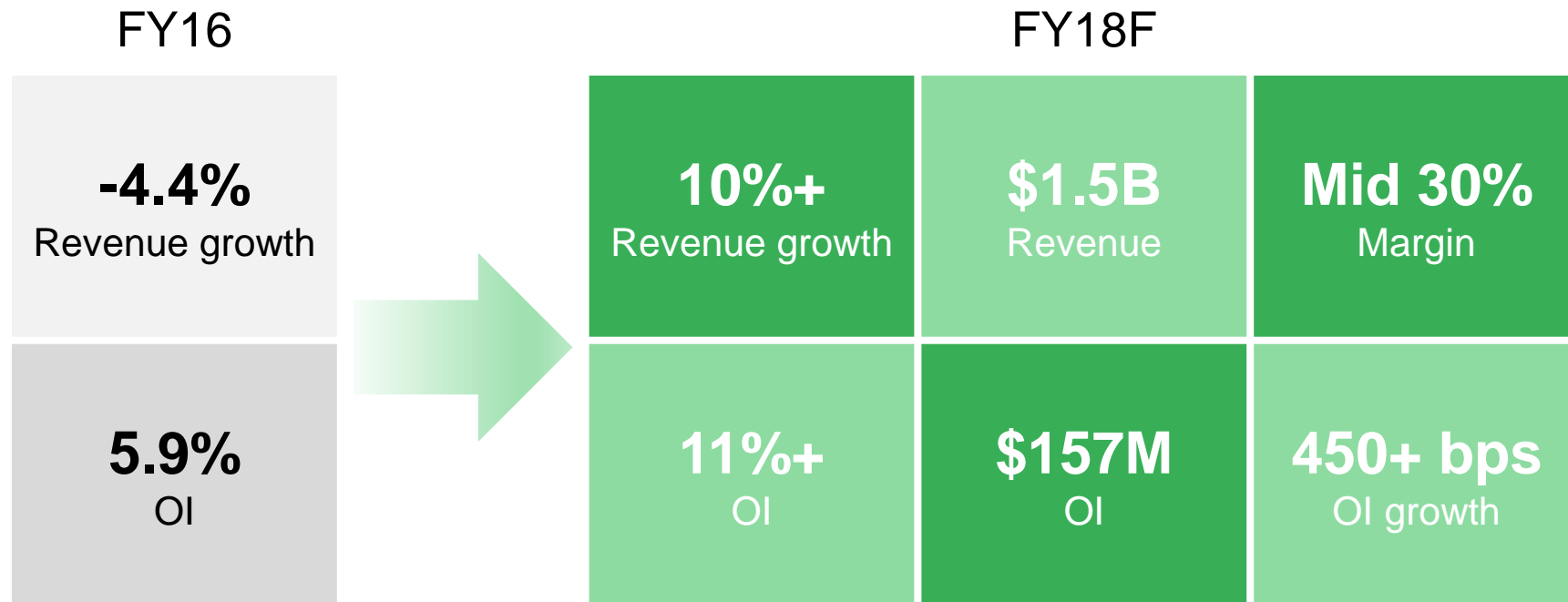
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Avnet Integrated

Scott MacDonald
President, Avnet Integrated

Avnet Integrated

Delivers design and manufacturing capabilities

Positioned for accelerated growth

Expands Avnet's available marketing opportunity

$1.7B business growing at 10%+ Y/Y with higher OI% than traditional model

Delivers design and manufacturing capabilities

Business unit

Data Center Solutions

Embedded Solutions

Display Solutions

Key capabilities

- Enterprise hardware with software solutions
- Solutions for software defined customers
- Best in class technology partners

- Standard & custom boards, systems & software
- World class design & manufacturing centers
- Product and solutions breadth

- Configurable LCD platform
- Custom touch solutions
- Custom bezel and ruggedized

Focus markets

- Network security
- Media & entertainment
- Communications & networking

- Industrial automation
- Transportation
- Building security & automation

- Retail
- Gaming
- Healthcare

Global scale

8	**561K**	**830+**	**60K**	**2M**	**1.8M**
Global manufacturing & system integration centers	Sq. Ft. **Global** manufacturing footprint	Customers served/year	Orders processed/year	Units shipped/year	Boards & systems built/year

Differentiated manufacturing capabilities deliver higher margins

53

AVNET

Positioned for accelerated revenue & margin growth

Established global business
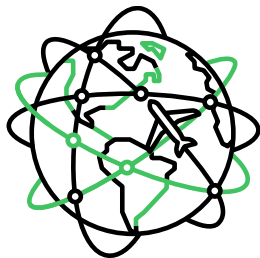
- Consolidated EMEA structure
- Established focused APAC business
- Align global structure to capabilities

Managed operating expense
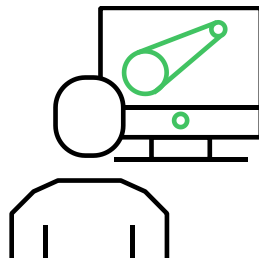
- Refined expense structure
- Optimized manufacturing footprint
- Redesigned supply chain

Redesigned for solutions

- Created solutions focused model
- Upgrade skills (i.e. solution selling)
- Aligned new business unit structure

Transformed the business to deliver high-margin solutions, globally

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Continually expanding our available market opportunity

Profitable growth
- Design locally, build globally
- Technology/solutions focused go to market
- Differentiated capabilities in strategic markets

Operational excellence
- Working capital focus
- Optimize profitability
- Continue to align expense structure

Talent acquisition & development
- Drive high performance standards
- Attract a diverse talent base
- Continue to upgrade solution provider skillset

Pipeline Value

Q1   Q2   Q3   Q4

Consistent pipeline growth indicates early success in execution
40% growth in six months
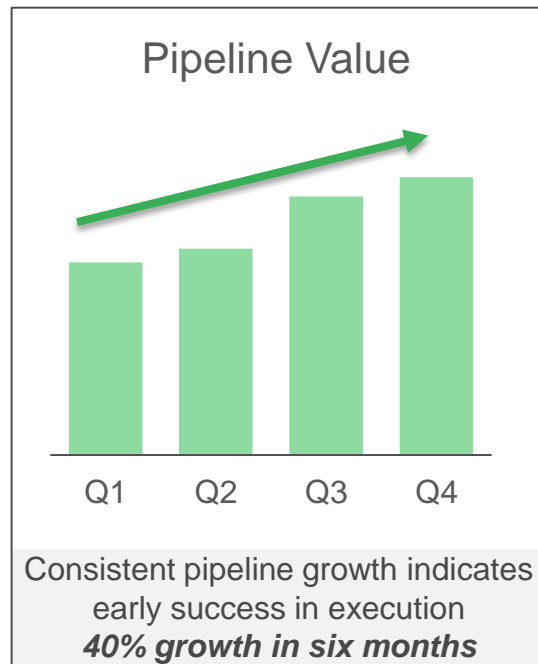
Low- to mid-volume focus with high complexity creates value and margin

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Demand Creation

Pete Bartolotta
Chief Transformation Officer

AVNET®
Reach Further™
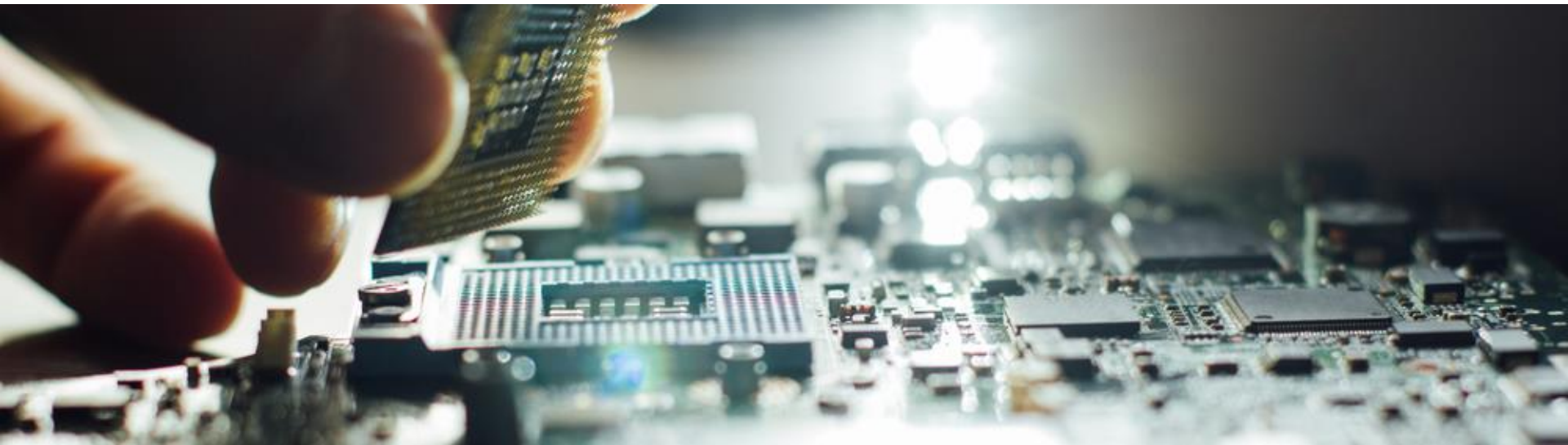
Demand creation

Drives higher revenue and margin

Technology has become increasingly complex

Wide range of technologies and suppliers

Avnet has digitized demand creation
- Drives more dollars into each design
- Keeps engineers current on technology
- Enhances solution design at a lower cost
- Speeds time to revenue

Demand creation drives revenue & higher margins

Demand creation process

| Understand customer requirements | Develop design | Register design w/suppliers | Win the deal w/the design | Move design to production |

← 6-18 months →

Drives deeper engagements

Trusted advisor on our customers' designs

Adds strategic value
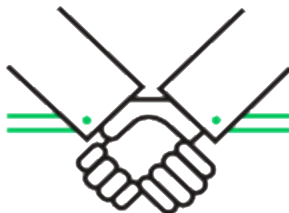
Drives demand for our suppliers technologies

Grows revenues & margins

Increases revenue & margin potential on deals

Suppliers award **6%-8% more gross margin** for demand creation

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Technology has driven changes to demand creation

| Simple ICs | Highly-integrated ICs | Signal chain & DC power | Memory, connectors, heat sinks, etc. | Power supplies & cables | Wireless | Displays & integrations |

Technology complexity is increasing while design cycles are shortening

	Was	Now
Technology refresh cycle	18 months	3-6 months
Customer design cycle	8 months	1-3 months

Time to market more important than ever

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Digitizing our demand creation

Many generalists...

...few specialists

...to all specialists
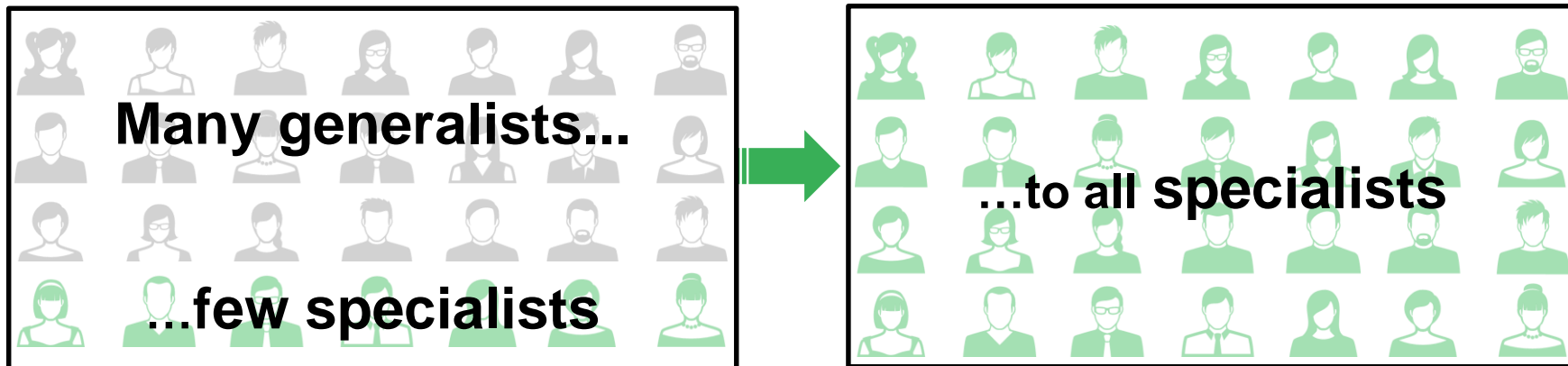
We have digitized…
- A library of >25K design solutions
- 10K+ years of FAE experience
- Expertise of hundreds of technologies
- Solution design process/questions
- Keeping engineers current on emerging technologies

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Digitizing our demand creation

Many generalists...

...few specialists

...to all specialists
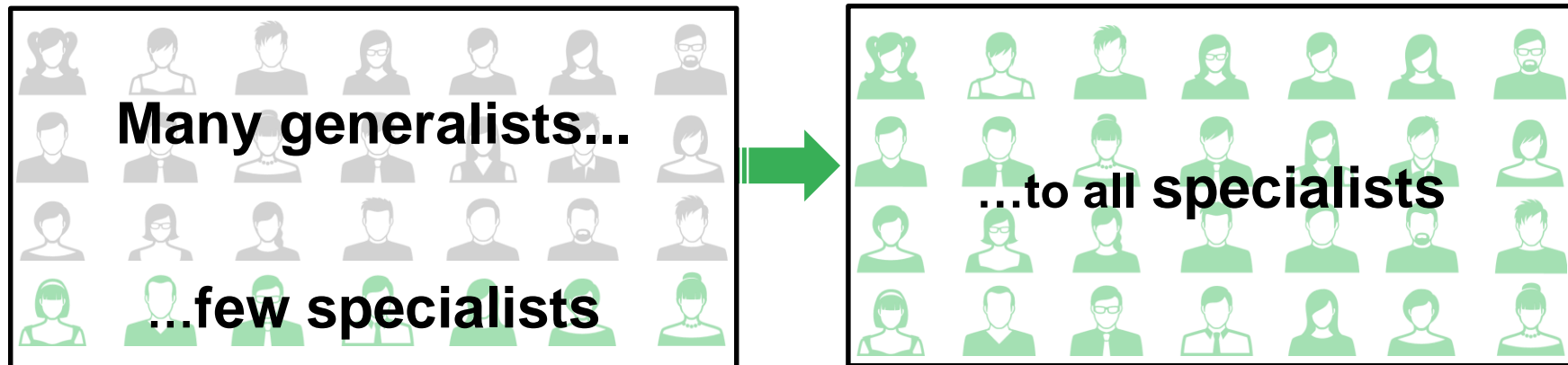
AVAIL is….

