ADI

2026 Investor Day

July 14, 2026

Important information

Forward-Looking Statements

This presentation and the related conference call contain “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, Section 21E of the Securities Exchange Act of 1934, and the "safe harbor" provisions under the Private Securities Litigation Reform Act of 1995. All statements that address activities, events or developments that we or our management intend, expect, project, believe or anticipate will or may occur in the future are forward-looking statements. Although we believe forward-looking statements are based upon reasonable assumptions, such statements involve known and unknown risks and uncertainties, which may cause the actual results or performance of ADI Global Distribution Inc. ("ADI" or the “Company”) to differ materially from such forward-looking statements. Such risks and uncertainties include, but are not limited to, (1) the separation, (2) expected future opportunities for ADI following the separation, (3) anticipated benefits of the separation, (4) the tax treatment of the separation, (5) tax rates, tax provisions, cash flows, pension and benefit obligations and funding requirements, our liquidity position or other financial measures, (6) management’s plans and strategies for future operations, including statements relating to anticipated operating performance, cost reductions, restructuring activities, new product and service developments, competitive strengths or market position, acquisitions, divestitures, strategic opportunities, securities offerings, stock repurchases, dividends and executive compensation, (7) the effects of the separation or the distribution, if consummated, on our business, (8) growth, declines and other trends in markets we sell into, including the expected impact of trade and tariff policies; new or modified laws, regulations and accounting pronouncements, (9) impact of climate-related events or transition activities; outstanding claims, legal proceedings, tax audits and assessments and other contingent liabilities, (10) foreign currency exchange rates and fluctuations in those rates, (11) impact of changes to tax laws, (12) general economic and capital markets conditions, including expected impact of inflation or interest rate changes, (13) impact of geopolitical events and other hostilities, (14) the timing of any of the foregoing, (15) assumptions underlying any of the foregoing, (16) and any other statements that address events or developments that we intend or believe will or may occur in the future and (17) the other risks described under the headings “Risk Factors” and “Cautionary Statement Concerning Forward-Looking Statements” in the Company’s Form 10 registration statement (the "Form 10") filed with the Securities and Exchange Commission on May 11, 2026, any subsequent amendments to the Form 10 and other filings the Company may make from time to time with the Securities and Exchange Commission. Forward-looking statements are not guarantees of future performance, and actual results, developments, and business decisions may differ from those envisaged by our forward-looking statements. Except as required by law, we undertake no obligation to update such statements to reflect events or circumstances arising after the date of this presentation and we caution investors not to place undue reliance on any such forward-looking statements. This presentation contains projections and other forward-looking financial information, including projected revenues, earnings, capital expenditures, and other financial metrics. These projections are based on assumptions that management believes to be reasonable as of the date of this presentation. However, the projections are inherently uncertain and are subject to significant business, economic, regulatory, and competitive risks and uncertainties that could cause actual results to differ materially from those presented. No representation or warranty, express or implied, is made as to the accuracy or completeness of these projections, and recipients of this presentation should not place undue reliance on any such projections. The Company undertakes no obligation to update or revise any projections to reflect events or circumstances arising after the date of this presentation. This presentation contains our estimate of forward-looking synergies. There can be no assurance that we will achieve such synergies on the proposed timeline or at all.

The targets presented herein reflect certain estimates and assumptions of management as of the date hereof and any forward-looking statements made herein speak only as of the date hereof. These are not projections and there can be no assurance that these targets are indicative of the future performance of ADI. Actual results may vary, and such variance may be material.

Basis of Presentation

This presentation contains certain financial information that reflects management's estimates of the stand-alone costs, expenses, and operating results of ADI as if it were operating as a separate, independent company. Because this information is based on estimates and assumptions made by management, it is inherently uncertain, and actual results may differ materially from those presented herein.

Use of Non-GAAP Measures

This presentation includes certain “non-GAAP financial measures” as defined under the Securities Exchange Act of 1934 and in accordance with Regulation G thereunder. Management believes the use of such non-GAAP financial measures assists investors in understanding the ongoing operating performance of the Company by presenting the financial results between periods on a more comparable basis. Such non-GAAP financial measures should not be construed as an alternative to reported results determined in accordance with U.S. GAAP. Please see Appendix for further information relating to these non-GAAP financial measures and reconciliations.

Market, Industry and Other Information

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Charting ADI's next chapter of growth

Rob Aarnes
President & Chief Executive Officer

Marco Cardazzi
Chief Merchandising Officer

Stu Tisdale
Chief Digital Experience Officer

Allie Copeland
Chief Operating Officer

Kevin Prush
SVP, Strategic Finance

10:30 AM	**Product Showcase**	
12:00 PM	**The ADI Strategy**	**Rob Aarnes**
12:30 PM	**Products and Solutions for Pros**	**Marco Cardazzi**
12:50 PM	**Omnichannel Customer Experience**	**Stu Tisdale**
1:05 PM	**Break**	
1:20 PM	**Trusted Partner to Deliver**	**Allie Copeland**
1:40 PM	**Financial Performance and Growth**	**Kevin Prush**
2:00 PM	**Q&A**	

ADI

We are creating two leading companies

REZI LISTED NYSE

Spin Distribution

REZI shareholders as of the record date will receive 1 share of ADIG common stock for every 2 shares of REZI common stock owned

resideo

NYSE: REZI

A Leading Manufacturer of Building Products Focused on Residential Controls and Sensing Solutions

- **$2.9B** FY2025 Standalone Adj. Revenue
- **$581M** FY2025 Standalone Adj. EBITDA
- **20.3%** FY2025 Standalone Adj. EBITDA Margin

ADI

NYSE: ADIG

Leading Specialty Distributor of Low-Voltage Products, Including Security and Audio-Visual Solutions

- **$4.8B** FY2025 Standalone Revenue
- **$295M** FY2025 Standalone Adj. EBITDA
- **6.2%** FY2025 Standalone Adj. EBITDA Margin

Note: Adjusted Revenue for Resideo is a non-GAAP financial measure in which intercompany sales from the Products & Solutions business to ADI in historical periods have been adjusted to recognize them as if they had been third party sales. Standalone Adjusted EBTIDA is a non-GAAP financial measure which has been adjusted for estimated costs required to operate each company on a standalone basis. See the non-GAAP reconciliations in the Appendix for additional details.

The ADI Strategy

Be the indispensable Partner of choice

Rob Aarnes
President & Chief Executive Officer

ADI is a differentiated leader in an attractive market driving margin expansion and cash flow generation

1	**Category-leading Positions**	Category leadership positions in a large and growing addressable industry
2	**Preeminent Omnichannel Platform**	Premier one-stop shop experience built on knowing Pros and meeting their needs
3	**Multiple Levers for Above Market Growth**	Growing revenue above market with multiple organic levers to win and inorganic upside
4	**Attractive Margin Upside Potential & Cash Flow**	Recent platform investments and standalone focus support EBITDA and cash flow growth

Source: Company Management Analysis

ADI

Our scale and industry leadership are long-term advantages

ADI is an industry leader …

Leading North America specialty distributor in three categories:

#1 Security

#1 Residential AV

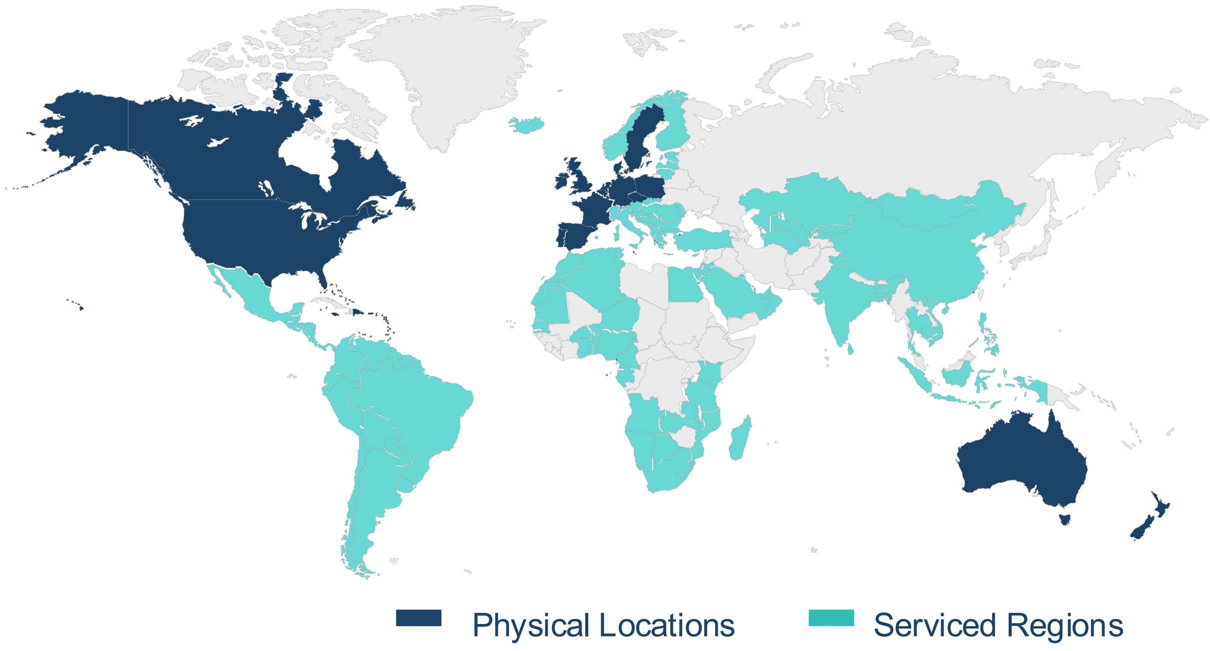
#1 Fire/Life Safety

… with global reach …

4,100+ Global Workforce

160 Americas Store Locations

38 International Store Locations

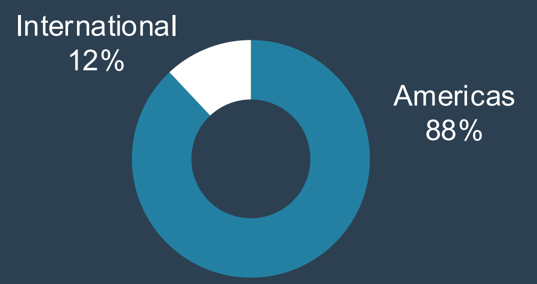


… and platform scale.

