



AVNET IN YOUR POCKET

**A Short Guide to
Avnet Electronics Marketing EMEA**

Avnet's Core Values

- Integrity

We demonstrate honesty, respect for others and trustworthiness in all we do.

- Customer Service

We continuously seek to improve each customer's experience by listening and striving to exceed our commitments.

- Accountability

We each take personal responsibility for our commitments, actions and results.

- Teamwork

We work together to accelerate Avnet's success.

- Innovation

We adapt to and create change in pursuit of our success.



Welcome to Avnet EM EMEA

Distribution in the 21st century is more than selling components. It has become a very complex service business that needs appropriate answers to serve its partners at world-class level. As the leading force in European electronics distribution, Avnet EM EMEA wants you to benefit from our services and strengths, may it be basic services, advanced engineering support or world-class supply chain consulting.



Therefore we have produced this handy guide as an easy-to-read overview of who we are and what we do. You will learn more about our structure, strategy and services spanning the whole electronics value chain.

Whether you are a customer, supplier or employee, we have your success in mind. After all, we are a service company. In today's competitive business world we know that you have a choice. Therefore we highly value our relationship with you – to ensure we continue to earn your trust.

I hope you enjoy reading through this guide and find it both useful and informative. Together with Avnet's management team, I look forward to a long and fruitful relationship with you – and to accelerating success for all of us.

Best Regards

A handwritten signature in black ink, appearing to read 'Patrick Zammit', written over a light blue background.

Patrick Zammit
President Avnet Electronics Marketing EMEA



Content

Avnet, Inc. at a Glance	6
Avnet Electronics Marketing Global.....	8
Avnet Electronics Marketing EMEA	10
EBV Elektronik.....	12
SILICA.....	14
Avnet Memec.....	16
Avnet Abacus.....	18
Avnet Embedded	20
Avnet Israel	22
Avnet Kopp.....	23
Avnet Supply Chain Services	24
Avnet Supply Chain Solutions.....	25
Avnet Logistics	26

Avnet, Inc. at a Glance



“Avnet will deliver the highest value to our customers, suppliers, employees and shareholders as the premier technology marketing, distribution and services company, globally.”

Rick Hamada
CEO Avnet, Inc.

Avnet, Inc. is one of the world’s largest value added distributors of semiconductors, connectors, passive and electromechanical components, and RF & microwave devices, enterprise networking and computer equipment, and embedded subsystems from leading manufacturers. Serving customers in 70 countries, Avnet markets, inventories, and adds value to these products.

Uniquely positioned to serve the needs of the world’s leading high technology companies, Avnet, with its innovative and entrepreneurial spirit, coupled with the quality, depth and breadth of its knowledge and business relations, assures customers and suppliers that they have chosen the right partner to accelerate their success. Its global scope and economies of scale, talented employees and commitment to value-based management ensures that it will continue to be a leader in the technology industry.

Electronics Marketing: Electronic Components

- Design Chain Services
 - Engineering & design support
- Core Distribution Services
 - Financial strength & inventory competency
- Supply Chain Services
 - Services & solutions expansion



Technology Solutions: Computer Products

- Enterprise systems
- Technical distribution
- High-flexibility assembly
- Specialised display & data solutions



Key Facts about Avnet, Inc.

- NYSE ticker symbol: AVT, sector: Technology
- Founded: 1921; incorporated in 1955; went public in 1959
- Fortune 500 (2012 rank #108)
- FY12 revenues: \$ 25.7 Billion
- 2 operating groups:
 - Avnet Electronics Marketing – 58% of global revenue in FY12
 - Avnet Technology Solutions – 42% of global revenue in FY12
- Sales in 70 countries
- 300 locations worldwide
- Over 100,000 customers
- Over 300 suppliers

Avnet Electronics Marketing Global



“The Avnet Electronics Marketing team brings industry recognised expertise to our customers’ electronic component needs. Our specialised divisions give them the best of both worlds – the market expertise and technical skills of a specialist, and the global design and supply chain services of one of the largest distributors in the world.”