A digital, online tool, that …

- Creates an interactive block diagram

- Incorporates latest supplier solutions

- Leads FAE through design questions

- Increases attach rates

- Auto uploads to our registration system

- Generates customer bill of materials
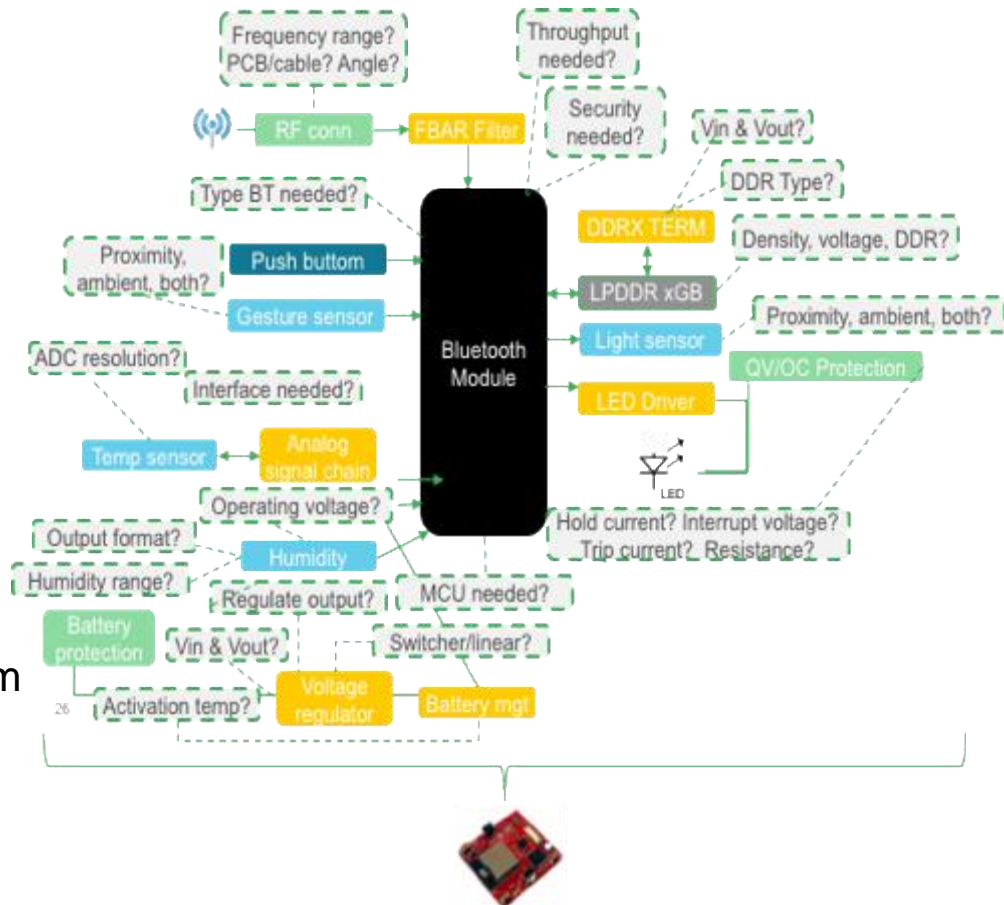
Digitizing our collective FAE minds increases demand creation without increasing cost

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Early Avail results

3.5X ⬆ Supplier approved registrations per design

27% ⬆ Design win $$$

30% ⬆ Additional sockets won

3X ⬆ Amount of supplier technologies deployed

$$$ ⬆ Suppliers embracing and funding

Early stages of global deployment, full benefits yet to be realized

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IoT

Continues to represent a significant opportunity

IoT complexity creates opportunity for Avnet

Technology partners a competitive advantage

We consult, develop and deploy IoT solutions

Key to IoT is overcoming roadblocks

- Must be a business case before the technology solution
  - Technology is no longer the inhibitor

- Putting together the solution takes many competencies
  - IoT needs a solution provider, not an integrator

- The solution must be built to last
  - Devices/architecture must be future proof

Avnet's IoT solutions are designed to overcome roadblocks

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Our capabilities and partnerships deliver IoT solutions

Our partners are an extension of our ecosystem and enhance our capabilities

Accelerating IoT with key partners

Microsoft

Cloud platform
OS
Devices

**Intelligent connected
IoT solutions**

- Platform services
- Extensive IoT portfolio
- Industry-leading edge technologies
- Ground breaking security

intel

Gateway / server
End-to-end IoT

**End-to-end
repeatable solutions**

- Secure, scalable, interoperable
- Reduce solution complexity
- Deliver trusted data to the cloud

AT&T

Cellular IoT
CloudConnect kits

**Cellular connected
edge devices**

- Managed data storage
- Facilitate new IoT deployments
- Reduce overall risk

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IoT case study video

69

Avnet's edge-to-enterprise IoT services

Consult
Advisory services
- IoT strategy and roadmap
- IoT business case
- Proof of value (POV) programs

Develop
Device design/build
- Edge design
- Manufacturing
- Delivery

Cloud/digital
- IoT cloud
- App dev
- Data insights

Deploy
Lifecycle services
- Install
- Upgrade
- Post sales support

/IOTCONNECT platform
Smart rules / Device management / Real-time analytics / Remote monitoring / Asset tracking

Digital solutions
Smart factory

Smart warehouse

Smart connected worker

Smart asset monitoring

Smart fleet

Smart retail

Smart healthcare

Smart building

Smart office

Data insights
- Predictive maintenance
- Inventory management
- Fraud analytics
- Healthcare analytics

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Customer case study: Smart retail

Traditional customer with growing expectations

1. Location demographics and preferences
2. Deliver targeted media campaigns
3. Monitor machine profitability
4. Automated service and replenishment

Avnet delivers smart retail offering to satisfy all 4 end-customer needs

---

Our relationship evolved…

Distributor ⟶ IoT solutions provider

Provider of:
• Electronic components

Provider of:
• Electronic components
• Hardware/software solutions
• Data/analytic services

/AVNET

Customer case study: Smart healthcare

Non-traditional customer seeking turn-key IoT solution

5 patient vitals

15 minutes

Human data entry

IoT transformation

5 patient vitals

2 minutes

Automated cloud entry

Avnet delivered:

Turnkey device **+** Digital applications

- Hardware/software design
- User application
- Smart healthcare SaaS platform

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Positioned to win in IoT

↑   exponential y/y growth in IoT solutions

> $100M   pipeline of IoT opportunities

> 30%   gross margin on IoT solutions

> $30M   deal won doing predictive maintenance on elevators

$$$$$ significant recurring revenue opportunities
- platform as a service (PaaS)
- software as a service (SaaS)
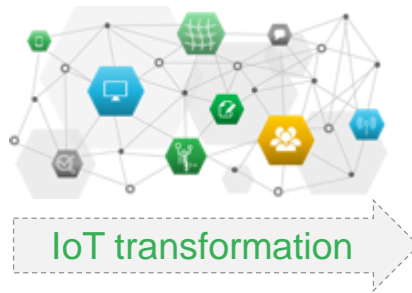
/\\V N E T

Key takeaways

- We have a rigorous process to transform Avnet and measure the results
  - Transformation is accelerating the pace of change at Avnet

- Our digital business is $850M and growing double-digits Y/Y
  - Avnet.com web sales drive > 25% gross margins
  - Premier Farnell web sales drive > mid 30% gross margins

- Premier Farnell is a growth, profit and lead generation engine for Avnet

- Avnet Integrated is an integral part of our growth and margin progression

- Digitizing demand creation allows us to grow margins and drive additional revenue

- Avnet is positioned to be a leader in the IoT space

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Avnet Electronic Components Business

Phil Gallagher
President, Avnet Electronic Components
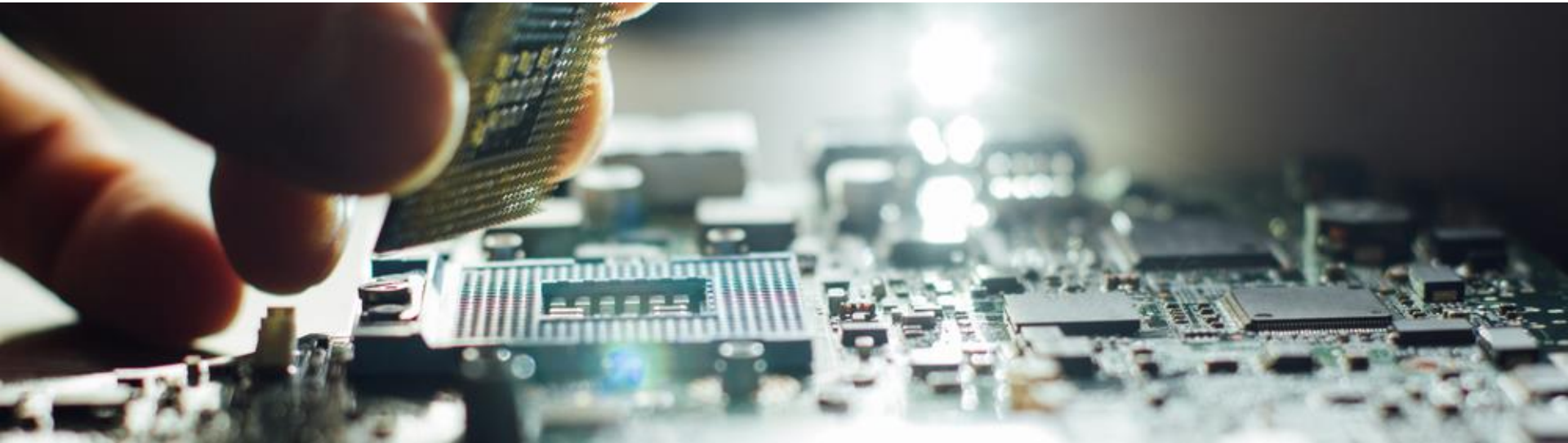
Phil Gallagher
President, Avnet Electronic Components (EC)

- 30+ year industry veteran

- Prior Avnet roles:
  Sales, marketing, operations

- Member of Global 50 forum

- Past president:
  Electronic Components Industry Association

- Recipient of Gail S. Carter Award

Phil Gallagher
Electronic Components

- Supplier Management
- Supply Chain Services
- Design Services

- Americas
- EMEA
- Asia

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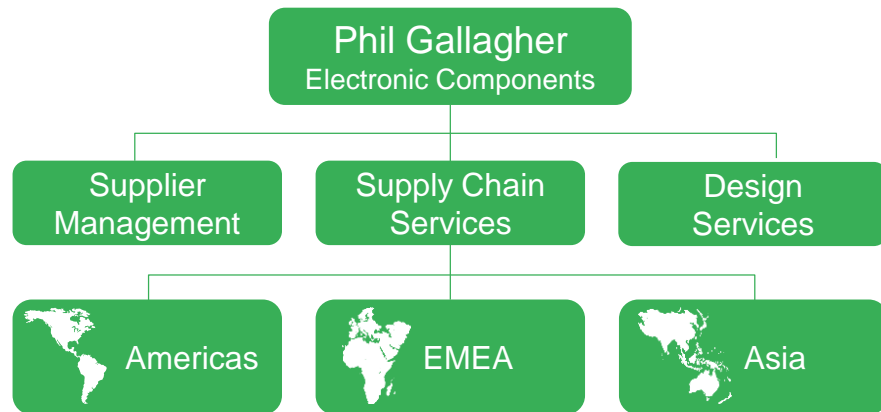
Key messages

- Market growth outlook

- Avnet EC performance FY18 and beyond

- Focus on high-growth, high-profit markets

- Leveraging ecosystem for growth

- Expanding portfolio of capabilities, tools and resources

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Our priorities

Customers
- Design solutions
- Supply chain services
- Product breadth

Suppliers
- Strategic partnerships
- Promote technologies
- Customer reach

Employees
- Engaged teams
- Aligned priorities
- Reward performance

Focus on fundamentals

Innovative actions

Monitor competitive trends
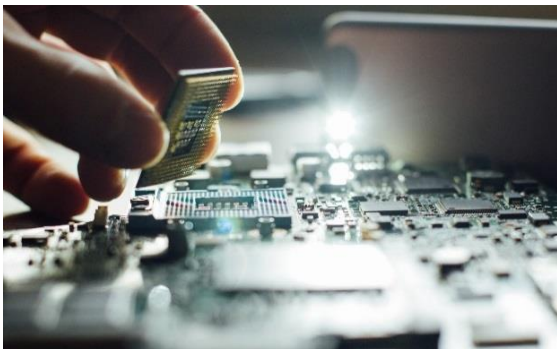
Results
- Market share increase
- Revenue and profitability
- Innovative solutions

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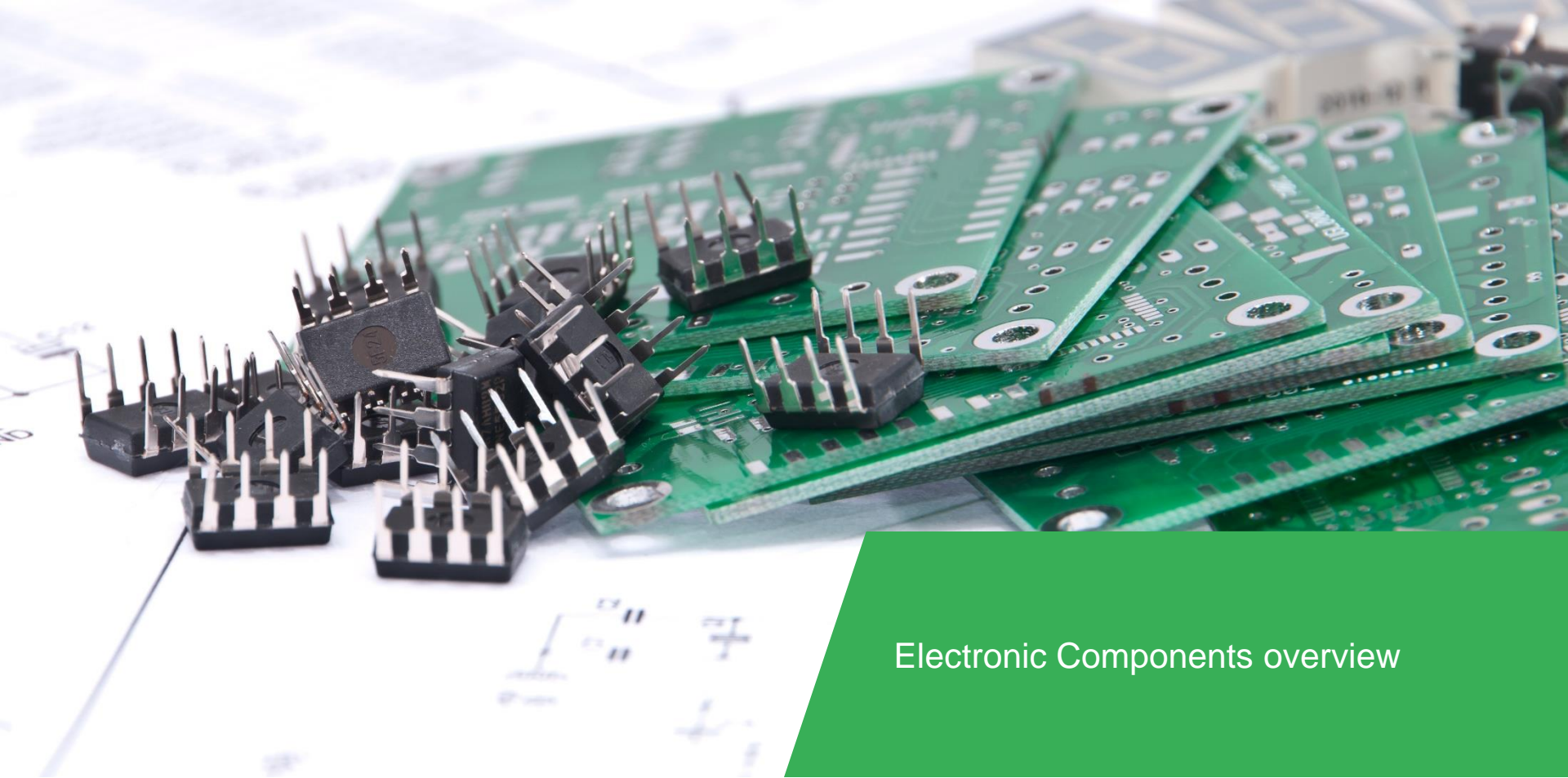
Electronic Components overview

