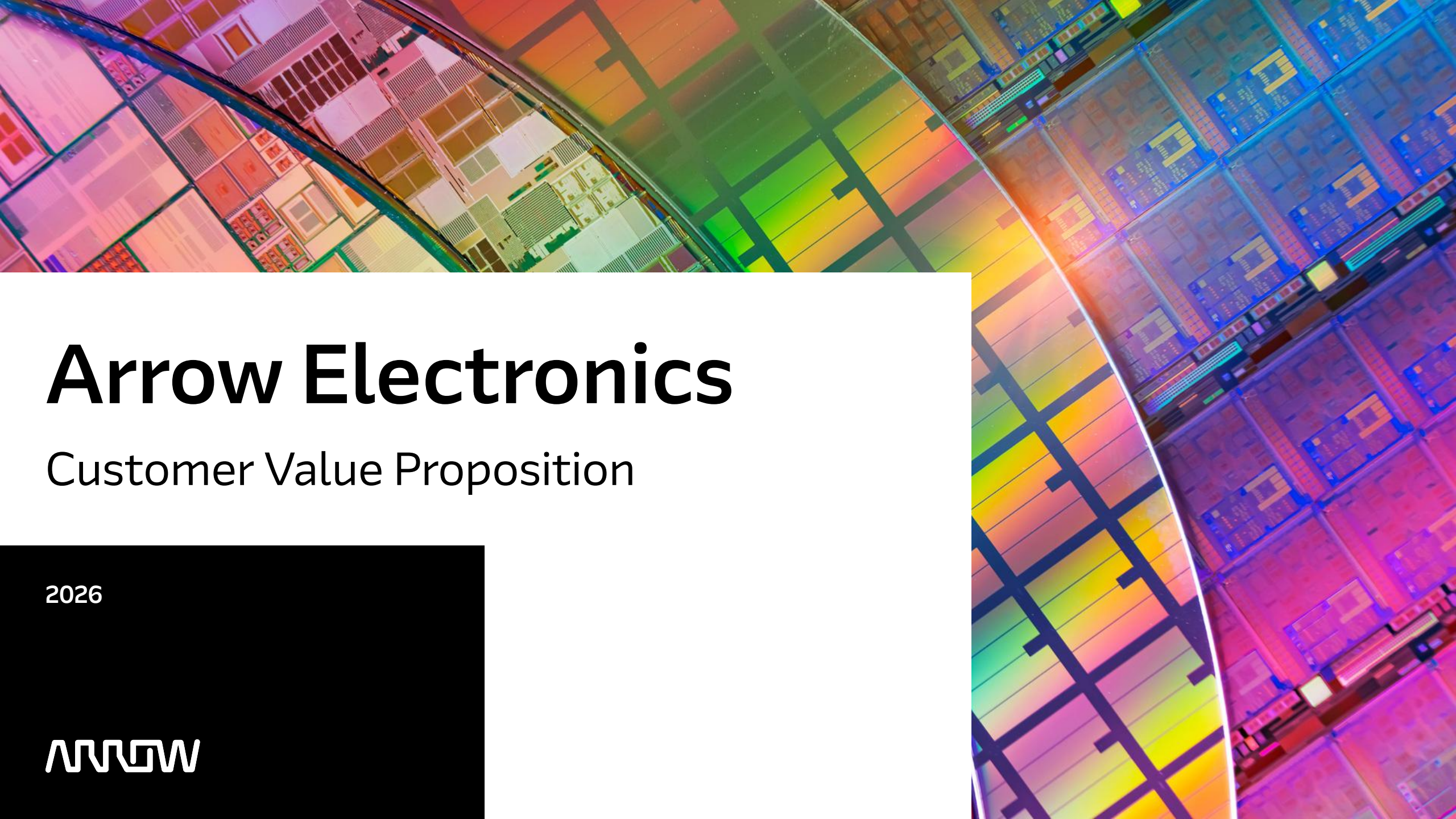


A close-up, high-magnification photograph of a microchip, showing a complex grid of circuitry and various colored regions (pink, orange, green, yellow, blue) representing different functional blocks. The image is split into two main sections by a diagonal line.

