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**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549**

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**FORM 10-Q**

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**QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

**For the quarterly period ended March 29, 2025**

**TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

**For the transition period from \_\_\_\_\_ to \_\_\_\_\_**

**Commission File #1-4224**

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**AVNET, INC.**

(Exact name of registrant as specified in its charter)

**New York**  
(State or other jurisdiction  
of incorporation or organization)

**11-1890605**  
(IRS Employer  
Identification No.)

**2211 South 47th Street, Phoenix, Arizona**  
(Address of principal executive offices)

**85034**  
(Zip Code)

**(480) 643-2000**

(Registrant's telephone number, including area code.)

N/A

(Former name, former address and former fiscal year, if changed since last report.)

**Securities registered pursuant to Section 12(b) of the Act:**

<u>Title of Each Class</u>	<u>Trading Symbol</u>	<u>Name of Each Exchange on Which registered:</u>
Common stock, par value \$1.00 per share	AVT	Nasdaq Global Select Market

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes  No

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files).

Yes  No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer", "accelerated filer", "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large Accelerated Filer   
Non-accelerated Filer   
Emerging Growth Company

Accelerated Filer   
Smaller Reporting Company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes  No

As of April 25, 2025, the total number of shares outstanding of the registrant's Common Stock was 83,857,315 shares, net of treasury shares.

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AVNET, INC. AND SUBSIDIARIES  
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**PART I**  
**FINANCIAL INFORMATION**

**Item 1. Financial Statements**

**AVNET, INC. AND SUBSIDIARIES**  
**CONSOLIDATED BALANCE SHEETS**  
**(Unaudited)**

	<u>March 29,</u> <u>2025</u>	<u>June 29,</u> <u>2024</u>
	<u>(Thousands, except share amounts)</u>	
<b>ASSETS</b>		
Current assets:		
Cash and cash equivalents	\$ 188,912	\$ 310,941
Receivables	4,095,480	4,391,187
Inventories	5,270,451	5,468,730
Prepaid and other current assets	240,512	199,694
Total current assets	<u>9,795,355</u>	<u>10,370,552</u>
Property, plant and equipment, net	578,744	568,169
Goodwill	795,066	780,984
Operating lease assets	179,254	208,971
Other assets	363,911	280,471
Total assets	<u>\$ 11,712,330</u>	<u>\$ 12,209,147</u>
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>		
Current liabilities:		
Short-term debt	\$ 144,542	\$ 492,711
Accounts payable	3,319,033	3,345,510
Accrued expenses and other	495,270	573,055
Short-term operating lease liabilities	55,537	53,993
Total current liabilities	<u>4,014,382</u>	<u>4,465,269</u>
Long-term debt	2,494,387	2,406,629
Long-term operating lease liabilities	137,806	173,886
Other liabilities	180,788	237,859
Total liabilities	<u>6,827,363</u>	<u>7,283,643</u>
Commitments and contingencies (Note 6)		
Shareholders' equity:		
Common stock \$1.00 par; authorized 300,000,000 shares; issued 84,928,314 shares and 89,045,996 shares, respectively	84,928	89,046
Additional paid-in capital	1,746,781	1,721,369
Retained earnings	3,501,184	3,601,812
Accumulated other comprehensive loss	(447,926)	(486,723)
Total shareholders' equity	<u>4,884,967</u>	<u>4,925,504</u>
Total liabilities and shareholders' equity	<u>\$ 11,712,330</u>	<u>\$ 12,209,147</u>

See notes to consolidated financial statements.

**AVNET, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF OPERATIONS**  
**(Unaudited)**

	<b>Third Quarters Ended</b>		<b>Nine Months Ended</b>	
	<b>March 29, 2025</b>	<b>March 30, 2024</b>	<b>March 29, 2025</b>	<b>March 30, 2024</b>
	<b>(Thousands, except per share amounts)</b>			
Sales	\$ 5,315,423	\$ 5,653,591	\$ 16,582,959	\$ 18,194,153
Cost of sales	4,727,570	4,984,318	14,791,688	16,070,591
Gross profit	587,853	669,273	1,791,271	2,123,562
Selling, general and administrative expenses	435,492	467,275	1,311,214	1,419,253
Restructuring, integration, and other expenses	9,110	11,847	39,255	24,132
Operating income	143,251	190,151	440,802	680,177
Other expense, net	(3,992)	(14,707)	(9,680)	(17,144)
Interest and other financing expenses, net	(61,115)	(73,496)	(187,957)	(218,593)
Gain on legal settlements and other	—	—	—	86,499
Income before taxes	78,144	101,948	243,165	530,939
Income tax (benefit) expense	(9,775)	13,114	9,037	114,906
Net income	\$ 87,919	\$ 88,834	\$ 234,128	\$ 416,033
Earnings per share:				
Basic	\$ 1.02	\$ 0.98	\$ 2.69	\$ 4.59
Diluted	\$ 1.01	\$ 0.97	\$ 2.65	\$ 4.52
Shares used to compute earnings per share:				
Basic	86,014	90,430	86,984	90,726
Diluted	86,876	91,256	88,198	92,075
Cash dividends paid per common share	\$ 0.33	\$ 0.31	\$ 0.99	\$ 0.93

See notes to consolidated financial statements.

**AVNET, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME**  
**(Unaudited)**

	<u>Third Quarters Ended</u>		<u>Nine Months Ended</u>	
	<u>March 29, 2025</u>	<u>March 30, 2024</u>	<u>March 29, 2025</u>	<u>March 30, 2024</u>
	(Thousands)			
Net income	\$ 87,919	\$ 88,834	\$ 234,128	\$ 416,033
Other comprehensive income (loss), net of tax:				
Foreign currency translation and other	108,071	(89,686)	41,162	(27,559)
Cross-currency swap	(25,912)	11,107	(5,037)	(1,284)
Pension adjustments	902	(25)	2,672	2,167
Total other comprehensive income (loss), net of tax	<u>83,061</u>	<u>(78,604)</u>	<u>38,797</u>	<u>(26,676)</u>
Total comprehensive income, net of tax	<u>\$ 170,980</u>	<u>\$ 10,230</u>	<u>\$ 272,925</u>	<u>\$ 389,357</u>

See notes to consolidated financial statements.

**AVNET, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF SHAREHOLDERS' EQUITY**  
(Unaudited)

	Common Stock- Shares	Common Stock- Amount	Additional Paid-In Capital	Retained Earnings	Accumulated Other Comprehensive (Loss) Income	Total Shareholders' Equity
	(Thousands)					
<b>Balance, June 29, 2024</b>	89,046	\$ 89,046	\$ 1,721,369	\$ 3,601,812	\$ (486,723)	\$ 4,925,504
Net income	—	—	—	58,956	—	58,956
Other comprehensive income	—	—	—	—	167,323	167,323
Cash dividends	—	—	—	(28,861)	—	(28,861)
Repurchases of common stock	(1,888)	(1,888)	—	(98,053)	—	(99,941)
Stock-based compensation	96	96	14,658	—	—	14,754
<b>Balance, September 28, 2024</b>	87,254	87,254	1,736,027	3,533,854	(319,400)	5,037,735
Net income	—	—	—	87,253	—	87,253
Other comprehensive loss	—	—	—	—	(211,587)	(211,587)
Cash dividends	—	—	—	(28,559)	—	(28,559)
Repurchases of common stock	(947)	(947)	—	(50,758)	—	(51,705)
Stock-based compensation	19	19	10,747	—	—	10,766
<b>Balance, December 28, 2024</b>	86,326	86,326	1,746,774	3,541,790	(530,987)	4,843,903
Net income	—	—	—	87,919	—	87,919
Other comprehensive loss	—	—	—	—	83,061	83,061
Cash dividends	—	—	—	(28,225)	—	(28,225)
Repurchases of common stock	(2,004)	(2,004)	—	(100,300)	—	(102,304)
Stock-based compensation	606	606	7	—	—	613
<b>Balance, March 29, 2025</b>	84,928	\$ 84,928	\$ 1,746,781	\$ 3,501,184	\$ (447,926)	\$ 4,884,967

	Common Stock- Shares	Common Stock- Amount	Additional Paid-In Capital	Retained Earnings	Accumulated Other Comprehensive (Loss) Income	Total Shareholders' Equity
	(Thousands)					
<b>Balance, July 1, 2023</b>	91,504	\$ 91,504	\$ 1,691,334	\$ 3,378,212	\$ (409,381)	\$ 4,751,669
Net income	—	—	—	209,268	—	209,268
Other comprehensive loss	—	—	—	—	(93,761)	(93,761)
Cash dividends	—	—	—	(28,320)	—	(28,320)
Repurchases of common stock	(559)	(559)	—	(26,484)	—	(27,043)
Stock-based compensation	39	39	10,731	—	—	10,770
<b>Balance, September 30, 2023</b>	90,984	90,984	1,702,065	3,532,676	(503,142)	4,822,583
Net income	—	—	—	117,931	—	117,931
Other comprehensive income	—	—	—	—	145,689	145,689
Cash dividends	—	—	—	(27,817)	—	(27,817)
Repurchases of common stock	(1,255)	(1,255)	—	(58,595)	—	(59,850)
Stock-based compensation	31	31	11,816	—	—	11,847
<b>Balance, December 30, 2023</b>	89,760	89,760	1,713,881	3,564,195	(357,453)	5,010,383
Net income	—	—	—	88,834	—	88,834
Other comprehensive income	—	—	—	—	(78,604)	(78,604)
Cash dividends	—	—	—	(28,017)	—	(28,017)
Stock-based compensation	635	635	(4,134)	—	—	(3,499)
<b>Balance, March 30, 2024</b>	90,395	\$ 90,395	\$ 1,709,747	\$ 3,625,012	\$ (436,057)	\$ 4,989,097

See notes to consolidated financial statements.

