

GLOBAL COMPONENTS

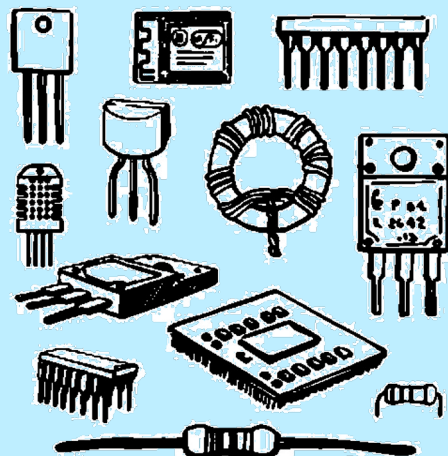
(2024 Sales: \$19.98 Billion)

The Global Components segment focuses on marketing and distributing electronic components, such as semiconductors, IP&E products, and computing and memory components, along with value-added services like design creation, design engineering, and supply chain management



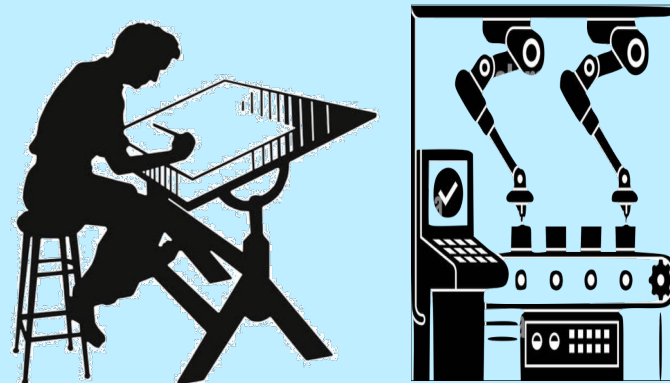
Electronic Components and Marketing Distribution

Arrow works with hundreds of electronic manufacturers globally to offer a single source of diverse products for them and their end customers.



Value-Added Services

The Global Components segment provides value-added capabilities and services such as, demand creation/design engineering services, prototyping, marketing and manufacturing, and supply chain services to suppliers



GLOBAL ENTERPRISE COMPUTING SOLUTION

(2024 Sales: \$7.94 Billion)

The Global ECS business segment works with distributors, value-added resellers (VARs), and managed service providers (MSPs) to deliver comprehensive computing solutions and various IT services, along with its cloud platform "ArrowSphere"



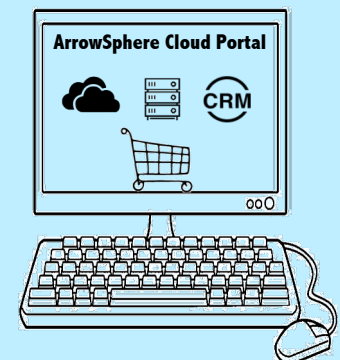
Computing Solutions

The Global ECS portfolio includes solutions for the data center and cloud computing, such as storage, servers, networking, security, and analytics solutions, and various engineering and integration support, warehousing, marketing, and training services.



ArrowSphere Cloud

The ArrowSphere Cloud can help VARs and MSPs manage, differentiate, and scale their as-a-service businesses, deliver hybrid multi-cloud solutions, provide the business intelligence that IT solution providers need to grow.





Arrow Electronics: Ecosystem

Arrow Electronics, Inc.