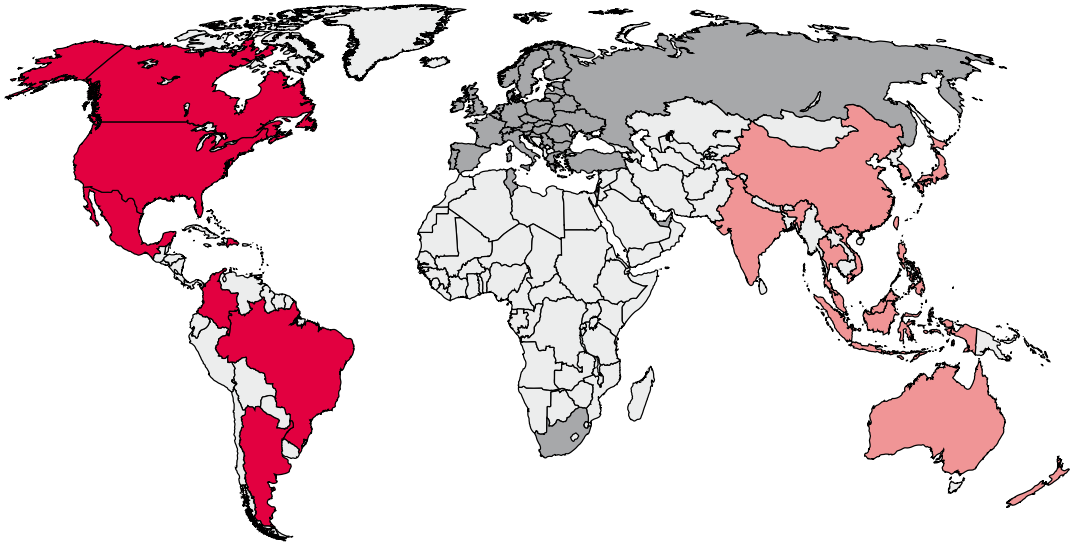
Harley Feldberg
President Avnet Electronics Marketing

Avnet Electronics Marketing is one of the world’s largest technology marketing, distribution and services companies. In addition to offering a broad array of electronic components from leading manufacturers, Avnet also provides engineering design chain services combined with world-class supply chain services to its customers globally. Truly focused on exceeding customers’ needs and expectations, Avnet is a company dedicated to giving them *Support Across The Board*.

Key Facts

- \$ 14.9 Billion sales in FY12
- World’s largest supply chain integrator
- 70 countries – 250 locations worldwide
- Strategic agenda:
 - Organic growth with highest level of product and service expertise
 - Selective acquisitions to complement regional/structural strength of Avnet EM
- Well positioned from Demand Creation to Supply Chain Management
- EM Global encourages strong regional responsibility

EM Global Structure



Americas
 Avnet EM
 Avnet Memec
 Avnet Express
 Avnet Commercial

EMEA
 EBV Elektronik
 SILICA
 Avnet Memec
 Avnet Abacus
 Avnet Embedded
 Avnet SCS
 Avnet Kopp
 Avnet Israel
 Avnet Express

Asia (greater China)
 Avnet EM
 Avnet Memec
 Avnet Express

Asia (Taiwan)
 Avnet EM
 Avnet Express

Asia (South Asia & Korea)
 Avnet EM
 Avnet Express

Japan
 Avnet EM
 Unidux

Avnet Electronics Marketing EMEA

Avnet EM EMEA is a dynamic and growing organisation whose structure is designed to ensure fast response to customer requests and high flexibility. Comprised of specialised business units – called ‘Speedboats’ – Avnet EM EMEA combines the best of both worlds: a focused customer and supplier strategy, together with efficient cross-company resources like logistics and supply chain management solutions. Other divisions like finance, legal, IT and communications act as service providers to each of the Speedboats as well as to the Avnet EM EMEA group as a whole. Find out more on <http://www.em.avnet.com>.