**AVNET, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**  
(Unaudited)

	<b>Nine Months Ended</b>	
	<b>March 29, 2025</b>	<b>March 30, 2024</b>
	<b>(Thousands)</b>	
<b>Cash flows from operating activities:</b>		
Net income	\$ 234,128	\$ 416,033
<b>Non-cash and other reconciling items:</b>		
Depreciation and amortization	53,307	64,151
Amortization of operating lease assets	39,963	40,181
Deferred income taxes	(81,950)	12,895
Stock-based compensation	30,449	27,150
Other, net	26,710	7,932
<b>Changes in (net of effects from businesses acquired and divested):</b>		
Receivables	310,440	424,437
Inventories	217,568	(311,104)
Accounts payable	(8,785)	(23,247)
Accrued expenses and other, net	(236,802)	(242,698)
Net cash flows provided by operating activities	<u>585,028</u>	<u>415,730</u>
<b>Cash flows from financing activities:</b>		
Borrowings (repayments) under accounts receivable securitization, net	84,900	(80,100)
Repayments under senior unsecured credit facility, net	(418,591)	(49,057)
Borrowings under bank credit facilities and other debt, net	63,432	22,884
Repurchases of common stock	(253,490)	(86,027)
Dividends paid on common stock	(85,645)	(84,154)
Other, net	(4,297)	(8,033)
Net cash flows used for financing activities	<u>(613,691)</u>	<u>(284,487)</u>
<b>Cash flows from investing activities:</b>		
Purchases of property, plant and equipment	(87,874)	(200,210)
Other, net	10,353	629
Net cash flows used for investing activities	<u>(77,521)</u>	<u>(199,581)</u>
Effect of currency exchange rate changes on cash and cash equivalents	(15,845)	(1,419)
<b>Cash and cash equivalents:</b>		
— decrease	(122,029)	(69,757)
— at beginning of period	310,941	288,230
— at end of period	<u>\$ 188,912</u>	<u>\$ 218,473</u>

See notes to consolidated financial statements.

**AVNET, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**(Unaudited)**

**1. Basis of presentation and new accounting pronouncements**

In the opinion of management, the accompanying unaudited interim consolidated financial statements contain all adjustments necessary to present fairly Avnet, Inc. and its consolidated subsidiaries' (collectively, the "Company" or "Avnet") financial position, results of operations, comprehensive income, and cash flows. All such adjustments are of a normal recurring nature. Certain reclassifications have been made to fiscal 2024 balances to correspond to the fiscal 2025 consolidated financial statement presentation.

Preparing financial statements in accordance with generally accepted accounting principles in the United States ("GAAP") requires management to make estimates and assumptions that affect the amounts reported in the consolidated financial statements. Actual results may differ from these estimates and assumptions.

Interim results of operations do not necessarily indicate the results to be expected for the full fiscal year. The information included in this Form 10-Q should be read in conjunction with the consolidated financial statements and accompanying notes included in the Company's Annual Report on Form 10-K for the fiscal year ended June 29, 2024.

*Recently issued accounting pronouncements*

In November 2023, the FASB issued ASU No. 2023-07, *Segment reporting (Topic 280): Improvements to Reportable Segment Disclosures*. This ASU requires the Company to disclose significant segment expenses, the title and position of the Company's Chief Operating Decision Maker (CODM), and an explanation of how the Company's reported measure of segment profit or loss is used by the CODM to assess segment performance and make resource allocation decisions. The Company will adopt this guidance in its Annual Report on Form 10-K for the fiscal year ending June 28, 2025. Other than satisfying the enhanced disclosure requirements, the Company does not believe this guidance will have an impact on its consolidated financial statements.

In December 2023, the FASB issued ASU No. 2023-09, *Income Taxes (Topic 740): Improvements to Tax Disclosures* ("ASU No. 2023-09"), which updates income tax disclosures related to the effective income tax rate reconciliation and requires disclosure of income taxes paid by jurisdiction. ASU No. 2023-09 will be effective for the Company in fiscal year 2026 and early adoption is permitted. The Company is currently evaluating the impact of adopting ASU No. 2023-09 on its disclosures.

In November 2024, the FASB issued ASU 2024-03, *Income Statement—Reporting Comprehensive Income—Expense Disaggregation Disclosures (Subtopic 220-40): Disaggregation of Income Statement Expenses* ("ASU 2024-03"), and in January 2025, the FASB issued ASU 2025-01, *Income Statement - Reporting Comprehensive Income - Expense Disaggregation Disclosures: Clarifying the Effective Date* ("ASU 2025-01"). The guidance is designed to improve financial reporting by requiring public business entities to disclose additional information about specific expense categories in the financial statement notes at interim and annual reporting periods. ASU No. 2024-03, as clarified by ASU 2025-01, will be effective for the Company in fiscal year 2028 and early adoption is permitted. The Company is currently evaluating the impact of adopting ASU No. 2024-03 on its disclosures.

**AVNET, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (Continued)**

**2. Working capital**

***Receivables***

The Company's receivables and allowance for credit losses were as follows:

	<b>March 29, 2025</b>	<b>June 29, 2024</b>
	<b>(Thousands)</b>	
Receivables	\$ 4,205,593	\$ 4,499,691
Allowance for Credit Losses	\$ (110,113)	\$ (108,504)

The Company had the following activity in the allowance for credit losses during the first nine months of fiscal 2025 and fiscal 2024:

	<b>March 29, 2025</b>	<b>March 30, 2024</b>
	<b>(Thousands)</b>	
Balance at beginning of the period	\$ 108,504	\$ 112,843
Credit Loss Provisions	7,680	7,920
Credit Loss Recoveries	477	(812)
Receivables Write Offs	(7,273)	(6,784)
Foreign Currency Effect and Other	725	(642)
Balance at end of the period	<u>\$ 110,113</u>	<u>\$ 112,525</u>

***Inventories***

The Company's inventories are primarily comprised of electronic components purchased from the Company's suppliers, which are available for sale to customers in the normal course of the Company's electronic component distribution business.

Classified within inventories are electronic components held for supply chain service engagements (components) where the Company is acting as an agent on behalf of a customer or in some cases the component supplier. Given that these supply chain services involve purchasing, warehousing and providing logistics services for components as part of the services, the Company classifies the underlying components within inventories on the consolidated balance sheets. Components held for supply chain services where the Company is acting as an agent represented approximately 6% of inventories as of March 29, 2025, and approximately 7% of inventories as of June 29, 2024.

**3. Goodwill**

The following table presents the change in goodwill by reportable segment for the first nine months of fiscal 2025.

	<b>Electronic Components</b>	<b>Farnell</b>	<b>Total</b>
	<b>(Thousands)</b>		
Carrying value at June 29, 2024 <sup>(1)</sup>	\$ 295,957	\$ 485,027	\$ 780,984
Foreign currency translation	2,500	11,582	14,082
Carrying value at March 29, 2025 <sup>(1)</sup>	<u>\$ 298,457</u>	<u>\$ 496,609</u>	<u>\$ 795,066</u>

(1) Includes accumulated impairments of \$1,482,677 from prior fiscal years.

**AVNET, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (Continued)**

**4. Debt**

Short-term debt consists of the following (carrying balances in thousands):

	<u>March 29, 2025</u>	<u>June 29, 2024</u>	<u>March 29, 2025</u>	<u>June 29, 2024</u>
	<u>Interest Rate</u>		<u>Carrying Balance</u>	
Revolving credit facilities:				
Accounts receivable securitization program	—	6.19 %	\$ —	\$ 415,100
Other short-term debt	4.28 %	5.43 %	<u>144,542</u>	<u>77,611</u>
Short-term debt			<u>\$ 144,542</u>	<u>\$ 492,711</u>

Other short-term debt consists of various committed and uncommitted lines of credit and other forms of bank debt with financial institutions utilized primarily to support the ongoing working capital requirements of the Company, including its foreign operations.