AVNET

Electronic Components – Balanced global portfolio

	Americas	EMEA	Asia	Total
FY18F Sales	$4.4B	$6.0B	$6.9B	$17.3B
Employees	3,400+	4,600+	3,600+	11,600+
Locations	43	185	101	329
Started	1921	1991	1995	1921

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A wide range of distribution capabilities

11K+   employees selling customers solutions

12   distribution centers

7   programming centers

16   third-party logistics facilities

2   cable and connector assembly facilities

117B   units shipped annually

270M   devices programmed annually

140+   countries served

Robust global operations to support customer needs

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Serving a diverse marketplace

Our supplier base

IP&E Interconnect, Passives & Electromechanical	19%

Semiconductors	78%

Other	3%

Our customer base

EMS Electronic Manufacturing Services	32%

OEM Original Equipment Manufacturer	68%

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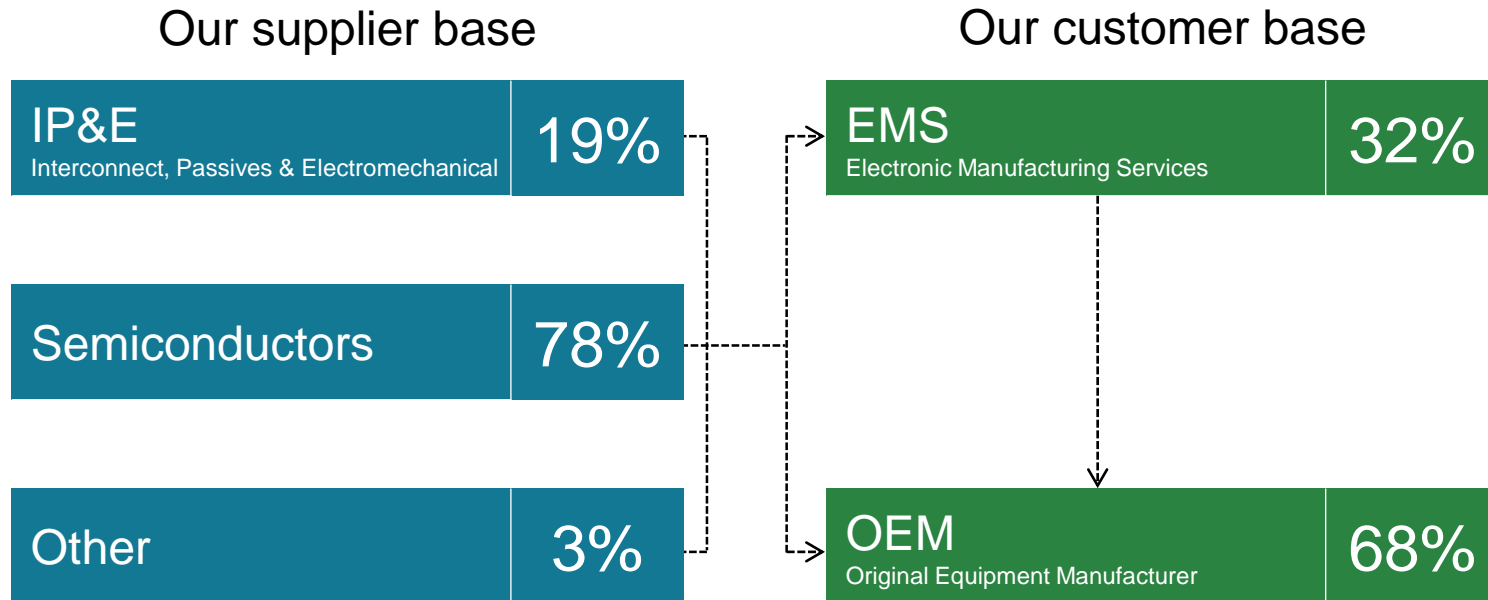
Diversified product offering and customer set

Product coverage

- Analog 22%
- MPU/MCU/DSP 17%
- Logic 17%
- Discrete 8%
- Memory 6%
- Opto 6%
- Sensors & Actuators 1%
- Passives 11%
- Connectors 7%
- E-Mech 2%
- Other 3%

Industries served

- EMS 32%
- Industrial 16%
- Transportation 12%
- Communications 10%
- Computer 9%
- Mil/Aero 7%
- Consumer 7%
- Other 4%
- Lighting/Energy 2%
- Healthcare 2%
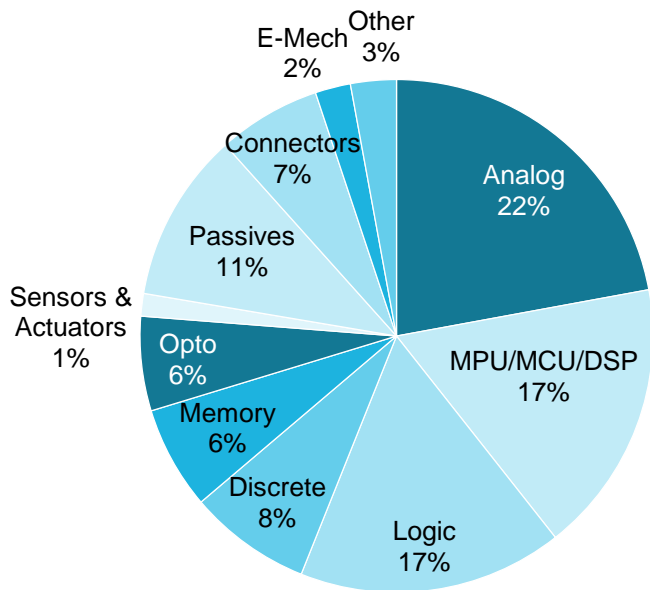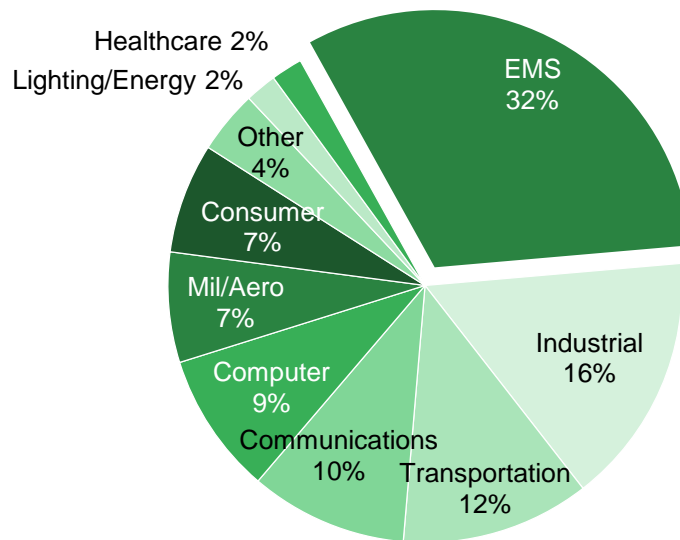
Selling broad range of products into a diverse customer base

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We've got great product/technology coverage

Of the industry Top 10 suppliers, Avnet has…

10	9	8	8	8	6	6	5	5
of 10	of 10	of 10	of 10	of 10	of 10	of 10	of 10	of 10
Passive	Discrete	Analog	Micros	Memory	ASSP*	Connector	Logic	Opto

* Application-Specific Standard Product

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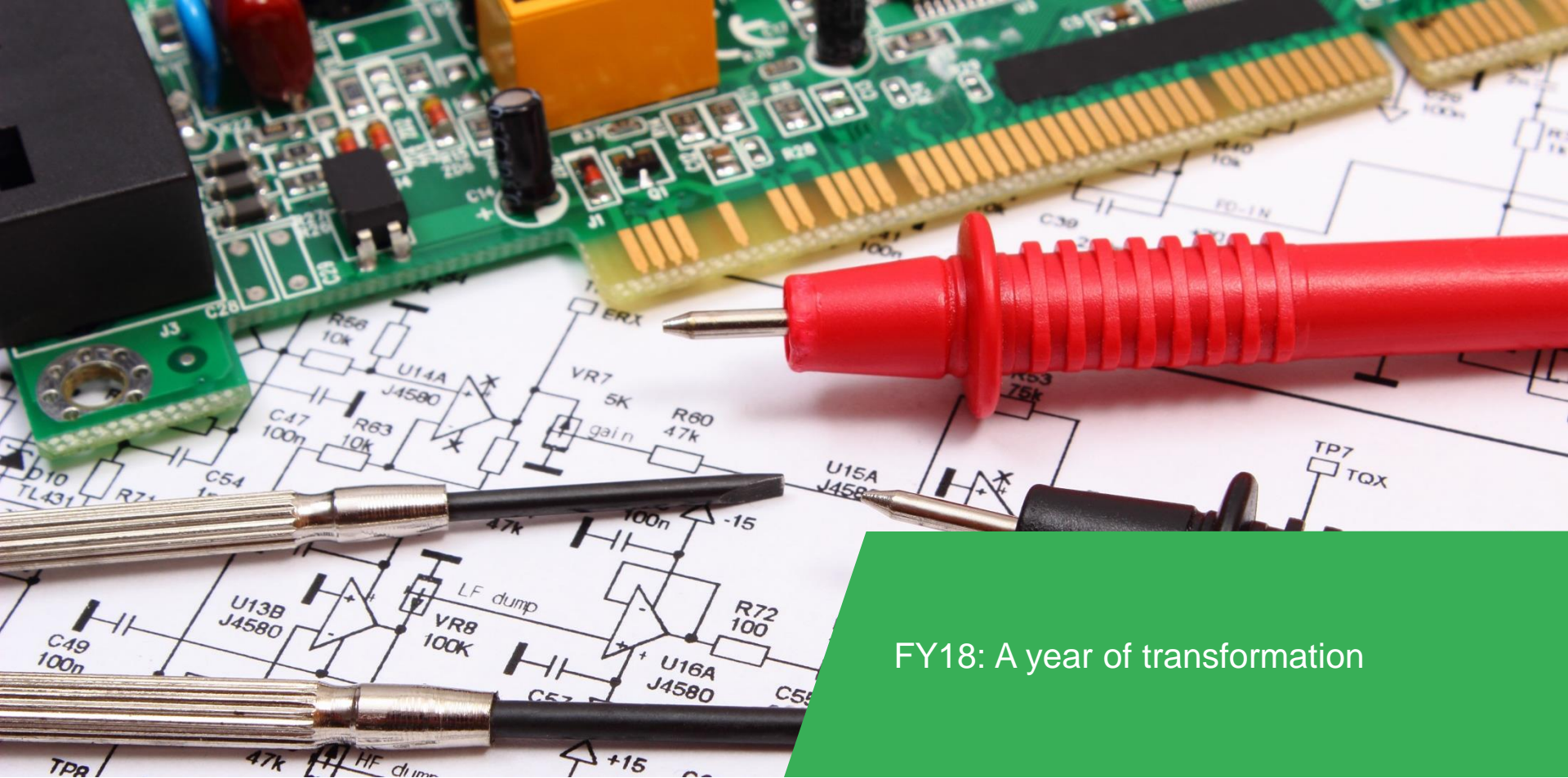
FY18: A year of transformation

Americas ascending – We're on the offense

- Q4 FY18 forecast will be 3rd consecutive growth quarter
  - Operating margin expanding
  - Continue to drive efficiencies (e.g., digital self serve, low-cost regions)
  - Executing on transformation projects
- Rebuilding customer confidence
  - New program wins
- Supplier wins accelerating
  - Regaining and growing market share
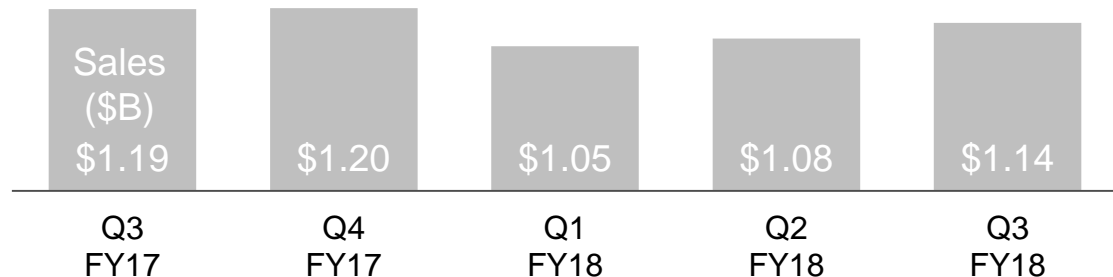
FY18 awards from customers & suppliers

L3 Technologies
CY17 Distributor of the Year

Rockwell Collins
2018 Commitment Award

TE connectivity
AUTHORIZED DISTRIBUTOR
New Design Wins 2017

Infineon
Global Partnership Award

Sales ($B)				
$1.19	$1.20	$1.05	$1.08	$1.14
Q3 FY17	Q4 FY17	Q1 FY18	Q2 FY18	Q3 FY18

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Double-digit international growth

($B)
- ■ Asia
- ■ EMEA

+13% Y/Y

$2.90

| | Asia $1.46 | $1.58 | $1.73 | $1.75 | $1.66 |
| EMEA | $1.44 | $1.49 | $1.52 | $1.33 | $1.61 |

$3.26

| Q3 FY17 | Q4 FY17 | Q1 FY18 | Q2 FY18 | Q3 FY18 |
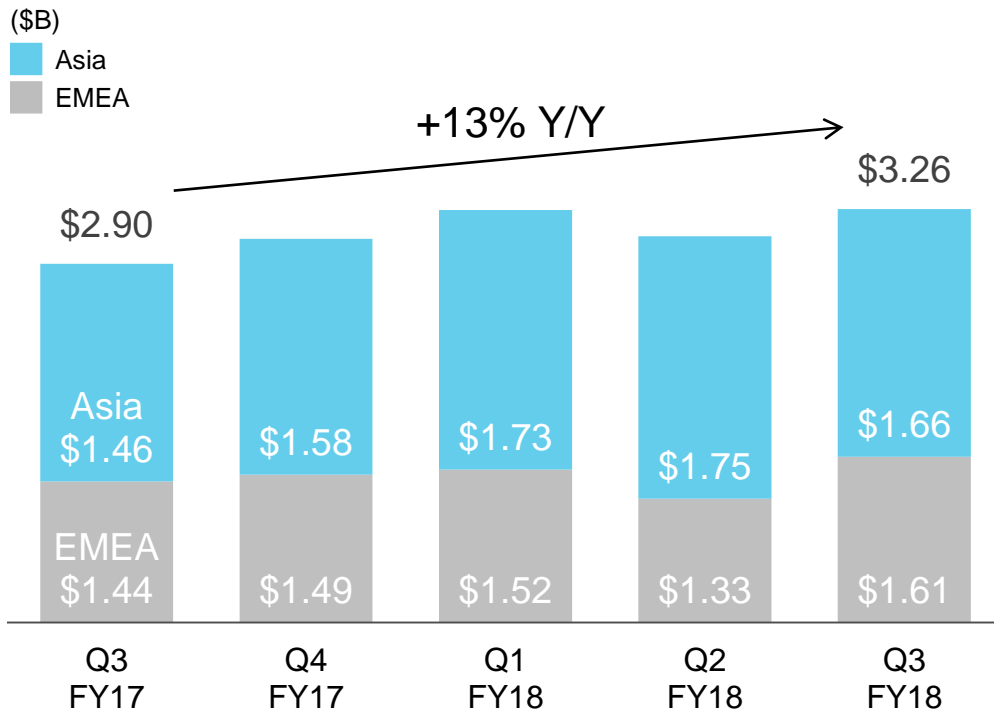
- Solid leadership teams

