



# Arm Holdings plc SoftBank Group Corp

Building a \$25 billion revenue business

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Ian Thornton, VP Investor Relations  
Tokyo - March 30, 2026



### **Cautionary Note Regarding Forward-Looking Statements**

This presentation contains forward-looking statements that involve a number of risks and uncertainties. Arm Holdings plc (the “Company” or “Arm”) cautions readers that any forward-looking information is not a guarantee of future performance and actual results could differ materially from the information expressed or implied by these forward-looking statements. When used in this presentation, words such as “may,” “might,” “will,” “could,” “would,” “should,” “expect,” “is/are likely to,” “intend,” “plan,” “objective,” “anticipate,” “believe,” “estimate,” “predict,” “potential,” “target,” “continue,” “ongoing” and similar expressions and any other statements that are not historical facts are intended to identify forward-looking statements.

Such forward-looking statements include, but are not limited to, projections and estimates of the TAM for our products and our expectations regarding revenue, licensing and royalty mix and growth, in both the near and long-term; our expectations regarding the impact of the introduction of new products on our existing operations, customer base, and demand; our vision for the future of Arm and AI computing; our ability to implement new products and business initiatives, including the expansion of our business model into production silicon; Arm AGI CPU and its expected performance, scale, efficiency and projected energy savings; our annual product roadmap; data center and agentic AI growth generally, including anticipated data center capacity; the Company’s partnerships and customer expectations; projections relating to our future financial results, growth, products and services; our financial position; our market opportunity, demand and growth drivers; and any other statements that are not historical facts.

Forward-looking statements involve a number of risks, uncertainties or other factors beyond our control that may cause actual results to differ materially. These factors include, but are not limited to, our ability to implement our strategic initiatives; our development of new products and technologies; our entry into new business areas, including production silicon, and the associated execution risks; our reliance on third parties to manufacture, assemble, package and test our products; market acceptance of our products; the accuracy of comparative performance benchmarks and claims; the impact of technological development and competition; the development and growth of the AI market generally; any potential design, manufacturing, hardware or software defects; changes in customer preferences and demands; changes in industry standards; global economic, political and market conditions and fluctuations; geopolitical instability, government and industry regulation; and global competition. For a complete discussion of factors that could materially affect our financial results and operations, please refer to the reports we file from time to time with the SEC, including our Annual Report on Form 20-F. Copies of reports we file with the SEC are posted on our website and are available without charge. The Company undertakes no obligation to publicly update any forward-looking statement, whether as a result of new information, future events or otherwise.

### **Non-GAAP Financial Measures**

Arm utilizes, and this presentation includes, certain non-GAAP financial measures that differ from measures calculated in accordance with GAAP. Arm’s non-GAAP financial measures include non-GAAP operating margin and non-GAAP earnings per share. Arm believes these non-GAAP financial measures provide useful information to investors and others in understanding and evaluating its results of operations, as well as provide a useful measure for period-to-period comparisons of its business performance. Moreover, Arm has included these non-GAAP financial measures because they are key measurements used by its management internally to make operating decisions, including those related to analyzing operating expenses, evaluating performance, and performing strategic planning and annual budgeting. Arm believes that the presentation of its non-GAAP financial measures, when viewed holistically, is helpful to investors in assessing the consistency and comparability of its performance in relation to prior periods and facilitates comparisons of its financial performance relative to its competitors, particularly with respect to competitors that present similar non-GAAP financial measures in addition to their GAAP results.

Non-GAAP financial measures are presented for supplemental financial purposes only, should not be considered a substitute for financial measures prepared in accordance with GAAP, and may not align with similar financial measures presented by Arm’s competitors, which may limit the ability of investors to assess Arm’s performance relative to certain peer companies.

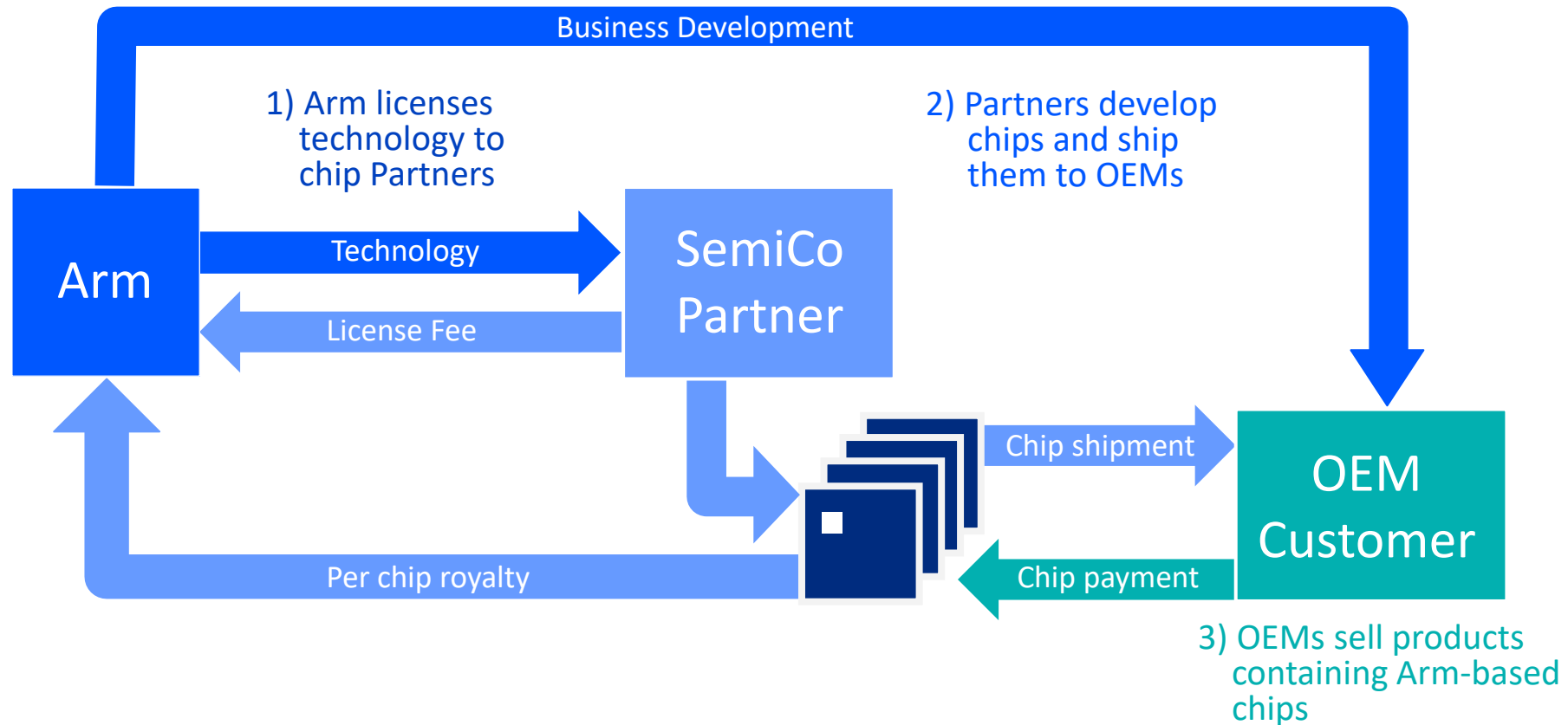
Arm is unable to provide a reconciliation of certain non-GAAP guidance measures to the corresponding GAAP measures on a forward-looking basis because doing so would not be possible without unreasonable effort due to, among other things, the potential variability and limited visibility of the excluded items. For the same reasons, Arm is unable to address the probable significance of the unavailable information.