9151 East Panorama Circle
Centennial, Colorado 80112

Phone: (303) 824-4000; Website: www.arrow.com

Outside Relationships

Regulators	Capital	Suppliers	Customers
Key Subjects of Regulation - U.S. Environmental Protection Agency (EPA) (regulation of air permits for discharges, leaks, emissions, hazardous waste, and toxic substances in the water, air and soil; superfund cleanup requirement for contamination) - U.S. Patent and Trademark Office (PTO); U.S. Copyright Office (USCO) (patent, trademark, service mark & copyright registrations and renewals) - U.S. Department of Labor (DOL) (enforcement of anti-discrimination laws in hiring, workplace practices and civil rights; OSHA workplace health and safety, and serious injury reporting) - U.S. Department of the Treasury (Fifteen "know your customer" data collection regulations; anti-money laundering regulations; OFAC restricted party transactions regulation; and Treasury economic - U.S. Internal Revenue Service (IRS) (regulation of corporate income, payroll, and withholding taxes; combination merger reviews and clearances; and DOL foreign corrupt practices law enforcement) - U.S. Department of Homeland Security (DHS) and Customs and Border Protection (CBP) (regulation of imports of finished goods, raw materials and supplies; customs duties administration) - U.S. Dept of Commerce, Bureau of Industry and Security / Export Administration (regulation of exports of finished goods, raw materials and supplies and information handling; export licenses)	Key Lenders and Hedge Counterparties - Public Debt Holders (bond financing) - Hedge Counterparties (foreign currency exchange and interest rate derivatives) - Commercial Banks (working capital financing) - Administrative Agents: JP Morgan Chase Bank, JPMorgan Chase Other Lenders: Bank of America, BNP Paribas, INO Bank, MUFG Bank, Sumitomo Mitsui Banking Corporation, Bank of Nova Scotia, Goldman Sachs, JPMorgan Chase Bank, Wells Fargo Bank, U.S. Bank, Danske Bank, Banco Santander, and Santander Chartered Bank) - Commercial Paper Dealers: Goldman Sachs, JP Morgan Securities, Merrill Lynch, and Wells Fargo) - Goldman Sachs, JPMorgan	Key Supplier Industries for Global Components Segment - Electronic and Electrical Equipment and Devices (electronic instruments and controls, electric wiring and equipment, computer networking equipment, computer hardware, semiconductors, and communications equipment) - Metals, Materials and Chemicals (steel, aluminum, plastics, composites, and rubber) - Medical, Scientific and Laboratory Equipment (medical equipment and supplies, scientific and technical instruments) - Computer Processing, Cloud Services, Software and Programming - Industrial Manufacturing Equipment and Components (fabricated products manufacturing, industrial machinery and components, appliance and auto and truck parts) - Electronics Manufacturing Services Provide (in contrast to OEMs, EMS providers specializing in manufacturing the components and products designed by OEMs) - Key Industries Served - Automotive and Transportation - Industrial - Telecom - Consumer Electronics	Business Regulation - Working Capital and Bond Financing and Derivatives Arrangements - Supplies of Electronic Components (via distribution agreements that protect against product obsolescence and provide for price protection, product recalls, marketing promotional allowances, incentives; no single supplier accounted for more than 8% of sales) - Sales of Electronics and Components and Value-Added Services (no single customer accounted for more than 2% of sales)

Arrow Electronics Inc. (a New York corporation)

Debt Structure

Debt (\$ XXXX Billion @ month/day/year)				Credit Ratings: XXX (Moody's), XXX (S&P), XXX (Fitch)					
Working Capital				Long Term Debt					
Revolving Credit Facility: \$2.0B Capacity (2025 maturity)	Uncommitted Lines of Credit: \$500M @ 5.18% Weighted	Commercial Paper Program: \$1.2B Capacity (\$0 outstanding)	North American Asset Securitization Program: \$1.5B Capacity (\$633M outstanding; secured by accounts receivable)	2025 Notes: \$350M @ 4.0%	2027 Senior Debentures: \$110.3M @ 7.50%	2028 Notes: \$498M @ 3.875%	2029 Notes: \$495.2M @ 5.15%	2032 Notes: \$495.6M @ 2.95%	2034 Notes: \$495M @ 5.875%

Logo History

Corporate Brands				
1935-1955	1956-1968	1968-1973	1973-1978	1978-Present
ARROW RADIO	ARROW ELECTRONICS INC.	ARROW AUDIO	ARROW AUDIO	ARROW

Equity Structure

Equity Capital	
Share Repurchase Program Authorized: \$1.6B Expiration: None Remaining: \$324.1M	Common Stock Authorized: 160M shares Issued: 55,592M shares Outstanding: 52,172M shares Record Holders: 1,211