Arrow Electronics

Customer Value Proposition

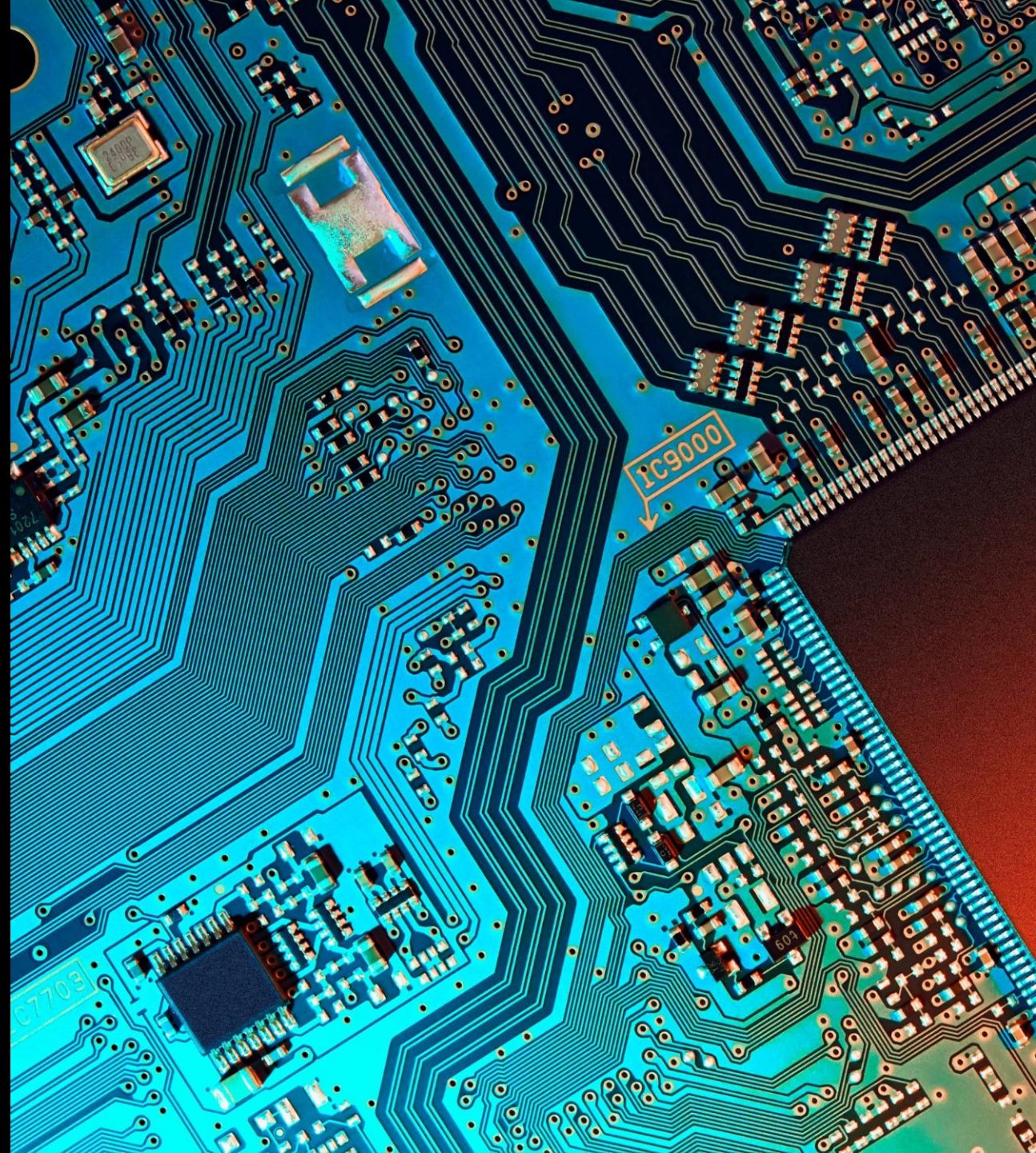
2026



Page contents

Quick reference

- Arrow Company Profile
- Arrow Value Proposition
- MyArrow Account Benefits
- Get in Touch



Arrow Electronics, Inc.

A global technology provider of products, services and solutions

Serving original equipment manufacturers, and embedded solution providers.

Electronic Components

- Passives
- Electromechanical
- Connectors
- Semiconductors
- Embedded systems
- Services

Serving channel ecosystems of value-added resellers, system integrators, service providers, telcos, ISVs, developers and marketplaces.

Enterprise Computing Solutions

- Private cloud
- Hybrid cloud
- Multi-cloud
- Edge
- Platforms/marketplaces
- Channel services
- Financial services

Serving original equipment manufacturers, independent software vendors and system integrators.

