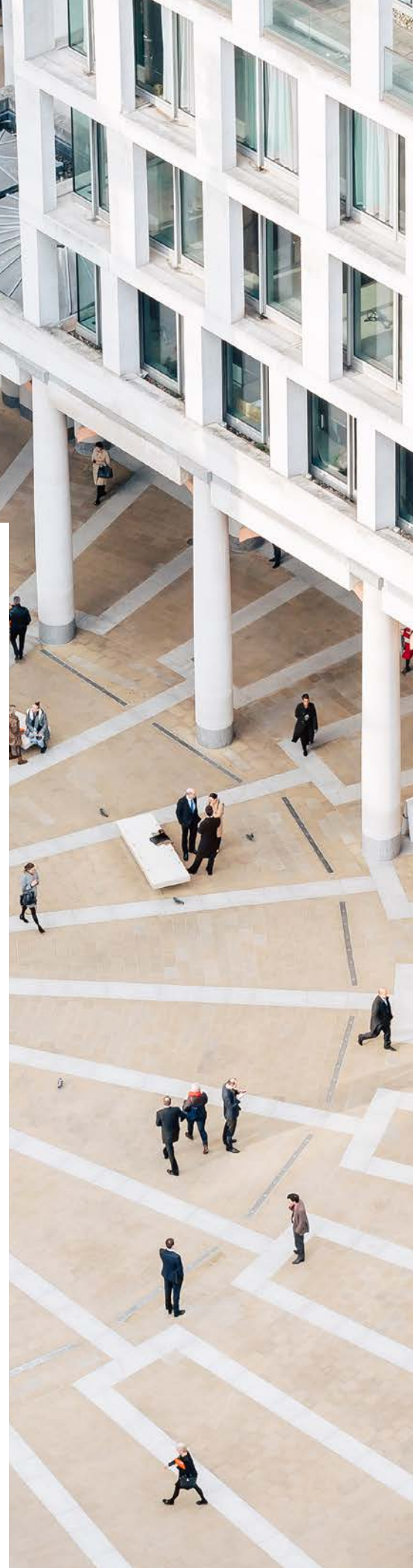




Worldwide Code of Business Conduct and Ethics





Today's innovators to a better tomorrow is a big responsibility, and it's one we count on doing the right way.

Worldwide Code of Business Conduct and Ethics

Though technologies and the industries we serve have changed over the years, how we do our work will always be built on Arrow's core values, which include business ethics, honesty, courage in dealing with others, personal accountability and a relentless passion for the highest standard of service.

Arrow's Worldwide Code of Business Conduct and Ethics (the "Code") is our guide for living these values at Arrow, while also following the laws that govern our global operations. It outlines what we believe in and what we expect from all who represent the company.

That is why, each year, we ask Arrow's Board of Directors and all Arrow employees to certify that they have read and understood the Code, and that they will follow the rules outlined within. It's that important.

Beyond the annual training, I encourage you to consult the Code for guidance across the course of your day-to-day decision making and to speak up if you see or learn of anything that does not align.

Thank you for your continued commitment to our shared team values. Helping innovators create a better tomorrow is a big responsibility, and they are counting on us to do it the right way.

Sean J. Kerins
President and Chief Executive Officer



Sean J. Kerins
President and
Chief Executive Officer

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Using Arrow's Code of Conduct

Arrow's Worldwide Code of Business Conduct and Ethics (the Code) applies to all employees of Arrow and all of its subsidiaries, including our officers and directors. We expect that anyone acting for, or on behalf of the company, conduct all Arrow's business with integrity and according to the letter, spirit and intent of all applicable laws and this Code.

Violations of the Code may result in discipline, up to and including termination. If violations of the Code also violate any applicable laws, civil or criminal prosecution may apply.

If an employee has knowledge of a Code violation, he/she is required to report it, except when prohibited by law. See the "Open Door Policy" for more information on reporting. If you have questions relating to any of the policies described in the Code, please contact Arrow's Global Legal and Compliance Department.