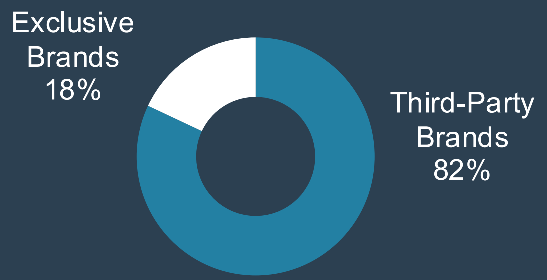
~100K Customers

$4.8B '25A Revenue

Revenue By Geography



Revenue By Brand



Note: all values based on FY2025
Source: Company Management Analysis, SDM 100, CEPro 100

We specialize in products for the Pros who make buildings safer, smarter, and more connected

Commercial Buildings

Security	AV	Fire / Life Safety	Data Communications

Residential Homes

Security	AV	Fire / Life Safety

Security

~55% of Revenue

Audio Visual (AV)

~30% of Revenue

Residential (ResiAV) | Commercial (ProAV)

Expansion Category

Fire / Life Safety

~10% of Revenue

Data Communications

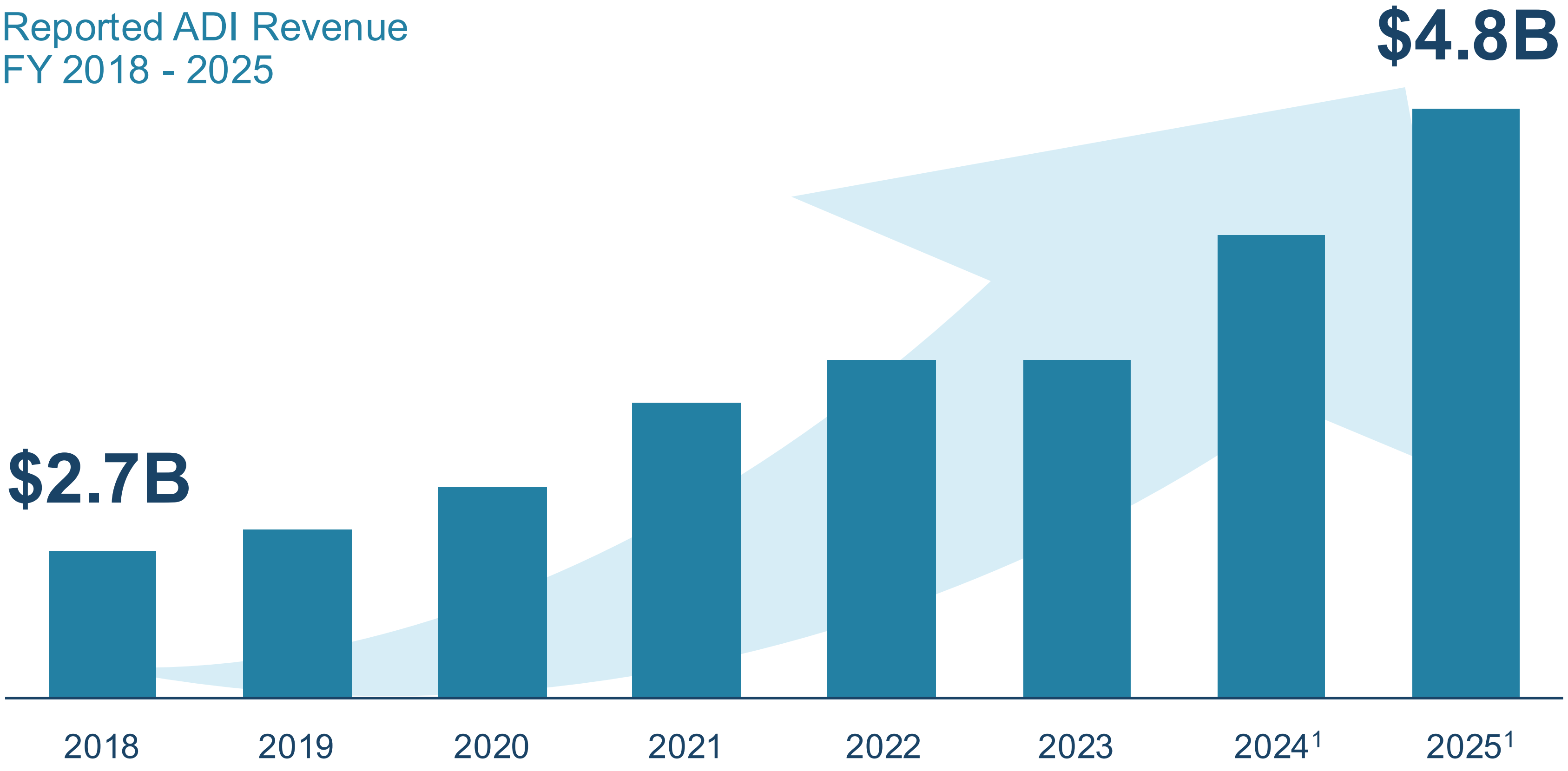
~5% of Revenue

Expansion Category

Note: Data as of FY 2025

ADI delivers consistent organic growth accelerated by M&A in expansion categories

Reported ADI Revenue
FY 2018 - 2025



1 Results reflect Snap One acquisition beginning June 2024
2 Management estimated organic revenue growth from FY2018 - 2025
3 Segmented Adj. EBITDA does not include an allocation of historical corporate costs or estimated standalone costs associated with ADI operating as a separate company. This measure is therefore not directly comparable to Standalone Adj. EBITDA presented elsewhere in this presentation

Source: Company Reported Financials, Management Analysis

FY 2018 - 2025

~5%
Organic revenue CAGR[2]

~9%
Reported revenue CAGR[2]

12%
Segmented Adj. EBITDA CAGR[3]

7
Acquisitions expanding ADI into AV (4) & DataComm (3)

Our capabilities are differentiated and difficult to replicate reinforcing our competitive advantage

Local Availability

~200 stores[1] supported by
strong network of distribution centers

Deep Assortment

1K+ brands and
500K+ products

Digital Platforms

$1.4B+ revenue with **~75%**
of customers digitally-engaged[2]

Exclusive Brands

$800M+ revenue[3] across
over a dozen valued brands

Trusted Expertise

~1.7K elite sales team
members with industry expertise

Value-Added Services

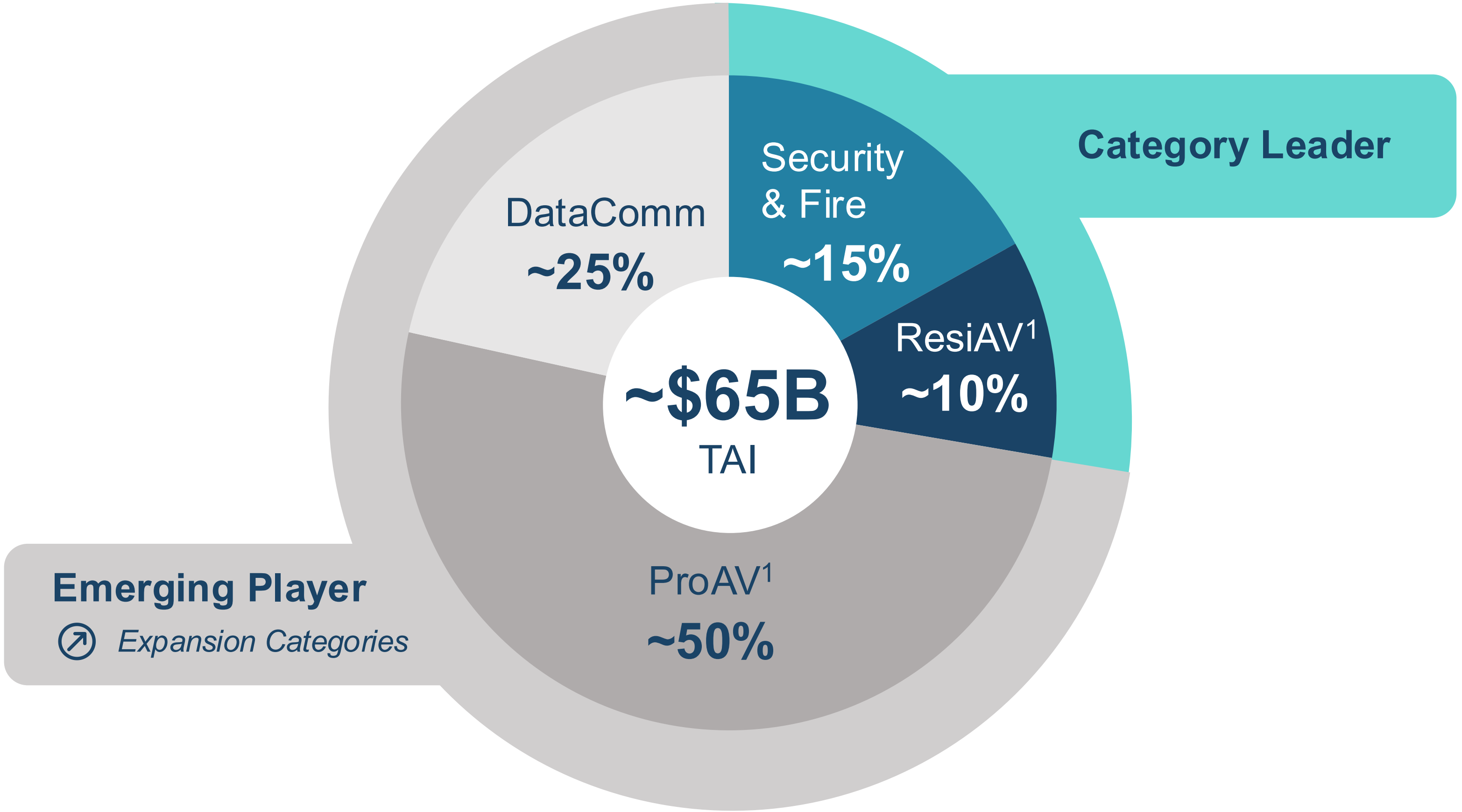
20+ valued
services offered

1 ~200 stores represents store count as of FY 2025; this number is expected to be optimized with shared-market store combinations for a target count around 160 in current footprint
2 ~75% of ADI Americas customers purchasing each week have a digital touchpoint – Q1 2026 data
3 FY2025 Exclusive Brands revenue

Leading Pros know they can rely on ADI

We are poised to win in a large and attractive North America industry

North America Total Addressable Industry (TAI), 2025



~$65B
North America TAI

+MSD%
Estimated Growth CAGR[2]

1 AV broken into two categories to highlight specific category positioning
2 MSD = mid single digit; estimated industry 2025 - 2030 growth CAGR
Source: Company Management Analysis

Demand for our products is anchored in retrofits & upgrades

Primary Demand Driver

Retrofit & upgrade demand is underpinned by evolving technology and life-safety codes

90%+
of Commercial Buildings Over the Next Decade Already Exist Today[1]

~3-5 years
Technology Upgrade Cycle Driving Recurring Demand[2]

40+ years
Median U.S. Home Age (Aging Stock)[3]

Secondary Demand Driver

New construction demand with pent-up potential as future rate reductions could unlock growth[4]

Sources: 1 American Institute of Architects, Renovate, Retrofit, Reuse; 2 Forrester, IT Infrastructure Refresh Cycles Study; Gartner, enterprise hardware lifecycle benchmarks;3 U.S. Census Bureau, American Community Survey (ACS); 4 Zillow Research, Fannie Mae, Economic and Strategic Research Group; Freddie Mac, Primary Mortgage Market Survey

Macro-driven outlook is strongest in commercial end markets offset by short term residential trends

+ MSD | + LSD | Flat | - LSD

End market	ADI Category	Macro-driven outlook: Short term	Macro-driven outlook: Medium term	Current focus
Commercial	Security	+ MSD	+ MSD	Continue to execute and lead
	AV	+ MSD	+ MSD	Invest, accelerate growth
	Fire	+ MSD	+ MSD	Continue to execute and lead
	DataComm	+ MSD	+ MSD	Invest, accelerate growth
Residential[1]	Security	Flat	+ LSD	Position for growth as macro normalizes
	AV	- LSD	+ LSD	Position for growth as macro normalizes

1 Fire / life safety largely driven by commercial revenue, residential contribution limited and not shown above
Note: Macro-driven outlooks are forward looking statements; actual results may vary
Sources: Company Management Analysis

Industry trends point towards increased importance in ADI’s areas of strength and focus

Key industry trends	ADI’s focus to win
Channel Convergence[1]	Specialized in four converging categories
Digital Emergence[2]	Investing to unlock digital growth while enabling omnichannel flexibility
Business Model Evolution[3]	Exclusive Brands, platforms, and services
Technology Acceleration[4]	Built to scale and adopt more AI + technology

Sources: Company Management Analysis of Customer Surveys and Third-party Reports
1 Commercial Integrator, AV & Security Convergence (2025); 2 Modern Distribution Management (MDM), B2B Digital Buying Trends (2025); 3 Modern Distribution Management (MDM) – Redwood Advisors, Value-Added Services in Distribution (2025); 4 Distribution Strategy Group, State of AI in Distribution (2026)

Our strategy reinforces ADI's differentiated offering

Aim to be the indispensable Partner of choice by delivering on:

Experience

Be the best place to shop

Innovation

Be the distributor for innovation

Expansion

Be the leader across industry categories

Services

Be the partner who makes business easier

Execution

Be one step ahead of competition

ADI has multiple levers to deliver above market organic growth while expanding AEBITDA margins

1 Standalone Adj. EBITDA is Adjusted EBITDA less standalone adjustments. Standalone Adjusted EBITDA is a non-GAAP financial measure, see reconciliation in the Appendix.