# Agenda

- Overview of Arm's IP business
- Announcing Arm's new data center CPU chip strategy
- Revenue and profits forecast for FYE31
- Q&A

# Arm's business model

- Arm develops technology that is licensed to semiconductor companies
- Arm receives an upfront license fee and a royalty on every chip that contains its technology



# Arm's Unparalleled Ecosystem of Developers

22M

Developers on Arm,  
for Arm



1.5Bn

Ecosystem hours



>50%

Arm's market share of  
chips with CPUs



30M+

Developer hours  
1<sup>st</sup> decade of Armv9



android 

 iOS

 Green Hills  
SOFTWARE

Linux 

 Microsoft

 NVIDIA  
CUDA

 Red Hat

  
TensorFlow

vmware<sup>®</sup>

WINDRV<sup>R</sup>

# Growth from volume expansion, share gains and increased content



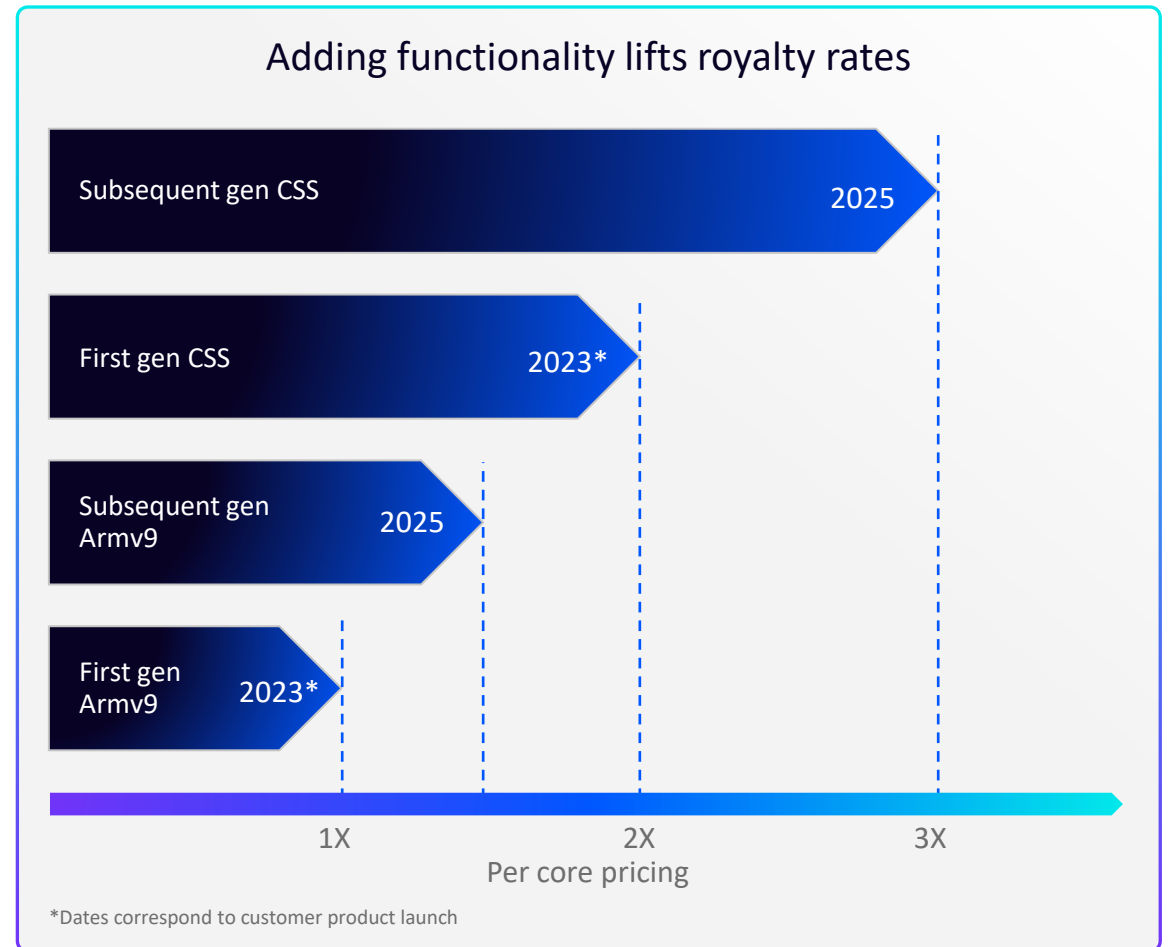
- Semiconductor industry revenue has grown at a 5% CAGR over past six years and is forecasted to grow at a CAGR of 8% to 2030\*

- Arm is gaining share in growing markets

- More advanced workloads need Arm's latest technology, driving royalty rate per chip

# Technology improvements lifting royalty per chip

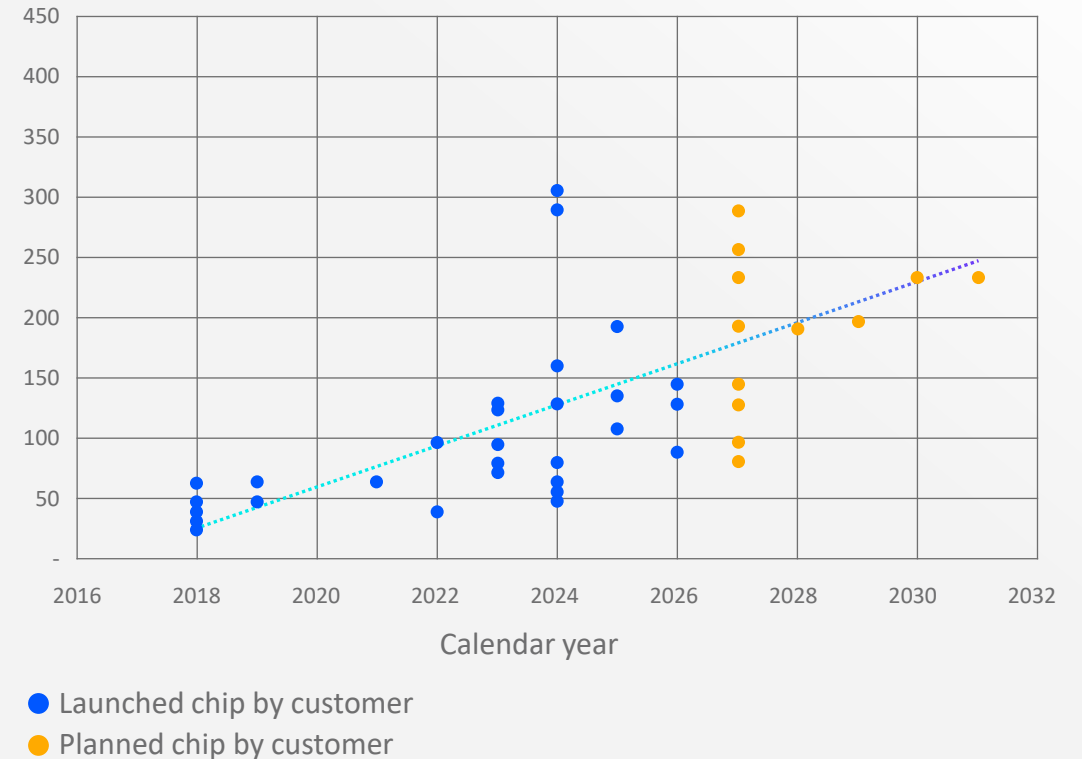
- AI is driving fierce competition in functionality and time to market
- Arm's continuing innovation keeps customers on the leading edge...
- ...and allows Arm to capture more value through improved royalty rates