Patrick Zammit
President Avnet EM EMEA

Key Facts

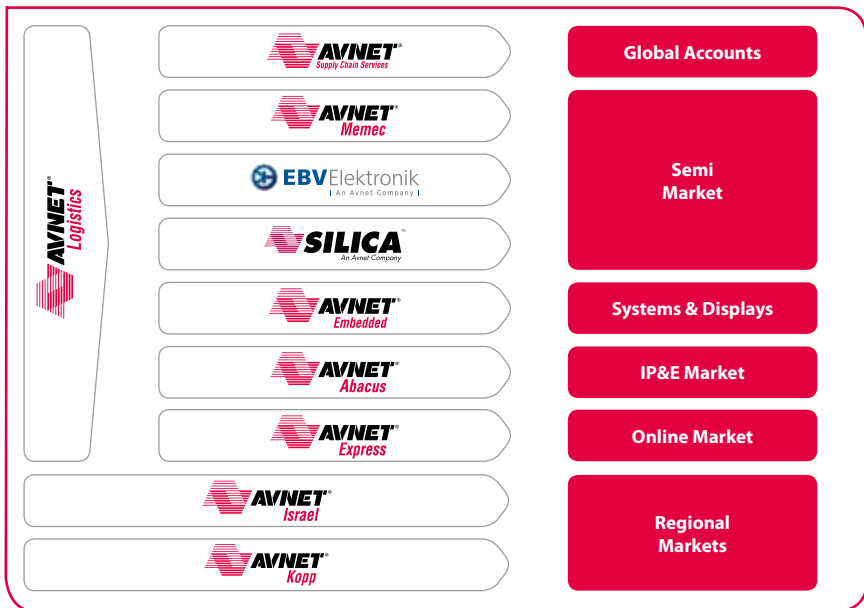
- Sales of € 3.14 Billion in FY12
- Approx. 3,200 staff
- No. 1 industrial distributor in EMEA
- 30,000 customers across 30 countries
- Over 100 world-class component suppliers
- TQM (Total Quality Management) philosophy
- Highly-skilled engineers make up 20% of the workforce

Avnet EM EMEA – Structure

Avnet EM EMEA operates in a very innovative way: The ‘Speedboats’ are flexible and highly specialised business units, which combine exceptional engineering and industry knowledge with total customer satisfaction. All Speedboats are pan-European and provide vast resources to rapidly respond to new market opportunities and changing customer needs.

Avnet takes a solution-oriented approach to every customer’s requirements – from design support in the early stages of a project to logistical and value-added services during production, supplemented by deep supply chain expertise. The Speedboats and support organisations work together to provide solutions and service excellence throughout the value chain.

Organisation



EBV Elektronik



“The electronics distribution market is defined by constant changes. As a semiconductor specialist, EBV Elektronik is able to embrace those changes and provide in-depth application support, value added services and logistics solutions to a diverse customer base, benefiting from a strong market position and highly skilled and motivated employees. Our goal is to meet and exceed the needs of our customers and vendors like never before, providing access to a new level of resources in technical expertise and supply chain solutions.”

Slobodan Puljarevic
President & CEO, EBV Elektronik

Key Facts

- Founded in 1969
- Acquired by Avnet in 2000
- Headquartered in Pöng, Germany
- Semiconductor market share 22.82% CY2012 y.t.d (DMASS)
- 920 employees
- Total product inventory € 285 Million
- Leading specialist in European semiconductor distribution
- 60 offices in 27 countries
- Linecard focused on excellence with 26 world-class semiconductor suppliers

Linecard



EBV Full Service Concept

Comprehensive Services to Meet Every Application Need

EBV Elektronik keeps the whole range of products and services aligned to the changing needs of its customers. Along with its product portfolio spanning analog, DSPs, FPGAs, microcontrollers, IGBT technology, optoelectronic or wireless ICs, EBV's qualified staff provides in-depth product knowledge and a range of services to help ensure the success of its customers' solutions.