Note: Forward-looking target. Results may vary, see slide 2 for more information.

Recent investments and value capture efforts position ADI to unlock margin expansion

24-months of investments & focus…	…enabling long term potential growth.
Accelerated achievement of Snap One integration synergies	Further upside remains
Executed substantial systems overhaul	AI-ready business systems to scale
Began operating expense streamlining enabled by new systems	Operating leverage unlocked
Delivering year-long spin effort to become standalone ADI	A more nimble, fit-for-purpose ADI

We are streamlining operations to capture value and operating leverage

In-year Focus

Org alignment

Continued SNPO synergies

Store footprint

+

Near-term Focus

Real estate footprint

Platform consolidation

AI / Automation

=

$80M+

Run-rate operating savings targeted to be achieved by end of 2027[1]

1 Gross run-rate operating savings estimate by end of FY 2027, does not include cost to achieve

Note: Forward-looking target. Results may vary, see slide 2 for more information.

ADI

We have set our targets to deliver outsized AEBITDA growth with strong cash flow

	2025A		2030 Targets
1 Revenue Growth CAGR	$4.8B	4 - 6% CAGR	~$6B
2 Gross Margin Expansion	22.3%	40 - 50 BPS	>22.7%
3 Adj. EBITDA[1] Growth CAGR	$295M	>10% CAGR	~$500M
4 Adj. EBITDA[1] Margin Expansion	6.2%	~200 BPS	>8%

5

Target Cash Flow From Operations[2]

$1B+

Cumulative cash flow from FY2026-2030

1 Standalone Adj. EBITDA is Adjusted EBITDA less standalone adjustments. Standalone Adjusted EBITDA is a non-GAAP financial measure, see reconciliation in the Appendix.
2 Cumulative cash flow from operations FY 2026 - 2030

Note: Forward-looking target. Results may vary, see slide 2 for more information.

Deep industry tenure and expertise are hallmarks of the ADI leadership team

Rob Aarnes
President & CEO
20+ years

Leigh Ann Angelini
Chief People Officer
20+ years

Mike Carlet
Chief Financial Officer
20+ years

Allie Copeland
Chief Operating Officer
25+ years

Marco Cardazzi
Chief Merchandising Officer
25+ years

Jeannine Lane
General Counsel
30+ years

James Olender
Chief Information Officer
10+ years

Stu Tisdale
Chief Digital Experience Officer
20+ years

Years of Industry Experience[1]

Prior Experience

- Driven Brands
- GE Vernova
- Global Industrial
- Henry Schein
- Honeywell
- MSC Built to Make You Better
- PPG We protect and beautify the world
- Rexel
- resideo
- snap one

1 Industry experience defined as experience in distribution and/or with REZI / HON

We are bolstered by a Board of Directors with strong domain expertise

Michael Kaufmann
Chairman of ADIG Board
Former CEO, Cardinal Health

Rob Aarnes
President & CEO, ADI

William Galvin
Former CEO, Anixter

A

Christine Gorjanc
Former CFO,
Arlo & NETGEAR

R N

Cynthia Hostetler
Former President,
First Manhattan Bancorporation

C

Stephen LeClair
Former CEO & Chairman,
Core & Main

R

Nathan K. Sleeper
CEO, CD&R

Brian Walker
SVP Sales & Onsite Services,
W.W. Grainger

Committee Chairs: A Audit C Compensation N Nominating & Governance

R Transitioning from Resideo Board of Directors

ADI’s next stage of growth is here

1

Category-leading Positions

2

Preeminent Omnichannel One-stop Shop

3

Multiple Levers for Above Market Growth

4

Attractive Margin Upside Potential & Cash Flow

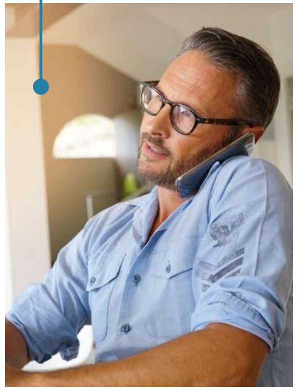
Products and Solutions for Pros

Be the catalyst for growth for Pros and suppliers

Marco Cardazzi
SVP, Chief Merchandising Officer

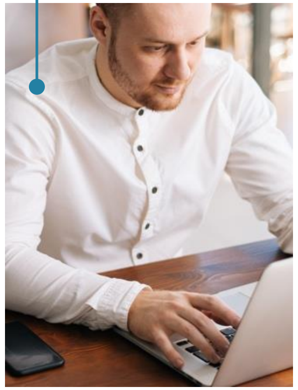
Suppliers value a partner with the expertise to help them grow

Align the GTM plan



Engage with field

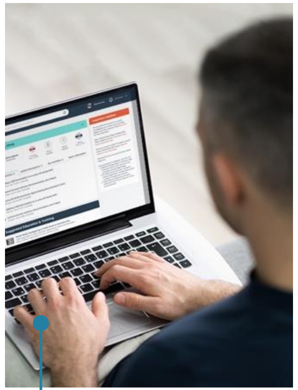
Create demand



Monitor performance

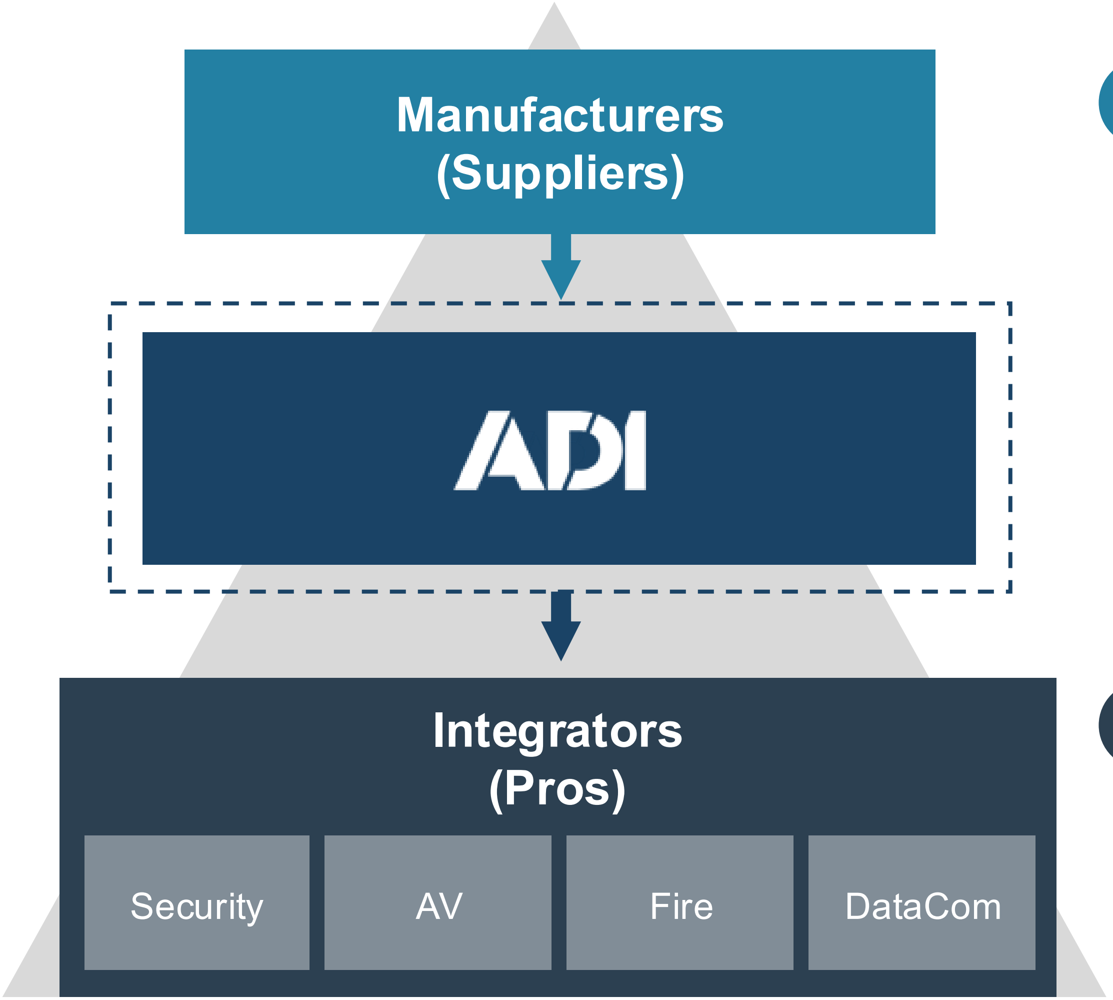
Expand the business

Report and refine



ADI extends supplier sales and marketing teams far beyond their own capabilities

ADI accelerates the last mile for Pros & suppliers



ADI for Suppliers

One partner and ~20 shipping locations gives you access to ~100k customers

- ~1.7k sales associates as extension of GTM
- Customer proximity across ~200 stores[1]
- Marketing + analytics platform to grow

ADI for Pros

One partner who understands your business, product needs, and can support you

- Omnichannel, one-stop shop for products
- Valued manufacturer of Exclusive Brands
- Support + services to make the job easier

1 ~200 stores represents store count as of FY 2025; this number is expected to be optimized with shared-market store combinations for a target count around 160 in current footprint

We enable access to world-class brands, seamlessly

Video Surveillance

Fire / Life Safety

Networking

Intrusion & Smart Home

Access Control & Communications

Wire & Cable

Professional AV

Residential AV

Data Communications

Note: Not a comprehensive list of ADI's offering, this is just a selection of brands offered per category

Every partnership drives exceptional value

ADI Creating Value for Third Party Suppliers

Customer Access at Scale	Local Availability
In-market Expertise	Customer Support & Services
Marketing & Promotions	Growth Analytics