Q. As a manager do I have any additional responsibilities under the Code?

A. Yes! As a manager, you have added responsibilities to:

- Promote compliance with the Code among your direct reports, both by example and by direction;
- Foster, engender and reward a culture of accountability and integrity;
- Enforce the Code consistently;
- Make sure appropriate compliance controls are implemented in your department or organization;
- Encourage employees to report issues in good faith;
- Ensure that the Company's zero-tolerance stance on retaliation against whistleblowers who report in good faith is observed and strictly enforced; and
- Escalate reported, suspected, or known violations of this Code, Company policies, law or other applicable regulations promptly and appropriately.



Asking Questions and Voicing Concerns

Q. I am aware of a potential Code violation, but it was committed by a manager. I can't afford to lose my job, and would prefer to stay out of it. Is that okay?

A. We all have a responsibility to report any potential violations of the law or of the Code. If someone is behaving inappropriately, regardless of their level within the organization, Arrow needs to know about it so that we can investigate and act accordingly.

All reports are treated confidentially. Arrow does not tolerate retaliation, and you should contact Global Legal and Compliance if you feel like you are being retaliated against for making a report.

AlertLine:

1-877-Code-ARW

<http://arrowalertline.arrow.com>
for dialing instructions or to submit via the web.



Arrow's AlertLine

The Arrow AlertLine is available globally for you to seek advice or raise a concern about ethics, safety or compliance with laws, or other Company policies, 24 hours a day, 7 days a week, in multiple languages. The AlertLine is administered by an independent third-party who receives questions and concerns and promptly directs them to appropriate resources within Arrow for follow-up. All questions and concerns are handled professionally and in a confidential manner.

Some countries' laws restrict the type and manner in which information may be reported through the AlertLine. If these laws apply to your location, an AlertLine representative will assist you with reporting in a manner that complies with your local laws. Country-specific guidance also is available through the Global Legal and Compliance site on Arrow's intranet.

Regardless of the type of report or the way in which it was reported, your identity (if you choose to provide it) will be treated confidentially and shared only with a limited number of people who have a need to know or who are responsible for dealing with reports and investigations. Any personal information that you have provided will be held and used to investigate the report, but only for such period as is reasonably necessary for this purpose. Thereafter, such information will be handled in accordance with Arrow policy and data privacy laws. Once a report is received, it will be investigated promptly and thoroughly. Employees are expected to fully cooperate in investigations. Corrective actions will be taken, as appropriate, based on the findings of the investigation.

Open Door Policy

Arrow has an Open Door Policy. You may speak with your direct manager or supervisor, or use the Open Door Policy to talk to someone else in management, Human Resources or any of the contacts listed in the [Questions, Problems and Reporting Violations](#) section of the Code.

You may contact the AlertLine when you have a concern or want to report a potential violation of Arrow's legal or ethical responsibilities. You may request that your concern be dealt with anonymously; however, giving your name may help in following up on the concern thoroughly. You may use the method of communication with which you feel most comfortable. The important thing is to get the needed guidance, to report what you know and to get questions answered.

Speaking Up is the Right Way

Any person who seeks advice or raises a concern in good faith is doing the right thing. "Good faith" means the individual reasonably believes the information he or she provided is true. It does not mean he/she has to be right.

Retaliation by anyone against a person for speaking up about a potential violation, or who participates in an investigation of such reports is against the law and company policy. No employee will be disciplined, lose a job or be retaliated against in any way for asking questions or voicing concerns about our legal or ethical obligations, when acting in good faith.

Integrity of Arrow Records

Arrow is committed to maintaining complete and accurate records in order to make responsible business decisions and to provide truthful information in compliance with applicable legal disclosure requirements.

Each of us has a role in ensuring that Arrow's books and records are accurate and that our system of internal controls is effective and not circumvented. This includes ensuring the accuracy of any information we report, data we enter or document we generate. Intentionally entering any false, misleading or inaccurate data in any form anywhere in the Arrow system or requesting that a third party (including a vendor, supplier, consultant or other third party) submit a record that does not accurately reflect the substance of the transaction is prohibited.

It is never acceptable to take any part, no matter how small your role, in any activity that involves theft, fraud, embezzlement, extortion or misappropriation of property. We may never help conceal, alter, falsify or omit information in our records either for our benefit or at the direction of any others.