Intelligent Solutions

- Design services
- Manufacturing services
- Fulfillment services
- Integration services
- Professional services
- Support services
- Product services
- Managed services

Strength in numbers

EMPLOYEES

22,000+

DISTRIBUTION/VALUE-ADDED CENTERS

39

COUNTRIES SERVED

85+

2025 GLOBAL SALES (USD)

\$30.9B

*No single customer
accounted for more
than 2% of
consolidated sales.*

ARW

FORTUNE 500 RANK

154

NYSE TICKER SYMBOL

ARW

FOUNDED

1935

GLOBAL HEADQUARTERS

Centennial, CO, USA

We specialize in managing complexity

Global reach, regional support

39

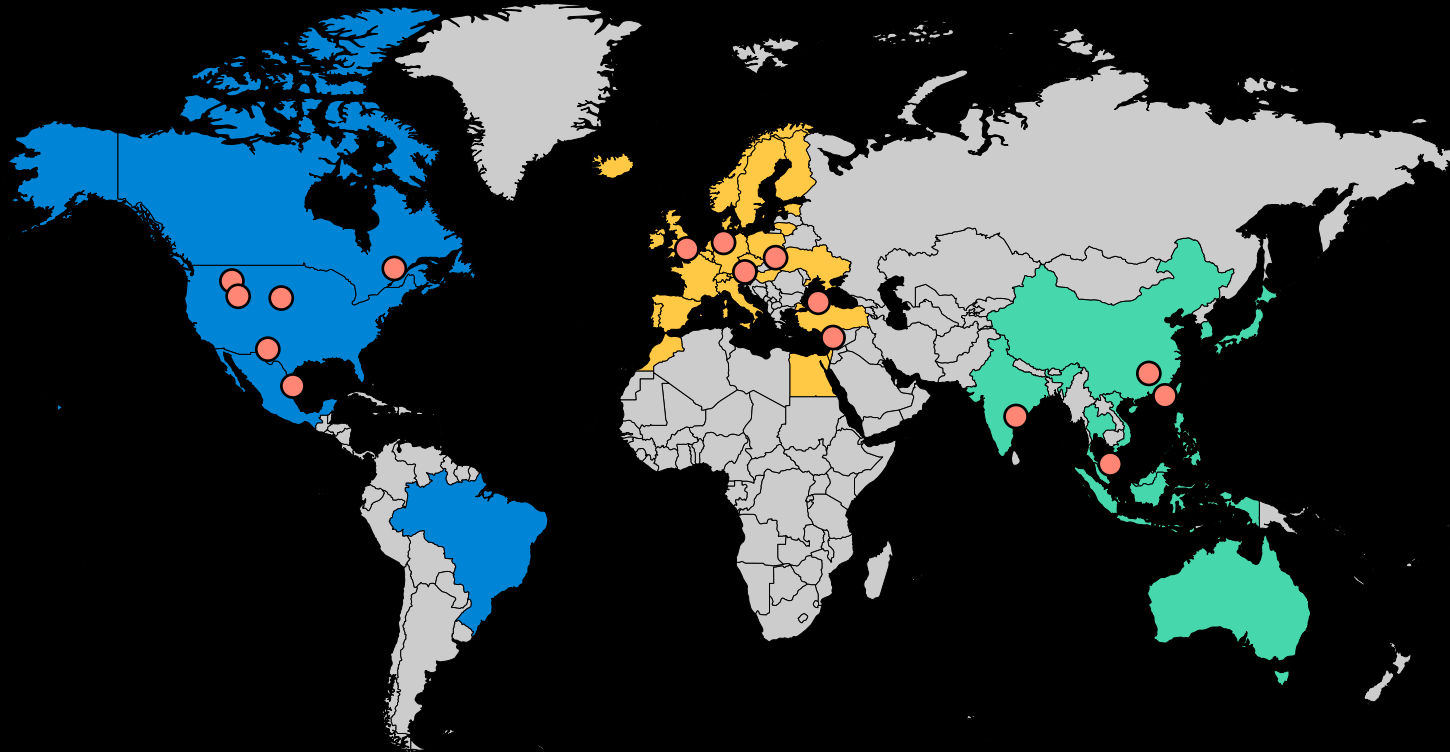
FULLFILMENT &
DISTRIBUTION
CENTERS

85+

COUNTRIES
SERVED

245+

REGIONAL
SALES OFFICES



**indicates cities with more than one distribution center.*

AMERICAS

- Denver
- *Reno
- *Guadalajara

EMEA

- Swindon
- Istanbul
- Munich
- Cairo
- Venlo

APAC

- Bengaluru
- Pune
- Ahmedabad
- *Shenzhen
- *Hong Kong
- *Singapore

We can cover your entire Bill of Material

Strategic relationships with the world's leading manufacturers

\$2B +

Analog Devices
Intel (including Altera/PSG)
Micron Technology
Samsung
Texas Instruments