- Accelerating design registrations

- Excellent lead sharing with Premier Farnell

- Leveraging strong position
  - Especially in industrial and transportation

- Asia and EMEA share gains
  - Driving double digit growth

Strong EMEA and Asia business drive consistently strong performance

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Strengthened and expanded supplier relationships

In FY18:

- Met with 150+ suppliers

- Suppliers continue to invest in our design capabilities

- Added 16 suppliers to the Electronic Components line card in 2H FY18

  – Expanded geographic coverage with existing suppliers

  – Premier Farnell added 22 new suppliers since acquisition

- Reallocated resources to align with suppliers' growth strategies

Top 10 supplier market share ↑ through FY18

30%

20%

10%

Q1 FY18   Q2 FY18   Q3 FY18
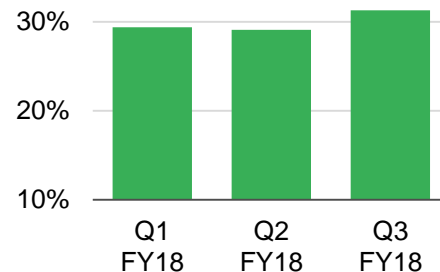
Select FY18 supplier awards

ON
Silica – EMEA Distributor of the Year

Amphenol
Asia Distributor of the Year

molex®
EMEA Distributor of the Year

infineon
Global Partnership Award

TE connectivity
AUTHORIZED DISTRIBUTOR
New Design Wins 2017

Solid supplier relationships driving market share gain, growth and confidence

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Growth strategies
1. High-growth, high-margin segments
2. Expand share of wallet
3. Leverage ecosystem
4. Complex customer solutions

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Focus on high-growth, higher-profit opportunities

% of FY17 sales

Category	%
EMS	32%
Industrial	16%
Transportation	12%
Communications	10%
Computer	9%
Mil/Aero	7%
Consumer	7%
Other	4%
Lighting/Energy	2%
Healthcare	2%

Served semiconductor TAM[1]

Size and growth by vertical market

Vertical	TAM ($B)	2017-2020 CAGR
Transportation	$41	10.5%
Industrial	$41	9.3%
Consumer	$34	5.0%
Communications	$93	4.3%
Mil/Aero	$5	3.2%
Data Processing	$46	1.9%
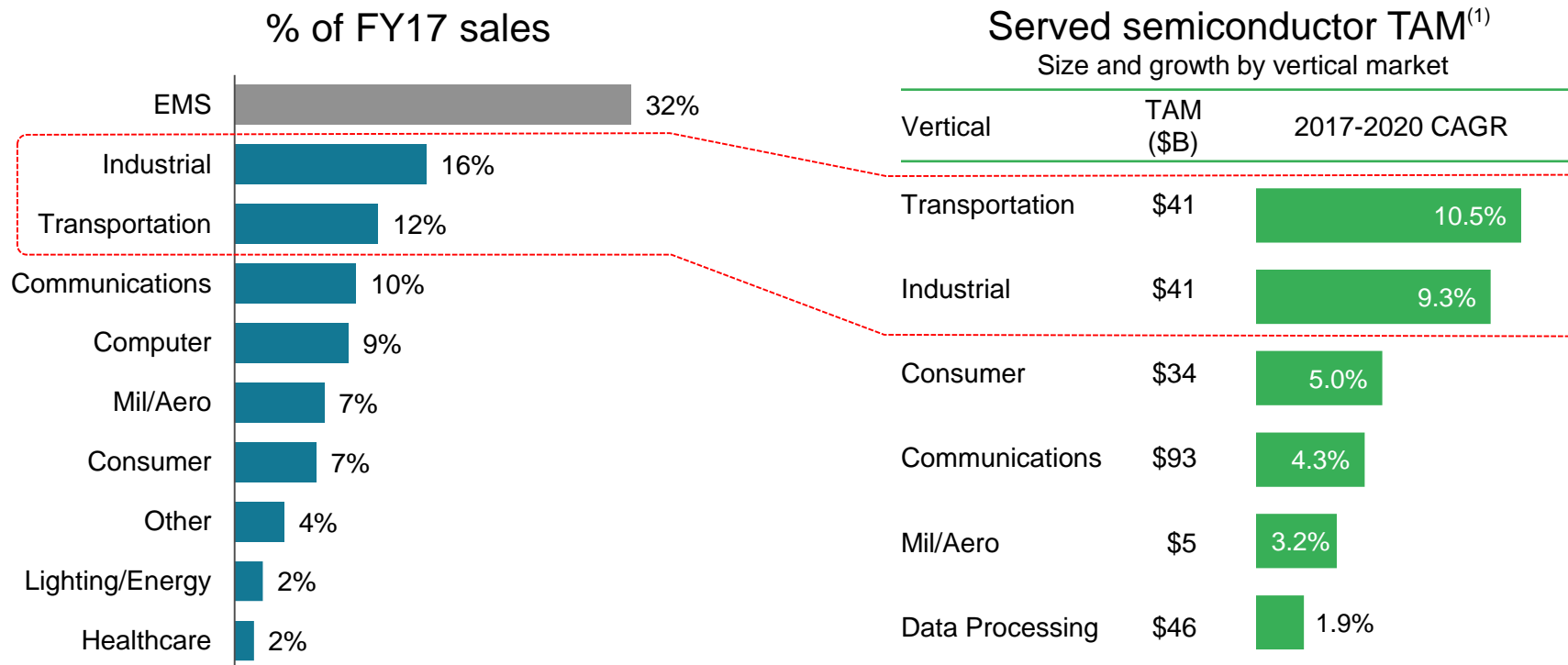
Poised for growth in industrial and transportation

[1] Avnet estimates based on industry data (Apr-18)

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Expand Avnet's share of wallet

Customer audience

element14 COMMUNITY
hackster.io
MakerSource

1M+
community members

AVNET
100K+
EC customers

Resources

FAEs · Account managers · Inside sales · AVID TECHNOLOGIES Design services · IoT specialists · Supply chain services

Digital tools

BOM tool · Avail tool (block diagrams) · Ask Avnet

AVNET INTEGRATED
Integrated solutions specialists

Capabilities

Design chain

Electronic Components $16.5B FY17 · Supply chain · Engineer On Demand · IoT Connect

Dragon Innovation · Embest
Manufacturing services

Premier Farnell
2.1M+
web customers

Expanded capabilities, digital tools & resources; marketing to a large & growing audience

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Access new customers through Avnet ecosystem

Research	Concept	Design	Prototype	New Product Introduction	Production	Service
Communities	Digital Tools	Design Services	Design Services/ Manufacturing Support	Manufacturing Support	Supply Chain	Logistics
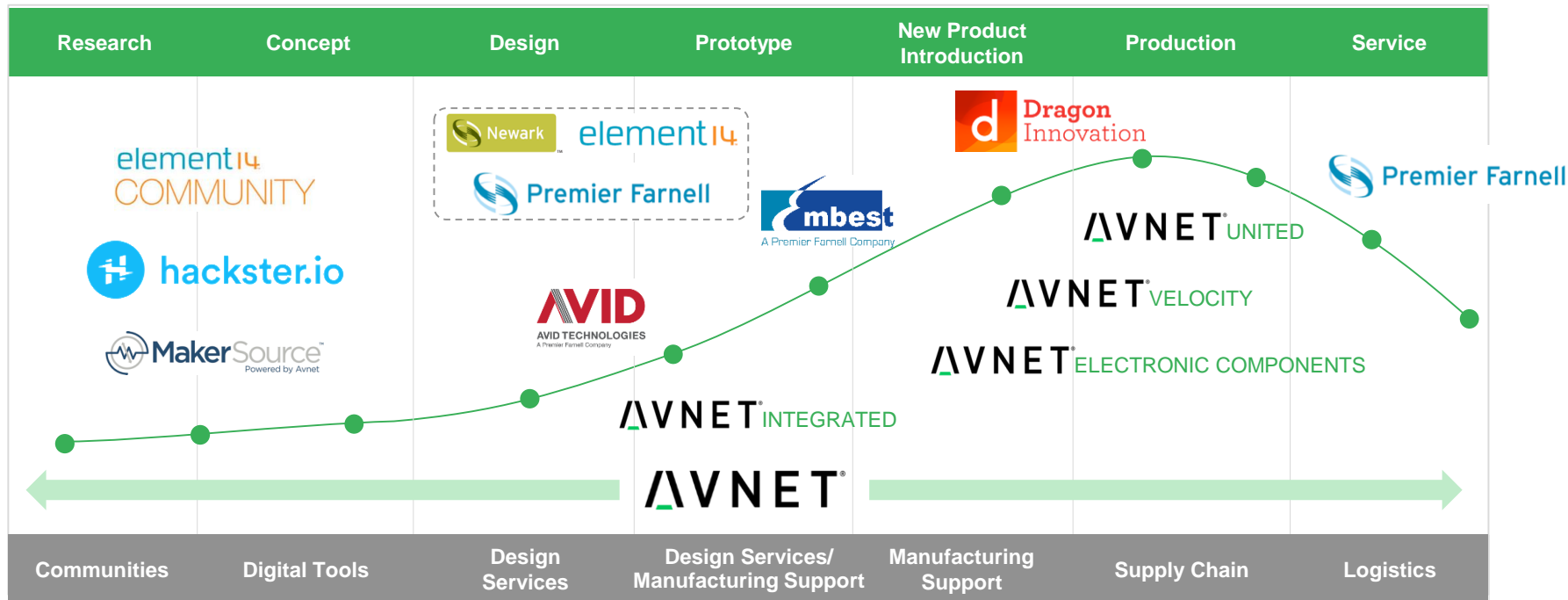
Avnet + Premier Farnell = Demand creation earlier in design cycle; small order → volume

Avnet + Communities + Dragon = Access to new customers and non-traditional (non-hardware) companies

Increase revenue & profit through solutions

Chip sales
Component sale

Demand creation
↑ margin

Complex designs
Fee-for-service

Custom modules
Fee-for-service
↑ engagement

IoT/ecosystem solutions
Recurring revenue

Greater complexity → higher reward → increased engagement
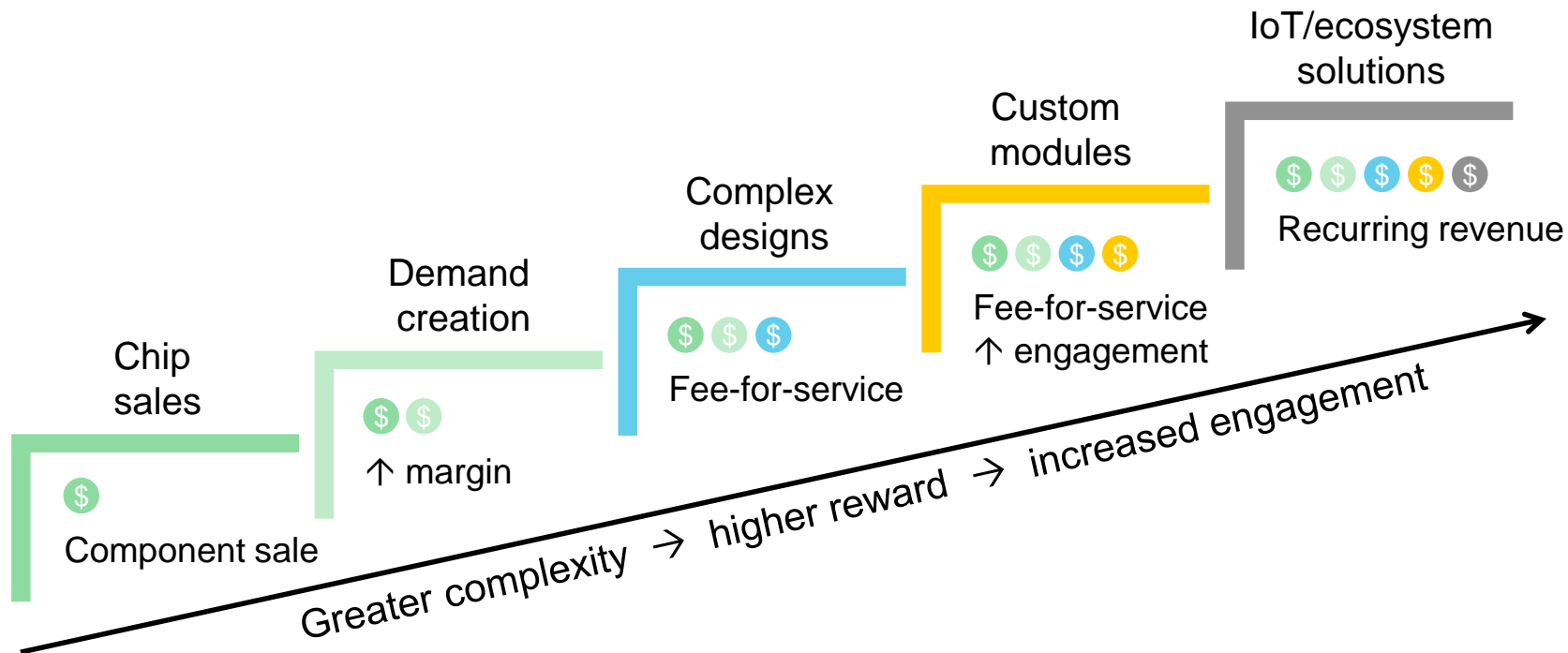
From selling components to more complex solution sales

This is Further.

Edico Genome case study video

Key takeaways

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Key takeaways

- Still a strong market – an exciting time to be Avnet

- Continued strong performance in FY18, momentum building

- Poised for success in high-growth, high-profit markets

- Expanding customers and share of wallet with broader Avnet ecosystem

- Full suite of global capabilities, digital tools and resources allocated to support growth

Avnet Electronic Components has an expanded playbook for growth and opportunity

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Customer & supplier panel

Michael Barone
Vice President, Americas Sales and Corporate Channel
Xilinx

Paul Blom
Senior Vice President and Chief Procurement Officer
Celestica

Dr. Johnny Boan
Vice President, Global Distribution
KEMET

Ed Engler
Vice President of Americas Sales
Broadcom

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Avnet Investor Day – Road to Value Creation

Tom Liguori
Chief Financial Officer

AVNET®
Reach Further™

Road to value creation

Deploying capital to highest returns
- Share repurchases
- M&A
- Working capital reduction

Optimizing cost & operating income
- Americas margin expansion
- Low-cost geographies
- Back office integration
- Transformation

Growing higher margin businesses
- Premier Farnell
- Demand creation
- Avnet Integrated
- IoT Solutions
- Digital

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Transformation driving top and bottom line

Transformation driving revenue up 21% and adjusted EPS up 73%

Revenue

- $4.0B — Q4 FY16
- $4.6B — Q4 FY17
- $4.8B — Q3 FY18

Adj EPS[1]

- $0.59 — Q4 FY16
- $0.84 — Q4 FY17
- $1.02 — Q3 FY18

Adj operating income %[1]

- 3.3% — Q4 FY16
- 3.4% — Q4 FY17
- 3.7% — Q3 FY18

[1] Non-GAAP measures based on Avnet continuing operations. See Non-GAAP information section in the Appendix of this presentation.