Additionally, employees responsible for any aspect of our internal accounting controls or financial and tax-reporting systems must comply with the [Finance Code of Ethics](#), be vigilant in recording entries accurately and honestly, and in a manner consistent with all applicable legal requirements.

Q. I've been asked by a colleague to approve an invoice for services that were not performed. What should I do?

A. If you approve this false invoice, you are participating in fraud and false reporting. If a payment is made based on your approval, you are part of an event that may be considered theft. When in doubt, speak to your manager or the Global Legal and Compliance Department.



Q. I was recently at a meeting at another company and overheard some interesting information about their business planning. Is there any issue with me buying that company's stock, given that I am sure that their stock will go up once information is announced?

A. The information you overheard could constitute material non-public information and you could be violating Arrow's Insider Trading Policy, and potentially the law, if you trade in that company's securities. Our policy applies both to information you learn about Arrow, and information about other companies that you learn in the course of your job at Arrow.

Q. During a conference, one of your competitors asks if they can talk with you about discounting a popular product or service – what should you do?

A. Make it clear that you object to such a discussion. Excuse yourself from the conversation immediately and report the incident to your manager. You should avoid all discussions that relate to pricing or price related issues with any competitor.

Insider Trading

In the course of your job, you may learn of material information about Arrow or other companies before it is made public. Information is "material" if a reasonable investor would consider the information important when deciding to buy, sell or hold that company's securities. For example, material non-public information may include:

- Advance notice of changes in senior management;
- Unannounced mergers or acquisitions;
- Nonpublic financial results;
- Development of a significant new product.

All material non-public information regarding Arrow must be kept confidential. Arrow employees are prohibited from using "non-public" information for personal financial benefit or to "tip" others so they can make better investment decisions. If you have access to such information about Arrow, its customers, competitors or suppliers, do not use or share that information for trading in stocks or for any other purpose except to conduct Arrow business. It is a serious violation of securities laws for an employee to provide non-public information to someone else – including family or friends. Arrow Board members, executive officers, and certain other employees have additional restrictions on trading in Arrow securities and should seek advice from the Global Legal and Compliance Department before engaging in any trading activity.

Antitrust and Fair Competition

Arrow is committed to competing fairly and honestly and complying with competition laws. Antitrust and competition laws are designed to protect markets from anticompetitive behavior by prohibiting anticompetitive agreements such as price fixing and efforts to unfairly eliminate competitors.

In order to compete fairly and comply with these laws, we should never discuss with our competitors, even casually, issues affecting competition, such as:

- Dividing customers, markets or territories with competitors;
- What price to pay or charge;
- What advertising, promotion and terms to offer;
- Bids; or
- Information regarding employee hiring practices.

Be particularly careful at industry association meetings or events to avoid even the appearance of unfair business practices. Customers, suppliers, and competitors must be dealt with fairly. Our commitment to fair dealing means that we provide only honest and truthful information to our business partners, suppliers and competitors. We will not engage in any sort of illegal or unethical conduct when competing.

Anti-Bribery and Anti-Corruption Laws

We're an international company who must follow the anti-corruption laws of any country where we do business, such as the Foreign Corrupt Practices Act or the UK Bribery Act. These laws prohibit offering, providing or authorizing the payment of bribes of any kind for any reason.

Arrow has zero tolerance for any form of bribery or corruption. It is not acceptable to offer or give anything of value directly or indirectly to any party with whom we are doing business or seeking to do business with, whether governmental or private, in order to obtain or maintain business, or to gain an advantage. This includes excessive gifts, travel, meals, entertainment, contributions to a political party, and charitable contributions and sponsorships.

These rules apply to both direct and indirect activities of Arrow, our employees, and our agents. For example, you cannot make any payment to a third party if all or any part of the payment will be given to a person for a prohibited purpose.

For more detailed information on the types and amount of gifts and entertainment that may be inappropriate, please refer to [Arrow's Anti-Corruption and Anti-Bribery Statement and Compliance Guide](#).