\$1B +

Infineon Technologies
Microchip Technology
NXP
ST Microelectronics

\$500M

ON Semiconductor
Qorvo
Silicon Laboratories
Western Digital

\$200M

Amphenol
Lattice Semiconductor
Littelfuse
Molex
Murata
OmniVision Technologies
Qualcomm
Skyworks Solutions
TE Connectivity
Vishay

\$100M

Allegro Microsystems
Bourns
Diodes Inc
ISSI
Kemet
Kyocera-AVX
Nexperia
Nordic Semiconductors
OSRAM
Panasonic Industrial
SMART Global Holdings
TDK
Toshiba
Yageo

Line Card Breadth

FRANCHISED SUPPLIERS

700+

UNIQUE PARTS

687K+

We guide leading business categories



Aerospace & Defense



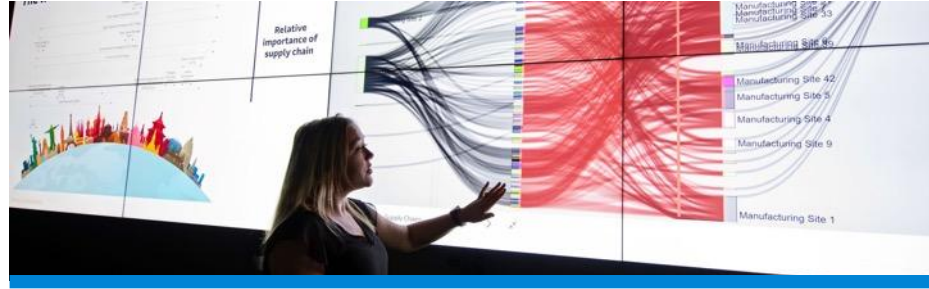
Healthcare & Medical



Industrial



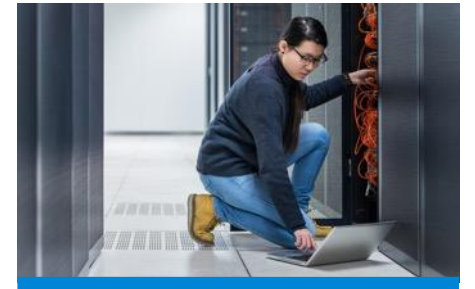
Security



Supply Chain



Transportation & Automotive



Data Center



Cloud



Consumer Electronics



Design Engineering

Earnings Snapshot 2025 Full Year



GLOBAL
COMPONENTS

\$21.5_{Bn}

▲ 8%

