INVEST IN ANIXTER
Positioned for Sustainable Growth
• Leading positions in large, growing, fragmented businesses
• Diverse solutions across converging businesses
• Balanced sector approach provides growth opportunities while minimizing exposure and risk

Financial Strength and Capital Efficiency
• Strong free cash flow generation through the economic cycle

Differentiators Provide Competitive Advantage and Barriers to Entry
• Global capabilities with local presence
• Technical expertise
• Customized and scalable supply chain solutions

Innovation and Business Transformation
• Will drive strong financial performance and shareholder value creation

Culture of Ethics and Integrity – anixter.com/bluebook
• The Blue Book guides our philosophy, culture and business style

KEY PRIORITIES FOR ANIXTER
Above-Market Growth
• Digital innovation will improve customer experience
• Leverage customer access strategy
• Pivot and shift to growth markets
• Increase global and complex services and revenue streams

Gross Margin Improvement
• Relentless focus and training
• Price optimization tools
• Increase global and complex services and revenue streams

Increase Earnings and Cash Flow
• Leverage fixed cost base
• Tools/technology to drive sales productivity
• Warehouse network optimization
• Innovation and business transformation expected to have run rate savings of $40-$60 million when fully implemented

FINANCIAL GOALS

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020 Outlook</th>
<th>Long-Term Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organic Sales Growth</td>
<td>5.6%</td>
<td>1%-5%</td>
<td>3%-5%</td>
</tr>
<tr>
<td>Adjusted EBITDA Margin</td>
<td>5.3%</td>
<td>5.3%-5.6%</td>
<td>&gt;6.0%</td>
</tr>
<tr>
<td>Adjusted EBITDA Leverage</td>
<td>2.8x</td>
<td>1.5x-2.0x</td>
<td>&gt;1.5x</td>
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<tr>
<td>Working Capital as a % of Sales</td>
<td>18.2%</td>
<td>~18%</td>
<td>&lt;18%</td>
</tr>
<tr>
<td>Debt/Adjusted EBITDA</td>
<td>2.2x</td>
<td>2.0x-2.5x</td>
<td>2.5x-3.0x</td>
</tr>
<tr>
<td>Debt-to-Total Capital</td>
<td>36.3%</td>
<td>35%-40%</td>
<td>45%-50%</td>
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</tbody>
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2019 ANIXTER AT A GLANCE

Segment Sales Mix
- Utility Power Solutions: 20%
- Network & Security Solutions: 53%
- Electrical & Electronic Solutions: 27%

Geographic Sales Mix
- North America: 81%
- EMEA: 12%
- Emerging Markets: 7%

Sales: $8.8 Billion
Adjusted EBITDA: $472 Million
Adjusted EBITDA Margin: 5.3%
Debt-to-Adjusted EBITDA: 2.2x
Debt/Total Cap: 36.3%
Fitch: BBB-
Moody’s: Ba3
S&P: BB
NYSE Ticker: AXE
As technology continues to blur the lines between segments, our focus on the customer and digital innovation will enable customers to access all solutions and expertise throughout our organization and allow us to pivot and shift into higher growth markets.

“Our vision is to be a services company that does exceptional distribution.” – Bill Galvin, President and CEO

NSS GROWTH OPPORTUNITIES
- Complex Services
- Programs
- Projects
- 5G
- Inner Range Security Software
- IoT
- Professional A/V
- Security
- Smart Buildings
- Smart Cities
- Wireless

EES GROWTH OPPORTUNITIES
- Complex Services
  - Programs
  - Projects
- Data Centers
- Industrial Automation
- Industry 4.0
- IoT
- Oil, Gas, Petrochemical
- Public Transit
- Renewable Energy
- Smart Factories

UPS GROWTH OPPORTUNITIES
- Complex Services
  - Programs
  - Projects
- Electrical Grid Update
- Natural Disasters
  - Hurricane rebuild
  - Wildfire rebuild
  - Storm response
- Smart Grids and Smart Meters
- Security Upgrades
- Storm-Hardening Efforts

About Anixter: anixter.com/aboutus
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Anixter World Headquarters
2301 Patriot Boulevard
Glenview, Illinois 60026
224.521.8000

Investor Contact
Kevin Burns
SVP Investor Relations & Treasurer
224.521.8258
kevin.burns@anixter.com

investors.anixter.com