Use of Third Parties

We believe in doing business with third parties that embrace and demonstrate high principles of ethical business behavior. We expect them to conduct business pursuant to Arrow's [Business Partner Code of Conduct](#). Due Diligence must be completed for those businesses that act as agents for Arrow, irrespective of the dollar amount of the contract or business relationship value. Please refer to the [Global Third-Party Risk Management Policy](#) for information regarding proper due diligence and how to engage third parties.

Physical Assets and Intellectual Property

We all share the responsibility for safeguarding Arrow's assets and making sure that they are used responsibly and appropriately. This includes protecting Arrow property against theft, loss, damage, abuse and unauthorized use. Similarly, personal devices and accounts (i.e., email, messaging, etc.) should not be used to conduct Company business. It is not permitted to use Arrow's information technology and systems for activities that are harmful, unlawful, unethical, or otherwise contrary to the Code.

Among the most valuable asset is Arrow's "intellectual property," including our trade secrets, brands, logos, trademarks and copyrights; business and marketing plans; engineering and manufacturing ideas, designs, databases, records, salary information; and any unpublished financial data and reports. If a third party requests use of Arrow's trademark or other intellectual property, ensure proper authorization prior to distributing.

Q. I am trying to obtain necessary permits for a new warehouse that we are opening. The process normally takes six weeks, but the government official I am working with told me that for \$20, she could expedite the approval process and give me the permits tomorrow. May I pay her the \$20 fee?

A. No, unless the fee is a government-authorized, government-collected and transparent fee to legitimately expedite the permitting process. This is an example of a prohibited facilitation payment.

Don't: Offer or accept bribes, kickbacks or any other kind of improper payment.

Do: Be vigilant against cyber-attacks and scams such as phishing and report immediately any incidents.

Do: Know who you are doing business with.

Q. Is it okay that I don't know if my customer is an OEM, CM or broker/trader, or the intended end use or destination of the products they buy from Arrow?

A. No. You have an obligation to know your customer. This means understanding your customer's line of business, how they intend to use the products they purchase from Arrow and if the product will be exported to another country.

Global Trade Laws

Arrow delivers products, services and technology to customers and suppliers all over the world, and must comply with import and export restrictions that apply to international trade.

Whether a product or technology may be exported from one country to another depends on many factors, such as the nature of the item, its countries of origin and destination, and its end use and end user. These laws apply to many aspects of Arrow's operations — not just shipping products. Exchanges of information across national boundaries, including e-mail and web access, are subject to trade controls. Some countries also control the release of technical information to foreign nationals *within* their borders.

Just as we are unable to trade with ineligible persons, entities or countries, you may not ask a third party to take part in this activity on our behalf.

Complying with Arrow's trade compliance policies will assist in compliance with export and import laws. Arrow's trade compliance resources are available on [Arrow's intranet site](#).



Conflicts of Interest

Employees are responsible for acting in Arrow's best interest and avoiding situations where their own private interests either conflict or appear to conflict with Arrow's interests. Employees must disclose if they have a potential conflict of interest. While it is impossible to list all possible types of conflicts of interest, some examples include:

- Competing with Arrow, directly or indirectly;
- Profiting from a personal business transaction that involves Arrow;
- Doing work for, or getting paid by, a supplier, customer or competitor of Arrow;
- Having a financial or other type of interest in a supplier, customer or competitor of Arrow (a shareholding of less than 3% in a publicly traded company is permitted);
- Conducting Arrow business with a family member, or taking a business action which is intended to benefit a family member;
- Serving on the board of directors for an outside company, especially those that supply goods or services to Arrow or purchase our goods or services. Before agreeing to become a member of the board of directors or an advisory committee of an external organization, you should contact the Arrow Global Legal and Compliance Department to determine the relationship, if any, existing between Arrow and the for-profit organization; or
- Dating or conducting a romantic relationship with a fellow employee if you are in a position to influence the terms or conditions of that person's employment or if that employee can influence the terms or conditions of your employment.