GLOBAL ENTERPRISE
COMPUTING SOLUTIONS

\$9.4_{Bn}

▲ 18%

\$30.9_{Bn}

CONSOLIDATED
SALES

▲ 11%

AMERICAS

Components

\$6.9_{Bn}

▲ 8%

EMEA

Components

\$5.7_{Bn}

▲ 0.4%

ASIA PACIFIC

Components

\$8.9_{Bn}

▲ 12%

Enterprise
Computing Solutions

\$4.2_{Bn}

▲ 4%

Enterprise
Computing Solutions

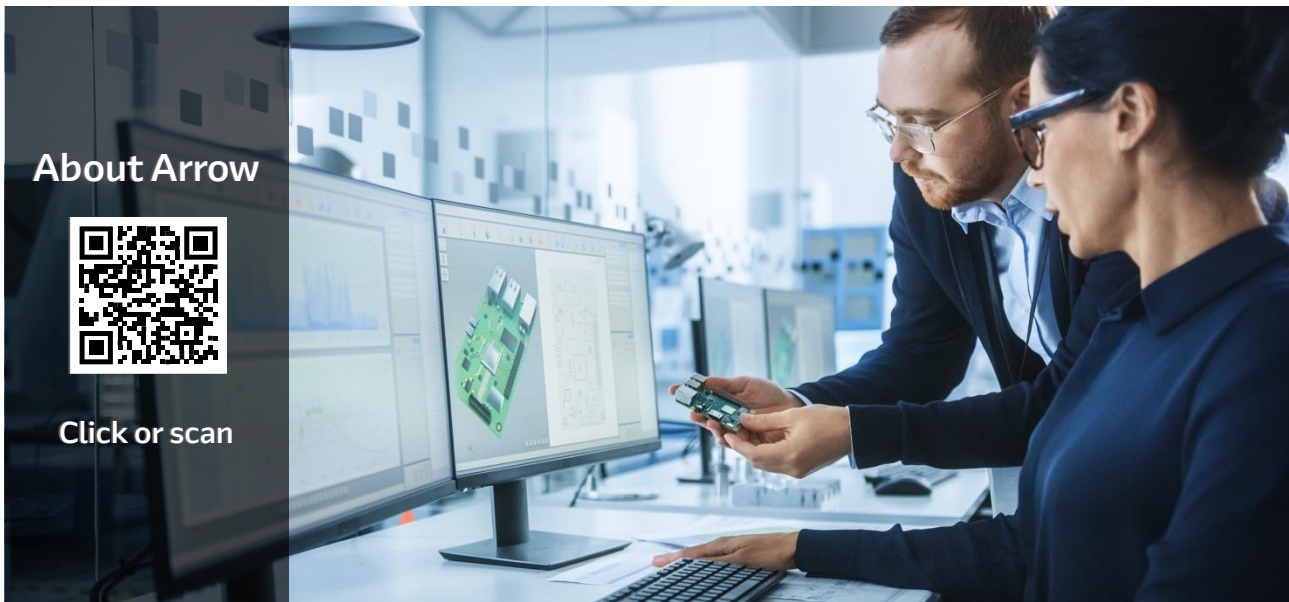
\$5.1_{Bn}

▲ 32%

About Arrow



Click or scan



Figures align to U.S. GAAP and reflect year-on-year performance for the reported period. No single customer accounted for more than 2% of the company's 2025 consolidated sales. EMEA is defined as Europe, the Middle East and Africa.



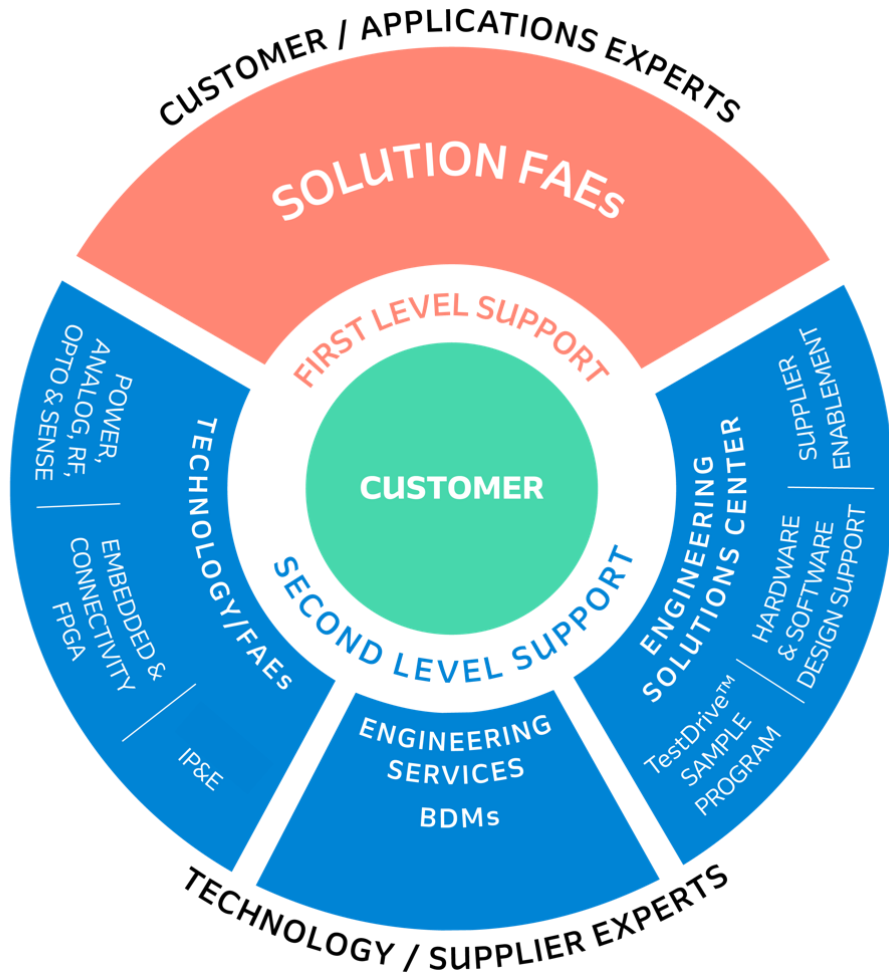
How we add value

Engineering and supply chain services



Arrow engineering **advisory** is value-added

Arrow Field Application Engineers act as an extension to your engineering team



3,000+ Global Field Application Engineers (FAEs)