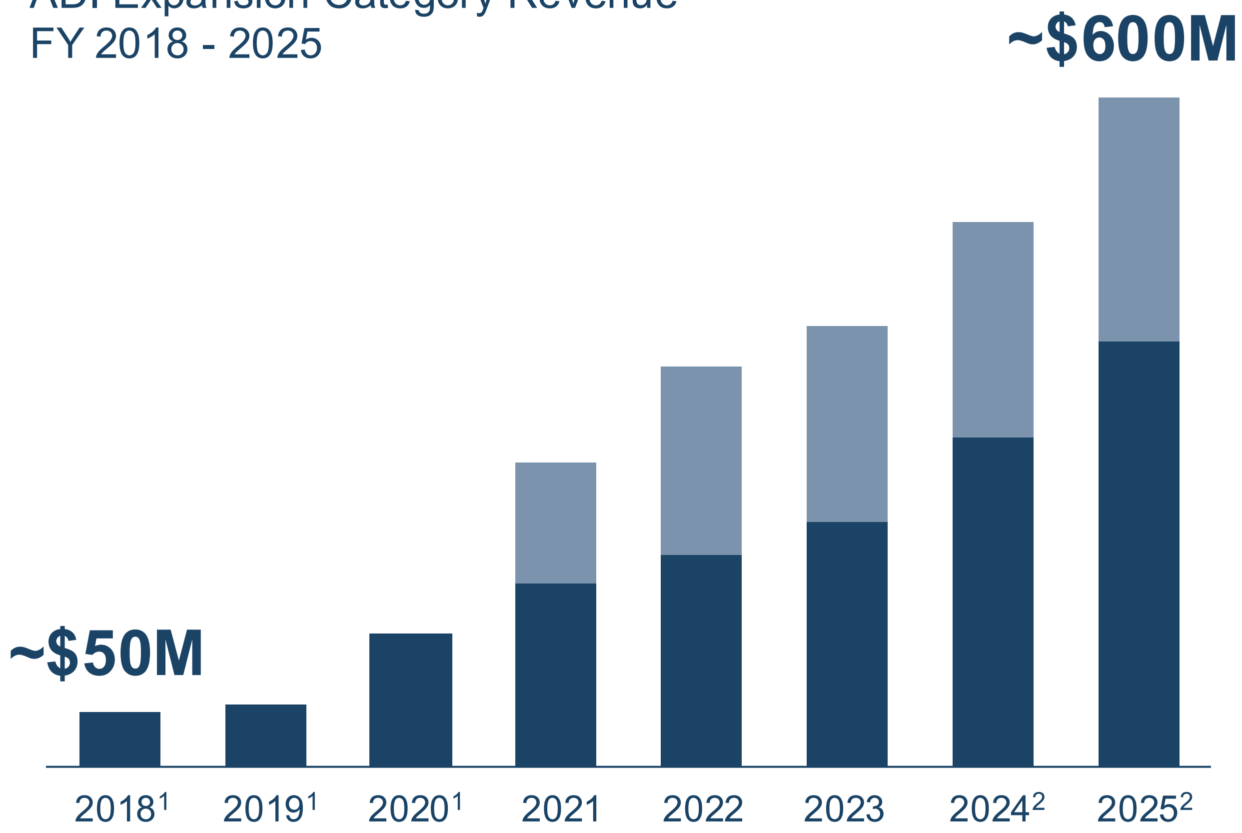
ADI Value Creation

1. Stronger positioning to gain share of wallet
2. Superior customer experience
3. Gross margin expansion

We are positioned to expand and lead in more categories

Expansion category revenue has strong momentum… …and our assortment is growing.

ADI Expansion Category Revenue
FY 2018 - 2025



43%
Growth CAGR
2018 - 2025

+50
Suppliers added since 2020

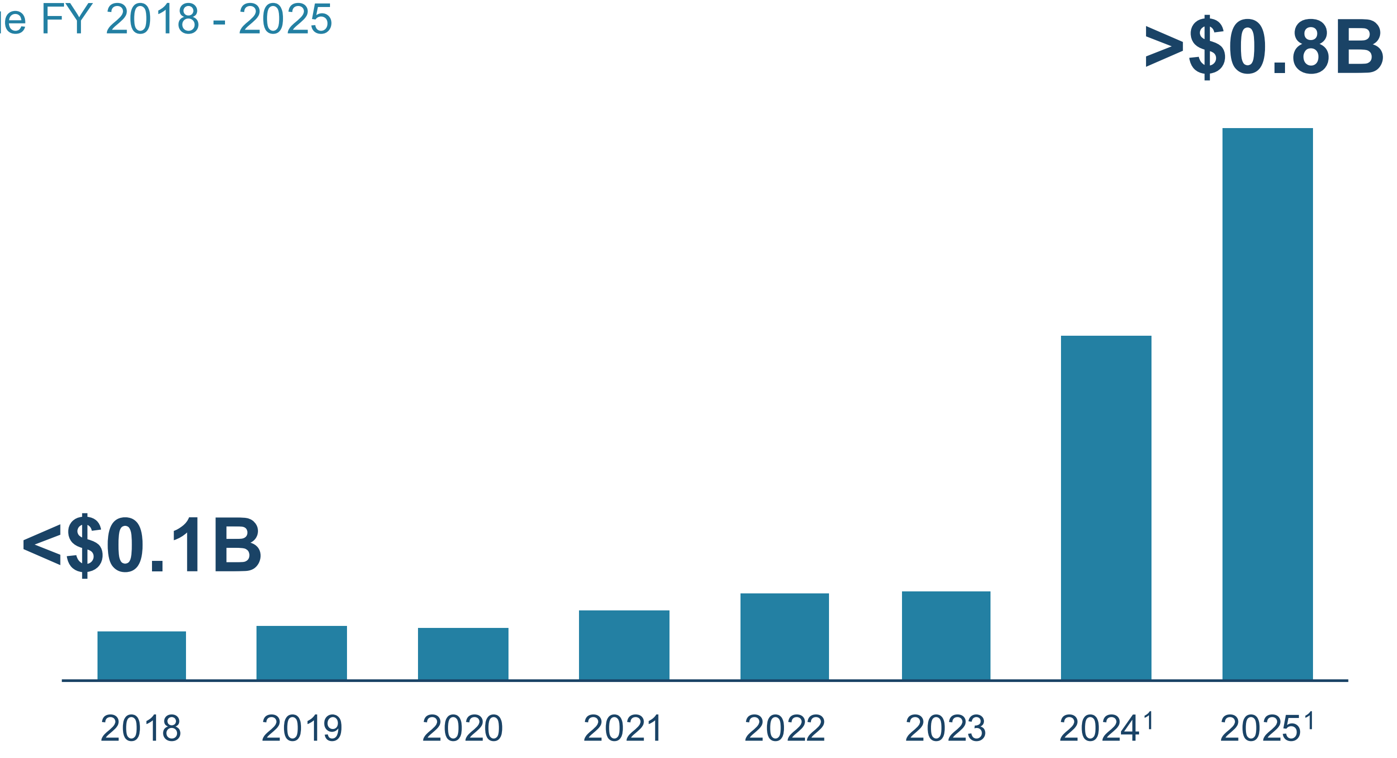
+30K
Products added since 2020

1 DataComm category reporting began in 2021 | 2 Results reflect Snap One acquisition beginning June 2024

Source: Company Management Analysis

Exclusive Brands are a profitable and durable advantage for ADI

ADI Exclusive Brands (EB)
Revenue FY 2018 - 2025



EB product line margin contrib. (% total)	2018	2019	2020	2021	2022	2023	2024[1]	2025[1]
	<5%	6%	6%	7%	8%	9%	32%	42%

3x

Gross margin rate of EB compared to 3P[2]

18%

% of total revenue in 2025 compared to <3% in 2018

1 Results reflect Snap One acquisition beginning June 2024
2 Gross margin rate of Exclusive Brands versus third party products observed at 3x for FY2025; 3P = Third Party Products

Source: Company Management Analysis

Our valued Exclusive Brands deepen customer engagement

- Scaled and Growing Portfolio
- Attractive Margin Profile
- Installer-led Product Design

More than a dozen valued proprietary Exclusive Brands only found at ADI

$800M+
Revenue

~400
NPI Releases[2]

35
Industry Awards

60k
Installers using EB software platforms[1]

1 Count of installers leveraging Exclusive Brands software platforms; 2 NPI = New Product Introduction, counted by SKUs launched each year
Note: All statistics are based on FY 2025
Source: Company Management Analysis

More products in-development to serve light commercial end markets and better target ADI's customer base

1
Build for the Pro Experience

2
Deepen Residential Leadership

3
Expand into Commercial

Capex light R&D approach delivers gross margin accretive products annually

Our recent launches show early wins for our product strategy with commercial applications

episode® PRO AUDIO

Business Music Platform

WATTBOX + OvrC

OvrC Power Insights

With more commercial products in-development …

- WattBox 900
- Luma NVR
- Triad Stratus
- …and more

ADI has industry-leading product depth with room to grow

1	Premier partner to Pros & Suppliers
2	Expanding assortment delivering robust expansion category growth
3	Valuable Exclusive Brands are reaching more customers with commercial NPI

Omnichannel Customer Experience

Be the premier omnichannel platform for the industry

Stu Tisdale
SVP, Chief Digital Experience Officer

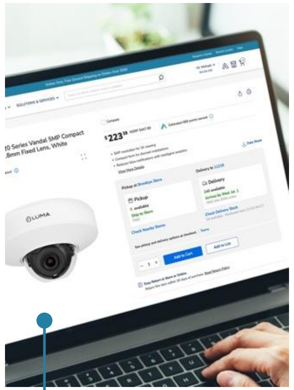
ADI

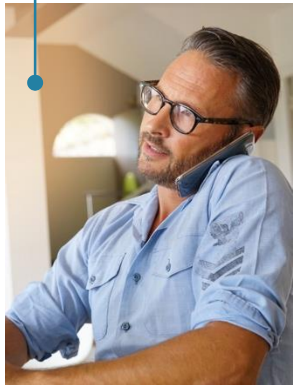
ADI's omnichannel platform is built to enable Pro workflows

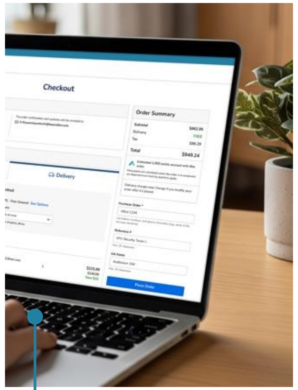
Sales Consultation

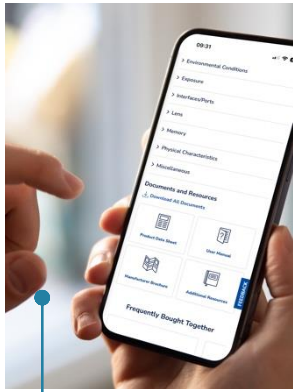
Order Pickup In Store

Remotely Manage System









Research Online

Online Quote Conversion

Technical Documentation On-The-go

~ **75%** of weekly **Pro buying journeys** include **digital engagement**, making the digital experience operationally essential to customers