- **Technical Support**

EBV's 225 field sales engineers and 110 application specialists located throughout Europe provide advanced design and application support.

- **Value-Added Services**

These include product enhancements like programming, laser marking or taping & reeling. Physical value added services are provided by Avnet Logistics, Europe's leading Product Modification Centre.

- **Logistics Solutions**

Avnet's supply chain solutions as provided through EBV are designed to help customers achieve greater cost transparency along with cost savings from lower inventory levels.

- **Precision Distribution**

An extensive product inventory combined with fast, accurate deliveries and fair pricing is one of the many ways for EBV to create added value for customers.

SILICA



“Silica has always been a company that keeps its eye on the future – with a strong focus on emerging markets and applications. We maintain a highly specialised and focused portfolio of products from 25 leading semiconductor vendors. But that’s not all – proven reliability, in-depth design support and extensive customer service offerings are what have built Silica’s reputation as one of the strongest players in the industry.”

Miguel Fernandez
President SILICA

Key Facts

- Founded in 2001
- Revenue of € 962 Million in FY12
- More than 600 employees, of whom 500 are customer-facing specialised engineering and sales staff
- Europe’s third-largest component distribution specialist
- 39 offices in 20 countries
- Over 15,000 customers throughout Europe
- Highly specialised linecard with 25 selected franchises

Linecard



The Engineers of Distribution

As a specialist in demand creation and fulfilment, Silica provides design-in expertise and application support to help customers reduce the time to market for their new products. Silica focuses on quality and reliability in a market where 'design to manufacture' at a competitive price is key. Services are available from the beginning to the end of a project – and beyond.



- **Engineering Support**

As a complement to its design and application know-how, Silica offers to customers' engineers a range of seminars, new product introductions, useful development and design tools available for download on its website.

- **Value-Added Services**

Together with its product range, Silica offers a range of technical services such as automated and manual programming, laser marking, tape & reeling, fast turnaround prototyping, dry packaging and baking.

- **Supply Chain Expertise**

Avnet's inhouse team of supply chain experts provides to Silica customers invaluable logistics programs, from labelling and packaging through to inventory management and process optimisation.

Avnet Memec



“At Avnet Memec, we focus 100% on demand creation and innovation, helping our customers to differentiate their designs. That is why we work with the world’s most groundbreaking technologies – a glance at our extensive linecard is proof of our commitment to innovation. But that is not all – we employ one engineer for every sales person – three times more than traditional distributors. As a team, we help our customers turn ideas into successful products.”

Steve Haynes
President Avnet Memec

Key Facts

- Founded in 2005 following the acquisition of Memec by Avnet
- Leading specialist semiconductor technology distributor in Europe
- 250 employees, with a 1:1 ratio of sales specialists to engineering specialists – unique in the industry
- Over 85% of staff are in customer-facing roles
- Pan-European technical and product marketing operations
- 28 offices in 19 countries
- Innovation-centered linecard with over 40 franchises

Inspired by Innovation

Create. Innovate. Accelerate.

At Avnet Memec, innovation is the keyword for all its activities. Its specialists have a deep knowledge and understanding of both the technical and business aspects of innovation. Their expertise, combined with superlative components backed by the strength of a distribution powerhouse, help Avnet Memec's customers ensure they can achieve and maintain their competitive edge – now and in the years to come.



Linecard

Note: Not all franchises are available in all countries.

Avnet Abacus



“Our aim is to be the distributor of choice in interconnect, passives, electromechanical power supplies and batteries, a clear number one across all customer segments, geographies, technologies and suppliers.

A key strength is our product specialists who work with the customer at the system level, integrating the components and assemblies we supply into a solution that meets and exceeds the design brief. Further support is offered to engineers via online product selection tools, design references and sample requests.”