# Rising core count lifting royalty per chip

- In the data center, royalty rates per core are rising
- AI, including agentic AI, is driving need for more cores per chip
- Compounding growth supports our high confidence in data center royalty growth

Data center chip core count trajectory

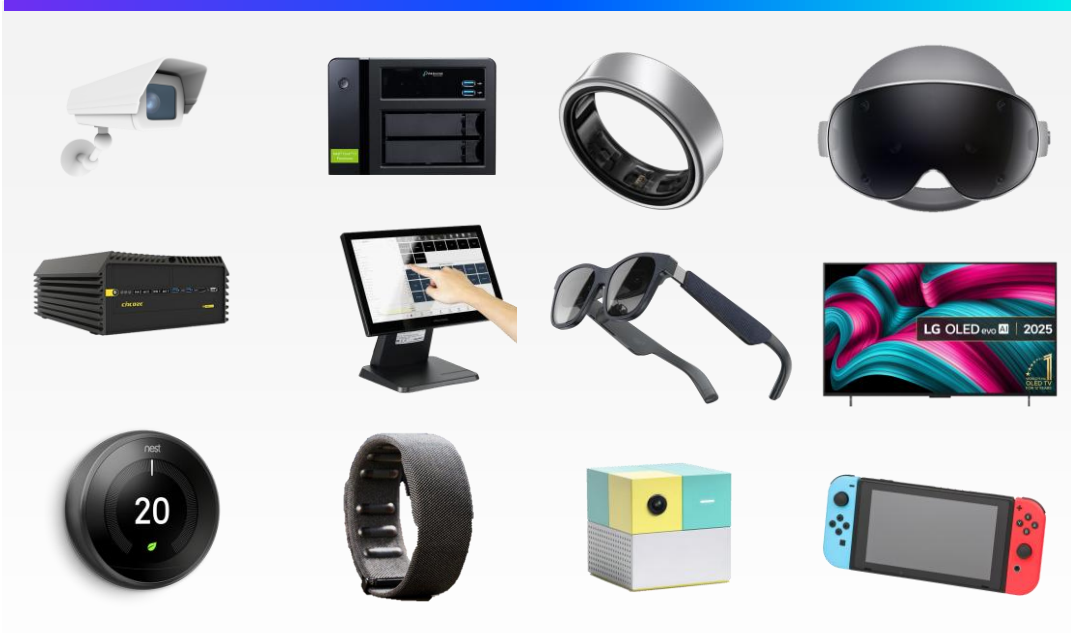


# Edge AI: Powering intelligent devices with AI and inference

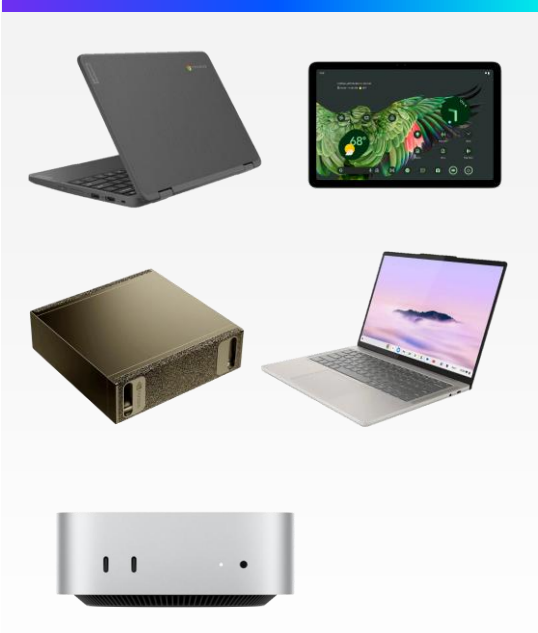
Mobile



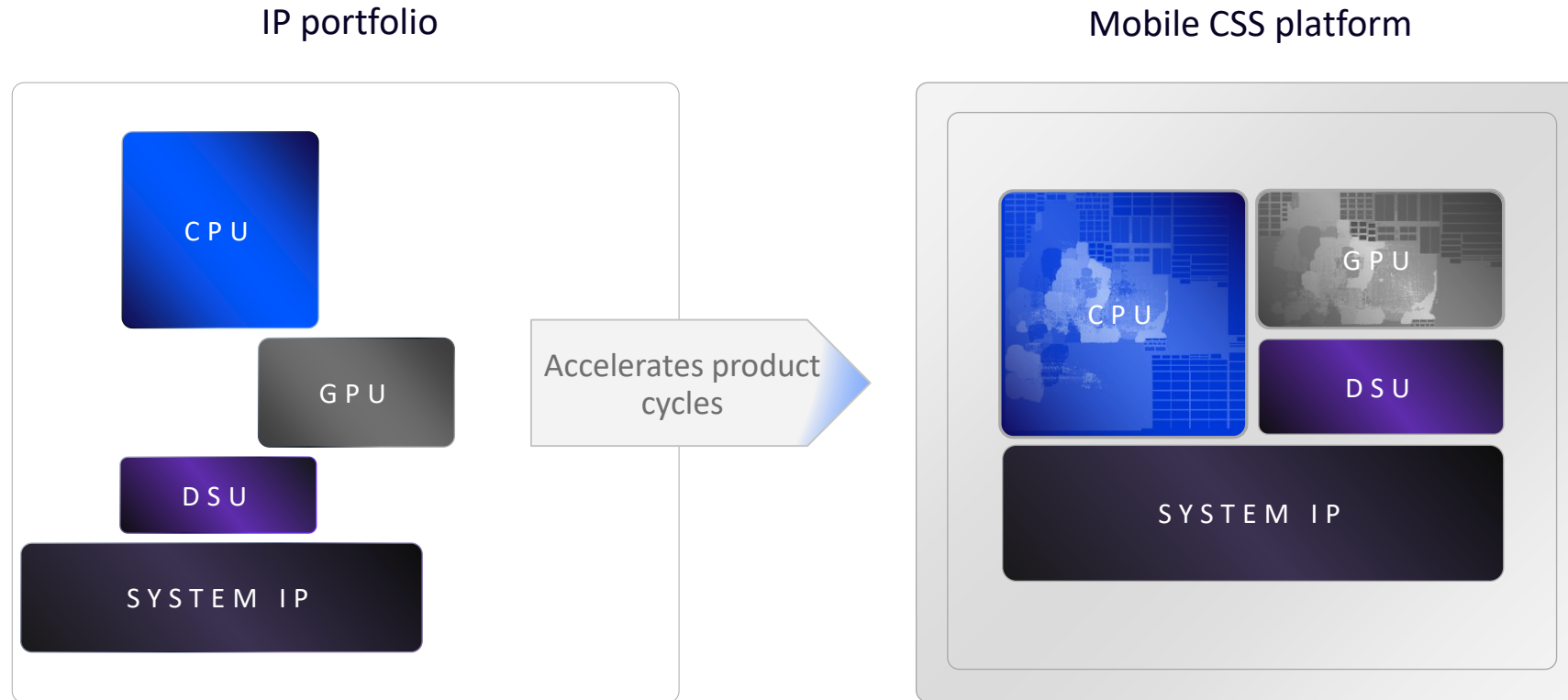
Intelligent Edge



Personal AI Computing



# Mobile CSS: Higher Arm royalty per device



Validated physical core implementations  
on leading edge nodes

# Edge AI: Accelerating revenue growth

Unit volume, CSS platforms driving royalty rates

Intelligent Edge  
IP Uplift to v9

Personal AI Computing  
*(Agentic Home)*  
New Compute Category  
CSS Platform

Personal AI Computing  
*(Tablets & Efficient Clients)*  
Share Gain  
CSS Platform