Employees have a duty to advance Arrow's interests and may not take for themselves, or others, business opportunities, belonging to Arrow that have been discovered because of their position with Arrow. If you find it difficult to make a fair and impartial business decision on behalf of the company because of competing personal interests, you should immediately consult with your manager or Arrow's Global Legal and Compliance Department. Some minor or apparent conflicts may be acceptable if they are fully disclosed and approved by Arrow's Global Legal and Compliance Department and Human Resources.

Q. My spouse manages a training consulting firm. Can they submit a proposal to become a Arrow vendor?

A. Sending business to a family member can create a conflict of interest. Even though you know the work is high quality and provided at market rates, you should not be involved in a decision to select a family member for a business assignment. This relationship would need to be disclosed to your manager prior to the proposal, and the proposal must be submitted and reviewed in accordance with the proper Request for Proposal process. You must refrain from participating in Arrow's discussions or relationship on this matter.



Engaging in Political Activities

Involvement in a political campaign or making a contribution to a candidate is a personal decision. While Arrow supports employees' rights to engage in the political process, you must keep your personal political contributions and activities separate from Arrow. We do not use company funds or resources for political activities, including contributions to political candidates or parties. Also, if you hold or seek political office, you cannot give the appearance of acting or speaking on Arrow's behalf. If you wish to accept a political position based on your status as an Arrow employee, you will first need to get Arrow's Chief Legal Officer's approval.





Gifts and Entertainment

Business gifts and entertainment of reasonable value often build corporate goodwill and strengthen existing working relationships. Gifts and entertainment can create a conflict of interest and impair Arrow's ability to compete openly and fairly. You may not give or accept a business gift or entertainment if doing so would make it difficult, or appear difficult, for the recipient to make a fair and unbiased decision, or if its value exceeds commonly accepted business practices.

For more detailed information on the types and amount of gifts and entertainment that are appropriate, please refer to [Arrow's Global Travel and Expense Policy](#) and your local region or business gift policy.

If you receive a gift that is not allowed by Arrow policy, return the gift to the giver. If it is not possible to do so, the gift should be turned over to Arrow's Global Legal and Compliance Department for appropriate disposition.

In the case of government officials or employees of a state-owned enterprise (from any level of government), no entertainment or gifts may be offered, or travel expenses paid, without the written pre-approval of Arrow's Global Legal and Compliance Department and your region's Chief Financial Officer, even if it is customary or a common practice in the country.

Q. What should you do if you are offered a gift that you know is inappropriate?

A. Politely refuse it and explain that Arrow policy prohibits you from accepting it. If you receive a gift without an opportunity to refuse it, consult with your manager or the Global Legal and Compliance Department for guidance.

Some Arrow businesses may have more restrictive standards on gifts and entertainment. Employees of those Arrow businesses must not accept any gift or entertainment that violates those standards.

Q. During my commute to the office on the train, I sometimes make work-related calls. Is this a problem?

A. You must be careful not to discuss non-public company information in public places, such as in taxis, trains, elevators or at conferences and trade shows. When it is necessary to conduct a telephone call in a public place, be mindful of your surroundings.

Confidential Information

Arrow generates and receives from customers and suppliers a great deal of confidential information. In general, confidential information includes non-public technical, legal and business information related to Arrow, its employees, customers and suppliers. This also includes information concerning contracts, products, services, proprietary systems and equipment, sales and marketing strategies, pricing, margins, business developments and plans, actual and potential customers and suppliers (including their identity, contacts, and selling and purchasing tendencies), actual and projected financial results, and company earnings.

Arrow employees have the responsibility to safeguard that information and not disclose it, except as authorized by Arrow or only to those with a need to know it in connection with conducting Arrow business. For more information on how to manage confidential information and records, please refer to Arrow's [Information Security](#) and [Information Governance](#) policies. Confidential information remains Arrow property no matter where or how it is created or stored.

All documents, records, files, or compilations containing, or derived from confidential information must be turned in when an employee leaves Arrow. Employees must maintain the confidentiality of information even after employment ends. Confidential information you were entrusted with at a previous employer should not be used for Arrow's benefit.



Creating a Workplace That is Free of Discrimination and Harassment

We believe in building a more diverse, equitable and inclusive workplace for our employees. Employees are our greatest asset, and we value every employee for their contributions to our success. In keeping with the global nature of our company and business, we seek to work in a way that is consistent with local cultures and business customs, so long as they do not conflict with this Code and applicable legal requirements.