Governance

Board of Directors

Steven H. Gurby (Chair)	Michael D. Hayford (A)	Mary T. McDowell (A,C)
William F. Austen (C,G)	Andrew C. Kerin (C,G)	Gerry P. Smith (C)
Lawrence (Liren) Chen (A)	Sean J. Kerins	Committees
Gail E. Hamilton (A,G)	Carol P. Lowe (A,G)	Audit (A), Compensation (C), Corporate Governance (G)

Executive Leadership

President and CEO: Sean J. Kerins	SVP and Chief Financial Officer: Rajesh K. Agrawal	SVP and Chief Strategy Officer: Raime Leeb	SVP and Chief Marketing Officer: Steve Kerdock
President and Global Components: Richard J. Marano	SVP and Chief Transformation Officer: Alan Bird	SVP, Chief Governance, Sustainability, and Human Resources Officer: Gretchen K. Zech	
President, Global Enterprise Computing Solutions: Eric C. Nowak	SVP and Chief Strategic Business Development Officer: Chuck Kostalnick	SVP, Chief Legal and Compliance Officer, and Secretary: Carine L. Jean-Claude	
SVP and Chief Logistics Officer: Dave Collier	SVP and Chief Information Officer: Kim Brown Wilmsen		

Human Resources

- Governance
- Sustainability
- Environmental, Social and Governance Strategy
- Human Resources
- Strategy and Operations
- Talent
- Total Rewards
- Employee Engagement and Culture
- Diversity and Inclusion
- Legal and Compliance
- Real Estate Functions

Finance and Accounting

- Accounting
- Investor Relations
- Treasury
- Financial Reporting
- Tax
- Risk Management
- Financial Planning & Analysis
- Insurance
- Internal Audit

Information

- Global Technology Organization
- Global IT Systems and Operations (Delivering Differentiated Value and Capability Across Arrow's Complete Range of Electronics and Technology Lifecycle Services)
- Strategy and Technology
- Strategic Planning
- Merger and Acquisition Activity
- Cloud and Outsourced Services

Legal

- Global Legal Operations
- M&A and Transaction Support
- Corporate Governance
- Compliance
- Intellectual Property Management
- Business Support at the Operational Level
- Litigation Management
- Labor and Employment Law Matters

Corporate

- Supply Chain
- Global Supply Chain Organization
- Operational Excellence
- Warehouse Operations
- Transportation
- Programming
- Integration Services
- Quality

Operations

Global Components (2024 Sales: \$19.98 Billion)

The Global Components segment focuses on marketing and distributing electronic components, such as semiconductors, IP6E products, and computing and memory components, along with value-added services like design engineering, design engineering, and supply chain management. Arrow provides customers with a way to acquire diverse technologies and products from various suppliers through a single source, offering flexible and timely delivery options that often are not available through direct purchases from manufacturers. Global Components' net sales consist primarily of semiconductors (76%), followed by interconnect passive and electro-mechanical products such as plugs, sockets, capacitors, relays, and resistors (16%), and computing and memory (5%).

Electronic Components and Value-Added Services

Electronic Components and Marketing Distribution

Arrow works with hundreds of electronic manufacturers globally to offer a single source of diverse products for them and their end customers.