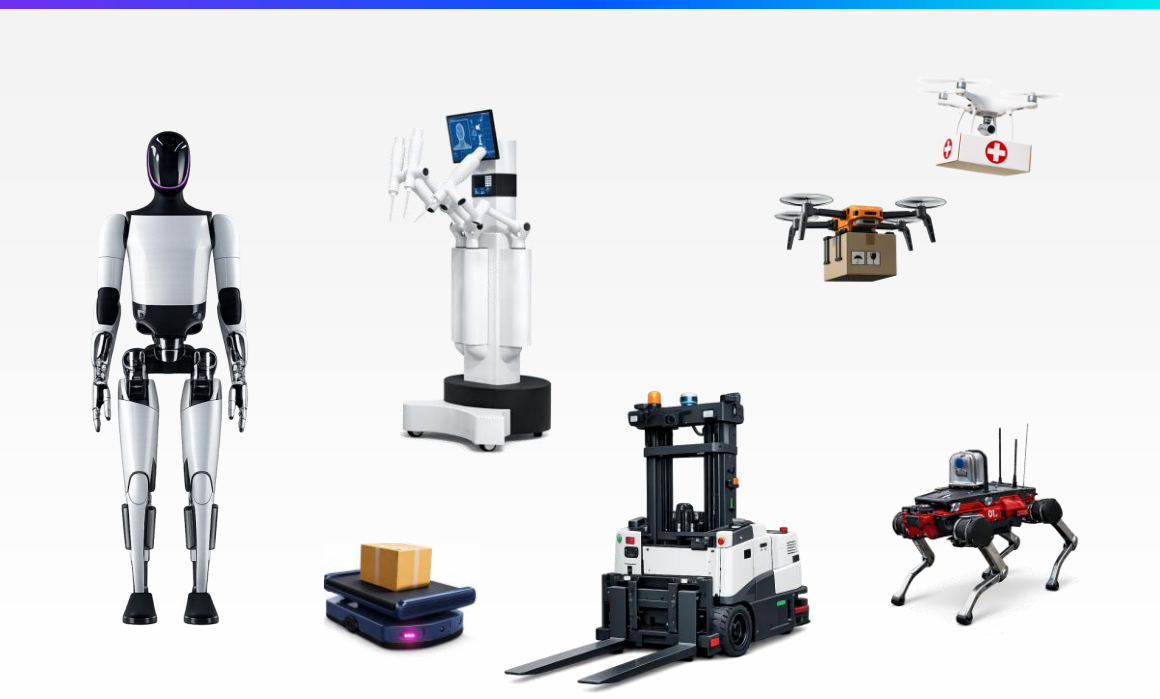
Royalty rate growth

# Physical AI: Spans industries and form factors

Autonomous vehicles

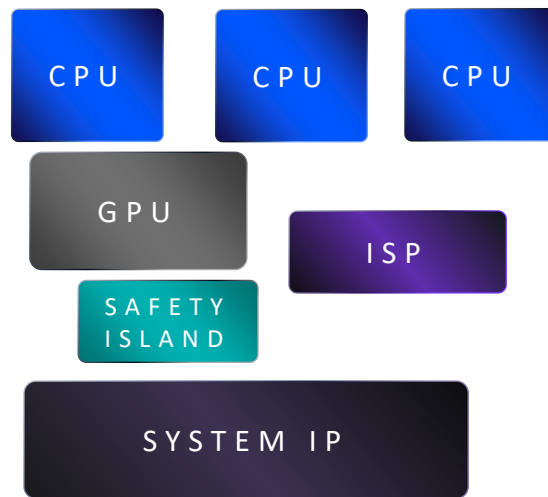


Robotics



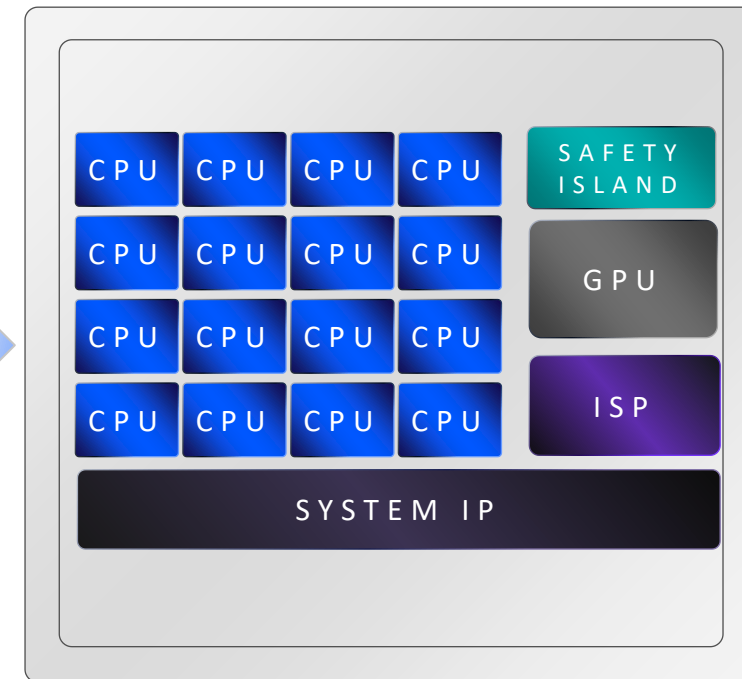
# Automotive CSS: Targeting high-growth, high-value compute

IP portfolio transitions to Armv9  
Royalties starting this year



2x faster TTM  
~20% less engineering effort

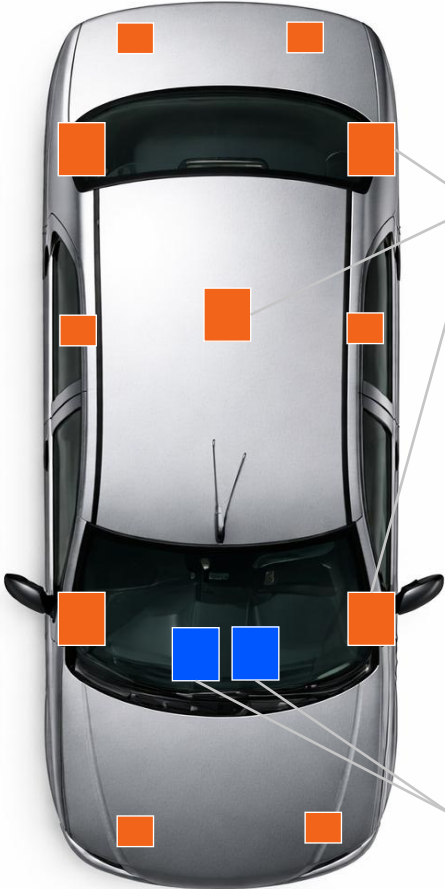
Arm Zena CSS platform  
Royalties starting in 2028



