

Evolving Channel Dynamics

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Last week at the [Global Technology Distribution Council \(GTDC\) Summit North America](#), I joined fellow distributor leaders for a candid discussion on where our industry is headed.

From digital platforms to cloud and AI and agentic adoption, and navigating an increasingly uncertain, multi-crisis environment, the dialogue reinforced the essential role distribution plays in helping reduce complexity and impact for our partners while enabling them to scale, specialize, and transform innovation into real outcomes for end users to thrive.

One theme I will continue to emphasize is how our people work with AI, not how AI replaces them.

Through initiatives like Destination AI and our focus on becoming AI-fluent, we are investing in the enablement and practical use cases that help partners confidently bring AI to market and deliver value to end customers. At the same time, we continue to transform our operating model and enhance our processes to deliver stronger services, greater efficiency, and better outcomes for our partners.

Momentum like this continues to shape what comes next across the ecosystem.

Who We Are

We're 23,000 of the IT industry's best and brightest, who share an unwavering passion for bringing compelling technology products, services and solutions to the world.

We're an innovative partner that helps our customers maximize the value of IT investments, demonstrate business outcomes and unlock growth opportunities

TD SYNnex at a Glance



2,500+
VENDORS/OEMS



100+
COUNTRIES SERVED



\$62.5
BILLION
FY25 REVENUE



#73

FORTUNE
100 LIST



150,000+
CUSTOMERS



23,000
SKILLED
CO-WORKERS



200,000+
PRODUCTS
& SOLUTIONS

Our Values

Together we...

Own it

- Prioritize what matters
- Communicate clearly
- Create impact

Dare to go

- Be bold
- Innovate with intention
- Move fast, with purpose

Grow and win

- Be curious
- Raise the bar
- Elevate & celebrate others

Do the right thing

- Act with integrity
- Show mutual respect
- Build trust through honesty

Our Locations



We're proud to serve customers and vendors in more than 100 countries with our co-workers in the following locations.

(12k co-workers in the Americas, 8k co-workers in Europe, 3k co-workers in APJ)

North America 33k customers

Canada
United States

Americas
FY25 Revenue:
\$36.17B

LAC 8k customers

Argentina	Mexico
Brazil	Panama
Chile	Paraguay
Colombia	Peru
Costa Rica	Puerto Rico
Ecuador	Uruguay
Guatemala	Venezuela

Europe 63k customers FY25 Revenue: \$21.69B

Austria	Netherlands
Belgium	Norway
Bulgaria	Poland
Croatia	Portugal
Czech Republic	Romania
Denmark	Serbia
Finland	Slovenia
France	Spain
Germany	Sweden
Hungary	Switzerland
Ireland	Turkey
Italy	United Kingdom
Luxembourg	

APJ 13k customers FY25 Revenue: \$4.63B

Australia
China
Hong Kong
India
Indonesia
Japan
Macau
Malaysia
New Zealand
Republic of Korea
Singapore
Taiwan
Thailand
Vietnam

Making IT Personal™

Our Vendors

2,500+ vendors

 from the most well-known names in the business to new and emerging born-in-the-cloud companies