Audio (amplifiers, audio components)	Circuit Protection (performance optimization, diodes, overcurrent protection, transistors)	Communication (network routers/controllers, modems, radio frequency, handsets, transceivers, atm chips, microwave components)	Computers and Peripherals (desktops, computer networks, laptops, tablets, smartphones, cameras, keyboards, servers, data storage disks, flash drives, software services, display monitors)
IP6E Components (refers to interconnects such as shielded cables, USB and ethernet connectors, sockets and plugs, and antennas; passives such as resistors, capacitors, potentiometers, transformers, and inductors; and electromechanical components such as relays, solenoids, motors, switches, and circuit breakers; interconnects are Arrow's broadest product line with connector products for every application)	Kits and Tools (data acquisition, conversion, software development systems and tools, power management development, sensors)	Lighting Solutions (LED lighting displays, optoelectronics)	Power (attenuators, batteries, magnetics, power transformers, inductors, coils, electronic drivers, interfaces and switches, power controllers, DC-to-DC converters, AC-to-DC and DC-to-AC power supplies, adapters, uninterruptible power supply systems, battery chargers, solar cells and panels)
Materials, Adhesives, Welding	Mechanical Power Transmission & Motors (belts, gears, pulleys, shafts, rods)	Semiconductors (memory cards, chips, controllers, micro-processors, integrated chips)	Standard and Specialty Logic Components (logic gates, flip-flops, counters, arithmetic logic units (ALUs), latches, registers, inverters, Schmitt triggers, and bus transceivers)
Programable Device	Sensors (ambient light, air quality, color, current, image, smoke detection, proximity, temperature and humidity, thermistors)	Test and Measurement (electronic test equipment and instruments, oscilloscopes, generators, accessories, lab supplies, and analyzers)	Thermal Management (air conditioners, fans, blowers, heat sinks, process controllers, heat guns, soldering iron, thermal imaging)
Tools and Supplies (drills, hammers, personal protective equipment, pliers, saws, screwdrivers, wrenches, heat guns, soldering iron, solder, fluxing)	Wires and Cables (cables, cable assemblies, cable management accessories)		

Value-Added Services (Product Component Integration Services)

In addition to the distribution of electronic components, the Global Components segment provides value-added capabilities and services such as product component integration, which encompasses (1) demand creation/design engineering services, (2) prototyping, marketing, and manufacturing, and (3) supply chain services to suppliers such as procurement, logistics, warehousing, customer support, and data analytics.

Demand Creation/Design Engineering Services

By creating and registering engineered designs and schematics showing the design of suppliers' components as embedded in customers' future products, Arrow helps promote the future sale of customers' products-in-development (known as "demand creation") that lead to long, profitable relationships benefiting Arrow, suppliers and customers. In short, Arrow's design engineering services help take a customer's idea from imagination to innovation.

Product Design, Review and Testing	Custom Hardware, Software and Firmware Solutions	Industrial Design to Manufacturing	Machine Learning Services	Embedded System / IoT Design
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Life Cycle Solutions

Arrow's integration services include taking a concept developed in the design engineering phase and then conducting prototyping, volume production readiness, scalable manufacturing, marketing, and customer support. Arrow's manufacturing and integrated service centers are located as follows:

Phoenix, Arizona	Nogales, Mexico	Budapest, Hungary	Petah Tikva, Israel
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Supply Chain Services

Arrow's supply chain services include procurement, logistics, warehousing, financial management, and incites from data analytics. The company operates nine major warehouse and logistic centers and 27 smaller distribution centers in the Americas, EMEA, and Asia Pacific regions:

U.S.-Based Warehouses and Logistic Centers - Reno, Nevada - Three locations near the Phoenix, Arizona area	Non-U.S.-Based Warehouse and Logistic Centers - Hong Kong - Venlo, Netherlands - Johor Bahru, Malaysia - Zapopan, Mexico - Shenzhen, China
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Global Components Competition (Electronic Components Distribution)

TELEDYNE TECHNOLOGIES Everywhere you look	MOUSER ELECTRONICS	FUTURE ELECTRONICS	WT MICROELECTRONICS
DigiKey	AVNET	TTI	wpg
			wesco

Global Enterprise Computing Solutions (2024 Sales: \$7.94 Billion)

The Global ECS business segment works with distributors, value-added resellers (VARs), and managed service providers (MSPs) to deliver comprehensive (1) computing solutions (covering data center, cloud, security, and analytics for end-users) and (2) various IT services (such as engineering and integration support, warehousing, logistics, marketing, and hardware/software training). A central offering is "Arrow Sphere," a software and cloud marketplace and management platform where VARs and MSPs can manage, differentiate, and scale their as-a-service businesses. By making software and cloud-based solutions available via ArrowSphere, suppliers can benefit from greater subscription adoption, consumption, and utilization. ECS net sales are predominantly from storage (26%), software applications (20%), security (18%), computing (16%), data intelligence (6%), networking (6%), and other products and services (8%).