# Physical AI: Accelerating revenue growth

Distributed auto compute

Centralized high value compute



Domain controllers & ECUs

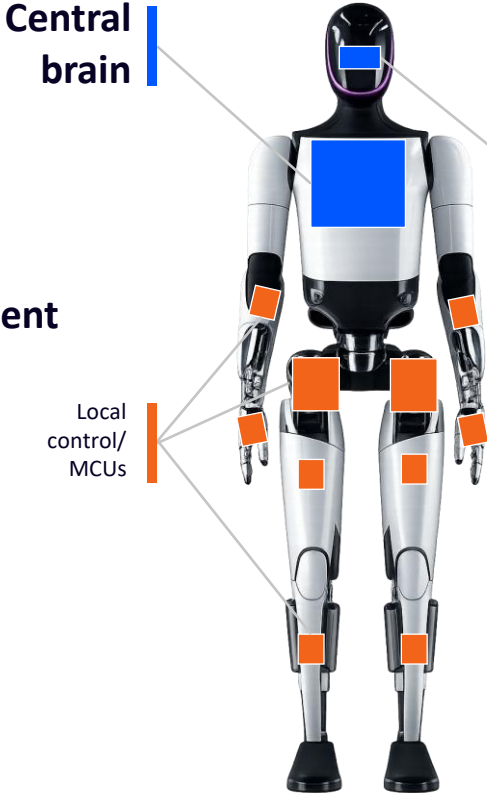
ADAS & IVI



Central perception compute

Infotainment compute

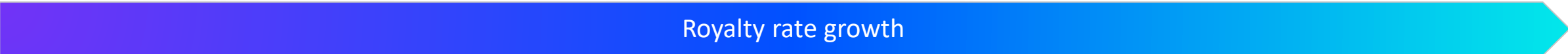
Zonal controllers



Central brain

Interactive compute

Local control/MCUs

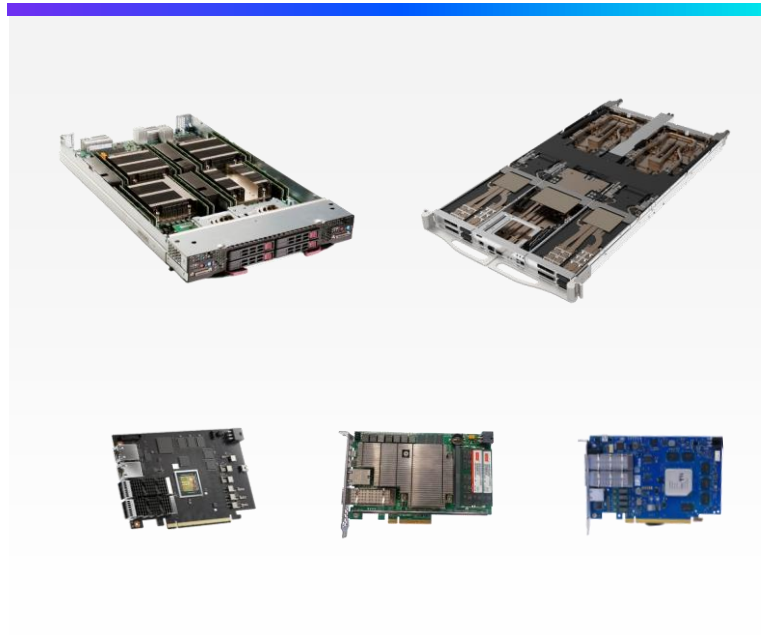


# Cloud AI: Driving the infrastructure backbone of AI growth

Cloud



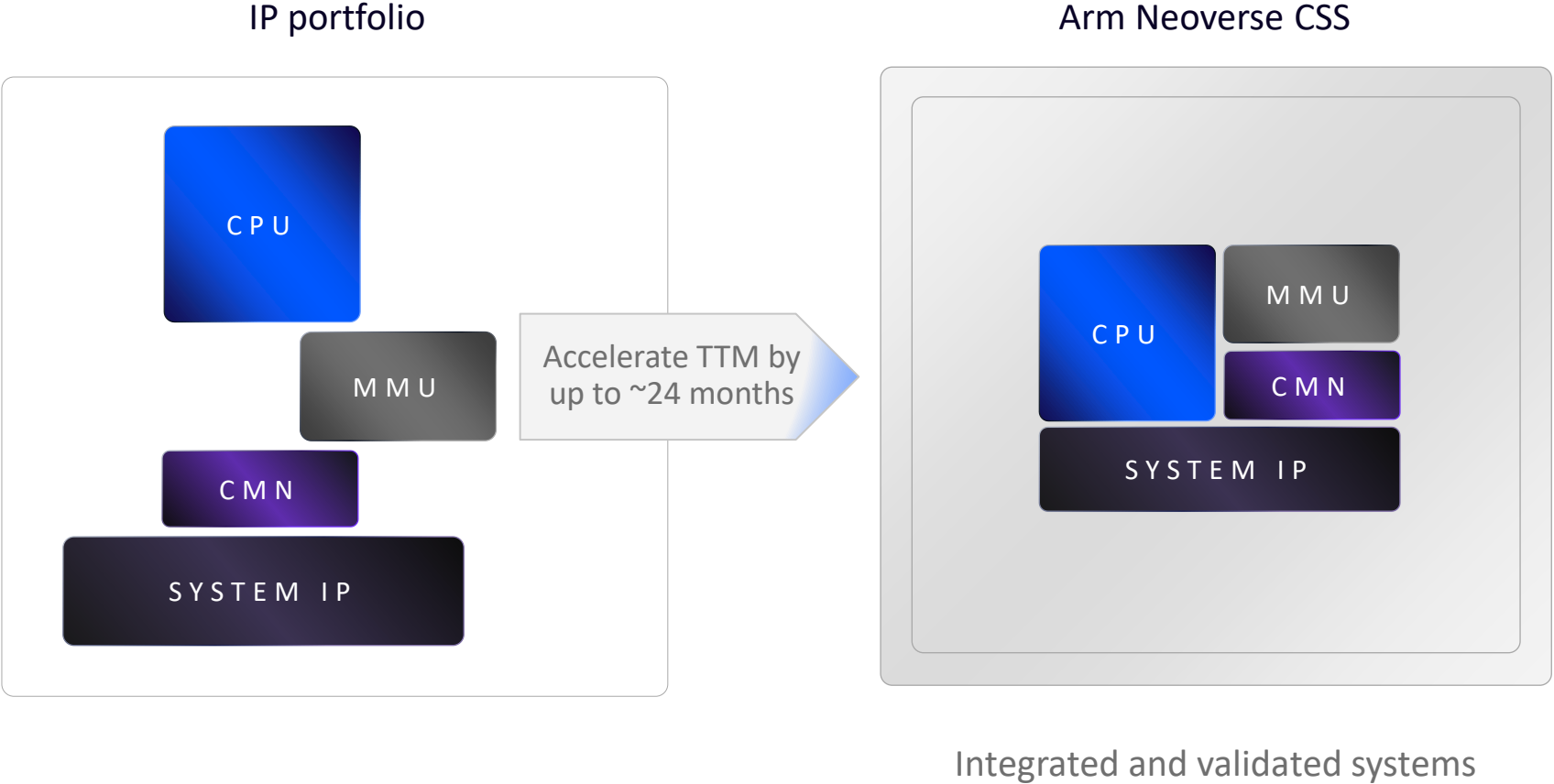
Enterprise



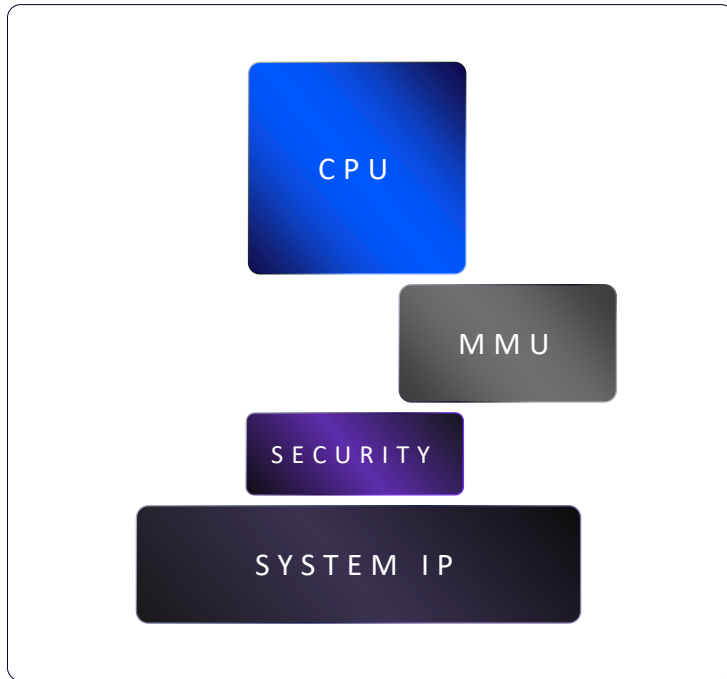
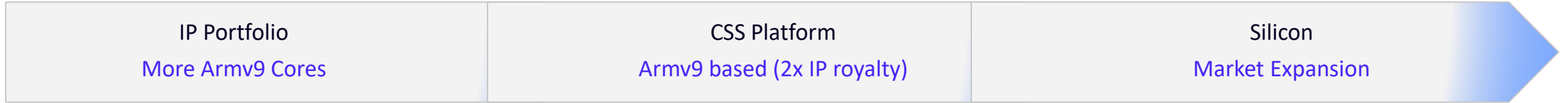
Wireless & Edge



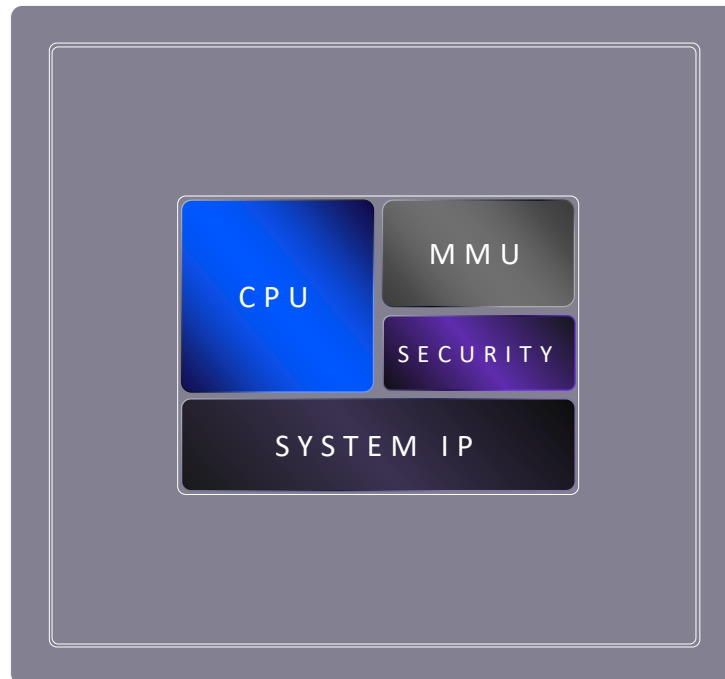
# Data Center CSS: Higher value per core