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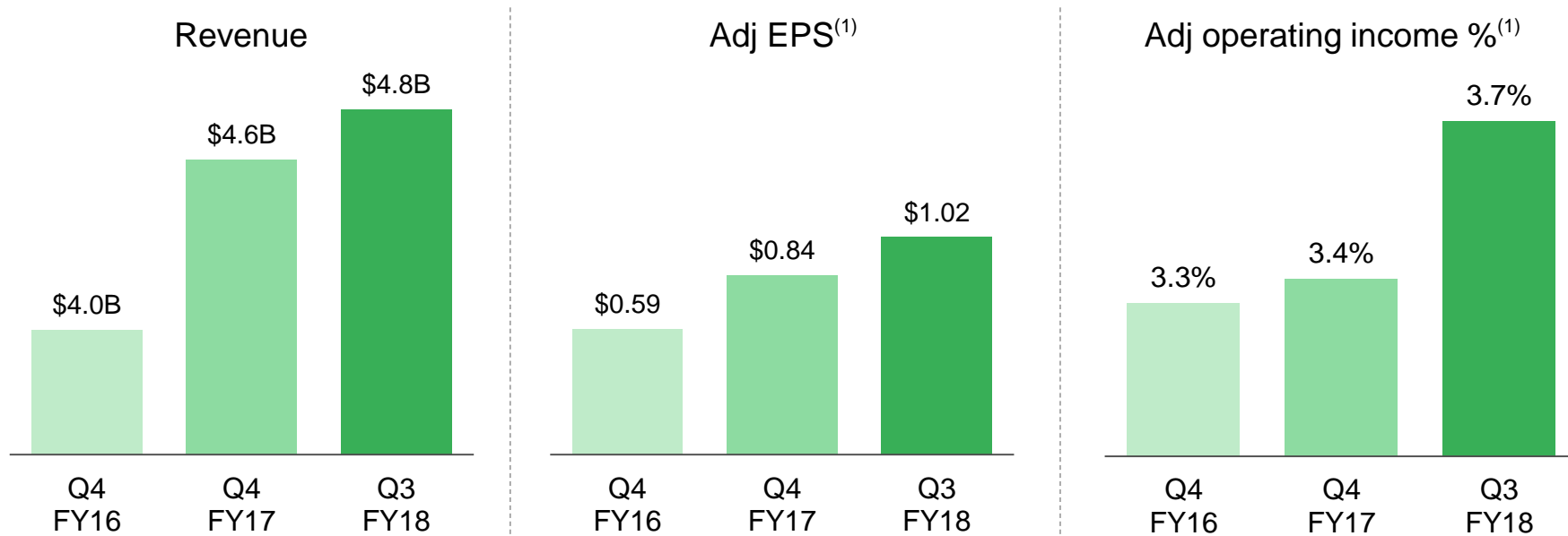
Expanding Premier Farnell margins

Revenue & operating income %

($M)

$391

11.4%

8.9%

$269

| Q2 FY17 | Q3 FY17 | Q4 FY17 | Q1 FY18 | Q2 FY18 | Q3 FY18 |
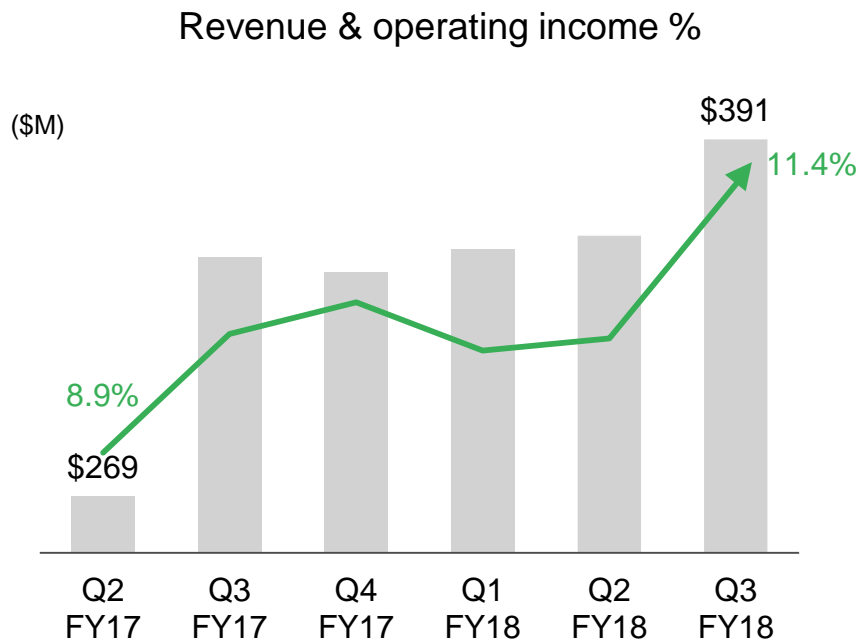
Highlights

Purchase price $1.1B

1H FY18 revenue growth 9.9% and ~10% operating income

SKU breadth increased by 22%

New warehouse approved; growth and efficiency

Added 22 new supplier franchises

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Focus on higher growth markets

Business plan uses 5%+ CAGR assumption

($B)

Served total available market

	2017-2020 CAGR[1]
$403	5.6%
	5.1%
	5.7%

IP&E

Served Semi

2017 2018 2019 2020

$343 $368 $384 $403

Vertical	2017-2020 CAGR[1]
Transportation	10.5%
Industrial	9.3%
Consumer	5.0%
Communications	4.3%
Mil/Aero	3.2%
Data Processing	1.9%

[1] Avnet estimates based on industry data (Apr-18)

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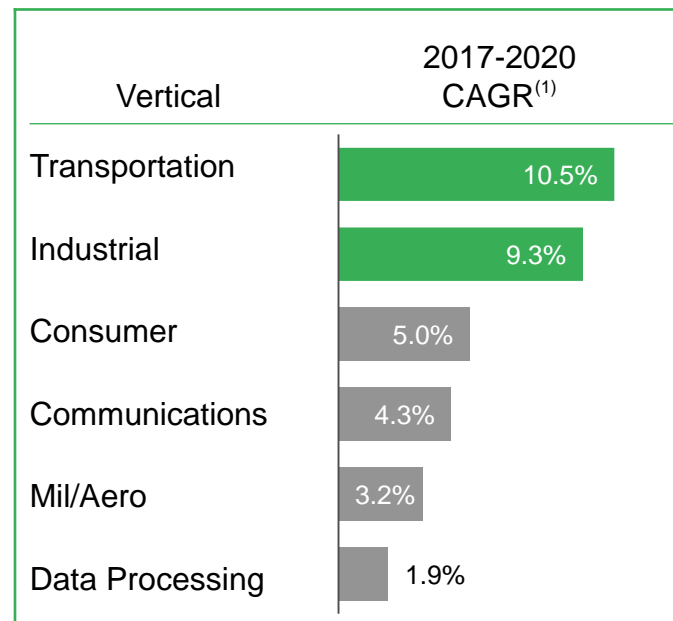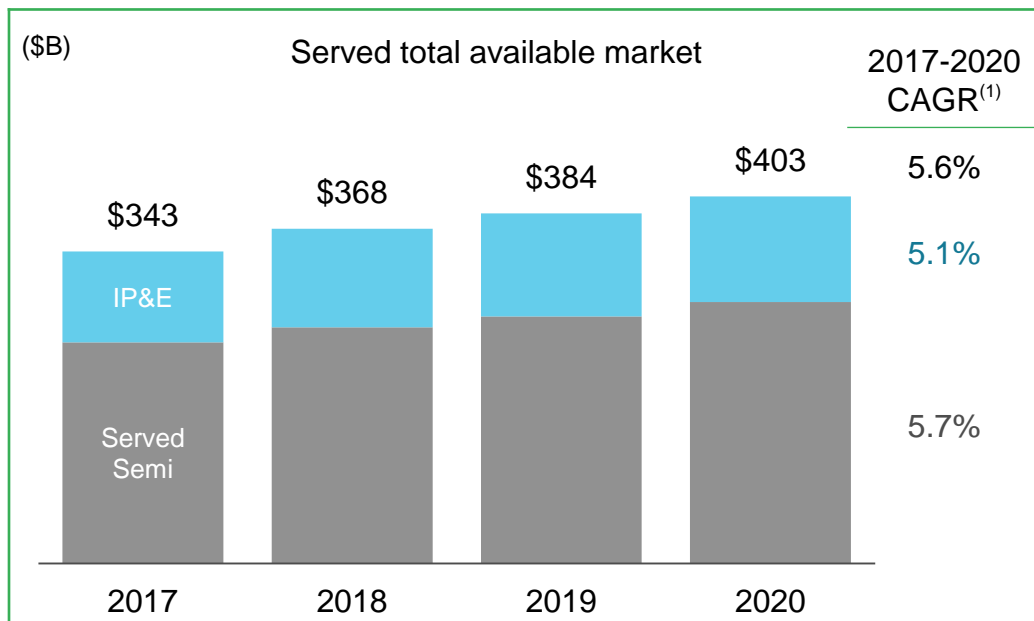
Expanding higher margin businesses

Today: FY18F adj operating income 3.4%[1]

Adj operating income %

>10%

~4% – 7%

~2% – 4%

IoT Solutions
Premier Farnell
Avnet Integrated
Demand creation
Supply chain & Fulfillment

Target: Adj operating income 4.5% – 5.0%[1]

IoT Solutions
Premier Farnell
Avnet Integrated
Demand creation
Supply chain & Fulfillment

>15%

6% – 8%

3% – 4%

Adj operating income %
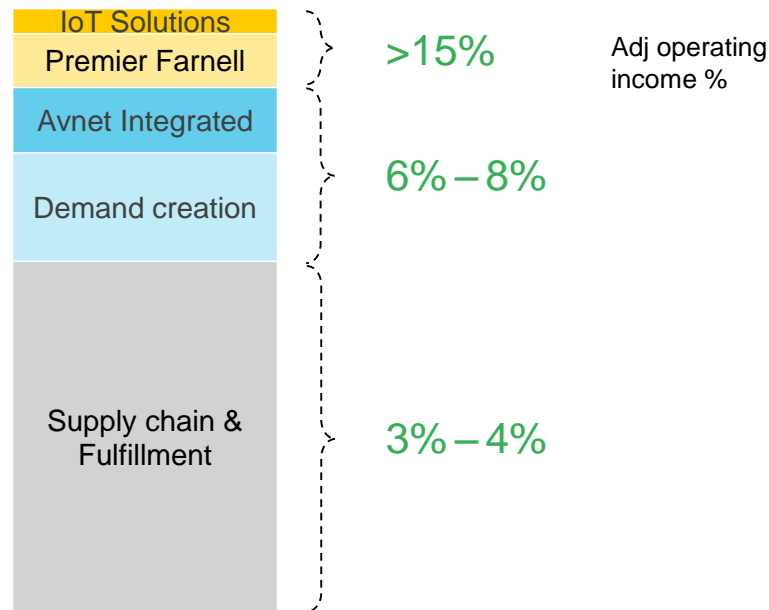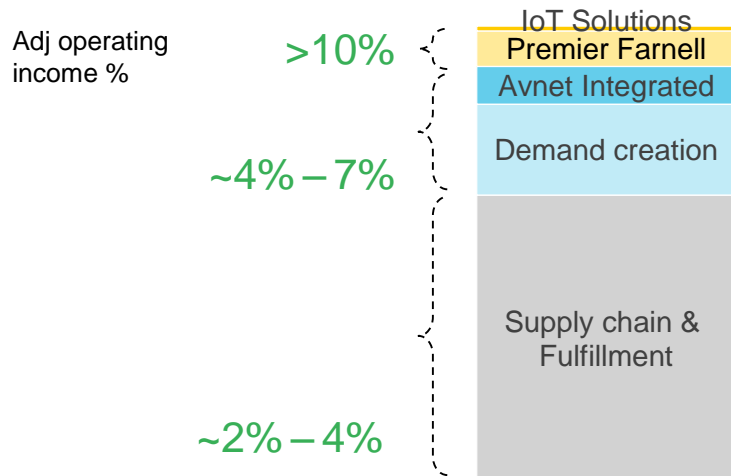
Higher margin business mix grows from 35% to > 40%

[1] Non-GAAP measures based on Avnet continuing operations. See Non-GAAP information section in the Appendix of this presentation.

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Improving mix to maintain gross margins

Waterfall chart:

- FY18F: 13.4%
- Premier Farnell & Avnet Integrated: 60 bps
- Americas acceleration: 20 bps
- Demand creation: 15 bps
- Digitization: 15 bps
- IoT: 10 bps
- Risk adjustment: -100 bps
- Target: 13.6%
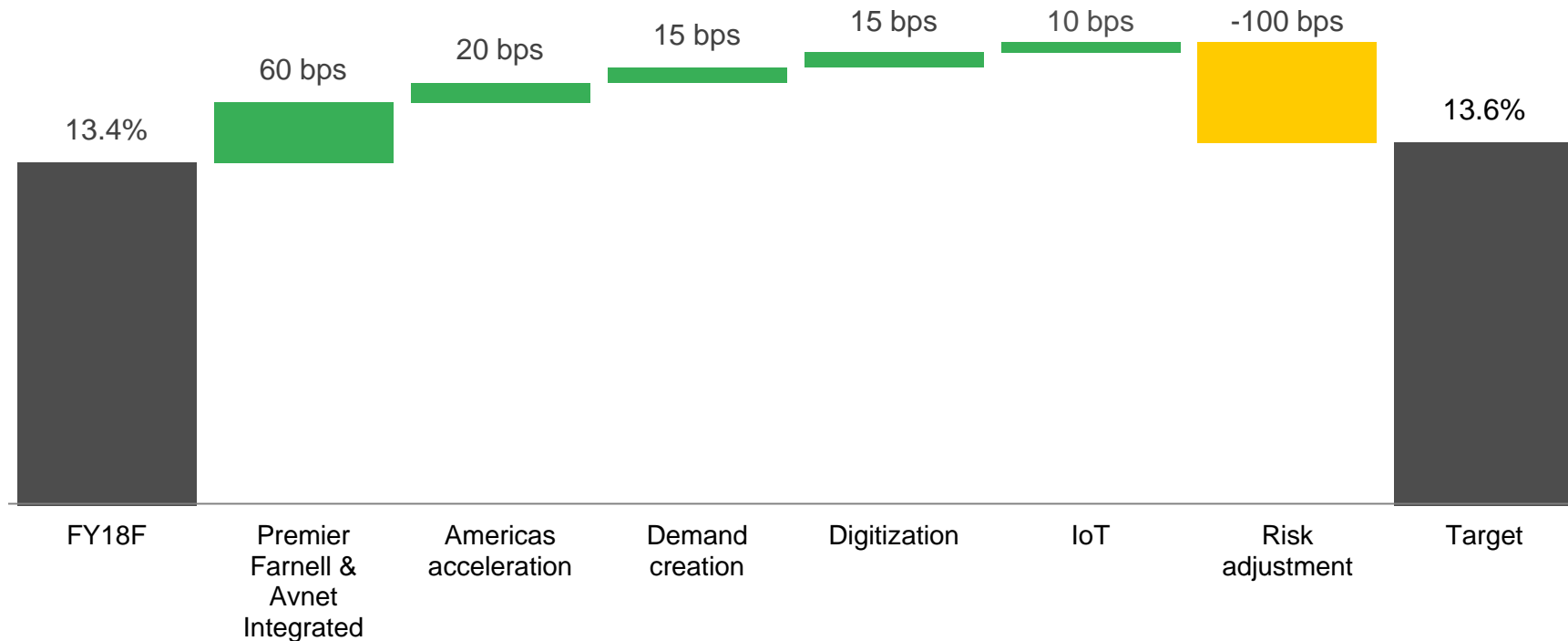
Improved mix (demand creation, IoT, PF) yields higher GP% even with risk factors