Graham McBeth
President, Avnet Abacus

Key Facts

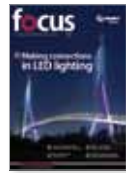
- Gross sales FY12 € 325 Million
- 430 employees across Europe
- IP&E warehouses: European Distribution Centre, Tongeren, Belgium and Newcastle Under Lyme, UK
- 40 offices in 18 countries
- 12,000 active customers
- 62 pan-European franchises complemented with over 70 regional franchises
- A pan-European team of over 50 dedicated product specialists
- Over 100 account managers, backed up by 150 sales specialists across Europe
- Part of Avnet Inc., a Fortune 500 company and one of the world’s largest distributors of electronic components

Avnet Abacus: The Product Specialists

Avnet Abacus is a pan-European distributor of interconnect, passive, electromechanical, power supply and battery products. Our widespread local presence means that our customers get the product choice, financial strength, logistics and fulfilment benefits of a global distributor, with the personal service and regional presence of a local supplier.

Our extensive product range and industry leading supplier linecard is supported by our team of product specialists based across Europe, ensuring that our customers receive the highest level of product, service and technical expertise available.

Further information on key suppliers and product information can be found on the company website at www.avnet-abacus.eu. Avnet Abacus' Focus magazine, available online and in print, provides regular IP&E product news and market updates.



Linecard



Note: The above suppliers are available across Europe from Avnet Abacus. Regional suppliers are also available – visit www.avnet-abacus.eu to view the full linecard for your region.

Avnet Embedded



"Avnet Embedded is a pan-European specialist distributor of displays, embedded computing hardware and software, printers and wireless technologies.

Offering board level solutions and displays through a specialised product group enables us to leverage the excellent market penetration of Avnet EM EMEA while creating a specific technical focus for embedded products."

Martin Brooks
Vice President Avnet Embedded

Key Facts

- Avnet Embedded is a new Avnet EM EMEA business channel established in February 2008
- 50 major embedded franchises (displays, embedded computing, printers, software and wireless & networking)
- Over 100 employees
- 11 offices covering 17 countries throughout Europe

Support Around The Board
















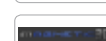




















Solutions from Avnet Embedded

Avnet Embedded was created to meet device builders' increasing need for standard or slightly customised embedded hardware delivered together with an operating system. This allows them to focus their resources on developing the features that make their product unique. With its comprehensive linecard, specialised product labs and system integration services available throughout Europe, Avnet Embedded provides the right combination of products, expertise and service to help its customers reduce time to market and boost their competitive advantage.



Avnet Embedded also offers a broad range of logistical and supply chain services via Avnet Logistics, the European logistical backbone of Avnet EM EMEA that serves all its Speedboats.

Linecard (key franchises)

Computing	 	 	 	 	 
Displays	 	 	 	 	    
Printers	 		Software 		
Wireless/Networking	 	 	 	 	

Note: Not all franchises are available in all countries.

Avnet Israel



“Avnet Israel (www.avnet-israel.com) is the leading distributor of electronic components (semiconductors and IP&E) in Israel with distribution market share of over 25%. The company was established in 2001 following the acquisition of Gallium and the RDT Technologies group. Today Avnet Israel also incorporates the sales of EBV Elektronik, Silica, Avnet Memec, Avnet Abacus, Avnet Embedded and the recent acquisition of CRG. The Israeli market is well known as an island of new technologies in Telecom, Industrial, Medical, Security, Defense and IP’s with hundreds of new startups companies every year.

Avnet Israel is recognised for its focus on demand creation and its professional chip design center.”