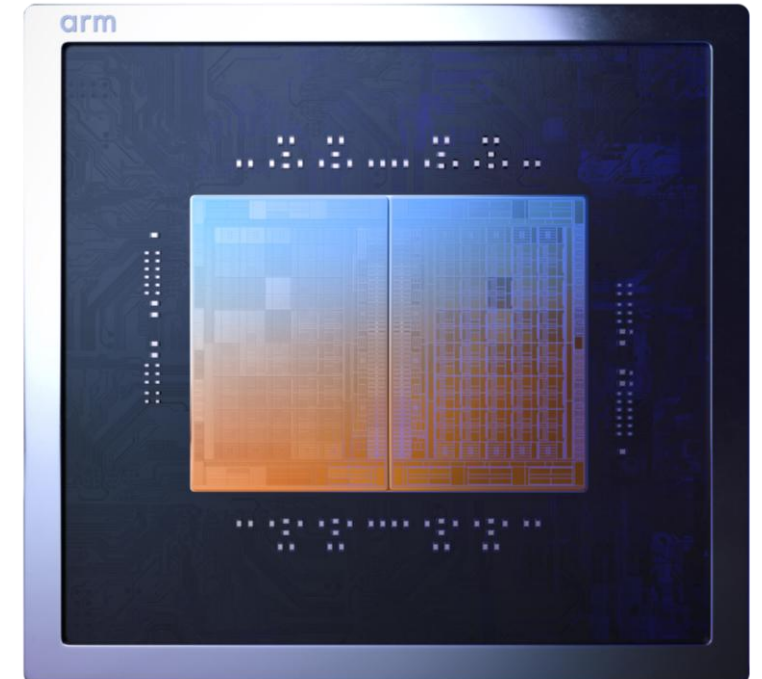
# Cloud AI: Accelerating revenue growth



Performance per watt



Integrated & validated systems



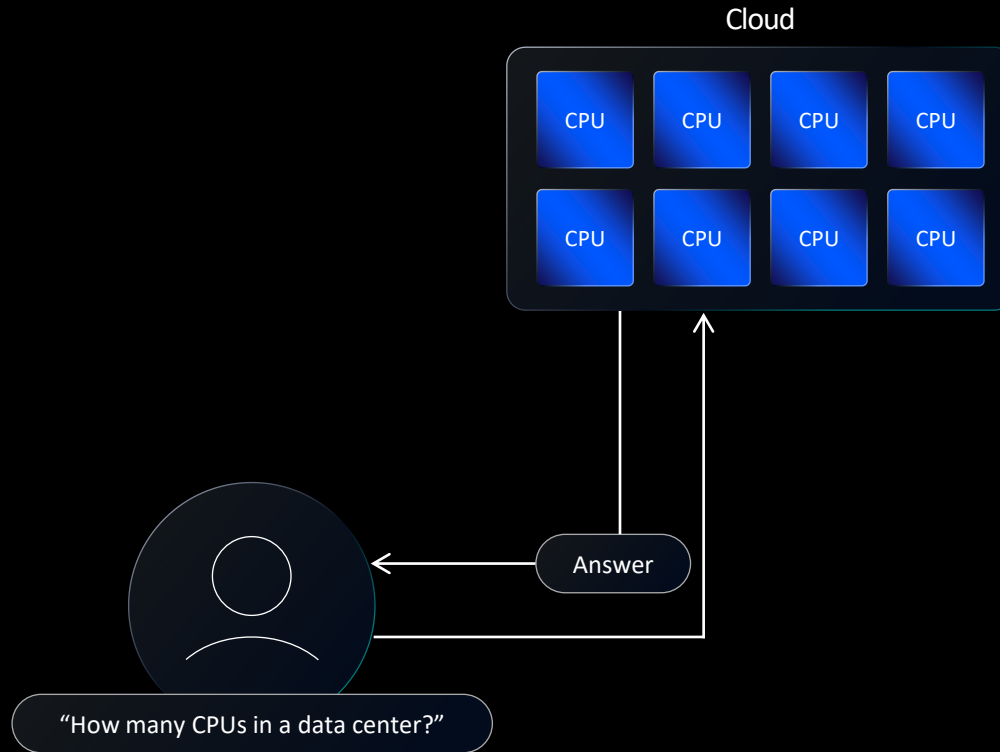