- Power, Analog, RF, Opto & Sense
- Embedded & Connectivity
- Interconnect, Passive, e-Mech (IP&E)

2,000+ Global Services Engineers

- Device (HW, SW)
- Digital (Cloud, DevOps, Full-Stack)
- Quality (Product Testing, QAOps)
- Silicon (ASIC, FPGA, SOC)

Engineering Service Offerings

Solutions across the full product stack



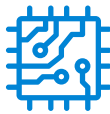
Device Engineering

- Hardware Design
- Embedded Systems & Software Development
- Industrial/Mechanical Design



Digital Engineering

- IoT/AI/ML Solutions
- Cloud Services & DevOps
- Mobility Solutions
- Remote Device Management



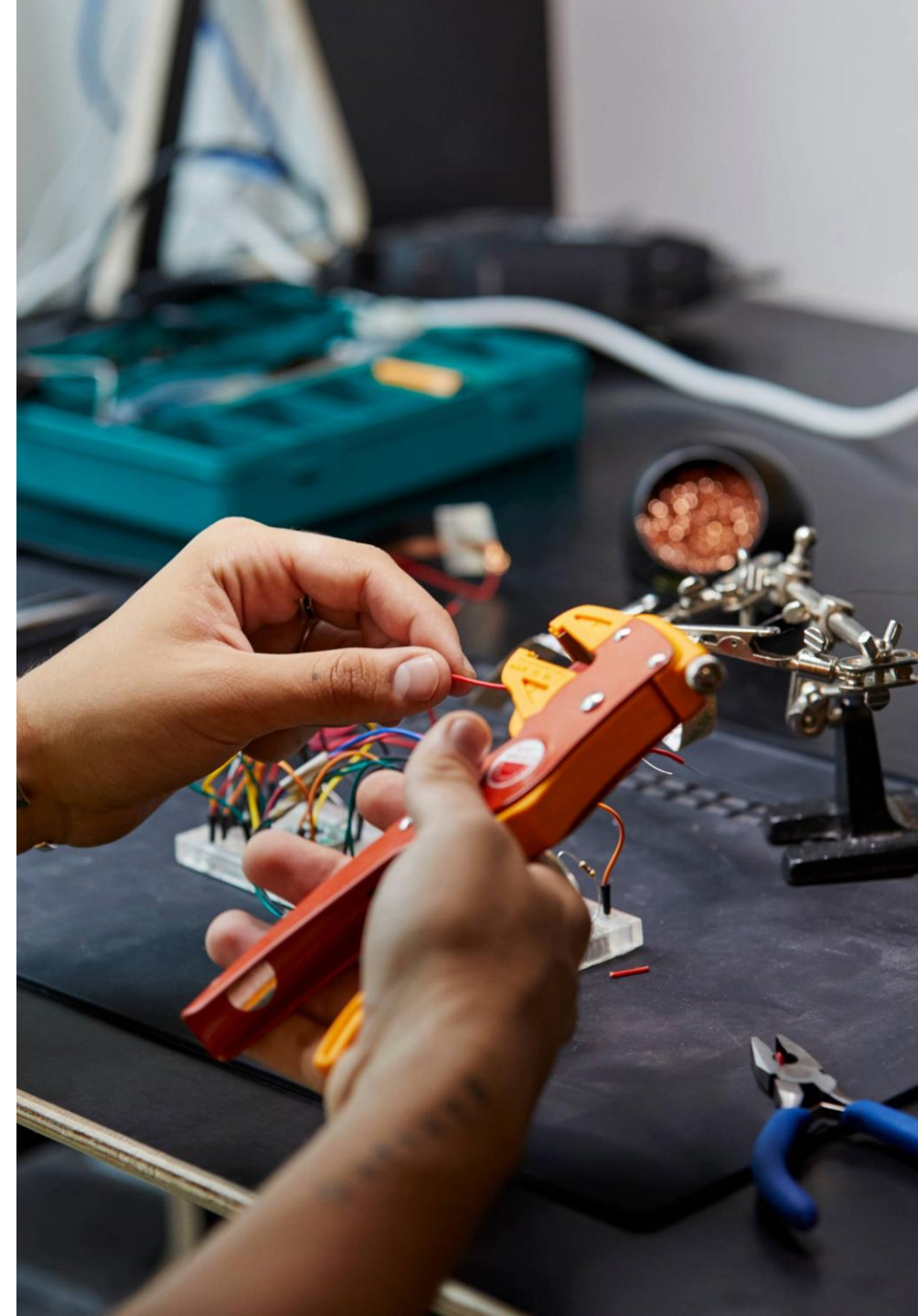
Silicon Engineering

- ASIC/FPGA Design
- Design Verification & Validation
- IP Development



Quality Engineering

- Product & IoT Testing
- Cognitive QA/Automation
- Mobile/Web Testing
- Compliance & Certification





Supply Chain Services

Arrow Organizational Support

Expanding your supply chain capacity and capability



Program Management

One point of contact

Material Planning

Pipelining & expediting parts

Procurement

Purchasing franchise & non-franchise

Engineering

Manufacturing & quality support

Operations

System, tools, and infrastructure

Forecast Sharing | Demand Planning System

Globally integrated Oracle ERP system

Customer Demand

FORMAT

- True EDI
- Excel
- CSV
- TXT
- Flat File

FREQUENCY

- Weekly (Preferred)
- Monthly

SCOPE

- 400+ customers
- 80 transactions per/sec
- 2.5B transactions annually

Oracle Demantra

AVAILABLE TO PROMISE

- Customer Forecast
- Statistical Forecast
- Supplier Forecast
- Firm Supply Plan
- Lead Time Supply Plan
- Buffers

LEAD TIMES

- Supplier Calculated
- Arrow Calculated

Supply

700+ SUPPLIERS

- Weekly EDI Feeds
- Automated Backlog Updates
- Automated Expedites
- ASNs

TRACKING

- Specific Customer Demand to Supplier Purchase Order
- Real Time Supply Updates
- Lead Time Changes

APT / Tools

AVAILABLE TO PROMISE