Long-term debt consists of the following (carrying balances in thousands):

	<u>March 29, 2025</u>	<u>June 29, 2024</u>	<u>March 29, 2025</u>	<u>June 29, 2024</u>
	<u>Interest Rate</u>		<u>Carrying Balance</u>	
Revolving credit facilities:				
Accounts receivable securitization program (due December 2026)	5.17 %	—	\$ 500,000	\$ —
Credit Facility (due January 2030)	5.53 %	5.05 %	333,014	745,480
Other long-term debt	4.74 %	4.74 %	20,907	22,748
Public notes due:				
April 2026	4.63 %	4.63 %	550,000	550,000
March 2028	6.25 %	6.25 %	500,000	500,000
May 2031	3.00 %	3.00 %	300,000	300,000
June 2032	5.50 %	5.50 %	<u>300,000</u>	<u>300,000</u>
Long-term debt before discount and debt issuance costs			2,503,921	2,418,228
Discount and debt issuance costs – unamortized			<u>(9,534)</u>	<u>(11,599)</u>
Long-term debt			<u>\$ 2,494,387</u>	<u>\$ 2,406,629</u>

In December 2024, the Company amended and extended for two years its trade accounts receivable securitization program (the “Securitization Program”) in the United States with a group of financial institutions, which is due in December 2026. The Securitization Program allows the Company to transfer, on an ongoing revolving basis, an undivided interest in a designated pool of trade accounts receivable, to provide security or collateral for borrowings of up to \$500 million. The Securitization Program does not qualify for off balance sheet accounting treatment and any borrowings under the Securitization Program are recorded as debt in the consolidated balance sheets. Under the Securitization Program, the Company legally sells and isolates certain U.S. trade accounts receivable into a wholly owned and consolidated bankruptcy remote special purpose entity. Such receivables, which are recorded within “Receivables” in the consolidated balance sheets, totaled \$790.2 million and \$1.05 billion at March 29, 2025, and June 29, 2024, respectively. The Securitization Program contains certain covenants relating to the quality of the receivables sold.

In January 2025, the Company amended and extended its five-year \$1.50 billion revolving credit facility (the “Credit Facility”) with a syndicate of banks, which expires in January 2030. It consists of revolving credit facilities and the issuance of up to \$200.0 million of letters of credit and up to \$300.0 million of loans in certain approved currencies. As of March 29, 2025, and June 29, 2024, there were \$0.9 million in letters of credit issued under the Credit Facility.

**AVNET, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (Continued)**

Under the Credit Facility, the Company may select from various interest rate options, currencies, and maturities. The Credit Facility contains certain covenants, including various limitations on debt incurrence, share repurchases, dividends, investments, and capital expenditures. The Credit Facility also includes a financial covenant requiring the Company to maintain a minimum leverage ratio, which the Company was in compliance with as of March 29, 2025, and June 29, 2024.

As of March 29, 2025, the carrying value and fair value of the Company's total debt was \$2.64 billion and \$2.61 billion, respectively. At June 29, 2024, the carrying value and fair value of the Company's total debt was \$2.90 billion and \$2.85 billion, respectively. Fair value for public notes was estimated based on quoted market prices (Level 1) and, for other forms of debt, fair value approximates carrying value due to the market based variable nature of the interest rates on those debt facilities (Level 2).

**5. Derivative financial instruments**

Many of the Company's subsidiaries purchase and sell products in currencies other than their functional currencies, which subjects the Company to the risks associated with fluctuations in currency exchange rates. This foreign currency exposure relates primarily to international transactions where the currency collected from customers can be different from the currency used to purchase from suppliers. The Company's transactions are denominated primarily in the following currencies: U.S. Dollar, Euro, British Pound, Japanese Yen, Chinese Yuan, Taiwan Dollar, Canadian Dollar, and Mexican Peso. The Company also, to a lesser extent, has foreign operations transactions in other EMEA and Asian foreign currencies.

The Company uses economic hedges to reduce this risk utilizing natural hedging (*i.e.*, offsetting receivables and payables in the same foreign currency) and creating offsetting positions using derivative financial instruments (primarily forward foreign currency exchange contracts typically with maturities of less than 60 days, but no longer than one year). The Company continues to have exposure to foreign currency risks to the extent they are not economically hedged. The fair value of forward foreign currency exchange contracts is based on Level 2 criteria under the ASC 820 fair value hierarchy. The Company's master netting and other similar arrangements with various financial institutions related to derivative financial instruments allow for the right of offset. The Company's policy is to present derivative financial instruments with the same counterparty as either a net asset or liability when the right of offset exists. Under the Company's economic hedging policies, gains and losses on the derivative financial instruments are classified within the same line item in the consolidated statements of operations as the remeasurement of the underlying assets or liabilities being economically hedged.

The Company has a fixed-to-fixed rate cross currency swap (the "cross-currency swap") with a notional amount of \$500.0 million, or €472.6 million, that is set to mature in March 2028. The Company designated this derivative contract as a net investment hedge of its European operations and elected the spot method for measuring hedge effectiveness. Changes in fair value of the cross-currency swap is presented in "Accumulated other comprehensive loss" in the consolidated balance sheets. Amounts related to the cross-currency swap recognized directly in net income represent net periodic interest settlements and accruals, which are recognized in "Interest and other financing expenses, net," on the consolidated statements of operations. The fair value of the cross-currency swaps is based on Level 2 criteria under the ASC 820 fair value hierarchy.

The Company uses these derivative financial instruments to manage risks associated with foreign currency exchange rates and interest rates. The Company does not enter derivative financial instruments for trading or speculative purposes and monitors the financial stability and credit standing of its counterparties.

**AVNET, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (Continued)**

The locations and fair values of the Company's derivative financial instruments in the Company's consolidated balance sheets are as follows:

	<b>March 29, 2025</b>	<b>June 29, 2024</b>
	(Thousands)	
Economic hedges		
Prepaid and other current assets	\$ 31,908	\$ 12,116
Accrued expenses and other	\$ 19,906	\$ 16,957
Cross-currency swap		
Other liabilities	\$ 21,278	\$ 16,241

The locations of derivative financial instruments on the Company's consolidated statements of operations are as follows:

	<b>Third Quarters Ended</b>		<b>Nine Months Ended</b>	
	<b>March 29, 2025</b>	<b>March 30, 2024</b>	<b>March 29, 2025</b>	<b>March 30, 2024</b>
	(Thousands)			
Economic hedges	\$ (636)	\$ (1,134)	\$ 11,690	\$ (21,867)
Cross currency swap	\$ 1,319	\$ 1,116	\$ 3,318	\$ 3,352
Other expense, net				
Interest and other financing expense, net				

**6. Commitments and contingencies**

From time to time, the Company may become a party to, or be otherwise involved in, various lawsuits, claims, investigations, and other legal proceedings arising in the ordinary course of conducting its business. While litigation is subject to inherent uncertainties, management does not anticipate that any such matters will have a material adverse effect on the Company's financial condition, liquidity, or results of operations.

The Company is also currently subject to various pending and potential legal matters and investigations relating to compliance with governmental laws and regulations. For certain of these matters, it is not possible to determine the ultimate outcome, and the Company cannot reasonably estimate the maximum potential exposure or the range of possible loss, particularly regarding matters in early stages. The Company currently believes that the resolution of such matters will not have a material adverse effect on the Company's financial position or liquidity but could possibly be material to its results of operations in any single reporting period.

As of March 29, 2025, and June 29, 2024, the Company had aggregate estimated liabilities of \$11.7 million and \$17.2 million, respectively, classified within accrued expenses and other for such compliance-related matters that were reasonably estimable as of such dates.

*Gain on Legal Settlements and Other*

During the first nine months of fiscal 2024, the Company recorded a gain on legal settlements and other of \$86.5 million in connection with the settlements of claims filed against certain manufacturers of capacitors, which was also realized in cash that same quarter.

**AVNET, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (Continued)**

**7. Income taxes**

The below discussion of the effective tax rate for the periods presented in the consolidated statements of operations is in comparison to the 21% U.S. statutory federal income tax rate.

The Company's effective tax rate on its income before taxes was a benefit of 12.5% in the third quarter of fiscal 2025. During the third quarter of fiscal 2025, the Company's effective tax rate was favorably impacted primarily by (i) increases in tax attribute carryforwards and (ii) the mix of income in jurisdictions.

During the third quarter of fiscal 2024, the Company's effective tax rate on its income before taxes was 12.9%. During the third quarter of fiscal 2024, the Company's effective tax rate was favorably impacted primarily by (i) decreases to unrecognized tax benefit reserves net of settlements and (ii) the mix of income in lower tax foreign jurisdictions.

For the first nine months of fiscal 2025, the Company's effective tax rate on its income before taxes was 3.7%. The effective tax rate for the first nine months of fiscal 2025 was favorably impacted primarily by increases in tax attribute carryforwards that are partially offset by increases to valuation allowances.