Computing Solutions and ArrowSphere

Computing Solutions

The Global ECS portfolio includes (1) solutions for the data center and cloud computing, such as storage, servers, networking, security, and analytics solutions, and (2) various engineering and integration support, warehousing, marketing, and training services.

Computing Portfolio

Date Center	Cloud Services	Security	Analytics Solutions	Services
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ArrowSphere Cloud

The ArrowSphere Cloud online ecosystem orchestration platform (EOP) can help VARs and MSPs (1) manage, differentiate, and scale their as-a-service businesses, (2) simplify the operational complexity of delivering hybrid multi-cloud solutions, (3) provide the business intelligence that IT solution providers need to drive growth. By making software and cloud-based solutions available through ArrowSphere, suppliers can benefit from greater subscription adoption, consumption, and utilization.

ArrowSphere Cloud Platform

The ArrowSphere online cloud delivery and management platform is the vehicle through which IT solutions providers such as VARs and MSPs (1) find, connect with, manage, and deliver various cloud-based services to their end-users and vendors in the ArrowSphere Cloud system, (2) establishes pricing and promotion rules, and (3) is able to adjust subscriptions, monitor consumption, access predictive analytics, and create custom alerts.

For IT and Cloud Software Vendors

Vendors utilizing ArrowSphere's marketplace gain specific capabilities to enhance their engagement with IT solution providers. They are empowered to:

- Extend their audience reach both within and outside the ArrowSphere Cloud platform via Arrow's support.
- Implement diverse revenue and pricing models, covering everything from basic subscriptions to tailored solutions.
- Execute targeted marketing campaigns.

For IT Solution Providers

ArrowSphere Cloud helps IT solutions providers acquire, provision, manage, and scale their a hybrid multi-cloud services with a customer self-service portal that (1) enables customers to buy and manage their cloud services and (2) unites customers with the products and vendors of the ArrowSphere catalog as well as the IT providers' own product in a seamless experience.

Customer Portal

A white-labeled marketplace where the IT solutions provider (a) creates a self-service experience for its customers to buy products and services with hyperscalers and IaaS, PaaS, SaaS, HaaS, and cloud software vendors via the ArrowSphere vendor catalog)

ArrowSphere Cloud Portal

ArrowSphere Cloud connects customers with hyperscalers and IaaS, PaaS, SaaS, HaaS, and cloud software vendors via the ArrowSphere vendor catalog)

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- Extend their audience reach both within and outside the ArrowSphere Cloud platform via Arrow's support.
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Enterprise Computing Solutions Competition (Cloud Integration, Security Services, Installation, and Applications)

INTEL	TD SYNTEX	scansource	wesco	softcat
CloudBlue	PC Connection	Insight	Westcon	Comstor

Key Company Data (as of 12/31/2024)

Business Overview: Based in Centennial, Colorado, Arrow Electronics, Inc. sources and engineers technology for thousands of leading manufacturers, service providers, and users of enterprise computing solutions. The company has one of the world's broadest portfolios of proprietary offerings available from leading electronic components and enterprise computing solutions suppliers. Coupled with a range of services, solutions, and software, Arrow helps industrial and commercial customers introduce innovative products, reduce their time to market, and enhance their overall competitiveness. Arrow's diverse worldwide customer base consists of OEMs, VARs, MSPs, EMS providers, and other commercial resellers, and includes manufacturers of products serving industrial, automotive, telecommunications, transportation, and consumer electronics industries.