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Optimizing operating expense

Waterfall chart:

- FY18F: $1,880M — OE/GP[1] 75%
- Transformation: ($85M)
- Optimize cost structure: ($70M)
- Low-cost geographies: ($50M)
- Back office integration: ($40M)
- Volume: $230M
- IoT & Digital investments: $105M
- Target: $1,970M — OE/GP[1] goal 65%
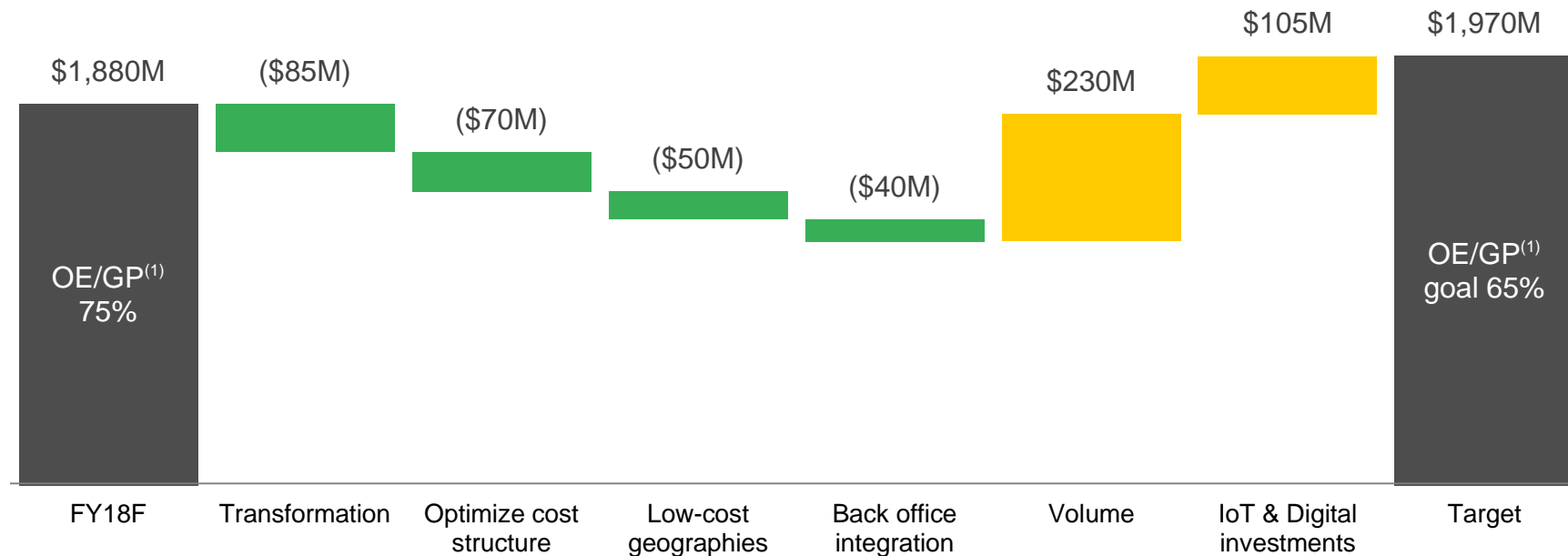
Reduce operating expense to 65% of gross profit

[1] Non-GAAP measures based on Avnet continuing operations. See Non-GAAP information section in the Appendix of this presentation.

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Growing Americas and expanding margins

OI%

$4.9B

Revenue

FY18F   FY19   FY20   FY21
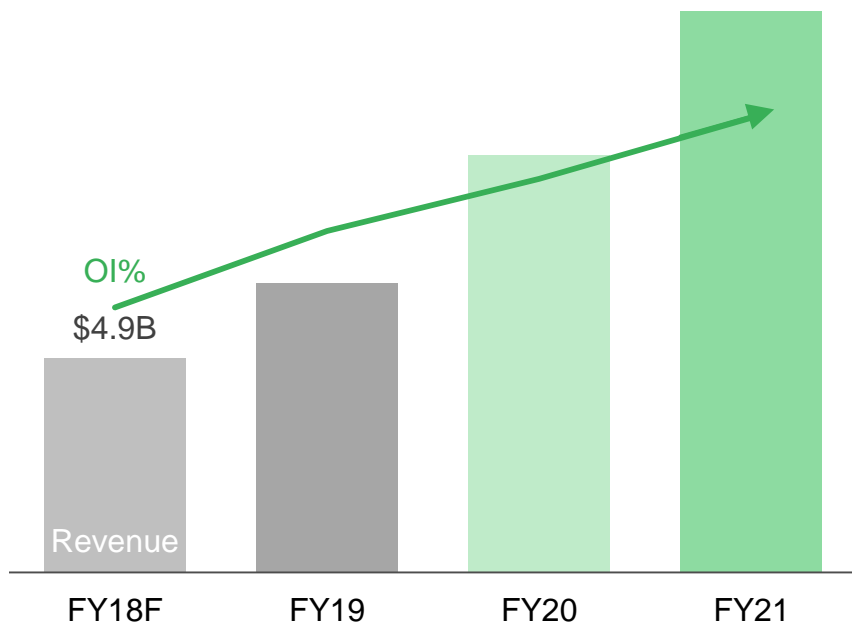
Target adjusted operating income % doubles

- Growing above market; gaining share

- Maintain margin on existing business

- Drive favorable mix of new business
  - Digital, demand creation, IoT

- Drive operating expense discipline
  - Digitize processes
  - Back office integration globally
  - Expand Guadalajara
  - Robotic process automation

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Driving to 4.5%-5.0% adjusted operating income

Waterfall chart showing:

- FY18F: 3.4%[1]
- Americas acceleration: 40-60 bps
- Optimizing Op Ex: Low-cost geographies, back office integration, other: 90-110 bps
- Premier Farnell & Avnet Integrated acceleration: 30-40 bps
- IoT & demand creation: 20-40 bps
- Gross margin: 20 bps
- Risk adjusted: 90-110 bps
- Target OI%: 4.5%-5.0%[1]
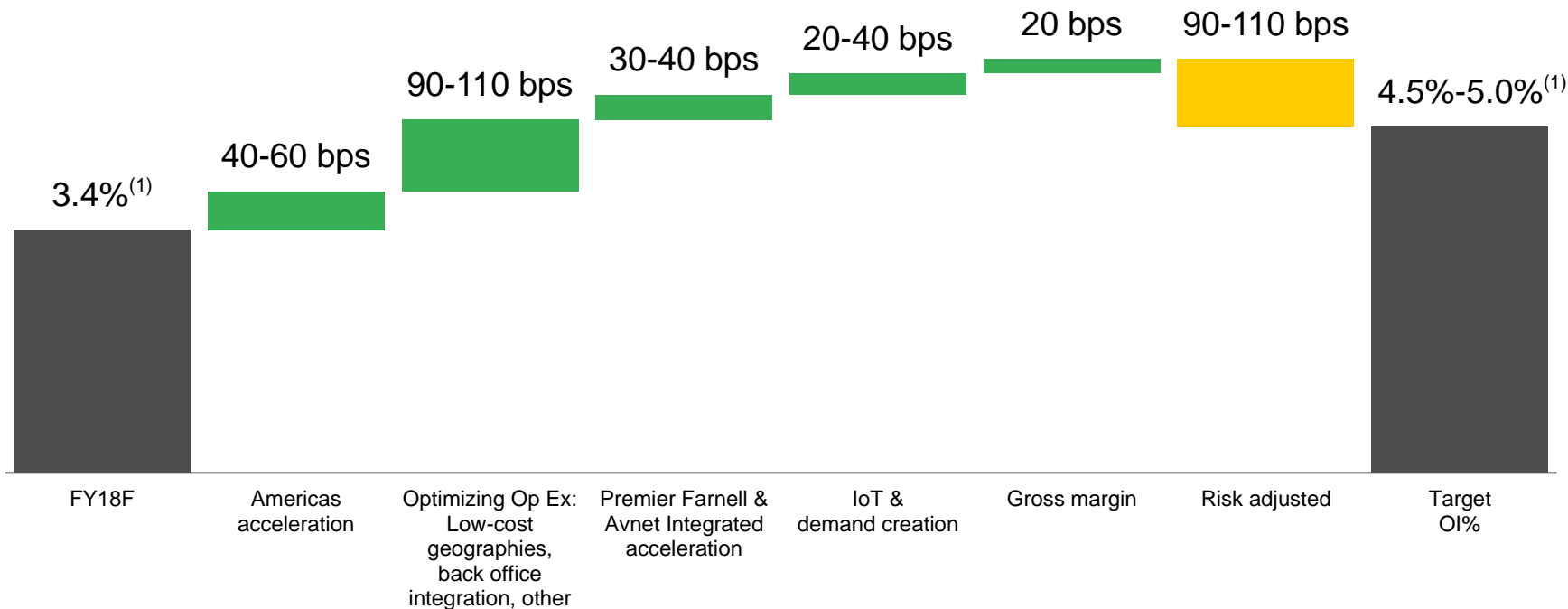
Multiple paths available to achieve operating income target

[1] Non-GAAP measures based on Avnet continuing operations. See Non-GAAP information section in the Appendix of this presentation.

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Operating income sensitivity to revenue growth rate

Revenue

($B)

$17.7 — -2%
$19.3 — 1%
$20.5 — 3%
$21.7 — 5%
$23.7 — 8%
$25.0 — 10%

FY18F-FY21 Revenue CAGR

Adj operating income %

4.2% — -2%
4.5% — 1%
4.6% — 3%
4.8% — 5%
5.2% — 8%
5.6% — 10%
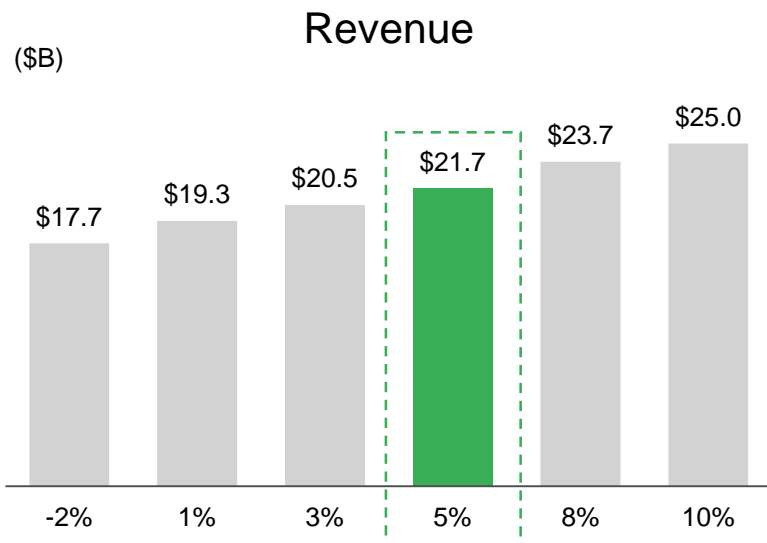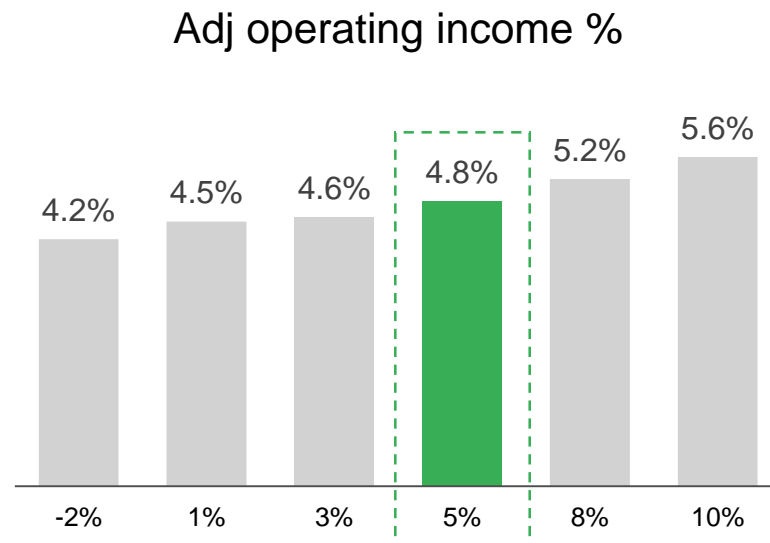
FY18F-FY21 Revenue CAGR

Significant operating leverage provides margin upside with growth

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Reducing working capital to < 70 days

Chart data (WC days):
- Q2 FY18: 100
- Q3 FY18: 93
- FY19: 83
- FY20: 75
- FY21: 70
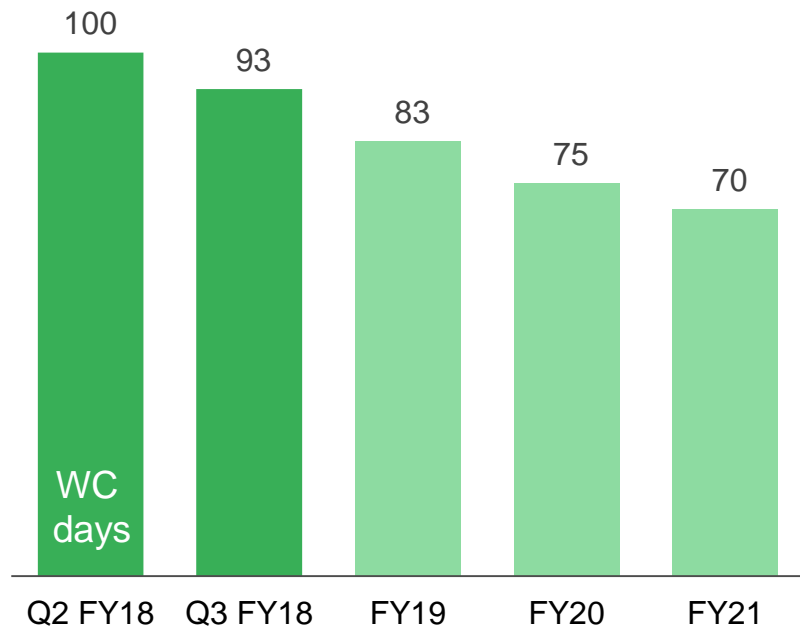
- Inventory
  - Centralized management
  - Speed throughput
  - Share region best practices
  - Cross region visibility of inventory
  - More vendor managed inventory
  - More thoughtful margin/WC models

- Receivables
  - Web-based orders
  - Electronic payment

- Payables
  - Standard global payment cycles
  - More thoughtful use of discounts

Working capital improvement has potential to generate $1+ billion of cash

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Allocating capital to highest returns

Pie chart centered on "$2B+":
- M&A 20%
- CapEx 20%
- Dividends 10%
- Buyback 50%
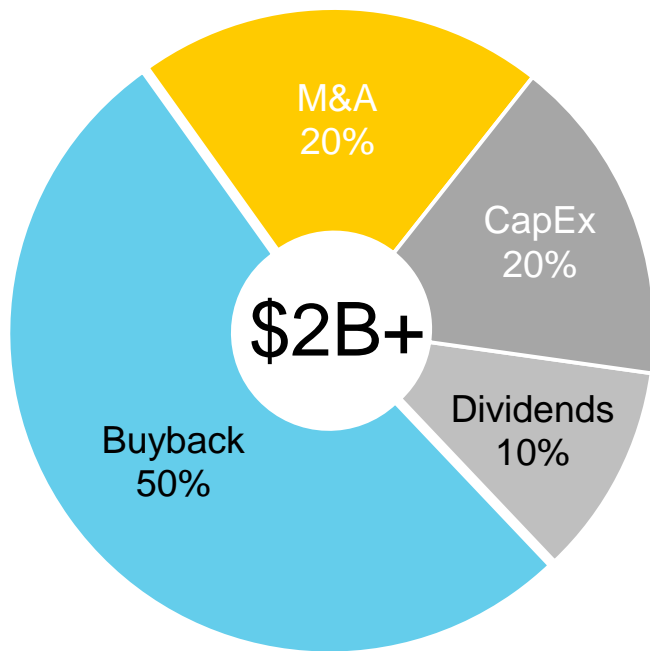
Shareholder distributions:

- Grow dividend 5% to 7% per year
- Value-based share repurchases
- Mix of dividend and repurchases will change over time

M&A

- Strategic in nature, capabilities and markets
- Smaller tuck-ins, partnerships
- Financial thresholds:
    - Return exceeds WACC
    - Return better than a buyback

Shareholder distributions expected to be 60% of total capital allocation plan

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The financial model

	FY18F	Target
GP%	13.4%	13% to 14%
OE/GP[1]	75%	~65%
Adj OI%[1]	3.4%	4.5% to 5.0%
Adj tax rate[1]	23%	< 20%
Net working capital days	95	< 70 days
Debt leverage	2.2x	< 2.5x
Free cash flow % of net income	N/A[2]	>75%

Three-year time frame for achieving financial targets

[1] Non-GAAP measures based on Avnet continuing operations. See Non-GAAP information section in the Appendix of this presentation.