Discrimination and General Labor Principles

Arrow is committed to equal opportunity for all qualified employees and job applicants. All employment decisions (such as hiring, discipline, terminations, promotions and job assignments) are to be based on Arrow's needs and the employee's performance and potential. These decisions must be made without regard to a person's gender, race, color, national origin, age, religion, sexual orientation, physical or mental disability or any other characteristic protected by applicable law. Discrimination of any kind based on these personal characteristics, or others that may be prohibited by law, will not be tolerated.

Arrow conducts business in a manner that respects the rights of all people, and complies with all applicable laws regarding human rights. Arrow does not engage in human trafficking, slavery, indentured servitude, child labor or forced labor in any way. Arrow complies with all employees' lawful freedom of association and all legal rights to organize and collectively bargain according to applicable legal regulations. Arrow is committed to following all applicable wage and hour laws and regulations.

Professionalism and Harassment

All employees throughout Arrow are entitled to work and to attend work and work-related events in a professional atmosphere, free from violence and all forms of harassment, including sexual harassment.

Harassment is unwelcome conduct toward an individual based on protected characteristics that has the purpose or effect of creating an intimidating, offensive work environment. It can take many forms, including physical actions, spoken and written remarks, circulation of sexually explicit or abusive pictures or other materials, sexual or derogatory jokes, and verbal abuse. Regardless of the form it takes, harassment negatively affects individual work performance and our workplace as a whole, and is not allowed.

No one, at any level of the organization, may in any way threaten or imply that submission to, or rejection of, sexual advances will in any way influence decisions about employment, compensation, promotion, assignments or any other condition of employment at Arrow.

If you believe that you or another employee are being discriminated against or harassed, report it so that rapid and constructive action can be taken.

DO: Be respectful of different cultures.

Treat others with respect, dignity and courtesy. Actions that may be considered harassment include:

- Offensive or inappropriate comments or jokes;
- Unwelcome physical contact or gestures;
- Verbal or physical threats of any kind;
- Inappropriate, explicit or derogatory pictures or text;
- Sexual advances or requests for sexual favors; or
- Racial or ethnic slurs.

The principles in the Code apply equally to all employees regardless of where they are working around the world.

Q. What if one of Arrow's suppliers makes inappropriate comments to Arrow employees, would that be considered harassment?

A. Yes. If you suspect that a co-worker is being harassed, you should report it and help preserve a respectful workplace.

Safe Work Environment

Safety is everyone's responsibility at Arrow. Maintaining that commitment demands that all of us understand and comply with all Arrow environmental, safety and health policies and laws applicable to our jobs.

Acts or threats of violence interfere with our commitment to providing and maintaining a safe workplace. Any threatening behavior, even if made in a seemingly joking manner, must be taken seriously and reported immediately. If you or someone is in immediate danger, call local law enforcement authorities.

Drugs and alcohol in the workplace affect everyone's safety. Being under the influence of either can negatively affect job performance and cause severe safety hazards.

You may not possess, distribute or be under the influence of drugs (other than as prescribed by a doctor) while on Arrow premises or when conducting company business.



Environmental and Social Responsibility

We continually challenge ourselves to define what being a responsible company means to us, and work to translate our definition into behavior and improvements at Arrow. We seek to align our social and environmental efforts with our business goals and continue to develop both qualitative and quantitative metrics to assess our progress.

We are committed to conducting business in an environmentally responsible manner. We promote responsible decision-making throughout our businesses and broader value chain.

We use energy efficiently, seek to employ technology to minimize any risk of environmental impact, and commit to reducing our greenhouse gas emissions in the fight against climate change. All employees are responsible for making sure that Arrow business is conducted in compliance with all applicable laws and in a way that is protective of the environment. Please see our [Corporate Social Responsibility](#) report for additional/more detailed information on our efforts.