Share Data	Financial Highlights
NYSE Trading Symbol: ARW	Statement of Operations
Share Price: \$125.27 (08/19/2025)	Sales: \$27.923B
Earnings Per Share (Trailing 12 Months): \$7.27	Cost of Sales: \$24.631B
Forward Annual Dividend: None	Gross Profit: \$3.292B (11.79% Margin)
Market Capitalization: \$6.4B (08/19/2025)	Operating Expenses: \$2.524B
	Operating Income: \$769M
	Net Income: \$392M
	Balance Sheet
	Total Assets: \$21.758B
	Total Liabilities: 15.927B
	Long-Term Debt: \$2.774B
	Equity: \$5.832B
	Cash Flow
	From Operations: \$1.13B
	Used in Investing: (\$94.442M)
	Used in Financing: (\$956.84M)
	Financial Returns
	Return on Equity: 6.72%

Resources

Employees: 21,520 in 52 countries (Americas: 7,850, Asia/Pacific: 7,820)

Headquarters: Centennial, Colorado

Locations Worldwide: 194

Major Warehouses and Logistic Centers: 9 (3 in Phoenix, Hong Kong, Shenzhen, China, Johor Bahru, Malaysia, Zapopan, Mexico, and Venlo, Netherlands)

Smaller Distribution Centers: 27 (throughout the Americas, EMEA, and Asia/Pacific)

Sales Offices: 142

Key Developments

Early Beginnings- founded in 1946 in New York City, Arrow Electronics began as "Arrow Radio" on New York's famed Radio Row. The company started as a single retail store at 82 Cortlandt Street in Manhattan, New York City. At that time, the focus for businesses on Radio Row was selling used radios, parts, and accessories. By the early 1950's, the company expanded into selling new radios and electronic components. Following new leadership in 1968, arrow grew rapidly, becoming the second-largest U.S. electronics distributor by the end of the 1970's. Today, arrow employs over 21,500 people worldwide and is ranked in the fortune to 50 list.

Outside Relationships

Customers	Suppliers	Capital	Regulators
Significant Shareholders - Vanguard Group Inc. (11.48%) - BlackRock Inc. (9.48%) - BlackRock - Dimensional Fund Advisors LP (5.65%) - Dimensional - Boston Partners (4.69%) - BostonPartners - LSV Asset Management (4.26%) - LSV - Institutional (107.42%)	Professional Service Firms - Ernest & Young LP (audit services) - EY - Catalyst Creative Marketing (social media marketing, web design, and content creation services) - ML Strategies (lobbying services)	Securities and Corporate Governance Regulators - U.S. Securities and Exchange Commission (SEC) (regulation of offers and sales securities, material event disclosure and financial reporting requirements; recordkeeping requirements under anti-bribery) - New York Stock Exchange (listing, maintenance and corporate accountability rules) - NYSE - New York Secretary of State (administration and enforcement of Delaware corporation law governing business entity formation and dissolution, shareholder, board and officer governance / meetings, fiduciary duties of loyalty and care of directors, executive management duties, financial reporting, charter document amendments, mergers and acquisitions, and compliance / penalties for non-compliance)	Global Enterprise Computing Solutions Segment Customers - Value-Added Resellers (VARs add value by packaging and customizing third-party software and hardware products with additional offerings bundled in beyond the original order fulfillment and then reselling them to organizations that want the original IT product) - Latham & Watkins; and Kasowitz (corporate finance and litigation defense legal services) - Cloud Service Providers (arrow does not disclose the cloud service provider that hosts its internal data and the ArrowSphere Cloud Platform. It uses that platform to offer and support its customers' applications on AWS, Azure, Google Cloud, Oracle Cloud, VMware Cloud and IBM Cloud) - Managed Services Providers (outsourcing service providers that take responsibility for remotely maintaining and managing customers' information technology (IT) infrastructure and end-user systems cost-effectively for purposes of improved operations and reduced budgetary expenditures via reductions of directly-employed staff) - IT Solutions Providers and Commercial Customers

Global Enterprise Computing Solutions Segment Customers

Sales of (1) Enterprise Computing Solutions and Services for the Date-Center, Cloud, Security, and Analytics, and (2) IT Services such as, Engineering and Integration Support, Warehousing and Logistics, Marketing, and Hardware and Software Training

Access to the ArrowSphere Cloud Portal, Enabling (1) Technology Vendors to Reach a Broader Cross Section of IT Solutions Providers and End-Users and (2) IT Solutions Customers to Create a Self-Service Experience for their End-User Customers

Global Enterprise Computing Solutions Segment Customers

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