[2] FY18 free cash flow breakeven to negative due to working capital increase in first half.

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The road to value creation

Transforming the Business

Allocating Capital

$3.53 [1]

$0.55

$0.65

$0.40

$0.20

$0.67

$6.00

$0.80-$1.10

$0.20-$0.40

$7.00 to $7.50

Adj EPS — FY18 Analyst consensus

Improving Mix: PF, AI, Digital, IoT

Optimizing Op Ex

Accelerating Americas

Lower tax expense

Volume 5% CAGR

Adj EPS — Subtotal

Buyback shares

M&A

Adj EPS — Target
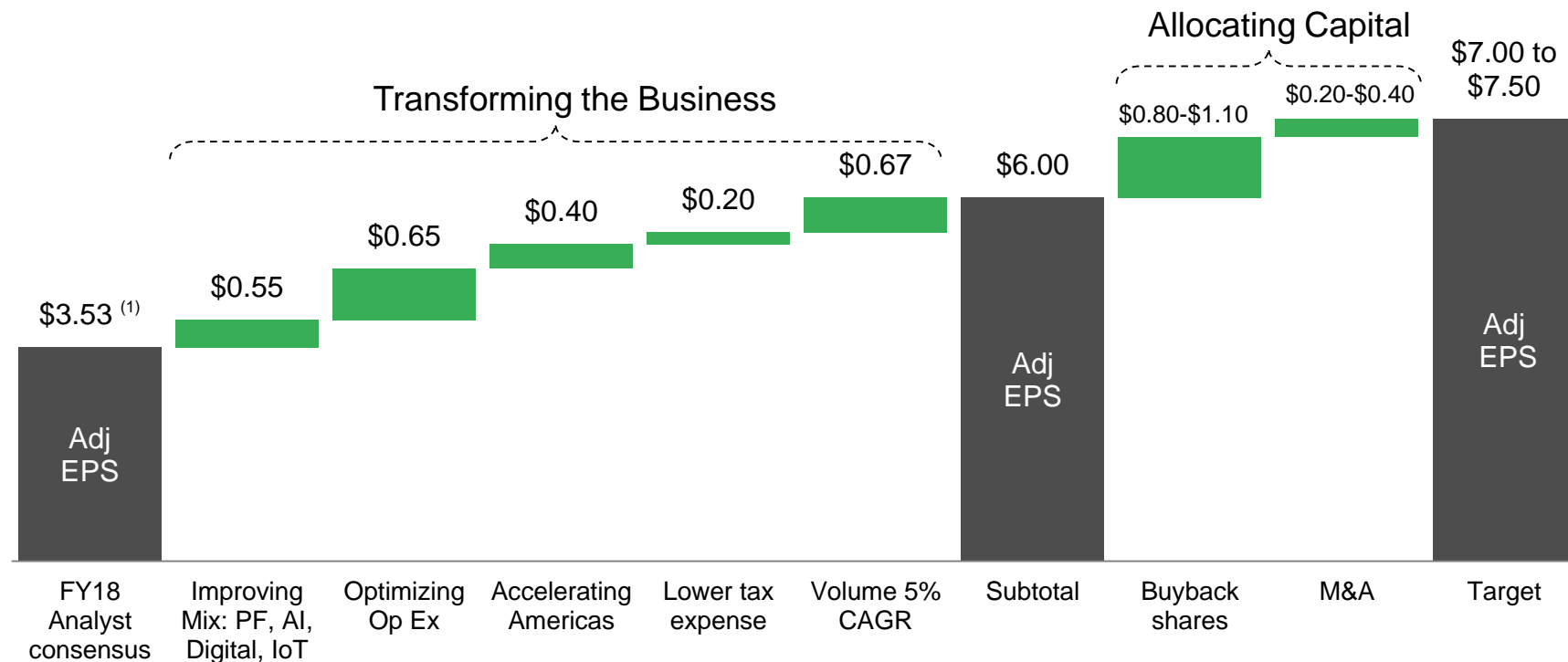
The bottom line: EPS accretion 25%+ CAGR

[1] Non-GAAP measures based on Avnet continuing operations. See Non-GAAP information section in the Appendix of this presentation.

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Closing remarks

Tremendous progress in improving Avnet operations

Emerging technology wave creating incredible market opportunity for Avnet

Avnet ecosystem capabilities are unique and increasingly important for customers

Path to meaningful growth and 4.5%-5.0% operating income is clear and achievable

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Q&A

Thank You

Avnet Investor Day 2018

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Appendix

Non-GAAP information

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 certain non-GAAP financial information including (i) adjusted operating income, (ii) adjusted operating expenses, (iii) adjusted income tax expense, (iv) adjusted income from continuing operations and (v) adjusted diluted earnings per share.

Management believes that operating income and operating expenses adjusted for restructuring, integration and other expenses, goodwill impairment expense and amortization of acquired intangible assets and other, are useful measures to help investors better assess and understand the Company's operating performance. This is especially the case 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 noncash in nature. Management analyzes operating income and operating expenses without the impact of these items as an indicator of ongoing margin performance and underlying trends in the business. Management also uses these non-GAAP measures to establish operational goals and, in many cases, for measuring performance for compensation purposes.

Additional non-GAAP metrics management uses are adjusted operating income margin, which is defined as adjusted operating income (as defined above) divided by sales and the operating expense to gross profit ratio, which is defined as adjusted operating expenses (as defined above) divided by gross profit.

Management also believes income tax expense, income from continuing operations and diluted earnings per share from continuing operations adjusted for the impact of the items described above and certain items impacting income tax expense are useful to investors because they provide a measure of the Company's net profitability on a more comparable basis to historical periods and provide a more meaningful basis for forecasting future performance. Additionally, because of management's focus on generating shareholder value, of which net profitability is a primary driver, management believes income from continuing operations and diluted earnings per share from continuing operations excluding the impact of these items provides an important measure of the Company's net profitability for the investing public.

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.

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Non-GAAP reconciliation

	Forecasted Fiscal Year 2018*	Quarters Ended			
		Mid-Point Guidance June 30, 2018*	March 31, 2018*	December 30, 2017*	September 30, 2017*
		($ in thousands, except per share amounts)			
Sales	**$18,777,672**	**$4,800,000**	**$4,795,093**	**$4,521,636**	**$4,660,943**
Gross Profit	**$2,516,600**	**$648,048**	**$653,537**	**$602,460**	**$612,555**
GAAP selling, general and administrative expenses - continuing operations	**$1,972,313**	**$496,048**	**$501,378**	**$478,681**	**$496,206**
Amortization of intangible assets and other - continuing operations	(93,187)	(23,000)	(22,725)	(21,877)	(25,585)
Adjusted operating expenses - continuing operations	**1,879,126**	**473,048**	**478,653**	**456,804**	**470,620**
Adjusted operating expenses to gross profit ratio ("OE/GP") - continuing operations	74.7%	73.0%	73.2%	75.8%	76.8%
GAAP operating income (loss) - continuing operations	**$224,572**	**$122,000**	**$(54,401)**	**$87,018**	**$69,955**
Restructuring, integration and other expenses - continuing operations	138,276	30,000	25,120	36,762	46,394
Goodwill impairment expense - continuing operations	181,440	-	181,440	-	-
Amortization of intangible assets and other - continuing operations	93,187	23,000	22,725	21,877	25,585
Adjusted operating income (loss) - continuing operations	**637,475**	**175,000**	**174,884**	**145,657**	**141,934**
Adjusted operating income (loss) margin - continuing operations	3.4%	3.6%	3.7%	3.2%	3.0%
GAAP income tax expense (benefit) - continuing operations	**$268,239**	**$16,060**	**$243,541**	**$5,346**	**$3,292**
Restructuring, integration and other expenses - continuing operations	38,649	7,110	5,757	9,004	16,778
Goodwill impairment expense - continuing operations	-	-	-	-	-
Amortization of intangible assets and other - continuing operations	19,010	4,830	4,575	4,405	5,200
Foreign currency (gain) loss - continuing operations	(3,314)	-	33	84	(3,431)
Discrete income tax (expense) benefit items, net - continuing operations	(197,395)	6,500	(218,810)	8,017	6,898
Adjusted income tax expense - continuing operations	**125,189**	**34,500**	**35,096**	**26,856**	**28,737**
Adjusted income tax rate - continuing operations	23%	23%	22%	22%	23%

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Non-GAAP reconciliation

	Forecasted Fiscal Year 2018*	Mid-Point Guidance June 30, 2018*	March 31, 2018*	December 30, 2017*	September 30, 2017*
		Quarters Ended			
		($ in thousands, except per share amounts)			
GAAP income (loss) - continuing operations	**($119,688)**	**$80,940**	**($315,604)**	**$56,794**	**$58,182**
Restructuring, integration and other expenses (net of tax) - continuing operations	99,627	22,890	19,363	27,758	29,616
Goodwill impairment expense - continuing operations (net of tax)	181,440	-	181,440	-	-
Amortization of intangible assets and other (net of tax) - continuing operations	74,177	18,170	18,150	17,472	20,385
Foreign currency (gain) loss (net of tax) - continuing operations	(5,889)	-	104	462	(6,455)
Discrete income tax expense (benefit) items, net - continuing operations	197,395	(6,500)	218,810	(8,017)	(6,898)
Adjusted income (loss) - continuing operations	**427,062**	**115,500**	**122,263**	**94,469**	**94,829**
GAAP diluted earnings (loss) per share - continuing operations	**($0.99)**	**$0.68**	**($2.64)**	**$0.47**	**$0.47**
Restructuring, integration and other expenses (net of tax) - continuing operations	0.82	0.18	0.16	0.23	0.24
Goodwill impairment expense - continuing operations (net of tax)	1.50	-	1.52	-	-
Amortization of intangible assets and other (net of tax) - continuing operations	0.61	0.15	0.15	0.14	0.16
Foreign currency (gain) loss (net of tax) - continuing operations	(0.05)	-	-	-	(0.05)
Discrete income tax expense (benefit) items, net - continuing operations	1.63	(0.05)	1.83	(0.07)	(0.06)
Adjusted diluted EPS - continuing operations	**3.53**	**0.96**	**1.02**	**0.78**	**0.76**
Weighted average diluted shares outstanding	**121,000**	**120,000**	**119,601**	**121,749**	**123,984**

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Non-GAAP reconciliation

	Quarter Ended July 1, 2017*	Quarter Ended July 2, 2016*
	($ in thousands, except per share amounts)	
Sales	**$4,606,404**	**$3,968,969**
GAAP operating income - continuing operations	**$93,373**	**$120,180**
Restructuring, integration and other expenses - continuing operations	42,033	9,306
Amortization of intangible assets and other - continuing operations	19,822	2,222
Adjusted operating income - continuing operations	**155,228**	**131,708**
Adjusted operating income margin - continuing operations	**3.4%**	**3.3%**
GAAP diluted earnings per share - continuing operations	**$0.59**	**$0.56**
Restructuring, integration and other expenses (net of tax) - continuing operations	0.21	0.05
Amortization of intangible assets and other (net of tax) - continuing operations	0.11	0.01
Unrealized loss on marketable securities and other (net of tax) - continuing operations	0.06	-
Discrete income tax expense (benefit) items, net - continuing operations	(0.13)	(0.03)
Adjusted diluted EPS - continuing operations	**0.84**	**0.59**
Weighted average diluted shares outstanding	**125,062**	**129,799**

* May not foot due to rounding

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Glossary (1/2)

AI	Artificial intelligence
ASSP	Application-specific standard product
AVAIL	Avnet's visual and integrated library; interactive digital tool that pulls preferred supplier global data and auto-creates block diagrams, enhancing productivity
BOM	Bill of materials
CAGR	Compound annual growth rate
Centers of expertise/excellence (COE)	Avnet teams focused on supporting different areas of business (e.g., quoting, materials, GIS, etc.)
Contract manufacturer (CM)	A manufacturer that contracts with a firm for components or products; a form of outsourcing; used interchangeably with EMS
Customer relationship management (CRM)	Technology for managing all your company's relationships and interactions with customers
EDI	Electronic data interchange; how customers electrically transmit orders to Avnet
Electronics manufacturing services (EMS)	Companies that design, manufacture, test, distribute, and provide return/repair services for electronic components and assemblies for original equipment manufacturers (OEMs); also referred to as electronics contract manufacturing (ECM)
Enterprise resource planning (ERP)	The systems and software packages used by organizations to manage day-to-day business
FAE	Field application engineer
IoT	Internet of things

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Glossary

IoTConnect	Avnet's Enterprise IoT and Artificial Intelligence Platform built on Microsoft Azure services
IP	Intellectual property
IP&E	Interconnect, passives and electromechanical devices
KPI	Key performance indicator
Microsoft Azure Sphere	Hardware+software security solution; Avnet is sole distributor of Microsoft Azure Sphere program; Avnet gains component and module sales, design and manufacturing, and IoT services; Microsoft gains Azure cloud revenue
NPI	New product introduction
Net promoter score (NPS)	A management tool that can be used to gauge the loyalty of a firm's customer relationships
Not Impossible Labs (NIL)	Avnet partner whose mission is to "create technology for the sake of humanity;" projects aim to help those with Parkinson's, ALS, limb amputation, deafness, etc.
OEM	Original equipment manufacturer
Omnichannel	A multichannel approach to sales that seeks to provide the customer with a seamless shopping experience whether the customer is shopping online, by phone or in a store
PaaS	Platform-as-a-service
Robotic process automation (RPA)	Virtual "robot" that learns repetitive tasks user is undertaking to automate
SaaS	Software-as-a-service

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Ecosystem glossary (1/2)

AVID	Avid Technologies provides design services of a wide variety of electronic products.
DragonInnovation	Dragon Innovation provides the fastest, simplest and safest way to manufacture electronics at scale by combining great technology and expertise. We help customers understand manufacturing costs and schedules, match them with the right contract manufacturer for their needs and enable them to manage production as they scale their businesses.
mbest A Premier Farnell Company	Avnet's manufacturing services subcontractor, often of AVID designed products; expertise in embedded board design and manufacturing; contracts out with a variety of partners in Asia to supply customers with a finished product.
hackster.io	Hackster helps people everywhere learn how to design, create and program Internet-connected hardware. By bringing together our network of close to 200,000 engineers, makers and hackers, 90 technology partners, and 100 Hackster Live ambassadors, we hope to support the creation of technologies that impacts meaningful issues, such as a healthy environment, wildlife preservation and our own welfare.
MakerSource Powered by Avnet	MakerSource is free site where startups can come to find the resources they need to get to market, faster.
Premier Farnell element14 COMMUNITY	Premier Farnell is a high-service distributor of technology products and solutions for electronic system design, maintenance and repair in Europe, the Americas and Asia Pacific. As a digital enterprise, we bring together the latest products, services and development software, all connected to an industry leading online engineering community, element14. Through our community, purchasers and engineers can access peers and experts, a wide range of independent technical information and proprietary tools.