Safeguarding Personal Data

Arrow seeks to help protect personal data from loss, theft, misuse, unauthorized access, disclosure, alteration and destruction. Personal data is defined as information, either alone or in combination, that identifies specific individuals, whether Arrow employees, their families or the employees of customers or suppliers. Examples of personal data include name, email address, postal address, telephone number, bank information and credit or debit card account number.

All personal data will be treated as confidential and in accordance with all applicable privacy laws. Arrow employees share the responsibility to safeguard personal data by:

- Only accessing, collecting and using personal data that you need and are authorized to see for legitimate business reasons;
- Disclosing personal data only to authorized persons who have a legitimate business reason to know the information; and
- Observing applicable restrictions regarding the transfer of personal data across national borders.

Communicating Responsibly

Social Media

Arrow has fully embraced the power of social media and its enormous role in the marketplace. Employees must use social media sites and tools responsibly and with good judgment and in compliance with Arrow policies. Reference the [Social Media Policy](#) on a regular basis for guidelines when doing things like posting to a blog about Arrow.

Communications With the Public and Investors

It is important for us to speak about the company with one consistent voice. You should refrain from making any statements on the company's behalf, even if the request for information is informal. Instead, you should:

- Refer requests from a securities analyst to the Investor Relations Department;
- Refer media requests to the Corporate Communications Department; and
- Requests from any other individuals, including government officials, to the Global Legal and Compliance Department.



Questions, Problems and Reporting Violations

Questions concerning this Code or any other Arrow policy may be directed to your management team or the contacts in the Arrow Global Legal and Compliance Department listed below. Requests for Code or policy waivers and reports of any violation of the Code or of any law or applicable regulation should also be directed to any of the following:

Arrow Global Legal and Compliance Department

compliance@arrow.com

Deborah Tighe

Vice president legal affairs and chief compliance officer
dtighe@arrow.com
Telephone: 1 303 824 3773 (U.S.)

Rebecca Bower

Legal counsel director
rebecca.bower@arrow.com
Telephone: 1 303 824 3719 (U.S.)

Carine Jean-Claude

Senior vice president and chief legal officer
cjeanclaude@arrow.com
Telephone: 1 303 824 3753 (U.S.)

Arrow Asia Pacific

Brenda Chong

Vice president legal affairs
In Cantonese, Mandarin or English
brenda.chong@arrowasia.com
Telephone: +852 2253 3356 (Hong Kong)

Cindy Wei

Director legal affairs and compliance
In Cantonese, Mandarin or English
cindy.wei@arrow.com
Telephone: +852 2484 2895 (Hong Kong)

Arrow Europe

Horst Schwanke

Vice president legal affairs
In English, Dutch or German
HSchwanke@ArrowEurope.com
Telephone: 49 6102 5030 8947 (Germany)

Sarwat Ayub

Director legal affairs and compliance
In English or German
sarwat.ayub@arrow.com
Telephone: +49 6102 5030 8628 (Germany)

Arrow Latin America

Fernanda Ferreira Suarez

In English or Portuguese
Director legal affairs and compliance
fernanda.suarez@arrow.com
Telephone: +55 11 3613-9300 (Brazil)



Arrow seeks to help protect personal data. All personal data will be treated as confidential.



Confidential Reporting on Arrow's AlertLine

Arrow maintains a 24-hour a day, seven days a week "AlertLine," which provides a method for reporting to the Chief Compliance Officer and, where appropriate, Arrow's Board of Directors with complete anonymity (subject to restrictions which may be imposed by laws of your home country). Reports may be made in any language.

Go to <http://arrowalertline.arrow.com/> to submit a concern online or to obtain dialing instructions if you prefer to call.



Are You Five Years Out?

Most people live in the present. The world of now. But a handful of us work in a unique world that doesn't quite exist yet—the world of Five Years Out.

Five Years Out is the tangible future. And the people who live and work there know that new technologies, new materials, new ideas and new electronics will make life not only different, but better. Not just cheaper, but smarter. Not just easier, but more inspired.

Five Years Out is an exciting place to be. So exciting that, once you've been there, it's hard to get excited about the present. Because we know what's coming is going to be so much better.

Five Years Out is a community of builders, designers, engineers and imaginers who navigate the path between possibility and practicality. Creating the future of everything from cars to coffeemakers.