During the first nine months of fiscal 2024, the Company's effective tax rate on its income before taxes was 21.6%. The effective tax rate for the first nine months of fiscal 2024 was unfavorably impacted primarily by (i) the impact of U.S. state taxes, partially offset by (ii) decreases to valuation allowances.

The Pillar Two rules published by the Organization for Economic Co-operation and Development (OECD) are effective for the Company in fiscal year 2025. The Company does not expect Pillar Two taxes to have a significant impact on its income tax expense and is closely monitoring the potential impacts of further legislation, regulatory guidance, and regulations issued in the countries in which the Company does business.

**8. Pension plan**

The Company has a noncontributory defined benefit pension plan that covers substantially all current and some former U.S. employees (the "Plan"). Components of net periodic pension cost for the Plan was as follows:

	<u>Third Quarters Ended</u>		<u>Nine Months Ended</u>	
	<u>March 29,</u> <u>2025</u>	<u>March 30,</u> <u>2024</u>	<u>March 29,</u> <u>2025</u>	<u>March 30,</u> <u>2024</u>
	(Thousands)			
Service cost within selling, general and administrative expenses	\$ 2,870	\$ 2,563	\$ 8,610	\$ 7,689
Interest cost	6,183	6,145	18,549	18,434
Expected return on plan assets	(10,438)	(9,986)	(31,315)	(29,956)
Recognized net actuarial loss and other	1,286	57	3,859	170
Total net periodic pension benefit within other expense, net	(2,969)	(3,784)	(8,907)	(11,352)
Net periodic pension benefit	<u>\$ (99)</u>	<u>\$ (1,221)</u>	<u>\$ (297)</u>	<u>\$ (3,663)</u>

The Company made \$6.0 million of contributions during the first nine months of fiscal 2025 and expects to make additional contributions to the Plan of \$2.0 million in the fourth quarter of fiscal 2025.

**AVNET, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (Continued)**

**9. Shareholders' equity**

*Share repurchase program*

In August 2024, the Company's Board of Directors approved an increase in the Company's existing share repurchase plan. With this increase, the Company is authorized to repurchase up to an aggregate of \$600 million of common stock. During the third quarter of fiscal 2025, the Company repurchased 2.0 million shares for a total cost of \$101.3 million, excluding excise tax. As of March 29, 2025, the Company had \$414.1 million remaining under its increased share repurchase authorization.

*Common stock dividend*

In February 2025, the Company's Board of Directors approved a dividend of \$0.33 per common share and dividend payments of \$28.2 million were made in March 2025.

**10. Earnings per share**

	<b>Third Quarters Ended</b>		<b>Nine Months Ended</b>	
	<b>March 29, 2025</b>	<b>March 30, 2024</b>	<b>March 29, 2025</b>	<b>March 30, 2024</b>
<b>(Thousands, except per share data)</b>				
<b>Numerator:</b>				
Net income	\$ 87,919	\$ 88,834	\$ 234,128	\$ 416,033
<b>Denominator:</b>				
Weighted average common shares for basic earnings per share	86,014	90,430	86,984	90,726
Net effect of dilutive stock-based compensation awards	862	826	1,214	1,349
Weighted average common shares for diluted earnings per share	86,876	91,256	88,198	92,075
Basic earnings per share	\$ 1.02	\$ 0.98	\$ 2.69	\$ 4.59
Diluted earnings per share	\$ 1.01	\$ 0.97	\$ 2.65	\$ 4.52
Stock options excluded from earnings per share calculation due to an anti-dilutive effect	—	122	—	122

**11. Additional cash flow information**

Non-cash investing and financing activities and supplemental cash flow information were as follows:

	<b>Nine Months Ended</b>	
	<b>March 29, 2025</b>	<b>March 30, 2024</b>
<b>(Thousands)</b>		
<b>Non-cash Investing Activities:</b>		
Capital expenditures incurred but not paid	\$ 10,623	\$ 13,406
<b>Supplemental Cash Flow Information:</b>		
Interest	\$ 215,022	\$ 263,735
Income tax payments, net	\$ 205,881	\$ 173,387

Included in cash and cash equivalents as of March 29, 2025, and June 29, 2024, was \$3.4 million and \$14.1 million, respectively, of cash equivalents, which was primarily comprised of investment grade money market funds and overnight time deposits.

**AVNET, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (Continued)**

**12. Segment information**

Electronic Components (“EC”) and Farnell (“Farnell”) are the Company’s reportable segments (“operating groups”).

	<u>Third Quarters Ended</u>		<u>Nine Months Ended</u>	
	<u>March 29, 2025</u>	<u>March 30, 2024</u>	<u>March 29, 2025</u>	<u>March 30, 2024</u>
	(Thousands)			
<b>Sales</b>				
Electronic Components	\$ 4,948,759	\$ 5,245,771	\$ 15,523,632	\$ 16,972,294
Farnell	366,664	407,820	1,059,327	1,221,859
	<u>5,315,423</u>	<u>5,653,591</u>	<u>16,582,959</u>	<u>18,194,153</u>
<b>Operating income:</b>				
Electronic Components	\$ 172,179	\$ 216,837	\$ 551,169	\$ 737,487
Farnell	10,974	16,321	16,310	49,703
	<u>183,153</u>	<u>233,158</u>	<u>567,479</u>	<u>787,190</u>
Corporate expenses	(30,428)	(30,448)	(86,323)	(80,579)
Restructuring, integration, and other expenses	(9,110)	(11,847)	(39,255)	(24,132)
Amortization of acquired intangible assets	(364)	(712)	(1,099)	(2,302)
Operating income	<u>\$ 143,251</u>	<u>\$ 190,151</u>	<u>\$ 440,802</u>	<u>\$ 680,177</u>
<b>Sales, by geographic area:</b>				
Americas	\$ 1,274,228	\$ 1,403,364	\$ 3,972,909	\$ 4,565,394
EMEA	1,558,956	2,053,095	4,809,931	6,474,695
Asia	2,482,239	2,197,132	7,800,119	7,154,064
Sales	<u>\$ 5,315,423</u>	<u>\$ 5,653,591</u>	<u>\$ 16,582,959</u>	<u>\$ 18,194,153</u>

**13. Restructuring expenses**

***Fiscal 2025***

During fiscal 2025, the Company executed certain restructuring actions to reduce future operating expenses including specific restructuring actions to reduce expenses within the Farnell operating group. The following table presents the activity during the first nine months of fiscal 2025 related to the restructuring liabilities established during fiscal 2025:

	<u>Severance</u>	<u>Facility Exit Costs</u>	<u>Asset Impairments</u>	<u>Other</u>	<u>Total</u>
	(Thousands)				
Fiscal 2025 restructuring expenses	\$ 11,675	\$ 5,329	\$ 14,904	\$ 3,133	\$ 35,041
Cash payments	(7,096)	(5,318)	—	—	(12,414)
Non-cash amounts	(1,463)	(11)	(14,904)	(3,045)	(19,423)
Other, principally foreign currency translation	(42)	—	—	—	(42)
Balance at March 29, 2025	<u>\$ 3,074</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 88</u>	<u>\$ 3,162</u>

**AVNET, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (Continued)**

Severance expense recorded in the first nine months of fiscal 2025 related to the reduction, or planned reduction, of over 250 employees, primarily in operations, distribution centers, and business support functions. Of the \$35.0 million in restructuring expenses recorded in the first nine months of fiscal 2025, \$6.9 million related to EC, and \$28.1 million related to Farnell. The Company expects the majority of the remaining amounts to be paid by the end of fiscal 2025.

***Fiscal 2024***

During fiscal 2024, the Company incurred restructuring expenses primarily related to headcount reductions including from the planned closure of certain distribution centers intended to reduce future operating expenses. The Company expects the majority of the remaining amounts to be paid by the end of fiscal 2025. The following table presents the activity during the first nine months of fiscal 2025 related to the remaining restructuring liabilities established during fiscal 2024:

	<b>Severance</b>
	<b>(Thousands)</b>
Balance at June 29, 2024	\$ 23,838
Cash payments	(13,978)
Changes in estimates, net	(2,706)
Other, principally foreign currency translation	12
Balance at March 29, 2025	<u>\$ 7,166</u>

This Quarterly Report contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended (“Securities Act”), and Section 21E of the Securities Exchange Act of 1934, as amended (the “Exchange Act”) with respect to the financial condition, results of operations, and business of the Company. Many of these statements can be found by looking for words like “continue,” “believes,” “projected,” “plans,” “expects,” “anticipates,” “should,” “will,” “may,” “estimates,” or similar expressions in this Quarterly Report or in documents incorporated by reference in this Quarterly Report. These forward-looking statements are subject to numerous assumptions, risks, and uncertainties. The following important factors, in addition to those discussed elsewhere in this Quarterly Report, and the Company’s Annual Report on Form 10-K for the fiscal year ended June 29, 2024, and subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K, could affect the Company’s future results of operations, and could cause those results or other outcomes to differ materially from those expressed or implied in the forward-looking statements: geopolitical events and military conflicts; pandemics and other health-related crises; competitive pressures among distributors of electronic components; an industry down-cycle in semiconductors; relationships with key suppliers and allocations of products by suppliers; accounts receivable defaults; risks relating to the Company’s international sales and operations, including risks relating to repatriating cash, foreign currency fluctuations, inflation, duties and taxes, tariffs, sanctions and trade restrictions, and compliance with international and U.S. laws; risks relating to acquisitions, divestitures and investments; adverse effects on the Company’s supply chain, operations of its distribution centers, shipping costs, third-party service providers, customers and suppliers, including as a result of issues caused by military conflicts, terrorist attacks, natural and weather-related disasters, pandemics and health related crises, warehouse modernization, and relocation efforts; risks related to cyber security attacks, other privacy and security incidents, and information systems failures, including related to current or future implementations, integrations, and upgrades; general economic and business conditions (domestic, foreign and global) affecting the Company’s operations and financial performance and, indirectly, the Company’s credit ratings, debt covenant compliance, liquidity, and access to financing; constraints on employee retention and hiring; and legislative or regulatory changes.