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Ecosystem glossary

/\VNET ELECTRONIC COMPONENTS

Electronic Components (EC) is one of Avnet's reporting groups, along with Premier Farnell. EC provides semiconductors, IP&E devices, as well as design chain and supply chain services. EC also includes the three brands below (Avnet Integrated, United and Velocity).

/\VNET INTEGRATED

Avnet Integrated supplies embedded products, systems and solutions for industrial applications. Through our partnerships with world-class suppliers and a wide range of reliable solutions, we help guide industrial equipment and device manufacturers who are pushing the envelope to develop better and smarter devices for their end customers.

/\VNET UNITED

Avnet United is dedicated to the provision of end-to-end supply chain services to a well-defined group of large global OEMs, electronics manufacturing service (EMS) providers and electronic component manufacturers. Our customers can choose from various working capital models, with or without inventory ownership, to meet their needs in terms of cost and supply chain risk management. Our team of supply chain professionals operate from offices across Europe with the ability to support both Pan-European and global engagements based on the requirements of our customers.

/\VNET VELOCITY

Velocity is Avnet's Mode 2[*] supply chain innovation group. Velocity architects cutting-edge, discrete, end-to-end supply chain solutions for both digital and physical supply networks throughout the global electronic component ecosystem.
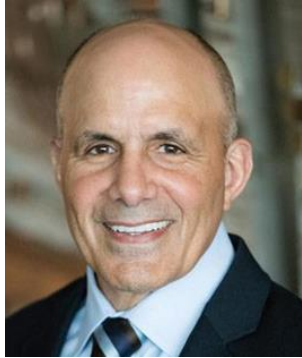
[*] Mode 2 refers to Gartner's definition of a bimodal supply chain: "the practice of managing two separate, but coherent styles of work: one focused on predictability (Mode 1); the other on exploration/innovation (Mode 2)."

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PRESENTING COMPANY EXECUTIVES

William Amelio
Chief Executive Officer
Avnet

William (Bill) Amelio has more than 35 years of management and industry experience. He has held senior positions at global publicly traded companies and has spent most of his career managing global technology enterprises. Bill has served as Chief Executive Officer of Avnet, a Fortune 500 company based in Phoenix, since September 2016, following his appointment as interim CEO in July 2016.

Bill was the President, Chief Executive Officer and a director of CHC Group Ltd., an international oil-field services company, from 2010 to 2015. From 2005 to 2009, he served as President and Chief Executive Officer of Lenovo, a multinational Fortune 500 technology company, and was previously a Regional Senior Vice President and President, Asia-Pacific and Japan for Dell Inc. He began his career with the Microelectronics Technology Division of IBM in 1979 and later became the General Manager Worldwide Operations of the Personal Computer Division.

Bill also previously served on the Board of Directors of National Semiconductor.

Bill and his wife, Jamie, founded and continue to lead Caring for Cambodia (caringforcambodia.org), a non-profit organization that works to educate the children of Cambodia through building schools, training teachers and providing for basic human needs.

He has a chemical engineering degree from Lehigh University and a Masters in Management degree from Stanford University.

Pete Bartolotta
Chief Transformation Officer
Avnet

Pete Bartolotta oversees the transformational and operational aspects of Avnet to enable growth, deliver superior customer experience, and optimize efficiency, productivity and cost. The areas of: Digital Transformation, Business Incubation, Logistics, Enterprise Effectiveness, Global Procurement and the Program Management Office report to him. Bartolotta reports to CEO William Amelio.

Pete has extensive P&L and operations experience in addition to expertise across supply chain management, engineering and quality. He has a proven track record of transformative change and profitable growth. He most recently served as the CEO of Terra Point and MD Toxicology Group. Prior to that, while COO and President for Helicopter Services at CHC, he implemented global systems that significantly reduced 172 disparate systems down to six enterprise systems and led transformation to improve operational efficiency. His career spans leadership roles at Lenovo, NCR Corporation, Allied Signal, and IBM. Pete received his Bachelor of Science degree in chemistry from State University of New York at Binghamton and an MBA from University of Texas at Austin.

Kevin Yapp
Senior Vice President, Digital Transformation
Avnet

Kevin Yapp is Senior Vice President of Digital Transformation at Avnet. In this role, he leads the company's digital response to major market changes, both externally and internally. He reports to Pete Bartolotta, chief transformation officer for Avnet.

Kevin is a global strategist and digital marketing leader with 30 years of experience delivering commercial results in a complex and rapidly evolving B2B markets. He has deep experience working in highly matrixed global organizations to deliver a compelling vision for the future and differentiated value to customers.

Kevin has held numerous marketing and digital roles, including leading a UK-listed distributor of IT and data storage through the 'dot com' boom and driving digital adoption in a number of highly traditional B2B organizations. Prior to joining Avnet in 2015, Kevin served as chief strategy and marketing officer for Premier Farnell PLC. He had joined the organization in 2003, and progressively advanced his career there through several marketing, strategy and innovation leadership promotions. Premier Farnell was acquired by Avnet in 2016. Kevin received his Bachelor of Science degree in physics from Imperial College in London.

Chris Breslin
President, Premier Farnell
Avnet

Chris Breslin has recently been promoted to the President of Premier Farnell. He has global responsibility for the direction, operations and growth of the $1B+ Avnet business unit, including identifying and leveraging synergies between Premier Farnell and Avnet. He brings the experience, knowledge of the business and leadership style that will help Premier Farnell continue to grow. Breslin reports to Pete Bartolotta, Chief Transformation Officer.

Chris joined Premier Farnell in July of 2014 as Chief Product Officer, and during his tenure, globalized Premier Farnell's asset and product organization and greatly improved the company's customer proposition by adding several dozen new suppliers. Most recently he served as Senior Vice President for Global Product at Premier Farnell.

Prior to Premier Farnell, Chris spent five years as the Chief Operating Officer for Crescent Electric Supply Company, one of the largest electrical wholesalers in North America. He was responsible for the company's $1B P&L, and grew their operating profit by 300% in a span of three years. Chris also spent 14 years at Arrow Electronics in various management positions.

Chris graduated from Fordham University Bronx, NY, with dual concentration and a Bachelor of Science in finance and marketing. He earned a Master of Business Administration in international business from Manhattan College, plus completed the Advanced Management Program at the Wharton School of the University of Pennsylvania.

Scott MacDonald
Vice President, Avnet Integrated
Avnet

Scott MacDonald is Vice President of Avnet Integrated, reporting to Pete Bartolotta, Chief Transformation Officer. He has global responsibility for the strategic direction and daily oversight of the Avnet Integrated organization across all regions including North America, Europe and Asia. Avnet Integrated is a $2B business with approximately 1800 employees and eight global manufacturing centers around the world. Scott is focused on delivering a world-class experience to customers on their journey from design, build, integration, manufacturing and services.

With more than 20 years of experience in the electronics industry, Scott has held various leadership roles with expertise in solutions selling in the embedded and data center market. Most recently, he served as Global Vice President of Sales and Business Development for Avnet Integrated Solutions where he developed global strategies and best practices driving global customer and supplier engagements. He earned the prestigious CEO Award recognizing his leadership and contributions to growth of the Integrated Solutions business.

Scott is a veteran of the United States Air Force where proudly served his country and earned a technology degree in civil engineering.

Phil Gallagher
President, Electronic Components
Avnet

Phil Gallagher is President of the electronics components business for Avnet. He leads the company's broadline distribution business globally with three regional presidents reporting to him -- spanning the Americas, Europe and Asia Pacific. Phil also has responsibility for supplier management, global procurement and supply chain services teams. Phil reports directly to CEO Bill Amelio.

Phil began his career with Avnet in 1983 and during the span of his 30-year career with the company has held executive leadership positions in sales, marketing and operations. Phil has served as President of Avnet's electronics component business for the Americas from 2004 to 2009, and was the head of Avnet's IT business globally from 2009 - 2014.

A past President of the National Electronics Distributors' Association (NEDA), now the Electronic Components Industry Association, Phil received one of the organization's highest honors, the Gail S. Carter Award, in 2009. He holds a bachelor's degree from Drexel University.

Tom Liguori
Chief Financial Officer
Avnet

As Chief Financial Officer for Avnet, Tom leads the global finance group, and reports to Avnet CEO Bill Amelio.

Tom joined Avnet in January 2018 with more than 30 years of finance and operations experience. Prior to joining Avnet, Tom was the CFO of Advanced Energy, where he helped transform the company into a top financial performer in the industry by streamlining the cost structure, implementing shared service centers, reducing working capital, upgrading the business systems and fostering a culture of continual improvement. He also previously served as Executive Vice President and Chief Financial Officer of MFLEX, a global provider of flexible circuits and assemblies for smartphones and tablets, where he built and oversaw the finance and information technology teams during a period of high growth in the smartphone industry.

Tom has a Master of Business Administration in Finance from Arizona State University and a Bachelor's Degree in Business Administration from Boston University. He is a Certified Management Accountant and a Certified Financial Manager.

AVNET EXECUTIVES IN ATTENDANCE

Kevin Summers
Chief Information Officer
Avnet

As CIO, Kevin Summers has responsibility for Avnet's global IT strategy and enterprise effectiveness initiative. He leads the company's Global Information Solutions team and sets the IT roadmap strategy that helps differentiate Avnet as a technology leader. He also has oversight to ensure implementation and synergy of systems and processes across the organization. Summers reports to CEO William Amelio.

Kevin joined Avnet with more than 25 years of experience leading the technology efforts of several large-scale IT organizations including: H&R Block, Lowe's, Whirlpool and The Coca-Cola Company, as well as senior executive positions at AT&T and GE. Summers possesses a wealth of IT experience in strategy and roadmap development, which is complemented by deep expertise in using innovative technologies such as cloud computing, IoT solutions, and big data analytics platforms to enhance e-commerce, supply chain and retail sales operations.

He received his Bachelor of Science degree in computer science from College of Charleston and an MBA from Duke University, Durham, North Carolina.

Michael J. O'Neill
General Counsel and Chief Legal Officer
Avnet

Michael O'Neill is General Counsel and Chief Legal Officer for Avnet, Inc., leading the company's global legal team. Reporting to CEO William Amelio, he is a member of the Avnet Executive Board and a corporate officer.

Before joining Avnet in 2016, Michael served as Vice President and Chief Legal Officer at Canadian Helicopter Corporation. Previously he held the position of Senior Vice President and General Counsel at Lenovo, and prior to that he was at Honeywell, where during the course of 17 years his career progressed with increasing responsibility encompassing deputy general counsel, general counsel international (Brussels), and worldwide responsibilities for global contract management.

For six years, Michael was a partner at Howrey, Simon, Arnold and White LLP, responsible for client mergers, acquisitions and other business transactions for both domestic and international clients of the firm. In addition, he has served as a member of the board for several organizations, including TRW International, CFC, and currently he is on the board of advisors at ARC Technologies.

He received his Bachelor of Arts in Business Administration and Economics from Belmont Abbey College, and his Juris Doctor and MBA in Finance from University of Baltimore Law School. He has also completed postgraduate programs at Duke University and George Washington University.

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Therese M. Bassett
Chief Strategy, Innovation and M&A Officer
Avnet

Therese (Terry) Bassett is the Chief Strategy and Innovation Officer for Avnet, reporting to CEO William Amelio. In this role, Bassett works with Avnet's internal business units to identify growth opportunities that will enhance the company's overall business portfolio, financial strength and global market value.

With an impressive 23-year Avnet tenure, Terry has held various roles including export compliance, transportation, business development, marketing and strategic planning. Most recently she served as Senior Vice President of Talent and Organizational Development in Human Resources where she strengthened Avnet's high-potential personnel development. She also oversaw the HR Solutions group and received a CEO award for her leadership in the Workday HRIS implementation.

Terry has a Bachelor of Arts degree from Temple University and an MBA from University of Phoenix. Additionally, she holds certifications in finance from UCLA and executive strategy from University of Chicago Booth School of Business.

Supplier/Customer Panel Speakers

Paul Blom
Senior Vice President and Chief Procurement Officer
Celestica

As the Senior Vice President and Chief Procurement Officer, Paul Blom is responsible for the strategic direction of Celestica's supply chain and procurement teams, including the development of external partnerships. Paul is committed to building a world-class supply chain to deliver innovative solutions with speed and flexibility to Celestica's customers in today's dynamic business environment.

Paul rejoined Celestica in 2013 from SMTC, where he was Executive Vice President and Chief Operating Officer. In this role, Paul was responsible for operations, supply chain and global procurement. Previously, Paul held various senior supply chain and operations positions at Celestica and at IBM.

Dr. Johnny Boan
Vice President, Global Distribution
KEMET

Dr. Johnny Boan, Vice President, Global Distribution has been a member of the Leadership Team since June 2012. A KEMET employee since 1980, he has held positions in Operations, Quality, Product Management, Acquisitions, Integration, Sales and Marketing. Johnny holds a BS in Chemistry from Presbyterian College, an AS from Greenville Technical College, a MBA from University of Texas- Brownsville, and a MS from Eastern Michigan University. In addition, Johnny is a graduate of the first

KEMET Leadership Forum class of 2007.

Michael Barone
Vice President, Americas Sales and Corporate Channel
Xilinx

Michael Barone is currently the Vice President of Americas Sales and Corporate Channel at Xilinx, where he is responsible for the sales in the Americas region, as well as the overall channel strategy and corporate channel relationships. Barone has 30 years of sales experience, including business development, custom manufacturing services, account management and design services management. He joined the company in 2002 as the Manager, Xilinx Design Services Sales, and has since held a variety of sales management positions including global enterprise programs, regional sales and global channel sales. Prior to Xilinx, Barone was sales director for Monterey Design Systems, global account manager for Cadence Design Systems and business development manager for Texas Instruments.

Barone holds a Bachelor of Science degree in Computer Science and Engineering from Santa Clara University.

Ed Engler
Vice President of Americas Sales
Broadcom Inc.

Ed Engler joined Broadcom in September 2001 and has more than 25 years of sales and management experience in the semiconductor industry. Ed supports all Broadcom divisions and customers across North and South America. In his previous roles at Broadcom, Ed held various sales leadership positions and also recently led the integration efforts after Broadcom was acquired by Avago in 2016. Prior to joining Broadcom, Ed worked in various sales positions for Wyle Electronics, an electronics distributor. Ed received a bachelor's degree from the University of California at Santa Barbara.