ADI's industry-leading omnichannel platform

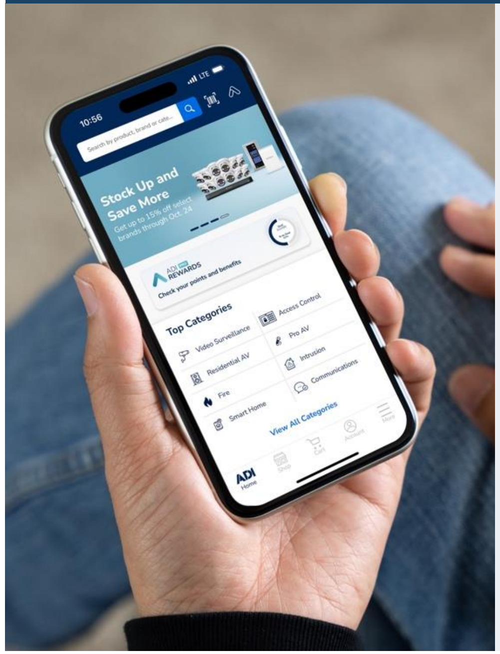
Stores

~50%

Customers visit 1x month

- Consultative Sales
- Technology Showcase
- Order Pickup

Digital Platform



~75%

Customers visit 1x week

- Convert Quotes
- Real-Time Inventory
- BOPIS & Same Day Delivery

Distribution Network

~98% **Customers within two-day reach**

- Hub + Spoke
- Same-Day Delivery
- Sized for Growth

Note: All statistics are based on ADI Americas business and transaction data
Source: Company Management Analysis

Digital is ADI’s front door and drives higher spend per Pro

The Pro Buying Journey Each Week[1]

Engagement

~75%

Buying journeys include a digital touchpoint

Purchase

~40%

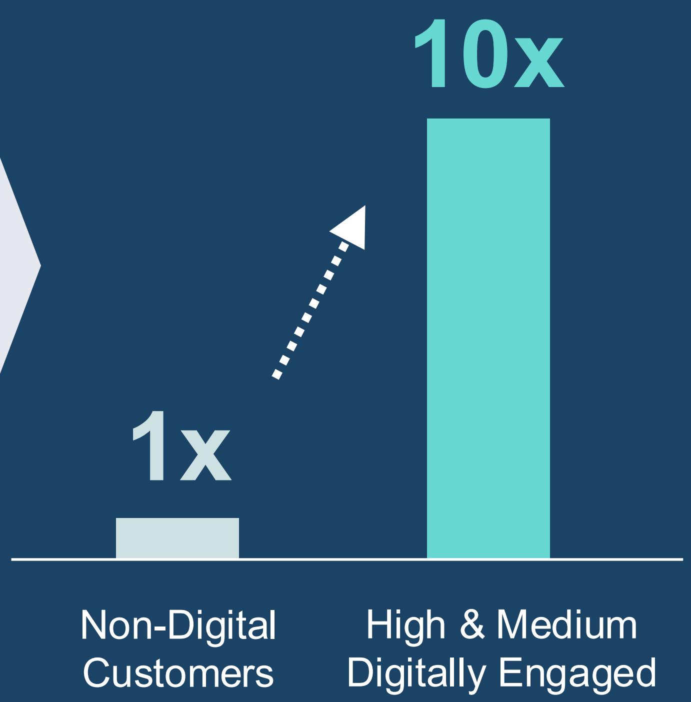
Customers transact digitally

Order Fulfillment

~30%

Customer digital orders picked up at Store

2025 Average Customer Spend



1 Statistics based on ADI Americas digital platform Q1 2026

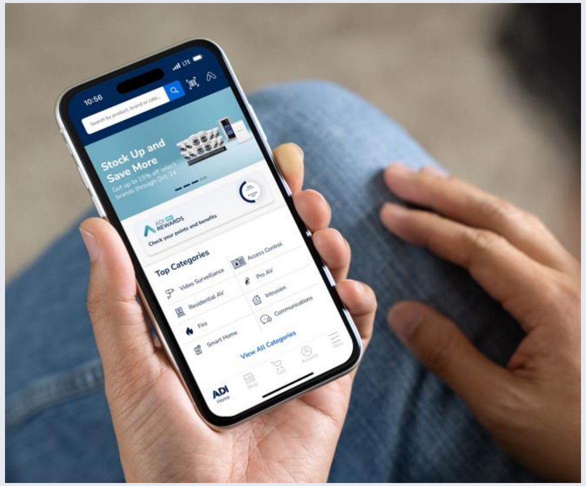
Source: Company Management Analysis

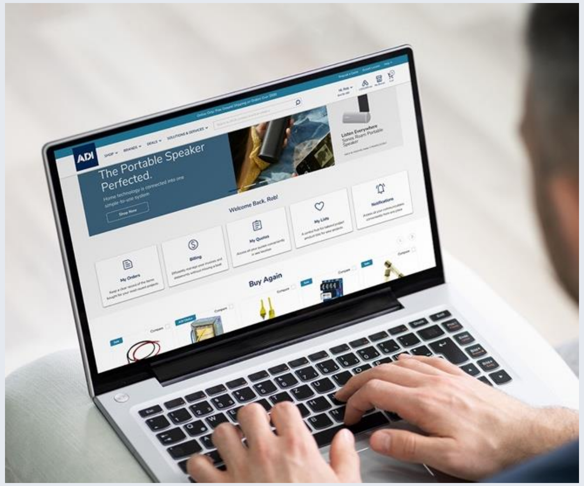
Our digital experience is optimized for Pro workflows

Personalized for Key Roles

- Executive
- Purchaser
- Installer
- Project Manager

Accessible from Anywhere, 24/7





Pro Buying Journeys:

Stock & Flow Ordering

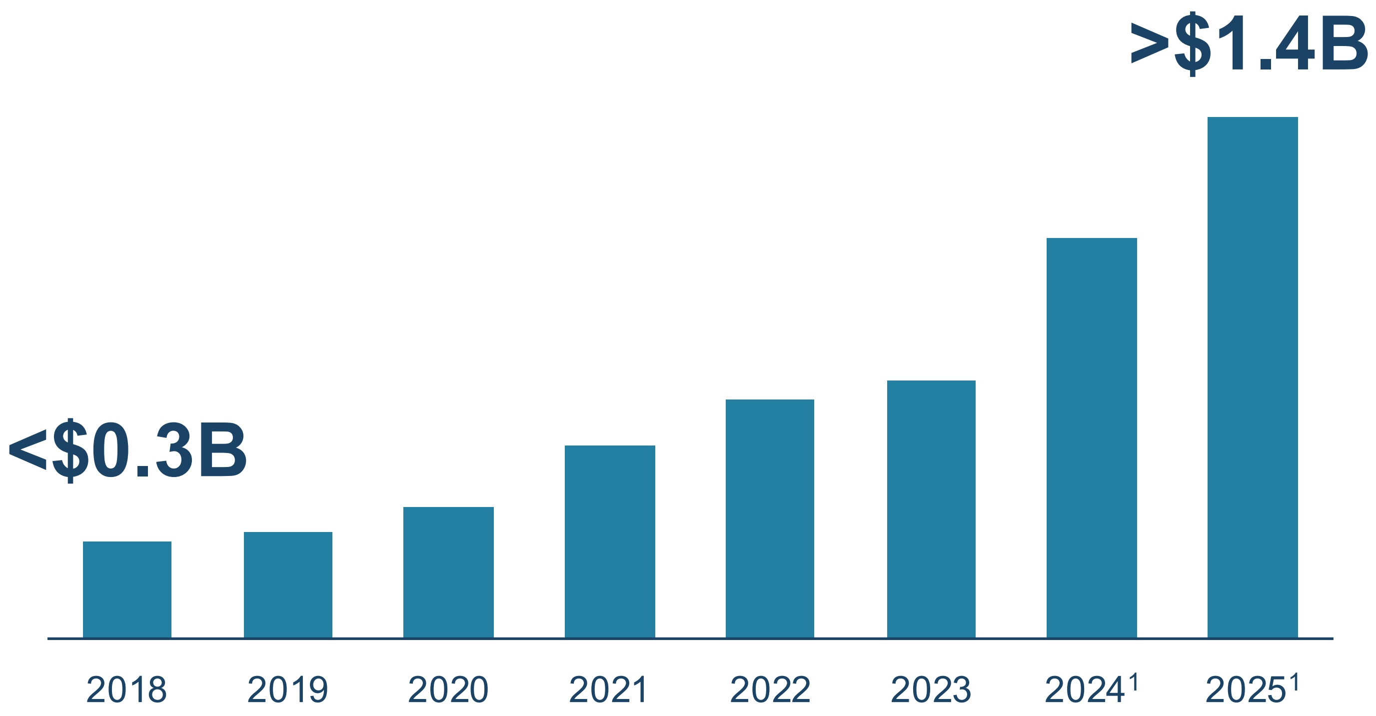
- Buy Again
- Product Recommendations
- BOPIS & Same-Day Delivery

Complex Project Planning

- Specifications
- Configuration
- Bid Pricing

Digital sales momentum is strong and comes with structurally accretive margins

ADI Digital Platform
Revenue FY 2018 - 2025



Digital as % of total revenue	10%	10%	12%	15%	18%	20%	26%	30%

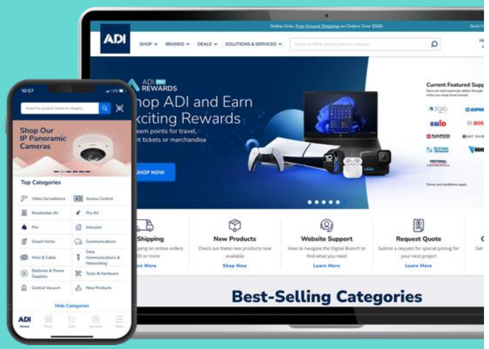
+200bps
Higher gross margin rate versus non-digital channels[2]

47%
Higher customer retention versus non-digital customers[3]

1 Results reflect Snap One acquisition beginning June 2024
2 Gross margin rate difference for digital platform sales versus non-digital sales for ADI Americas
3 Customer retention measured based on ADI Americas customers Q1 2026 versus Q1 2025