Any forward-looking statement speaks only as of the date on which that statement is made. Except as required by law, the Company assumes no obligation to update any forward-looking statement to reflect events or circumstances that occur after the date on which the statement is made.

## **Item 2. *Management’s Discussion and Analysis of Financial Condition and Results of Operations***

For a description of the Company’s critical accounting policies and an understanding of Avnet and the significant factors that influenced the Company’s performance during the quarter ended March 29, 2025, this *Management’s Discussion and Analysis of Financial Condition and Results of Operations* (“MD&A”) should be read in conjunction with the consolidated financial statements, including the related notes, appearing in Item 1 of this Quarterly Report on Form 10-Q, as well as the Company’s Annual Report on Form 10-K for the fiscal year ended June 29, 2024.

The discussion of the Company’s results of operations includes references to the impact of foreign currency translation. When the U.S. Dollar strengthens and the stronger exchange rates are used to translate the results of operations of Avnet’s subsidiaries denominated in foreign currencies, the result is a decrease in U.S. Dollars of reported results. Conversely, when the U.S. Dollar weakens, the weaker exchange rates result in an increase in U.S. Dollars of reported results. In the discussion that follows, results excluding this impact, primarily for subsidiaries in Europe, the Middle East and Africa (“EMEA”) and Asia/Pacific (“Asia”), are referred to as “constant currency.”

In addition to disclosing financial results that are determined in accordance with generally accepted accounting principles in the U.S. (“GAAP”), the Company also discloses certain non-GAAP financial information, including:

- “Adjusted operating income,” which is operating income excluding (i) restructuring, integration, and other expenses, and (ii) amortization of acquired intangible assets.

The reconciliation of operating income to adjusted operating income is presented in the following table:

	<b>Third Quarters Ended</b>		<b>Nine Months Ended</b>	
	<b>March 29, 2025</b>	<b>March 30, 2024</b>	<b>March 29, 2025</b>	<b>March 30, 2024</b>
	<b>(Thousands)</b>			
Operating income	\$ 143,251	\$ 190,151	\$ 440,802	\$ 680,177
Restructuring, integration, and other expenses	9,110	11,847	39,255	24,132
Amortization of acquired intangible assets	364	712	1,099	2,301
Adjusted operating income	<u>\$ 152,725</u>	<u>\$ 202,710</u>	<u>\$ 481,156</u>	<u>\$ 706,610</u>

Management believes that providing this additional information is useful to financial statement users to better assess and understand operating performance, especially when comparing results with prior periods or forecasting performance for future periods, primarily because management typically monitors the business with and without these adjustments to GAAP results. Management also uses these non-GAAP measures to establish operational goals and, in many cases, for measuring performance for compensation purposes. However, any analysis of results on a non-GAAP basis should be used in conjunction with results presented in accordance with GAAP.

## OVERVIEW

### *Organization*

Avnet, Inc., including its consolidated subsidiaries (collectively, the “Company” or “Avnet”), is a leading global electronic component distributor and solutions provider that has served customers’ evolving needs for more than a century. Founded in 1921, the Company works with suppliers in every major technology segment to serve customers in more than 140 countries.

Avnet has two primary operating groups — Electronic Components (“EC”) and Farnell. Both operating groups have operations in each of the three major economic regions of the world: (i) the Americas, (ii) EMEA, and (iii) Asia. EC markets, sells, and distributes (i) semiconductors, (ii) interconnect, passive and electromechanical components, and (iii) other integrated and embedded components, to a diverse customer base serving many end-markets. Farnell distributes electronic components and industrial products to a diverse customer base utilizing multi-channel sales and marketing resources.

### *Recent developments*

The Company’s operations subject it to tariffs and other trade protection measures. The U.S. administration has instituted certain changes, and may make additional changes, in trade policies that include the negotiation or termination of trade agreements, higher tariffs on imports into the U.S., and other measures affecting trade between the U.S. and other countries from which the Company imports. Due in part to these measures, some countries are changing their trade policies relating to goods imported from the U.S. These global trade disruptions and geopolitical tensions, together with any related downturns in the global economy, could dampen customer demand, increase market volatility, and impact currency exchange rates, all of which could materially and adversely affect the Company’s financial performance. Evaluating and complying with new and future trade measures diverts management’s attention from existing initiatives, which may negatively impact the Company’s business operations.

The impact of these changes in trade policies will depend on various factors, including (i) when trade measures are implemented, (ii) the ultimate amount, scope, nature, and duration of tariffs and other trade measures, and (iii) the extent to which the Company can mitigate impacts and pass on any increased costs associated with these changes. In addition, the impact of trade disruptions on general economic conditions and demand for electronic components is difficult to predict. Although the Company cannot fully assess the potential impact to its business at this time, approximately 7% to 10% of the Company’s annual sales in the Americas originates from China.

The Company employs and continues to develop systems and other measures to mitigate the impact of tariffs, including selective supply chain, logistics, and pricing actions. The Company also has contingency plans to respond to a range of economic scenarios. The Company's management continues to monitor and evaluate the changing tariff situation, as well as the overall environment in the electronic components industry. However, despite these efforts, the Company may not be able to fully mitigate the impact of changes in trade policies or an economic downturn.

### **Industry outlook**

The global electronic components market has a history of cyclical downturns followed by periods of increased demand. Beginning in the second half of calendar year 2023, the industry began to experience a downturn marked by a decrease in sales due to a combination of elevated customer inventory levels and lower underlying demand for electronic components. As a result, the Company has seen decreased sales, resulting in lower operating income. The duration of the current downturn is uncertain. The Company expects sales in the fourth quarter of fiscal 2025 to be essentially flat compared to the third quarter of fiscal 2025.

Additionally, the Company's inventories relative to its sales are higher than they have historically been as a result of this industry downturn. The Company has and may in the future purchase additional inventories from electronic component suppliers, even in an industry downturn, if the Company believes the purchase will benefit the Company's financial or strategic business objectives.

### **Results of Operations**

	<b>Quarters Ended</b>				<b>Nine Months Ended</b>			
	<b>Q3 2025</b>	<b>Q3 2024</b>	<b>Variance</b>	<b>Variance %</b>	<b>Q3 2025</b>	<b>Q3 2024</b>	<b>Variance</b>	<b>Variance %</b>
	<i>(\$ in millions, unless otherwise stated)</i>							
Sales	\$ 5,315	\$ 5,654	\$ (338)	(6.0) %	\$ 16,583	\$ 18,194	\$ (1,611)	(8.9) %
Gross profit	588	669	(81)	(12.2)	1,791	2,124	(332)	(15.7)
Selling, general and administrative expenses	435	467	(32)	(6.8)	1,311	1,419	(108)	(7.6)
Restructuring, integration, and other expenses	9	12	(3)	(23.1)	39	24	15	62.7
Operating income	143	190	(47)	(24.7)	441	680	(239)	(35.2)
Adjusted operating income	153	203	(50)	(24.7)	481	707	(225)	(31.9)
Other expense, net	(4)	(15)	11	(72.9)	(10)	(17)	7	(43.5)
Interest and other financing expenses, net	(61)	(73)	12	(16.8)	(188)	(219)	31	(14.0)
Gain on legal settlements and other	—	—	—	—	—	86	(86)	(100.0)
Income tax expense	(10)	13	(23)	(174.5)	9	115	(106)	(92.1)
Net income	88	89	(1)	(1.0)	234	416	(182)	(43.7)
Diluted earnings per share	1.01	0.97	0.04	4.1	2.65	4.52	(1.87)	(41.4)
<b>Other Metrics</b>								
Gross profit margin	11.1 %	11.8 %	(78)bps	(0.8) %	10.8 %	11.7 %	(87) bps	(0.9) %
Operating income margin	2.7 %	3.4 %	(66)bps	(0.7) %	2.7 %	3.7 %	(108) bps	(1.1) %
Adjusted operating income margin	2.9 %	3.6 %	(72)bps	(0.7) %	2.9 %	3.9 %	(98) bps	(1.0) %
Effective tax rate	(12.5)%	12.9 %	(2,537)bps	(25.4) %	3.7 %	21.6 %	(1,792) bps	(17.9) %

**Sales**

The following table presents the percentage change in sales for the third quarter and first nine months of fiscal 2025 as compared to the third quarter and first nine months fiscal 2024, by geographic region and operating group.