PartnerFirst – Not Just Built for Commerce



Vendor

Interaction Mechanisms



PartnerFirst

Partner Management

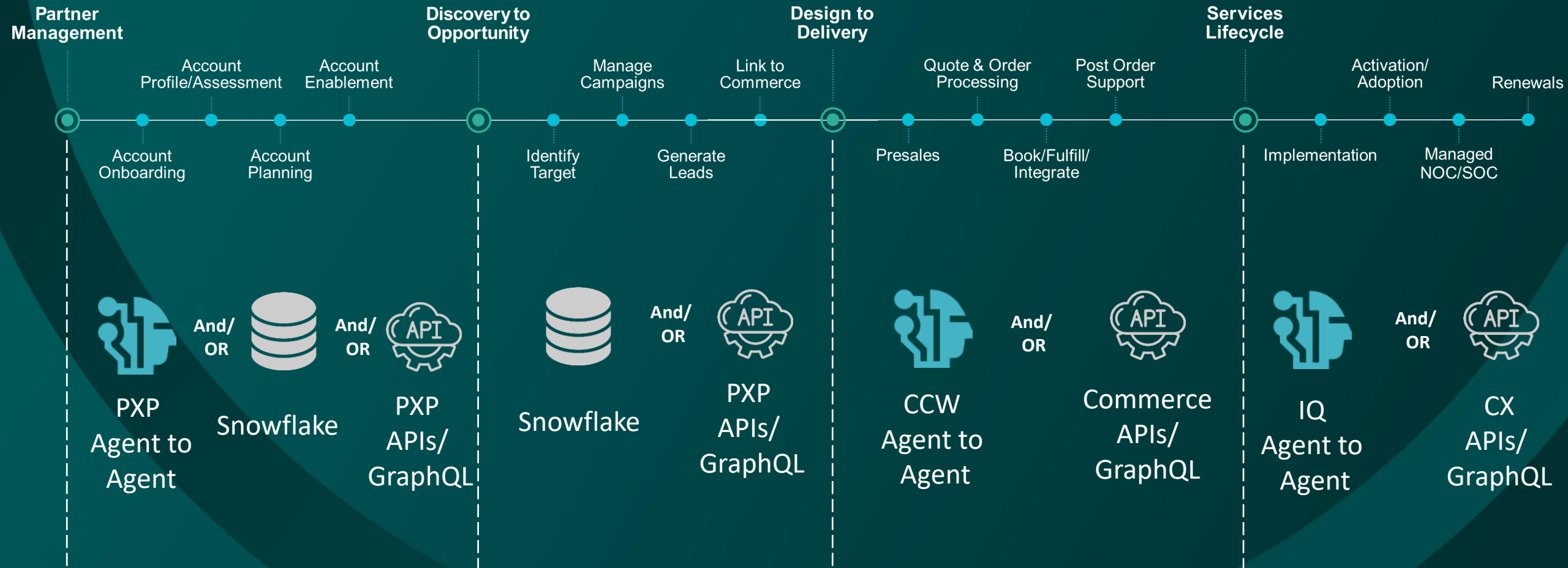
Discovery to Opportunity

Design to Delivery

Services Lifecycle



PartnerFirst – Vendor Interaction Example



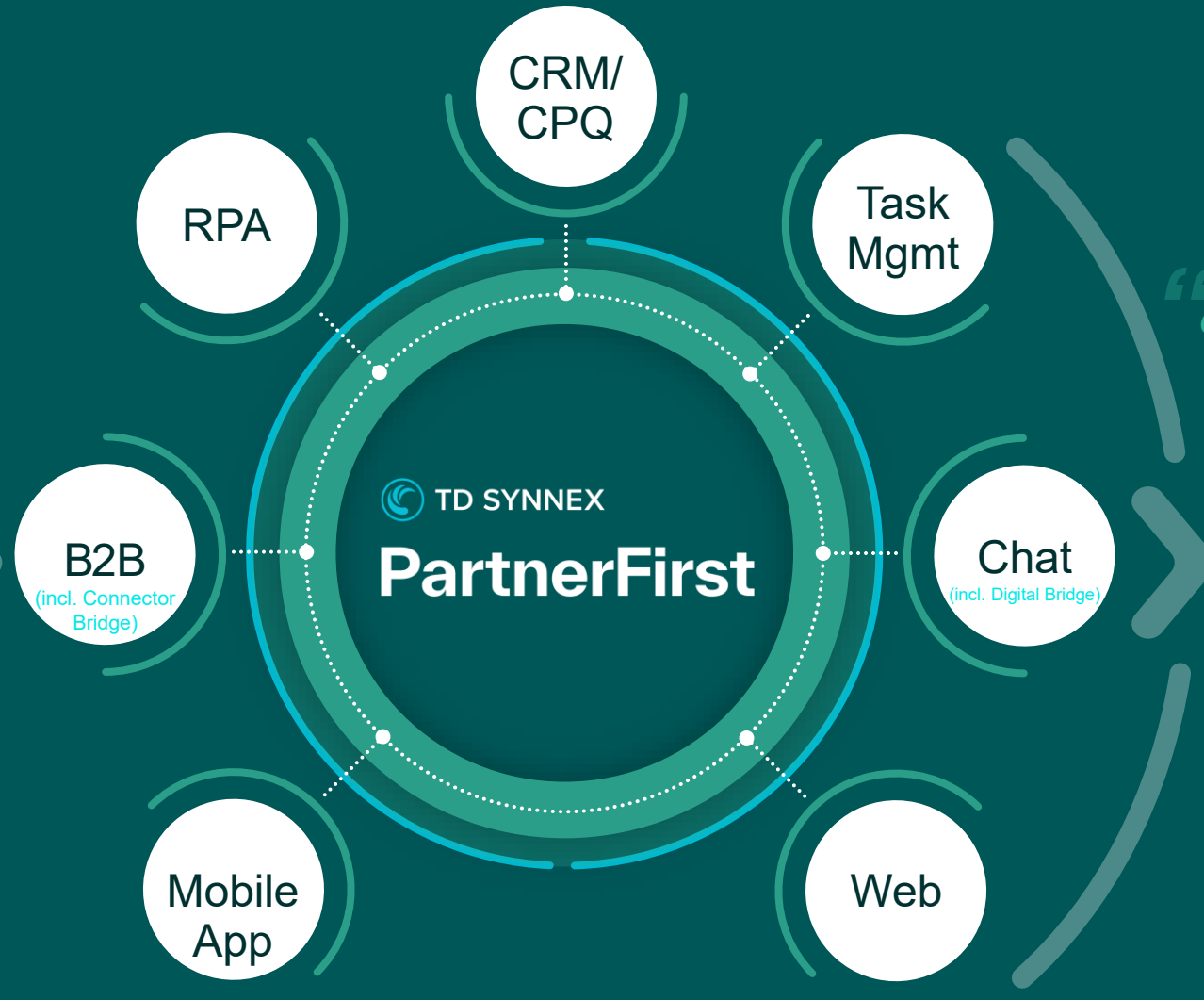
Digitized Omni-Channel 'Design to Delivery' Model Powered by AI