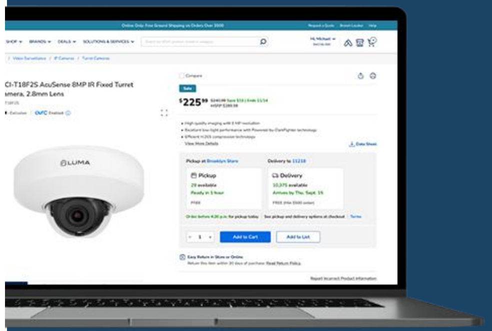
Source: Company Management Analysis

ADI's digital platform is poised for more scale



E-Commerce & Mobile App

Consolidating to single global platform

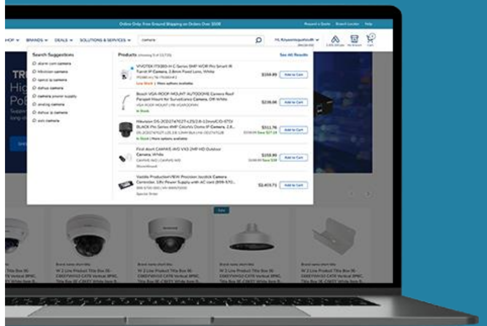


Dynamic Pricing

AI-enabled
Real-time response

Modern, Scalable ERP

Omnichannel connectivity to Stores & Distribution Network



Search & Discovery

AI-enabled
Gen AI answering

AI investments deliver value and improve the customer experience

AI-Enabled Product Search

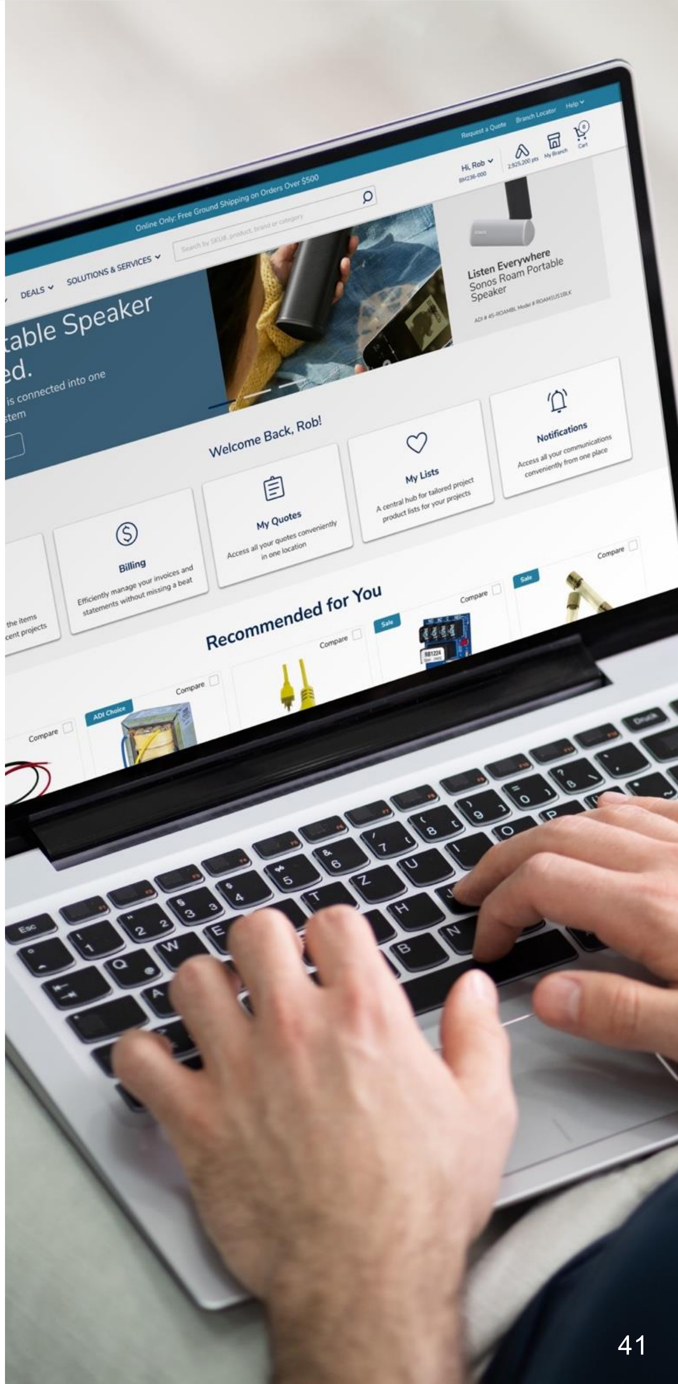
~25% Increase in Digital Revenue[1]

AI-Enabled Pricing

~30% Share of Digital Revenue[2]

And we're accelerating AI capabilities...

- Conversational Search
- Fast, Intelligent Quoting
- AI Answering
- ...and more underway



1 Measured based on revenue generated from the search bar pre and post-AI solution implementation
2 Measured based on revenue that runs through AI-enabled pricing solution implemented in Q2 2025
Source: Company Management Analysis

A proven digital growth algorithm underpins ADI while delivering more value per transaction

	Digital Adoption	+ Total Spend per Customer	+ Price Realization
Drivers	Omnichannel convenience	High-touch account management	Technology-enabled pricing optimization
	Loyalty program that rewards digital buying	AI-enabled search with vast online product catalog	

+HSD-LDD

Near-term target digital revenue CAGR

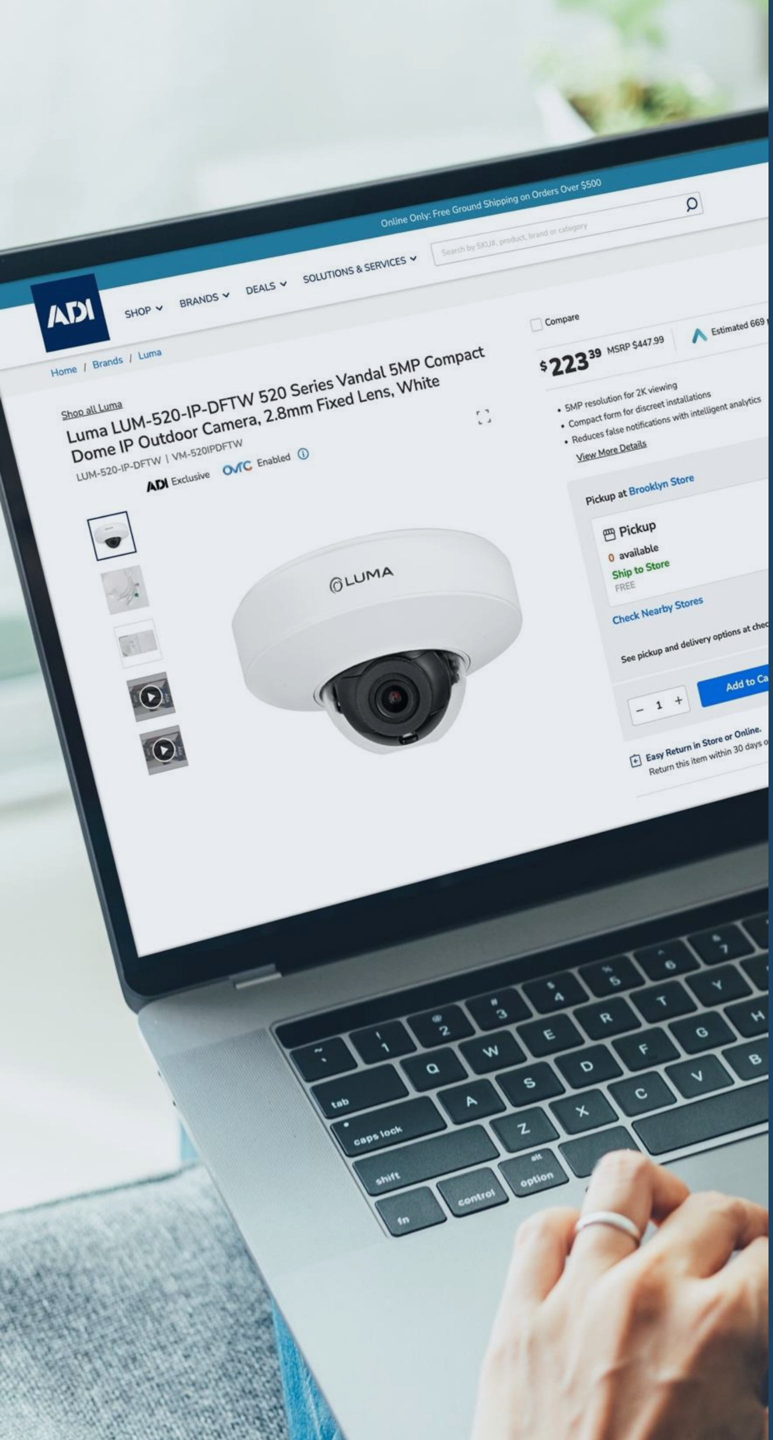
+200 bps

higher gross margin on every $1 transacted[1]

1 Gross margin rate difference for digital platform sales versus non-digital sales for ADI Americas

Note: Forward-looking target. Results may vary, see slide 2 for more information.

Source: Company Management Analysis



ADI’s premier omnichannel platform drives profitable growth

1	Industry-leading omnichannel platform
2	AI-enabled digital experience poised to scale
3	Enabling profitable growth with each digital transaction

Trusted Partner to Deliver

Be the trusted Partner counted on to deliver when it matters

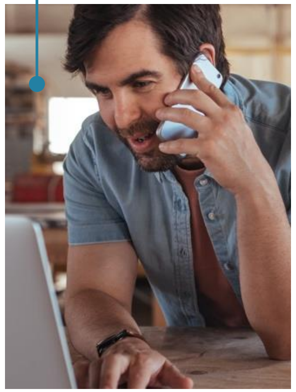
Allie Copeland
SVP, Chief Operating Officer

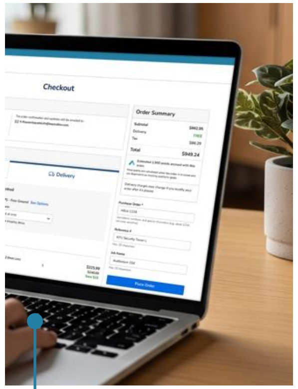
Big projects are tough and require tailored support

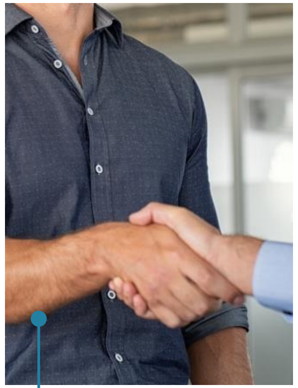
Project pipeline review with ADI sales rep

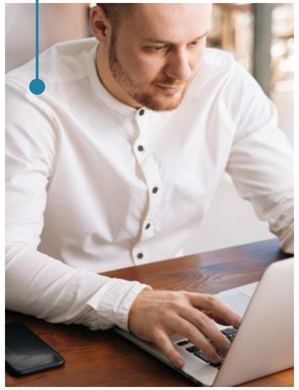
ADI consults on bill of materials - gets supplier project pricing

Place order via Electronic Data Interchange (EDI)









Register next big project with ADI

Send quote, win job

Receive product on schedule based on project needs

Trusted by enterprise customers when it matters for the big projects

ADI is the industry's long-standing and trusted Partner

ADI

Indispensable Partner of Choice For 40+ Years

Integrator Partners

Longstanding customers who rely on ADI to deliver and make business easier

Supplier Partners

Long-term relationships built on true partnership

Technology Partners

Sourcing the best technology solutions to strengthen our platform

Our unified operating model converts customer proximity into sustained growth

Starting with a strong understanding of the customer …

Customer Segments

Channel	Type A	Type B	Type C
Security & Fire			
ResiAV			
ProAV			
DataComm			

...serving their needs with a unified operating model …

One team from customer order to post-install

- Stores
- Sales
- Customer Support
- Operations
- Supply Chain

…to deliver customer value and drive share of wallet gains.