	<b>Quarter Ended March 29, 2025</b>		<b>Nine Months Ended March 29, 2025</b>	
	<b>Sales</b>		<b>Sales</b>	
	<b>Year-Year %</b>	<b>Change in</b>	<b>Year-Year %</b>	<b>Change in</b>
	<b>Sales Year-Year % Change</b>	<b>Constant Currency</b>	<b>Sales Year-Year % Change</b>	<b>Constant Currency</b>
Avnet	(6.0) %	(4.9) %	(8.9) %	(8.5) %
Avnet by region				
Americas	(9.2) %	(9.2) %	(13.0) %	(13.0) %
EMEA	(24.1) %	(21.8) %	(25.7) %	(25.2) %
Asia	13.0 %	13.4 %	9.0 %	9.3 %
Avnet by operating group				
EC	(5.7) %	(4.6) %	(8.5) %	(8.2) %
Farnell	(10.1) %	(8.5) %	(13.3) %	(13.1) %

During the third quarter and first nine months of fiscal 2025, both operating groups continued to experience lower demand for electronic components. Sales of \$5.32 billion for the third quarter of fiscal 2025 decreased \$338.2 million, or 6.0%, as compared to \$5.65 billion for the same quarter last year. Sales for the first nine months of fiscal 2025 were \$16.58 billion, a decrease of \$1.61 billion as compared to sales of \$18.19 billion for the first nine months of fiscal 2024.

EC sales of \$4.95 billion in the third quarter of fiscal 2025 decreased \$297.0 million, or 5.7%, from the prior year third quarter sales of \$5.25 billion, with the Americas and EMEA regions contributing to the decrease offset by sales growth in the Asia region. The decrease in sales is primarily due to sales volume decreases due to the market downturn in the electronic components industry and, to a lesser extent, an unfavorable product mix of lower priced electronic components. In the Americas, the Company did not see any meaningful increase in shipments in advance of anticipated tariff increases.

Farnell sales for the third quarter of fiscal 2025 were \$366.7 million, reflecting a decrease of \$41.2 million, or 10.1%, compared to the same period in the prior year. The decrease in sales in the third quarter of fiscal 2025 is primarily due to lower demand for on-the-board electronic components.

**Gross Profit**

The Company's gross profit and gross profit margin are primarily affected by sales volume, product mix, and geographic sales mix. Gross profit for the third quarter of fiscal 2025 decreased \$81.4 million, or 12.2% from the third quarter of fiscal 2024. Gross profit for the first nine months of fiscal 2025 decreased \$332.3 million, or 15.7% from the first nine months of fiscal 2024. This decrease is primarily due to sales volume decreases in both operating groups and to a lesser extent from the decline in gross profit margin in each operating group.

Gross profit margin decreased by 78 basis points to 11.1% for the third quarter of fiscal 2025 when compared to the third quarter of fiscal 2024 and decreased by 87 basis points to 10.8% for the first nine months of fiscal 2025 when compared to the first nine months of fiscal 2024. The decrease in gross profit margin is primarily due to geographic sales mix, partially offset by increases in gross margin from certain supplier engagements. Sales in the higher gross profit margin western regions represented approximately 53% of sales in the third quarter of fiscal 2025, versus 61% of sales during the third quarter of fiscal 2024.

EC gross profit margin decreased year over year largely due to the change in geographic mix. Farnell gross profit margin decreased year over year, primarily due to lower sales of higher margin on-the-board electronic components.

### **Selling, General and Administrative Expenses**

Selling, general, and administrative expenses (“SG&A expenses”) decreased \$31.8 million or 6.8% from the third quarter of fiscal 2024, and decreased \$108.0 million, or 7.6% from the first nine months of fiscal 2024. The decrease in SG&A expenses is primarily due to decreases in variable operating expenses associated with the decrease in sales volumes discussed above, from restructuring actions taken by the Company, from the gain on the sale of a building and by the impact of changes in foreign currency translation rates.

Management monitors SG&A expenses as a percentage of sales and as a percentage of gross profit. In the third quarter of fiscal 2025, SG&A expenses were 8.2% of sales and 74.1% of gross profit, as compared with 8.3% and 69.8%, respectively, in the third quarter of fiscal 2024. SG&A expenses were 7.9% as a percentage of sales and 73.2% as a percentage of gross profit for the first nine months of fiscal 2025, as compared with 7.8% and 66.8%, respectively, in the first nine months of fiscal 2024. The year-over-year increases in SG&A expenses as a percentage of both sales and gross profit during the first nine months of fiscal 2025 are primarily due to the decrease in sales and gross profit without a proportional reduction in SG&A expenses, resulting in lower operating leverage.

### **Restructuring, Integration, and Other Expenses**

In fiscal 2024, the Company initiated a restructuring plan to improve operating income by reducing SG&A expenses including within the Farnell operating group. In the third quarter of fiscal 2025, these efforts continued, leading to \$9.1 million in restructuring, integration, and other expenses.

As a result of these initiatives, the Company recorded total restructuring, integration, and other expense in the third quarter of fiscal 2025 of \$9.1 million comprised of severance and other employee-related expenses of \$7.1 million, \$2.4 million of integration and other costs, and a benefit of \$0.4 million for changes in estimates for costs associated with prior year restructuring actions. The after-tax impact of restructuring, integration, and other expenses were \$6.6 million and \$0.08 per share on a diluted basis.

During the first nine months of fiscal 2025, the Company incurred restructuring, integration, and other expense costs of \$39.3 million. Restructuring expenses consisted of severance and other employee-related expenses of \$11.7 million for reduction of over 250 employees across the Company, \$5.3 million of facility exit costs primarily related to an office closure in the Americas, \$14.9 million of asset impairments, \$3.1 million of other restructuring costs primarily related to software licenses not in use, \$7.1 million of integration and other costs, and a benefit of \$2.8 million for changes in estimates for costs associated with prior year restructuring actions. The after-tax impact of restructuring, integration, and other expenses were \$29.0 million and \$0.33 per share on a diluted basis.

Comparatively, the Company recorded restructuring, integration, and other expenses of \$11.8 million and \$24.1 million during the third quarter and first nine months of fiscal 2024, respectively.

See Note 13 “Restructuring expenses” to the Company’s consolidated financial statements included in this Quarterly Report on Form 10-Q.

### **Operating Income**

Operating income for the third quarter of fiscal 2025 was \$143.3 million, a decrease of \$46.9 million or 24.7%, year over year. Operating income margin for the third quarter of fiscal 2025 was 2.7%, a decrease of 66 basis points compared to 3.4% in the third quarter of fiscal 2024. The decreases in operating income and operating income margin are primarily due to the decrease in gross profit primarily from lower sales and from a lower gross profit margin without a proportionate decrease in SG&A expenses, as discussed above. Adjusted operating income for the third quarter of fiscal 2025 was \$152.7 million, a decrease of \$50.0 million, or 24.7%. Adjusted operating income margin for the third quarter of fiscal 2025 was 2.9% compared to 3.6% in the third quarter of fiscal 2024.

Comparing the third quarter of fiscal 2025 to the third quarter of fiscal 2024, EC operating income decreased 20.6% to \$172.2 million, and EC operating income margin decreased 65 basis points to 3.5%, with a decrease in the EMEA region offset by improvements in the Americas and Asia regions. Farnell operating income decreased 32.8% to \$11.0 million in the third quarter of fiscal 2025. Farnell operating income margin decreased 101 basis points year over year to 3.0%. The decreases in operating income and operating income margin in both operating groups are due to the decrease in gross profit primarily from lower sales and from a lower gross profit margin without a proportionate decrease in SG&A expenses.

Operating income for the first nine months of fiscal 2025 was \$440.8 million, a decrease of \$239.4 million, from the first nine months of fiscal 2024 operating income of \$680.2 million. The year-over-year decrease in operating income was primarily due to the decrease in sales, lower gross profit margin, and impact from foreign currency exchange rates. Adjusted operating income for the first nine months of fiscal 2025 was \$481.2 million, a decrease of \$225.5 million or 31.9% from the first nine months of fiscal 2024. Operating income margin was 2.7% in the first nine months of fiscal 2025, a decrease of 108 basis points compared to 3.7% in the prior year first nine months.