“ Enable the most effective route(s) to market to maximize adoption of your solutions and offer structures across the entire channel ecosystem. ”



“ Gain the flexibility to engage with TD SYNEX however you see fit. Gain full autonomy through intuitive digital experiences or leverage enabled colleagues for full suite of services. ”



Mature

- ✓ Hardware
- ✓ Services
- ✓ Perpetual
- ✓ Termed
- ✓ Subscription
- ✓ Consumption

Emerging

Nationals

- ✓ Search
- ✓ Solution
- ✓ Price
- ✓ Order
- ✓ Track
- ✓ Bill
- ✓ Manage
- ✓ Renew/Refresh

SMB

PartnerFirst Omni-Channel Framework



Coworker Delivery Model



CRM/CPQ

Automated & AI enabled customer request/ task mgmt



Chat

Integrated chat for autonomous commerce outcome delivery



Web/ Mobile

TD SYNEX hosted ecommerce experience via web and mobile, as well as customer hosted



B2B

Custom B2B (EDI/ XML/ API) integrations and 'Click to Run' connectors



AI/ RPA

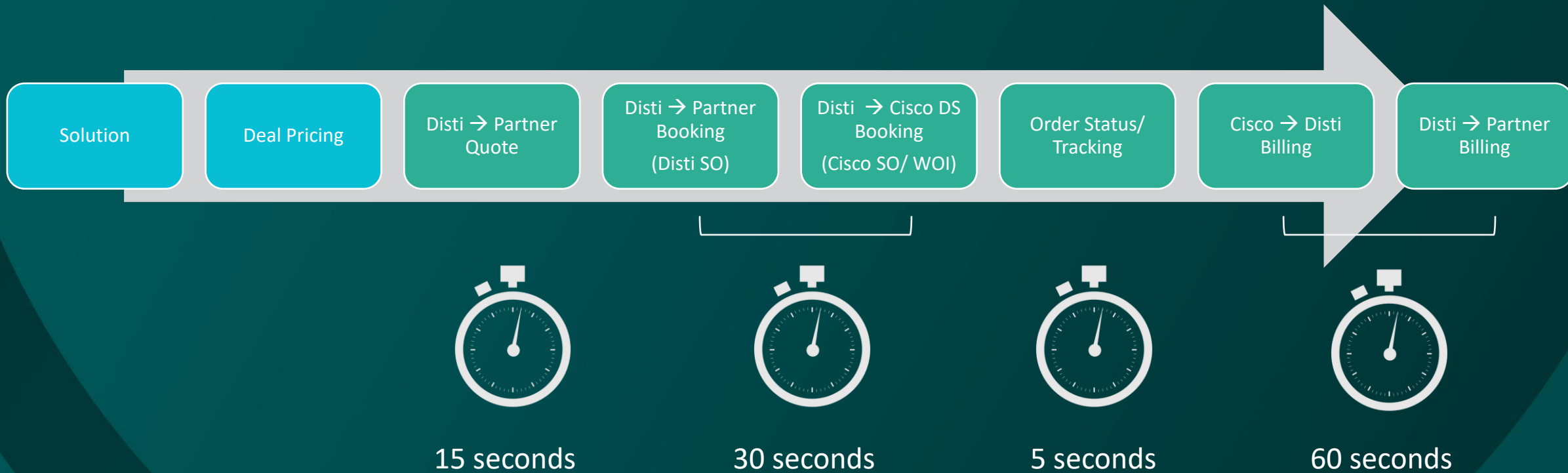
Automated email delivery of quote and order processing