- Fully Pegged to the Greater of Lead Time
- Demand Protected, “New Demand” Starts at the Back of the Line

TOOLS

- Customer Forecast Response
- Customer Forecast Accuracy
- Part Performance Profiling

Arrow Supply Assurance

We partner with manufacturers to buy EOL parts & die in bulk – directly from the factory

FACTORY DIRECT PRODUCT = NO COUNTERFEIT RISK

As a franchised distributor, Arrow is expressly authorized through legal agreement to market and sell the Original Component Manufacturer's product. Parts purchased from Arrow are always factory-direct, genuine parts shipped with full Certificates of Compliance, which remove the risk of counterfeit parts entering your supply chain.



Extend the safe, factory-direct supply for **thousands of obsolete parts**



Support our customers' ongoing demand for **5-10 years after manufacturing has been discontinued**



Value-Added Services

Component Prep Services

Outside Service Provider Program

Component Modification

- Ball Grid Array Re-balling
- Coplanarity check / Lead Repair
- Hermetic Seal
- Hot Solder Dip
- GEIA-STD-0006 A Robotic Hot Solder Dip
- Lead Attach / Ball Attach
- Lead Forming
- Lead Straightening
- Packaging
- Part Marking (labels, ink, laser)
- Re-Plating
- Tape and Reel / De-Reel

Testing Service

- Baking – Pre/Post
- CSAM – Scanning Acoustic Microscopy
- DPA - Destruct Physical Analysis
- Electrical Testing
- Fine & Gross Leak Testing
- PIND – Particle Impact Noise Detection
- Screening
- Group A, B and C Testing
- Solderability Testing
- Temp Cycle
- Testing
- Up-screening
- X-Ref Fluorescence Testing
- X-Ray

Engineering Service

- NRE Engineering Resources
- First Article Inspections

Wire Marking & Kitting Services

Kitting of Components

- Includes Pre-marked Wire, Connectors, Accessories, Contacts, TMS Markers, Cable-ties, etc.
- Can be customized to accommodate unique customer BOM configurations
- Saves time and processing costs for OEM harness producers