#### **Interest and Other Financing Expenses, Net and Other Expense, Net**

Interest and other financing expenses in the third quarter of fiscal 2025 were \$61.1 million, a decrease of \$12.4 million as compared to \$73.5 million in the third quarter of fiscal 2024. Interest and other financing expenses in the first nine months of fiscal 2025 were \$188.0 million, a decrease of \$30.6 million, as compared with interest and other financing expenses of \$218.6 million in the first nine months of fiscal 2024. The decrease in interest and other financing expenses in the third quarter and first nine months of fiscal 2025 compared to fiscal 2024 is primarily a result of lower outstanding borrowings and average borrowing rates.

The Company had other expenses of \$4.0 million in the third quarter of fiscal 2025 compared to other expenses of \$14.7 million in the third quarter of fiscal 2024. The Company had other expenses of \$9.7 million in the first nine months of fiscal 2025, compared to other expenses of \$17.1 million in the first nine months of fiscal 2024. The decrease in other expenses in the third quarter and first nine months of fiscal 2025 is primarily due to differences in foreign currency translation losses.

#### **Gain on Legal Settlements and other**

During the first nine months of fiscal 2024, the Company recorded a gain on legal settlements and other of \$86.5 million in connection with the settlements of claims filed against certain manufacturers of capacitors.

#### **Income Tax**

Income tax expense for the third quarter and first nine months of fiscal 2025 were \$ (9.8) million and \$9.0 million, respectively, reflecting an effective tax rate of (12.5)% and 3.7%, respectively. In comparison, for the third quarter and first nine months of fiscal 2024, income tax expense were \$13.1 million and \$114.9 million, respectively, reflecting an effective tax rate of 12.9% and 21.6%, respectively. The decrease in the effective tax rate for the third quarter of fiscal 2025 as compared to the third quarter of fiscal 2024 was primarily due to the increases in tax attribute carryforwards. The decrease in the effective tax rate for the first nine months of fiscal 2025 as compared to the first nine months of fiscal 2024 was primarily due to the increases in tax attribute carryforwards. See Note 7 “Income taxes” to the Company’s consolidated financial statements included in this Quarterly Report on Form 10-Q.

#### **Net Income**

As a result of the factors described above, the Company’s net income for the third quarter of fiscal 2025 was \$87.9 million, or \$1.01 per share on a diluted basis, as compared with \$88.8 million, or \$0.97 per share on a diluted basis, in the third quarter of fiscal 2024.

As a result of the factors described above, the Company’s net income for the first nine months of fiscal 2025 was \$234.1 million, or \$2.65 per share on a diluted basis, as compared with \$416.0 million, or \$4.52 per share on a diluted basis, in the first nine months of fiscal 2024.

## LIQUIDITY AND CAPITAL RESOURCES

### Cash Flow

#### *Operating Activities*

Net cash provided by operating activities was \$585.0 million for the first nine months of fiscal 2025, compared to net cash provided by operating activities of \$415.7 million for the first nine months of fiscal 2024. The \$169.3 million increase in net cash provided by operating activities year over year is primarily due to improvements in cash used for working capital and other as working capital levels have begun to be more in line with sales, offset by lower cash provided by net income. Cash generated from working capital and other was \$282.4 million during the first nine months of fiscal 2025, compared to cash used of \$152.6 million during the first nine months of fiscal 2024, with the difference attributable primarily to reductions in inventory and the timing of payments for inventory purchases. The Company also had decreases in accounts receivable due to timing of sales and collections when compared to the prior fiscal year. Included in other, net was a gain on the sale of a building of \$9.2 million recognized during the first nine months of fiscal 2025. The Company received \$90.7 million of cash from legal settlements during the first nine months of fiscal 2024.

#### *Financing Activities*

Net repayments of debt totaled \$270.3 million during the first nine months of fiscal 2025, including net repayments of \$418.6 million under the Credit Facility, offset by net proceeds of \$84.9 million under the Securitization Program, and \$63.4 million for other debt. This compares to \$106.3 million of net repayments during the first nine months of the prior fiscal year. The Company has repurchased \$253.5 million of common stock under the share repurchase plan during the first nine months of fiscal 2025 compared to \$86.0 million in the same period of the prior fiscal year. The Company paid cash dividends to shareholders of \$0.99 per share, or \$85.6 million, during the first nine months of fiscal 2025 as compared to \$0.93 per share, or \$84.2 million, during the first nine months of fiscal 2024.

#### *Investing Activities*

The Company's purchases of property, plant and equipment decreased during the first nine months of fiscal 2025 by \$112.3 million, when compared to the same period in fiscal 2024, primarily due to new distribution center investments in EMEA in the first nine months of fiscal 2024. Included in other, net were net proceeds of \$9.2 million on the sale of a building received during the first nine months of fiscal 2025.

### Contractual Obligations

For a detailed description of the Company's long-term debt and lease commitments for the next five years and thereafter, see *Long-Term Contractual Obligations* appearing in Item 7 of the Company's Annual Report on Form 10-K for the fiscal year ended June 29, 2024. There are no material changes to this information outside of normal borrowings and repayments of long-term debt and operating lease payments. The Company does not currently have any material non-cancellable commitments for capital expenditures or inventory purchases outside of the normal course of business.

### Financing Transactions

See Note 4, "Debt" to the Company's consolidated financial statements included in this Quarterly Report on Form 10-Q for additional information on financing transactions, including the Credit Facility, the Securitization Program, and other outstanding debt as of March 29, 2025. The Company was in compliance with all covenants under the Credit Facility and the Securitization Program as of March 29, 2025, and June 29, 2024.

The Company has various lines of credit, financing arrangements, and other forms of bank debt in the U.S. and various foreign locations to fund the short-term working capital, foreign exchange, overdraft, capital expenditure, and letter of credit needs of its wholly owned subsidiaries. Outstanding borrowings under such forms of debt at the end of third quarter of fiscal 2025 was \$99.1 million.

As an alternative form of liquidity outside of the United States, the Company sells certain of its trade accounts receivable on a non-recourse basis to financial institutions pursuant to factoring agreements. The Company accounts for these transactions as sales of receivables and presents cash proceeds as cash provided by operating activities in the consolidated statements of cash flows. Factoring fees for the sales of trade accounts receivable are recorded within “Interest and other financing expenses, net” of the consolidated financial statements.

## **Liquidity**

The Company held cash and cash equivalents of \$188.9 million as of March 29, 2025, of which \$177.2 million was held outside the United States. As of June 29, 2024, the Company held cash and cash equivalents of \$310.9 million, of which \$179.6 million was held outside of the United States.

During periods of weakening demand in the electronic components industry, the Company typically generates cash from operating activities. Conversely, the Company will use cash for working capital requirements during periods of higher growth. The Company generated \$859.3 million in cash flows from operating activities over the trailing four fiscal quarters ended March 29, 2025.

Liquidity is subject to many factors, such as normal business operations and general economic, financial, competitive, legislative, and regulatory factors that are beyond the Company’s control. Cash balances held in foreign locations that cannot be remitted back to the U.S. in a tax efficient manner are generally used for ongoing working capital, including the need to purchase inventories, capital expenditures, and other foreign business needs. In addition, local government regulations may restrict the Company’s ability to move funds among various locations under certain circumstances. Management does not believe such restrictions would limit the Company’s ability to pursue its intended business strategy.

As of the end of the third quarter of fiscal 2025, the Company had a combined total borrowing capacity of \$2.00 billion under the Credit Facility and the Securitization Program. There were \$333.0 million of borrowings outstanding and \$0.9 million in letters of credit issued under the Credit Facility, and \$500.0 million outstanding under the Securitization Program, resulting in approximately \$1.17 billion of total committed availability as of March 29, 2025. Availability under the Securitization Program is subject to the Company having sufficient eligible trade accounts receivable in the United States to support desired borrowings.

During the third quarter and first nine months of fiscal 2025, the Company had an average daily balance outstanding of approximately \$1.11 billion and \$1.08 billion, respectively, under the Credit Facility, and approximately \$494.7 million and \$487.3 million, respectively, under the Securitization Program. The Company also has average borrowings that are higher than quarter end borrowings from various lines of credit, financing arrangements, and other forms of bank debt in the U.S. and various foreign locations.

As of March 29, 2025, the Company may repurchase up to an aggregate of \$414.1 million of shares of the Company’s common stock through the share repurchase program approved by the Board of Directors. The Company may repurchase stock from time to time at the discretion of management, subject to strategic considerations, market conditions (including share price), and other factors. The Company may terminate or limit the share repurchase program at any time without prior notice. During the third quarter of fiscal 2025, the Company repurchased \$101.3 million of common stock.

The Company has historically paid quarterly cash dividends on shares of its common stock, and future dividends are subject to approval by the Board of Directors. During the third quarter of fiscal 2025, the Board of Directors approved a dividend of \$0.33 per share, which resulted in \$28.2 million of dividend payments during the quarter.

The Company continually monitors and reviews its liquidity position and funding needs. Management believes that the Company's ability to generate operating cash flows through the liquidation of working capital in the future and available borrowing capacity, including capacity for the non-recourse sale of trade accounts receivable, will be sufficient to meet its future liquidity needs. Additionally, the Company believes that it has sufficient access to additional liquidity from the capital markets if necessary.