54 NPS

Excellent customer experience[1]

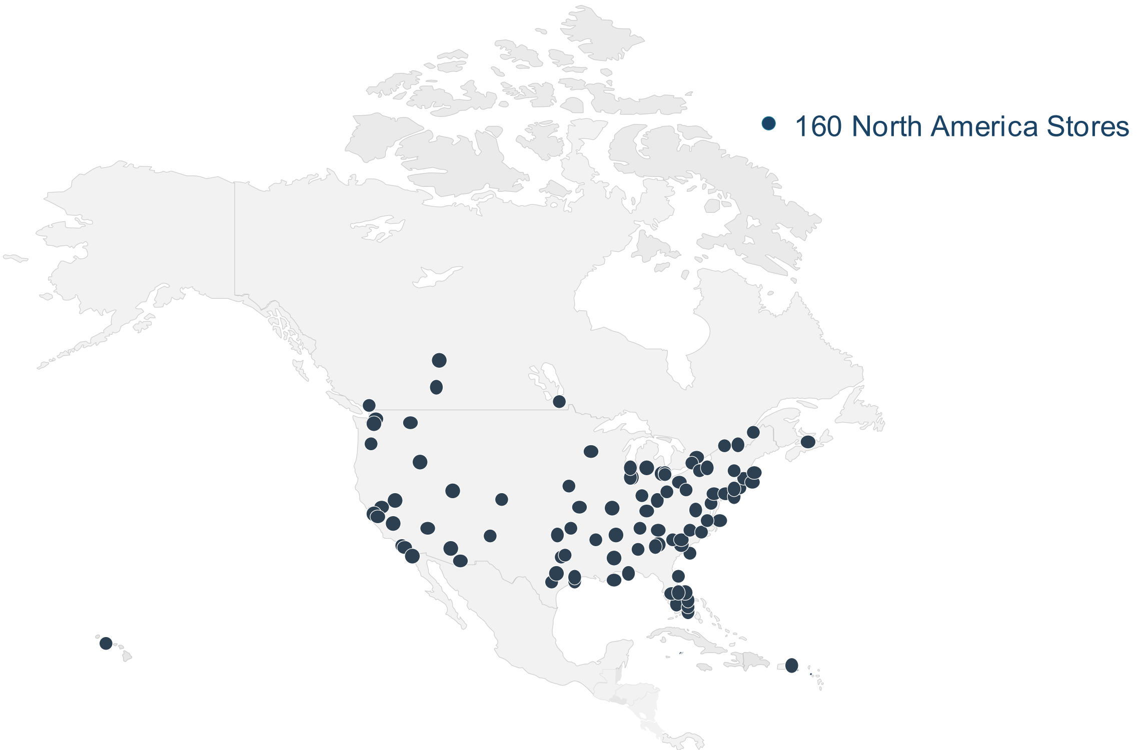
+MSD%

Spend per customer growth (5-yr CAGR)[2]

1 NPS = Net Promoter Score; based on 2025 customer surveys conducted by management (n=3,310)
2 MSD = Mid single digit; 2020 to 2025 CAGR for spend per ADI North America customer (top 20K customers), does not include inorganic acquired customers
Source: Company Management Analysis

Local expertise paired with availability make ADI the fastest path to getting the job done

- Unsurpassed local product access at scale
- Right product. Right place. Right now.
- Store experience designed to convert convenience into loyalty
- Supports needs of national customers



~200 Stores globally[1]

~1.7K Elite sales team members

1-hr Ready for pick-up

24/7 PATroom (pick-up anytime)

1 ~200 stores represents store count as of FY 2025; this number is expected to be optimized with shared-market store combinations for a target count around 160 in current footprint

We deliver a premier store experience for Pros

- One-stop shop across categories
- Products & experience forward
- Catered to local market demand
- Access to training & expertise

Our team converts trust and proximity into category growth

Trust

Rely on ADI to deliver every time

Convenience

One-stop shop proximity to execute the job

New Products

Top brands and constant new product launches

Services

Making the project and business easier

Expansion

Grow into new categories as you expand

Relentless focus on growing customer share of wallet

An expanding portfolio of services is designed to reinforce ADI's enduring value proposition

Project Overview

Multimillion-dollar camera project with enterprise customer for large state corrections department

ADI Services Provided

- Bill of materials development
- System design
- Project kitting and staging
- Project-based quoting
- Project-based credit line

20+ services offered, focused on solving pain points for Pros

Our transformed technology foundation unlocks more customer value and greater scale

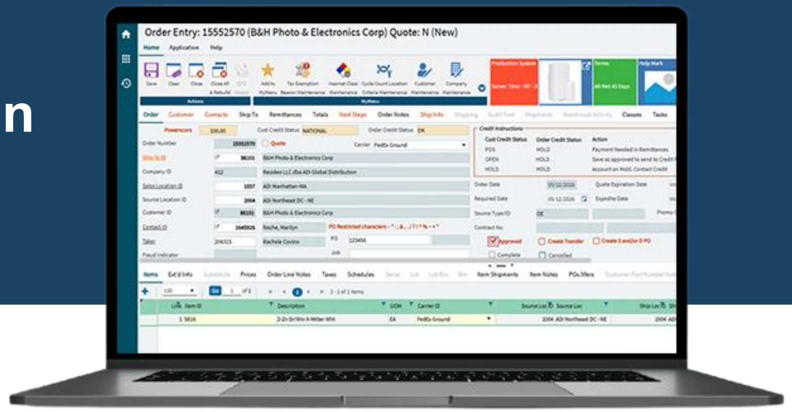
Transformational Investments

REZI Spin

2018

ADIG Spin

2026



ERP

Modern, tailored platform

Pricing

AI-enabled, dynamic pricing

Website

Scalable platform ready for growth

Warehouse Management

Cloud-based solution built for today

Distribution Center Network

Expanded network ready for revenue growth

ADI is focused on operating leveraging and value capture

In-year Focus

Org alignment

Continued SNPO synergies

Store footprint

+

Near-term Focus

Real estate footprint

Platform consolidation

AI / Automation

=

$80M+

Run-rate operating savings targeted to be achieved by end of 2027[1]

1 Gross run-rate operating savings estimate by end of FY 2027, does not include cost to achieve

Note: Forward-looking target. Results may vary, see slide 2 for more information.

Significant cost reductions with most already actioned to deliver in-year impact

Actioned / complete

In-action / still on-going

$30M+

In-year planned operating expense reduction[1]

Org structure alignment	Actioned / complete	Streamlined org with 2% reduction in force completed in Q2 2026
Continued SNPO synergy capture	Actioned / complete	Executed SNPO synergy capture in areas dependent on recent system upgrades
Store footprint redundancies	In-action / still on-going	Consolidating redundant store footprint with ~10 store combinations in 2026 (5 already completed)

1 Gross operating savings estimate, does not include cost to achieve

Note: Forward-looking target. Results may vary, see slide 2 for more information.

Further actions are underway to achieve $80M+ total run-rate expense savings target by the end of 2027

✓ Complete by end of 2026
⟳ On-going actions in 2027

$80M+

Near-term planned run-rate operating expense reduction[1]

In-year 2026 actions	✓	Org structure, continued SNPO synergy actions, and store footprint combinations from 2026
Distribution center footprint alignment	⟳	Optimizing North America distribution center footprint from ~15 to <10
Store footprint redundancies	⟳	Combining redundant store footprint with ~20 consolidations in 2027
Platform consolidation	⟳	Consolidating back-office business platforms and redundant GTM platforms
AI / automation deployments	⟳	Adopting automation technology leveraging new tech platforms & enhanced business data

1 Gross operating savings estimate, does not include cost to achieve; total annualized savings reflects both 2026 actions and additional initiatives targeted to be achieved by year end 2027

Note: Forward-looking target. Results may vary, see slide 2 for more information.

ADI is trusted by Pros and well-positioned for our next chapter

1. Leading Pros rely on ADI
2. Local expertise and availability backed by scale is durable advantage
3. Enhanced foundation in-place, operating leverage ahead

Financial Performance

The pathway to growth and robust margin expansion

Kevin Prush
SVP, Strategic Finance

ADI leverages scale and efficiency to deliver a strong financial profile

Fiscal 2025 Key Financial Metrics – Standalone Financials

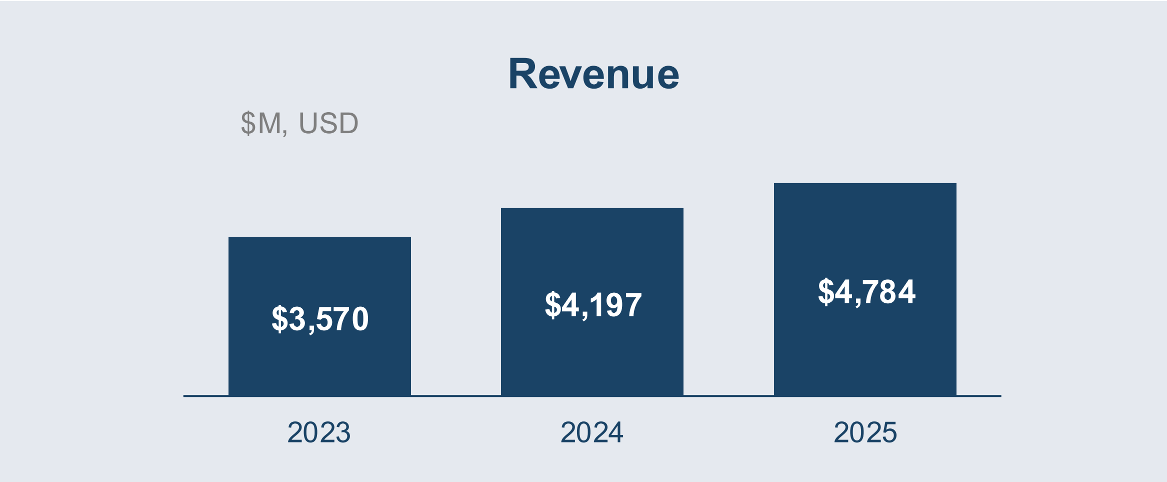
1	Revenue	$4.8B
2	Gross Profit Margin	22.3%
3	Standalone Adj. EBITDA	$295M
4	Standalone Adj. EBITDA Margin	6.2%

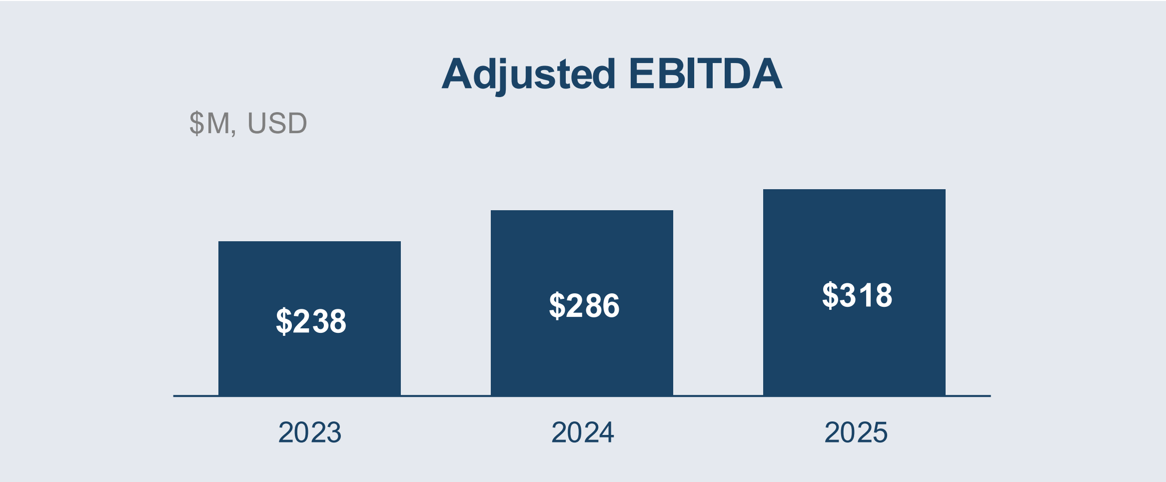
Note: Standalone Adj. EBITDA is Adjusted EBITDA less standalone adjustments. Standalone Adjusted EBITDA is a non-GAAP financial measure, see reconciliation in the Appendix.
Based on revenue as of FY 2025.