Wire & Cable Processing

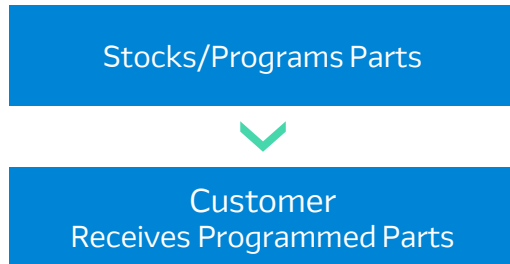
- Laser & Ink-Jet Marking
- Cut-to-Length – Kitted
- Respooling – Special Length Segments
- Striping & Twisting Services

Heat-Shrink Tubing

- TMS Shrink-Label Scoring and Printing
- Tubing Cut-to-Length

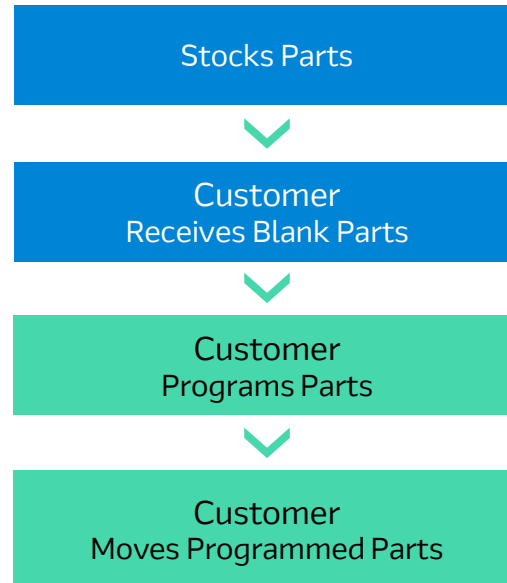
Device Programming + Tape & Reel

Arrow Programming



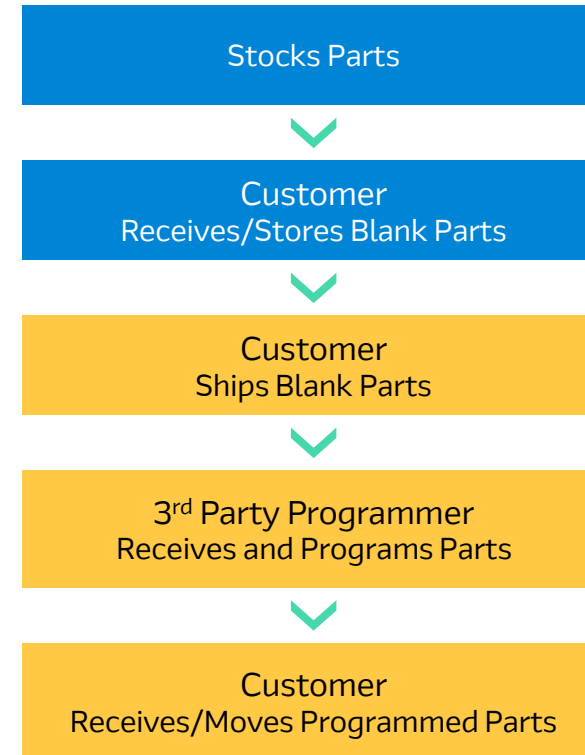
- One-Stop Shop
- Excellence in quality
- Trusted service levels
- Mitigates risk

In-House Programming



- + Several days of inventory
- + Fall-out costs
- + Material handling costs
- + Equipment/tooling investment
- + Headcount costs

3rd Party Programming



- + Several days of inventory
- + Fall-out costs
- + Material handling costs
- + Order management costs
- + Transportation costs

Arrow.com

MyArrow Business Accounts offer the following benefits

- Quickly [Shop Components](#) or request quotes by searching parts numbers – for more information see our [FAQ](#)
- Manage your BOMs / Parts List with dashboards showcasing lead times, lifecycle info, tariff data, etc.
- Access [order management tools](#) for real-time invoice tracking, Quote and BOM management and reporting, and delivery adjustments



New Customer Onboarding

Ready to get started?

1. Visit arrow.com and sign up for a new user account
2. Once logged in, click "**Open a Business Account**" to begin
3. Contact our support center with any new account questions!

MyArrow

Self-service portal where component customers can access everything they need to run and grow their business.

Arrow Visibility Portal

Single platform for immediate visibility into forecasts, orders, inventory, shipments, invoices, and returns.

Support Center (24/7)

1-855-326-4757
websupport@arrow.com

Arrow.com

The entire component line card, available for digital quote, order, fulfillment and billing.

Thank You



Five Years Out