Optimized SoCs

arm

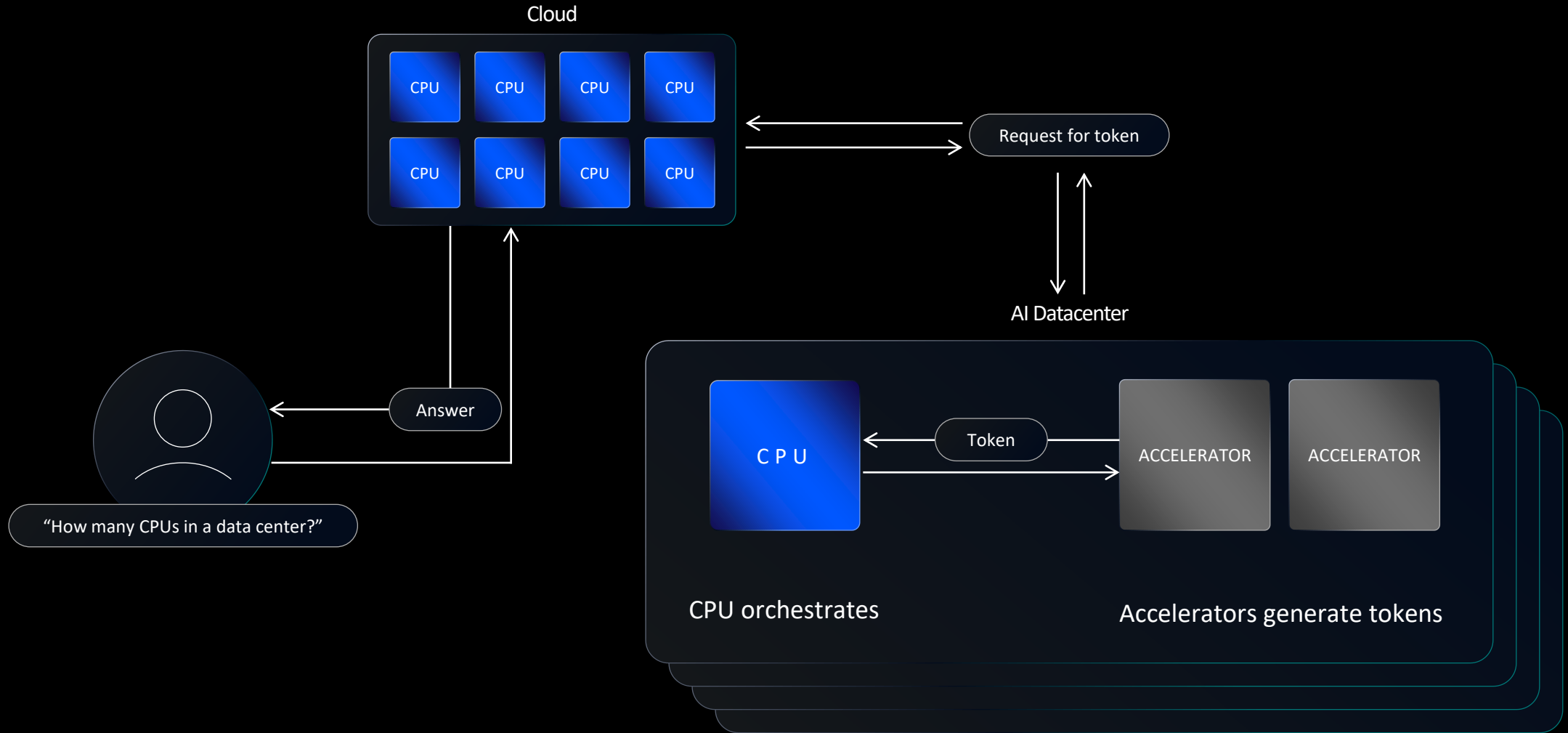
arm EVERYWHERE

# The AI Engine

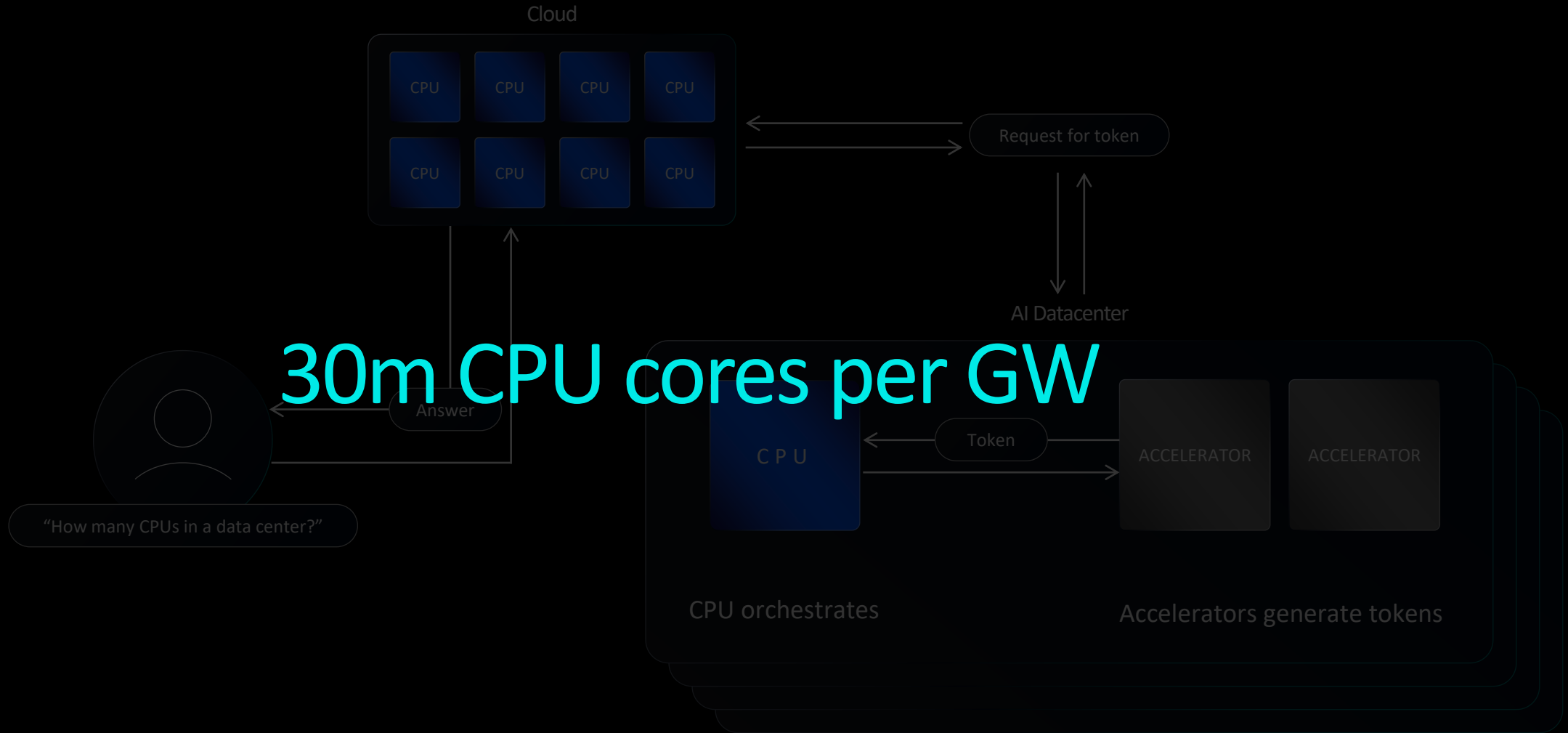