#### ***Recently Issued Accounting Pronouncements***

See Note 1, "Basis of presentation and new accounting pronouncements" to the Company's consolidated financial statements included in this Quarterly Report on Form 10-Q for a description of recently issued accounting pronouncements.

#### **Item 3. *Quantitative and Qualitative Disclosures About Market Risk***

The Company seeks to reduce earnings and cash flow volatility associated with changes in interest rates and foreign currency exchange rates through financial arrangements that are intended to provide an economic hedge against the risks associated with such volatility. The Company continues to have exposure to such risks to the extent they are not economically hedged.

See Item 7A, *Quantitative and Qualitative Disclosures About Market Risk*, in the Company's Annual Report on Form 10-K for the fiscal year ended June 29, 2024, for further discussion of market risks associated with foreign currency exchange rates and interest rates. Avnet's exposure to such risks has not changed materially since June 29, 2024, as the Company continues to economically hedge the majority of its foreign currency exchange exposures. Thus, any increase or decrease in the fair value of the Company's forward foreign currency exchange contracts is generally offset by an opposite effect on the related economically hedged position. For interest rate risk, the Company continues to maintain a combination of fixed and variable rate debt to mitigate the exposure to fluctuations in market interest rates.

See *Liquidity and Capital Resources — Financing Transactions* appearing in Item 2 of this Quarterly Report on Form 10-Q for further discussion of the Company's financing transactions and capital structure. As of March 29, 2025, approximately 63% of the Company's debt bears interest at a fixed rate and 37% of the Company's debt bears interest at variable rates. Therefore, a hypothetical 1.0% (100 basis points) increase in interest rates would result in a \$2.4 million decrease in income before income taxes in the Company's consolidated statement of operations for the third quarter of fiscal 2025.

#### **Item 4. *Controls and Procedures***

The Company's management, including its Chief Executive Officer and Chief Financial Officer, have evaluated the effectiveness of the Company's disclosure controls and procedures (as such term is defined in Rules 13a-15(e) and 15d-15(e) under the Securities Exchange Act of 1934 (the "Exchange Act")) as of the end of the reporting period covered by this Quarterly Report on Form 10-Q. Based on such evaluation, the Chief Executive Officer and Chief Financial Officer have concluded that, as of the end of the period covered by this Quarterly Report on Form 10-Q, the Company's disclosure controls and procedures are effective such that material information required to be disclosed by the Company in the reports that it files or submits under the Exchange Act is recorded, processed, summarized, and reported, within the time periods specified by the Securities and Exchange Commission's rules and forms and is accumulated and communicated to management, including the Company's principal executive officer and principal financial officer, as appropriate, to allow timely decisions regarding required disclosure.

During the third quarter of fiscal 2025, there were no changes to the Company's internal control over financial reporting (as defined in Rules 13a-15(f) and 15d-15(f) of the Exchange Act) that materially affected, or are reasonably likely to materially affect, the Company's internal control over financial reporting.

## PART II

### OTHER INFORMATION

#### Item 1. *Legal Proceedings*

Pursuant to SEC regulations, including but not limited to Item 103 of Regulation S-K, the Company regularly assesses the status of and developments in pending environmental and other legal proceedings to determine whether any such proceedings should be identified specifically in this discussion of legal proceedings, and has concluded that no particular pending legal proceeding requires public disclosure. Based on the information known to date, management believes that the Company has appropriately accrued in its consolidated financial statements for its share of the estimable costs of environmental and other legal proceedings.

The Company is also currently subject to various pending and potential legal matters and investigations relating to compliance with governmental laws and regulations, including import/export and environmental matters. The Company currently believes that the resolution of such matters will not have a material adverse effect on the Company's financial position or liquidity but could possibly be material to its results of operations in any single reporting period.

#### Item 1A. *Risk Factors*

The discussion of the Company's business and operations should be read together with the risk factors contained in Item 1A of its Annual Report on Form 10-K for the fiscal year ended June 29, 2024, which describe various risks and uncertainties to which the Company is or may become subject. These risks and uncertainties have the potential to affect the Company's business, financial condition, results of operations, cash flows, strategies or prospects in a material and adverse manner. As of March 29, 2025, there have been no material changes to the risk factors set forth in the Company's Annual Report on Form 10-K for the fiscal year ended June 29, 2024.

#### Item 2. *Unregistered Sales of Equity Securities and Use of Proceeds*

The Company's Board of Directors approved the repurchase plan of up to an aggregate of \$600 million of common stock including the increase approved in August 2024. The following table includes the Company's monthly purchases of the Company's common stock, excluding excise tax, during the third quarter of fiscal 2025, under the share repurchase program, which is part of publicly announced plans.

<b>Period</b>	<b>Total Number of Shares Purchased</b>	<b>Average Price Paid per Share</b>	<b>Total Number of Shares Purchased as Part of Publicly Announced Plans or Programs</b>	<b>Approximate Dollar Value of Shares That May Yet Be Purchased under the Plans or Programs</b>
December 29 – January 25	370,167	\$ 52.66	370,167	495,919,000
January 26 – February 22	730,459	\$ 51.03	730,459	458,642,000
February 23 – March 29	902,822	\$ 49.31	902,822	414,120,000

**Item 6. Exhibits**

<b>Exhibit Number</b>	<b>Exhibit</b>
31.1*	<a href="#">Certification of Chief Executive Officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.</a>
31.2*	<a href="#">Certification of Chief Financial Officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.</a>
32.1**	<a href="#">Certification of Chief Executive Officer pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.</a>
32.2**	<a href="#">Certification of Chief Financial Officer pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.</a>
101.INS*	XBRL - the instance document does not appear in the Interactive Data File because its XBRL tags are embedded within the Inline XBRL document.
101.SCH*	XBRL Taxonomy Extension Schema Document.
101.DEF*	XBRL Taxonomy Extension Definition Linkbase Document.
101.CAL*	XBRL Taxonomy Extension Calculation Linkbase Document.
101.LAB*	XBRL Taxonomy Extension Label Linkbase Document.
101.PRE*	XBRL Taxonomy Extension Presentation Linkbase Document.

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\* Filed herewith.

\*\* Furnished herewith. The information in these exhibits shall not be deemed to be “filed” for purposes of Section 18 of the Exchange Act, or otherwise subject to liability under that section, and shall not be incorporated by reference into any filing under the Securities Act or the Exchange Act, except to the extent that the registrant specifically incorporates it by reference.

**SIGNATURE**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

Date: May 2, 2025

AVNET, INC.

By: /s/ KENNETH A. JACOBSON

Kenneth A. Jacobson

*Chief Financial Officer*

## CERTIFICATION OF CHIEF EXECUTIVE OFFICER

I, Philip R. Gallagher, certify that:

1. I have reviewed this quarterly report on Form 10-Q of Avnet, Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer(s) and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
  - a. designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
  - b. designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - c. evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
  - d. disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer(s) and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing equivalent functions):
  - a. all significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
  - b. any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: May 2, 2025

/s/ PHILIP R. GALLAGHER

Philip R. Gallagher  
Chief Executive Officer

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## CERTIFICATION OF CHIEF FINANCIAL OFFICER

I, Kenneth A. Jacobson, certify that:

1. I have reviewed this quarterly report on Form 10-Q of Avnet, Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer(s) and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
  - a. designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
  - b. designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - c. evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
  - d. disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer(s) and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing equivalent functions):
  - a. all significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
  - b. any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: May 2, 2025

/s/ KENNETH A. JACOBSON

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Kenneth A. Jacobson  
Chief Financial Officer

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**Certification of Chief Executive Officer Pursuant to 18 U.S.C. Section 1350  
(as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002)**

In connection with the Quarterly Report on Form 10-Q for the period ended March 29, 2025 (the "Report"), I, Philip R. Gallagher, Chief Executive Officer of Avnet, Inc. (the "Company") hereby certify that:

1. The Report fully complies with the requirements of Section 13(a) or 15(d), as applicable, of the Securities Exchange Act of 1934; and
2. The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

Date: May 2, 2025

/s/ PHILIP R. GALLAGHER

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Philip R. Gallagher

Chief Executive Officer

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**Certification of Chief Financial Officer Pursuant to 18 U.S.C. Section 1350  
(as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002)**

In connection with the Quarterly Report on Form 10-Q for the period ended March 29, 2025 (the "Report"), I, Kenneth A. Jacobson, Chief Financial Officer of Avnet, Inc. (the "Company") hereby certify that:

1. The Report fully complies with the requirements of Section 13(a) or 15(d), as applicable, of the Securities Exchange Act of 1934; and
2. The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

Date: May 2, 2025

/s/ KENNETH A. JACOBSON

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Kenneth A. Jacobson

Chief Financial Officer

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