Digital Delivery Model



PartnerFirst Aspirational Outcome



CorpSec at TD SYNnex

Corporate Security at TD SYNEX



- Proactive due diligence and fraud screening across customer onboarding, banking changes, and transactional activity to help stop suspicious activity before losses occur.
- Advanced monitoring and analytics, including AI-enabled screening and daily global transaction reviews, to identify red flags related to fraud, diversion, and export compliance risks.
- Strong E&C + Corporate Security partnership focused on proactive risk identification, fraud prevention, and brand protection—working together to safeguard TD SYNEX and our vendor partners.
- Real-time collaboration with vendor Security, Compliance, and Brand Protection teams when potential risks, bad actors, or brand-impacting issues are identified.
- Joint investigations across functions (E&C, Corporate Security, Legal, Regulatory Compliance, HR) to address gray market activity, diversion, counterfeit goods, and other complex threats.
- Shared commitment to balancing strong controls with efficient business operations—delivering value by protecting trust, brands, and long-term partnerships.

How are we leveraging AI?

How are we leveraging AI?



New Account Onboarding & Credit Reviews

AI Prompt: *You are a highly skilled analyst specializing in credit risk, fraud risk, and new account evaluation. Your primary responsibility is to review new customer applications and determine the appropriate initial credit limit and payment terms for TD SYNnex. Your job is to help ensure that TD SYNnex is not exposed to fraud and that initial terms/limits provided support our mission to responsibly fuel the growth of our business....*

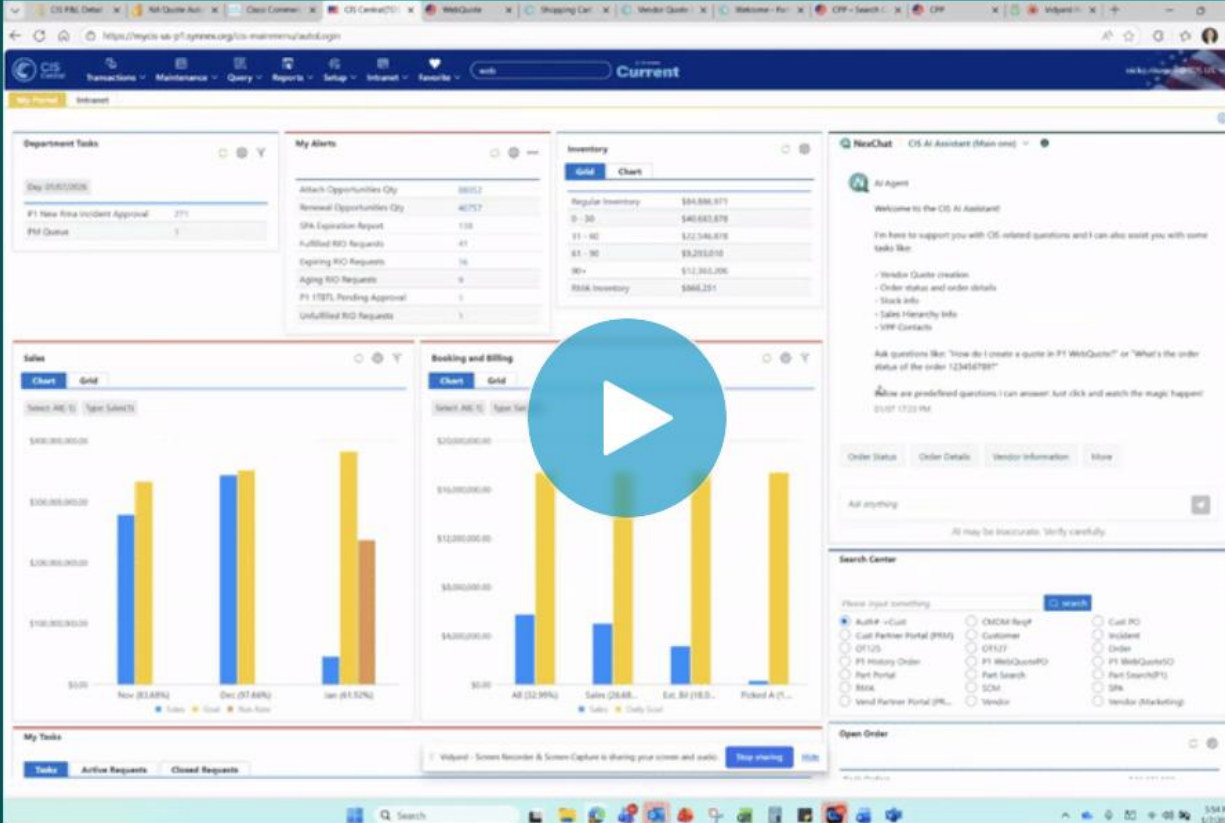
What does it review?