Dani Koren
President Avnet Israel

Key Facts

- Our High Technology is in Service & Human Relations
- Ratio of Field Sales to Field Application Engineers is 1:1 to ensure optimal service to our Hi-Mix/Hi-Tech customers & projects
- Major markets: Telecom, Industrial, Medical, Security & Defense
- Semiconductor line card includes: Xilinx, TI, Micron, Freescale, LTC, Marvell, Fairchild, ST, NXP, Cypress, Fujitsu, Atmel, IXYS, Avago, ON, Microchip, IDT, Rochester and more
- IP&E line card includes: Tyco, FCI, Molex, Cooper, Synqor, GE Energy, Glenair, Schaffner, AVX, Kemet, Vishay and more
- Value added services: Chip design center, Turnkey FPGA design, “Hard-to-find” & Last Time Buy solutions

Avnet Kopp



“Avnet Kopp has proudly serviced the South African market for over 50 years, offering our customers a wide range of semiconductor, wireless, interconnect, passive and electromechanical components!

Our goal is to be the supplier of choice to our customer base, recognized for quality, professionalism and technical expertise in all our dealings with our customers and suppliers.

With the close association we have with Avnet in Europe and globally, we are able to offer a wide range of value add services and tap into a large inventory of components.

This value proposition should enable our customers to design and bring their products to market in the shortest possible time.”

Albert Kopp
President Avnet Kopp

Key Facts

- Founded in 1958
- Offers the most comprehensive range of electronic and electrical components available on the South African market
- Business split: Semiconductors (70%) and IP&E (30%), complemented by value added services via Avnet EM EMEA
- Main markets include industrial (33%), automotive (13%), power (12%), telecoms (15%), consumer goods (12%), and military (15%)
- Avnet Kopp has been awarded the ISO 9001:2008 certification from DEKRA, the German testing authority

Avnet Supply Chain Services



“Avnet SCS provides end-to-end supply chain services to a well-defined group of global OEMs, electronic manufacturing services providers (EMS), and electronic component manufacturers, enabling them to optimise their global supply chains. Customers can choose from various working capital models, with or without inventory ownership. By combining our internal competencies of global warehousing and logistics, finance, information technology, and asset management with objective, external industry-wide data, Avnet SCS enables customers to increase their overall business efficiency.”

Brian Wilken
President Avnet Supply Chain Services

Key Facts

- Advanced supply chain and logistics solutions for design products of supplier partners to global OEMs and EMS companies
- Local offices in 7 European countries
- Business model optimised to handle large TAM to DTAM customers
- Supports Avnet Velocity engagements for EM EMEA
- Manages Single Point of Trade (SPOT) and customer logistics for specific speedboat engagement and regions
- 40 employees
- Best-in-class working capital/liability management
- EMS customers include Flextronics, Jabil, Celestica, Sanmina-SCI
- OEM customers include Alcatel Lucent, Nokia Siemens Networks
- SPOT customers supported for the Speedboats include Harman, NI, BAE Schneider

Linecard



Avnet Supply Chain Solutions



“Avnet EM EMEA Supply Chain Solutions was established in 2002 to provide world-class supply chain solutions to all Avnet EM EMEA Speedboats and their customers. Its services are designed specifically to reduce total cost of ownership (TCO) in the customer’s materials management process, while driving cost efficiencies for Avnet.”

Erwin Luginsland
Director Avnet Supply Chain Solutions

To learn more about Avnet Supply Chain capabilities visit the Avnet Supply Chain Solutions Website at www.avnet-scs.eu

Key Facts

- Resources available to all Avnet Speedboats and their customers
- Increased customer satisfaction from TCO reduction and more streamlined processes
- Sophisticated toolset including:
 - EDI expertise to simplify information flow with customers
 - Point-of-use replenishment (POURS)
 - Economic Line Value Tool (a cost analysis tool for use by customers and internal staff)
 - Pareto – C-Parts Replenishment & Order Automation Tool

Avnet Logistics



The Service Backbone of Avnet EM EMEA




“Avnet Logistics is a centralised logistical backbone whose resources are available to all Avnet EM EMEA group companies (Speedboats). Headquartered near Munich in Poing (Germany), Avnet Logistics operates a state of the art 31.750 m² warehouse, holding over 120,000 different semiconductor products, and runs the largest product modification facility in EMEA. Current plans target to increase the capacity in Poing by 50% within the next 24 months. A second facility, the 34,500 m² European Distribution Center (EDC), is located in Tongeren (Belgium) and is the IP&E distribution center for Avnet Abacus in Europe. A third facility is located in Newcastle under Lyme (11,500 m²) serving products mainly for the Nordic markets.