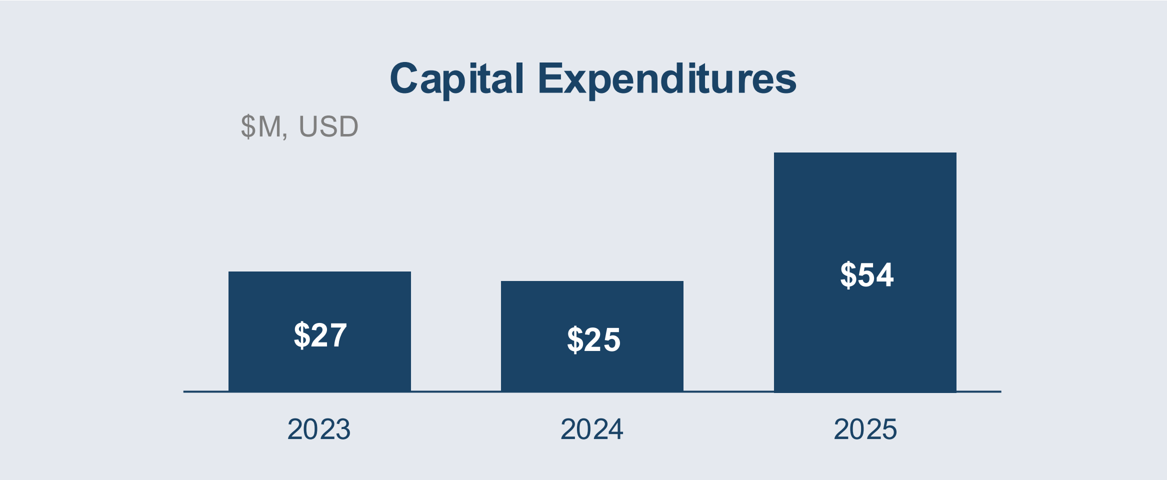
Source: Company management estimates and analysis.

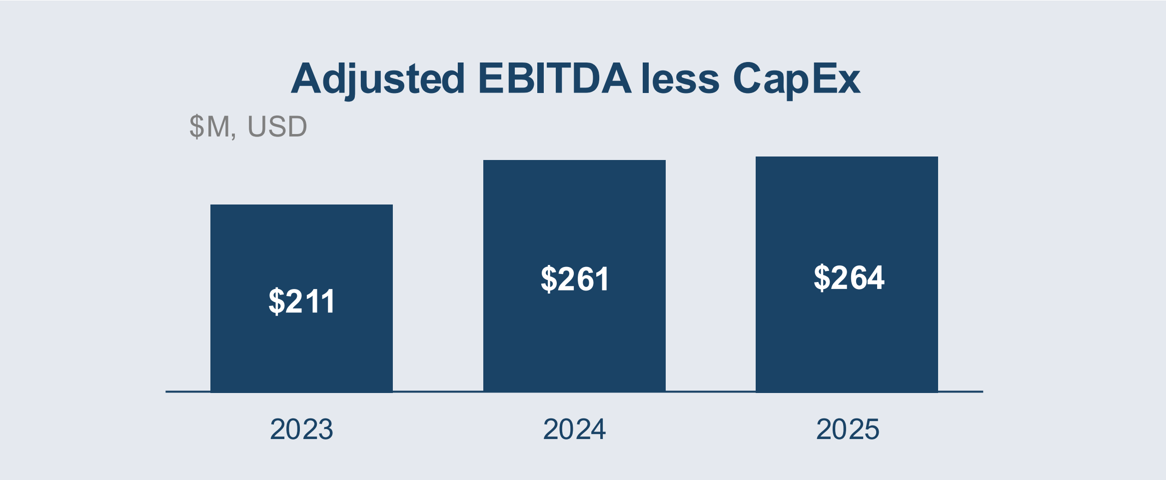
ADI's recent performance sets the stage for future growth

Historical Carve-out Financial Results









Source: ADI Form 10 filing – Carve-out financial statements. Note: Snap One acquisition by ADI was completed on June 14, 2024.
Note: Adj. EBITDA is a non-GAAP financial measure, see reconciliation in Appendix.

We have set our targets to deliver outsized AEBITDA growth with strong cash flow

	2025A		2030 Targets
1 **Revenue Growth CAGR**	$4.8B	4 - 6% CAGR	~$6B
2 **Gross Margin Expansion**	22.3%	40 - 50 BPS	>22.7%
3 **Adj. EBITDA[1] Growth CAGR**	$295M	>10% CAGR	~$500M
4 **Adj. EBITDA[1] Margin Expansion**	6.2%	~200 BPS	>8%

5 **Target Cash Flow From Operations[2]**

$1B+

Cumulative cash flow from FY2026-2030

1 Standalone Adj. EBITDA is Adjusted EBITDA less standalone adjustments. Standalone Adjusted EBITDA is a non-GAAP financial measure, see reconciliation in the Appendix
2 Cumulative cash flow from operations FY 2026 - 2030

Note: Forward-looking target. Results may vary, see slide 2 for more information.

ADI has multiple levers to long-term potential margin expansion

Standalone Adj. EBITDA Margin

2025

6.2%
AEBITDA Margin

Gross Margin Expansion

Mix
- Exclusive Brands growth
- Digital sales growth
- Expansion category growth

Pricing
- AI-enabled pricing
- Exclusive Brands pricing management

Operating Leverage

Business Transformation
- Org alignment
- Real estate footprint
- Platform consolidation
- AI / automation

Operational Excellence
- Operating expense leverage
- Continuous improvement

2030 Target

>8%
AEBITDA Margin

Note: Standalone Adj. EBITDA is Adjusted EBITDA less standalone adjustments. Standalone Adjusted EBITDA is a non-GAAP financial measure, see reconciliation in the Appendix.
Note: Forward-looking target. Results may vary, see slide 2 for more information..

Upon spin, we expect to have a strong financial position and continue to operate a capex-light model

Initial Credit Rating of BB- | Ba3

	Pro Forma Capitalization[1]
Cash & Cash Equivalents	$150M
Unsecured Debt	$400M
Secured Debt	$600M
Total Debt	$1,000M
Total Net Debt	**$850M**

Key Credit Highlights

- Expected Opening Net Leverage[2] of ~3.0X
- Targeted Future Net Leverage < 2.0X
- $500M Expected Undrawn Revolving Credit Facility

1 Does not include $150M preferred equity
2 Opening Net Leverage calculated as Pro Forma Total Net Debt divided by Q1 LTM Standalone EBITDA
Note: Forward-looking target. Results may vary, see slide 2 for more information.

ADI will adopt a strategic and disciplined approach to capital allocation

1 **Near-term deleveraging**	• Obtain and maintain investment grade rating • Build financial flexibility to use balance sheet over time
2 **Invest in organic growth**	• Accelerate strategic growth priorities • Make investments with high ROIC
3 **Targeted M&A**	• Near-term focus on accretive tuck-ins • Acquisition strategy will evolve over medium term as deleveraging progresses
4 **Return of capital**	• Evaluate returning capital to shareholders

In the near-term, M&A will target expansion category tuck-ins while deleveraging the business

Capital deployment to M&A

Prioritizing tuck-in expansion category targets

1. **Acquire complementary customers and products**
2. **Expand our capabilities and solutions**
3. **Explore white space**

Tuck-in M&A Targets	Expansion Category Focus	Attractive Financial Profile
North America focus	ProAV and DataComm	Accretive gross margin
Ability to quickly integrate	New customers, brands, and/or capabilities	Accretive EBITDA contribution

ADI is a differentiated leader in an attractive market driving margin expansion and cash flow generation

1. **Category-leading Positions**
2. **Preeminent Omnichannel One-stop Shop**
3. **Multiple Levers for Above Market Growth**
4. **Attractive Margin Upside Potential & Cash Flow**

For virtual attendee Q&A, please send questions to:
investorrelations@adiglobal.com

APPENDIX

Non-GAAP EBITDA Reconciliation

Reconciliation from Reported EBITDA per financial reports to Standalone Adjusted EBITDA

($M)	2023	2024	2025
GAAP Income from operations	**$238**	**$195**	**$212**
Stock-based compensation expense	7	13	18
Acquisition and integration costs	-	12	8
Restructuring expenses	12	19	8
Other Adjustments	-	11	-
Reported Adjusted Income from Operations	**$257**	**$250**	**$246**
Depreciation & Amortization	18	68	113
Reported Segment Adjusted EBITDA	**$275**	**$318**	**$359**
Allocation of Corporate costs	(47)	(76)	(49)
Snap One transaction and integration costs	-	32	-
Allocated stock-based compensation expense	8	10	7
Other Adjustments	2	2	1
Adjusted EBITDA (per Form 10)	**$238**	**$286**	**$318**
Incremental Recurring Expenses[1]			**(23)**
Standalone Adjusted EBITDA			**$295**

1 Estimated Incremental Recurring Expenses represent costs above Allocation of Corporate Costs. As a separate public company, ADI expects to incur incremental costs within certain corporate functions including Finance, IT, Legal, Human Resources and other general and administrative related functions.

Non-GAAP EBITDA Reconciliation

Reconciliation from Form 10 Net (Loss) Income to Adjusted EBITDA per financial reports

($M)	2023	2024	2025
Net (loss) income	**62**	**(18)**	**(261)**
Income Taxes	50	25	11
Depreciation & Amortization	22	71	115
Interest expense, net	14	24	42
Indemnification agreement expense	67	79	364
Stock-based compensation expense	15	23	24
Restructuring, impairment, and extinguishment	13	22	9
Transaction related expenses	-	45	16
Purchase accounting fair value adjustment	-	9	-
Other Adjustments	(5)	6	(2)
Adjusted EBITDA (per Form 10)	**$238**	**$286**	**$318**
Incremental Recurring Expenses[1]			**(23)**
Standalone Adjusted EBITDA			**$295**
Allocation of Corporate Costs	47	76	49
Snap One transaction and integration costs	-	(32)	-
Allocated stock-based compensation expense	(8)	(10)	(7)
Other Adjustments	(2)	(2)	(1)
Incremental recurring expenses			23
Reported Segment Adjusted EBITDA	**$275**	**$318**	**$359**

1 Estimated Incremental Recurring Expenses represent costs above Allocation of Corporate Costs. As a separate public company, ADI expects to incur incremental costs within certain corporate functions including Finance, IT, Legal, Human Resources and other general and administrative related functions.