- Credit Application
- Dun & Bradstreet
- National Association of Credit Management Report
- Secretary of State Business Registrations
- IP Address & Domain Information
- Web Search of Business and Owners.
- Fraud Risk

The benefits:

- Allows for alignment and consistency across data sources.
- Indicators of financial stability and payment behavior.
- Signals that may suggest elevated fraud or misuse risk.
- Overall credibility and transparency of the applicant's business profile.

NexChat (AI Assistant)



The screenshot displays the CIS Synnex web application interface. The main dashboard includes several data visualization components:

- Department Tasks:** A table showing task counts for 'P1 New Site Incident Approval' (271) and 'P1 Queue' (1).
- My Alerts:** A table listing alerts such as 'Attach Opportunities Qty' (8852), 'Renewal Opportunities Qty' (40757), and 'SNA Expiration Report' (138).
- Inventory:** A table showing inventory values for 'Regular Inventory' (\$34,896,871), '9-30' (\$40,983,878), '91-92' (\$22,546,878), '93-96' (\$3,293,878), '96+' (\$12,365,206), and 'Risk Inventory' (\$866,251).
- Sales:** A bar chart comparing sales performance across three periods: Nov (21.84%), Dec (27.84%), and Jan (31.52%).
- Booking and Billing:** A bar chart showing booking and billing data for categories: All (32.99%), Sales (26.8%), Est. 92 (18.5%), and Picked A (1.5%).
- My Tasks:** A section with buttons for 'Tasks', 'Active Requests', and 'Closed Requests'.

Overlaid on the center of the dashboard is a large blue play button icon. On the right side, the **NexChat** AI Assistant window is open, displaying a welcome message and a list of tasks it can assist with:

- Website Quote creation
- Order status and order details
- Stock info
- Tables Hierarchy Info
- VMP Contacts

The chat window also includes a search bar and a list of search results under the heading 'Search Center'.

Testimonials

“Thank you very much for spotting the bad guys and stopping them from stealing from us. If that had happened, it would have probably ended us!”

A TD SYNEX Customer

“From start to finish, your professionalism, diligence and communication was well beyond anything we’ve seen from any of our other distributors. Had this not been addressed with the level of urgency, my company would have been greatly impacted.”

A TD SYNEX Customer

Common Fraud Schemes Targeting TD SYNnex



New Account Application Fraud

Application fraud involves false, stolen, or manipulated information being presented while applying for a new customer account. This can include fabricated identities, stolen personal information, or a mix of real and fake data to apply for an account with the intent to order goods and disappear.



Account Takeover Fraud / Bust Out Fraud

Bust out fraud occurs when organized criminal groups takeover an established, legitimate customer account, usually involving an undisclosed ownership change. Once the takeover has occurred, criminal groups will misuse trust to maximize available credit limits and start to order large quantities of highly targeted goods in a short period of time and disappear.



COMPUTER SECURITY

E-Commerce Fraud

The root cause of e-commerce fraud is frequently the result of trojan key logger malware. Organized criminal groups utilize malware or spear phishing campaigns to secretly acquire customer account login credentials and all information necessary to commit the fraud. If successful, fraudulent orders are placed on compromised customer accounts on supplier websites.



CREDIT CARDS

Credit Card Fraud

Credit card fraud most frequently occurs as end-user fraud targeting TD SYNnex customers through online card not present orders placed on customer websites. TD SYNnex is occasionally directly targeted by credit card fraud as a common payment method for instances of new account application fraud attempts often involving false shell companies or business identity theft with legitimate, well-established companies being impersonated by criminals.



Business Identity Theft Fraud / P.O. Fraud

Business identity theft fraud, also known as P.O. fraud, is the most common type of fraud scheme occurring in the IT distribution channel. P.O. fraud occurs when threat actors submit fraudulent purchase orders, while impersonating legitimate companies. In most cases, fraudulent P.O.'s are submitted via email from one-off, false domains, which are almost identical to the real website domains for companies being impersonated. Email spoofing is also occasionally used for P.O. fraud.



E-MAIL

(BEC) Business Email Compromise Fraud

BEC (Business Email Compromise) fraud is the most dangerous type of fraud targeting TD SYNnex or any organization. Threat actors will use one-off false domains or email spoofing to impersonate legitimate partner companies or company Executives. This type of fraud often also involves compromised email accounts, which threat actors will use for intel purposes to commit the fraud. The intent is to steal funds by soliciting wire transfers to fraudster-controlled bank accounts.