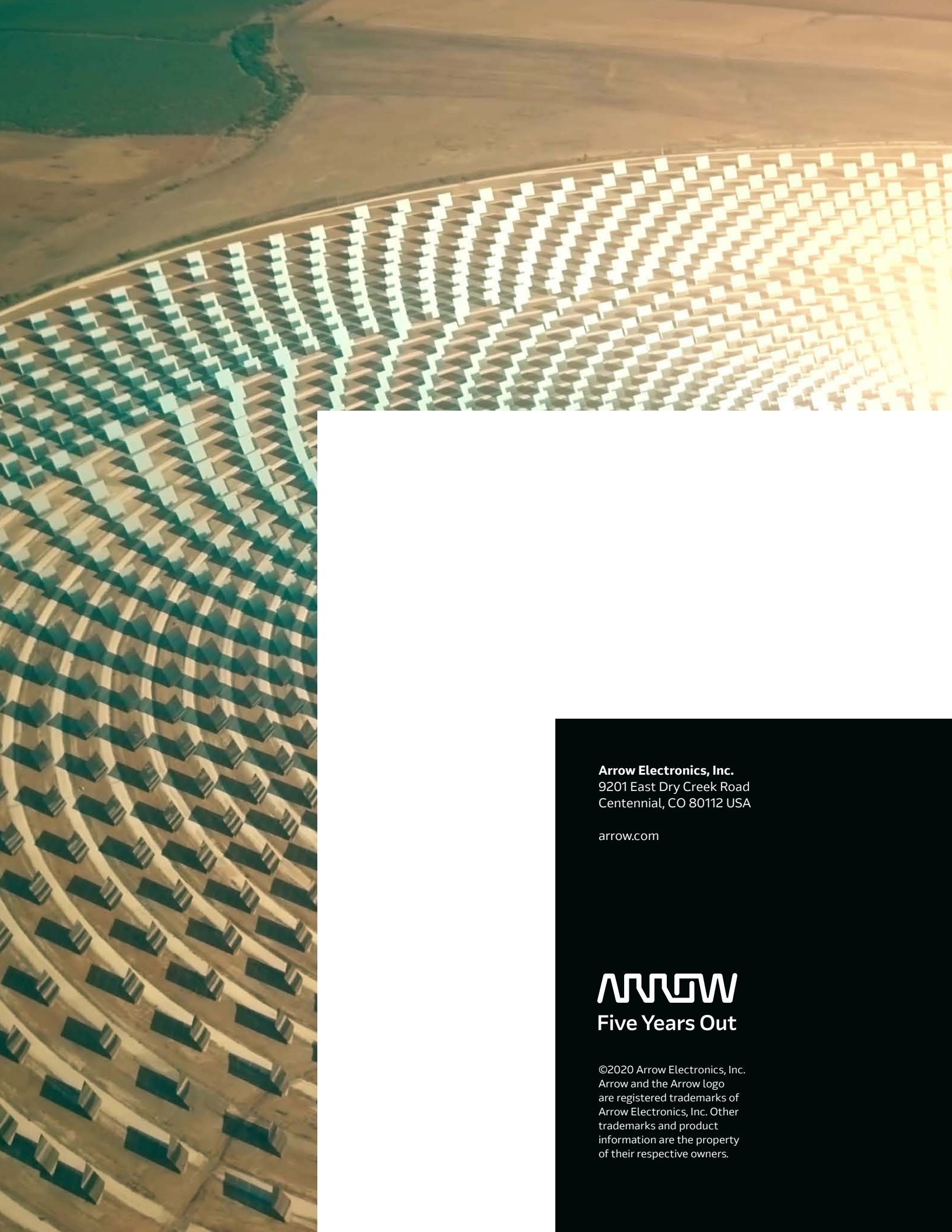
Are you one of them? Then you're probably working with us.

arrow.com

FiveYearsOut.com

Visit our websites to learn more about the professional services available to you.





Arrow Electronics, Inc.
9201 East Dry Creek Road
Centennial, CO 80112 USA

arrow.com

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Five Years Out

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