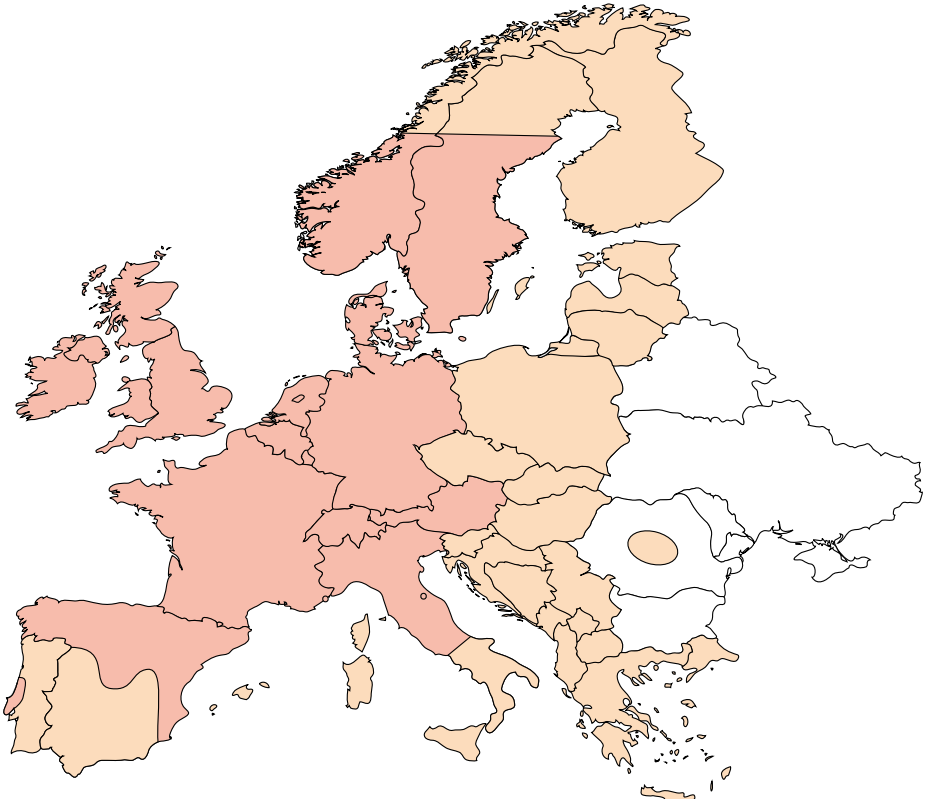
Ludger Tillmann
Vice President Avnet Logistics

Key Facts

- Over 77,500 m² combined warehouse capacity
- **Product Modification** services encompass programming, marking, taping & reeling, coplanarity testing and baking of active electronic components
- **Warehouse Operations** cover all physical product handling: receiving, storing, fulfilling value added orders, shipping and RMA product management
- Total capacity: over 2 Million packages per year
- Avnet Logistics quality and environmental certifications:
Poing Logistics Center: EN9120; TS16949; ISO14001; EN61340-5-1 & 2; JESD 625A, ANSI ESD S20.20, J-STD 033B; Trade compliance´s AEO Certification
Tongeren Logistics Center: AS9120; ISO9001; ISO14001
Newcastle Logistics Center: AS9120; ISO9001; ISO14001

Value Added Fulfilment

- On-time delivery
- Guarantee order received by 3pm shipped same day
- Urgent orders – in exceptional cases – if received by 5pm shipped same day
- Service levels:
 -  Overnight delivery (where possible, delivery can be guaranteed at requested receipt hour) Turkey, Israel and South Africa 24 - 48 hours
 -  48 hours delivery
 -  48 - 72 hours delivery



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