# The cloud before AI



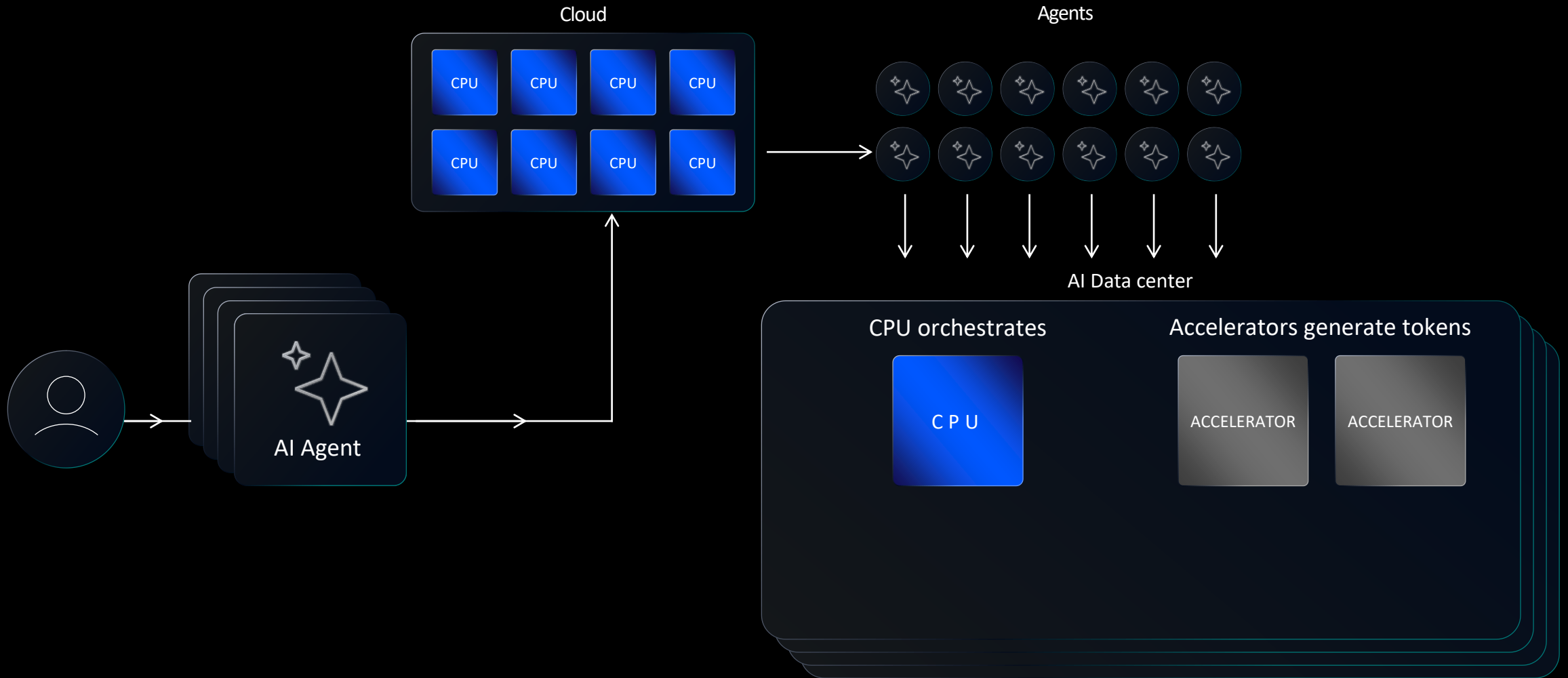
# CPUs in an AI data center



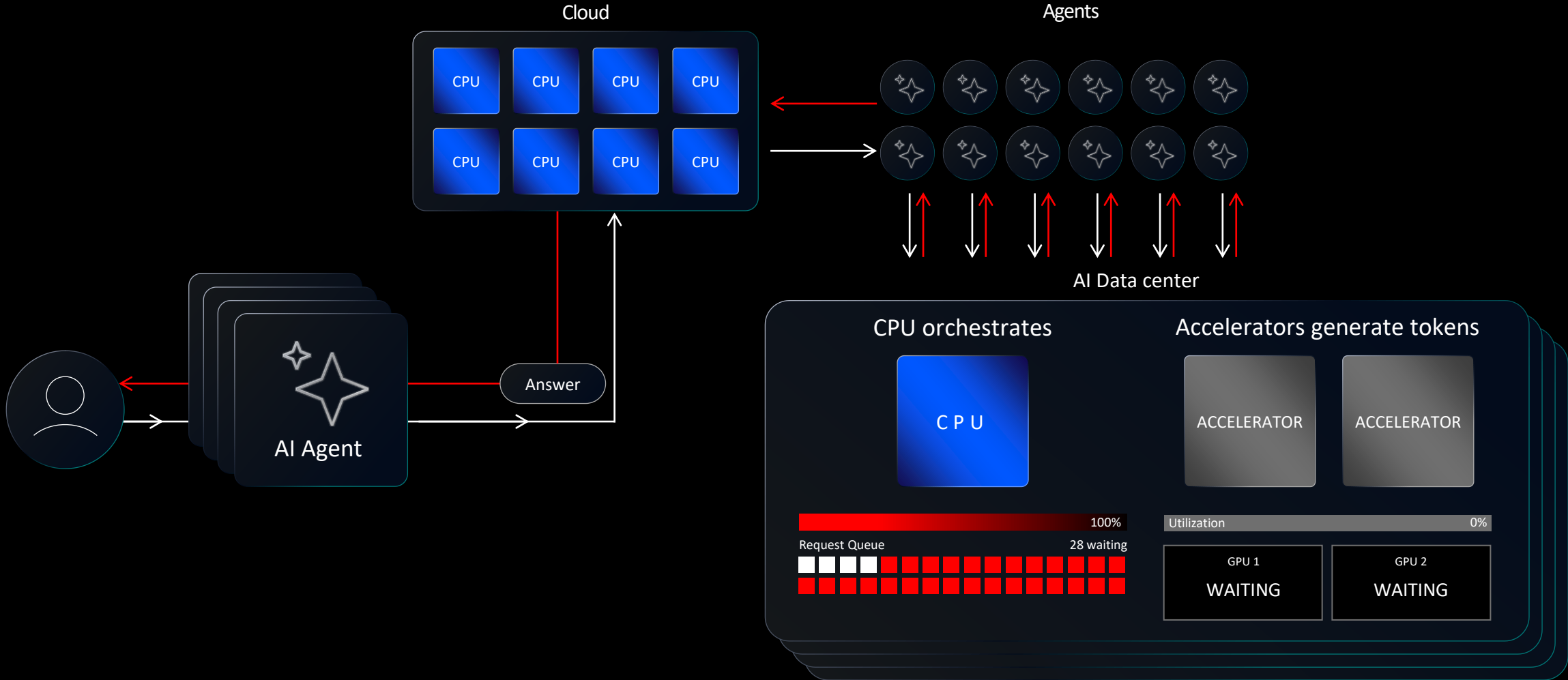
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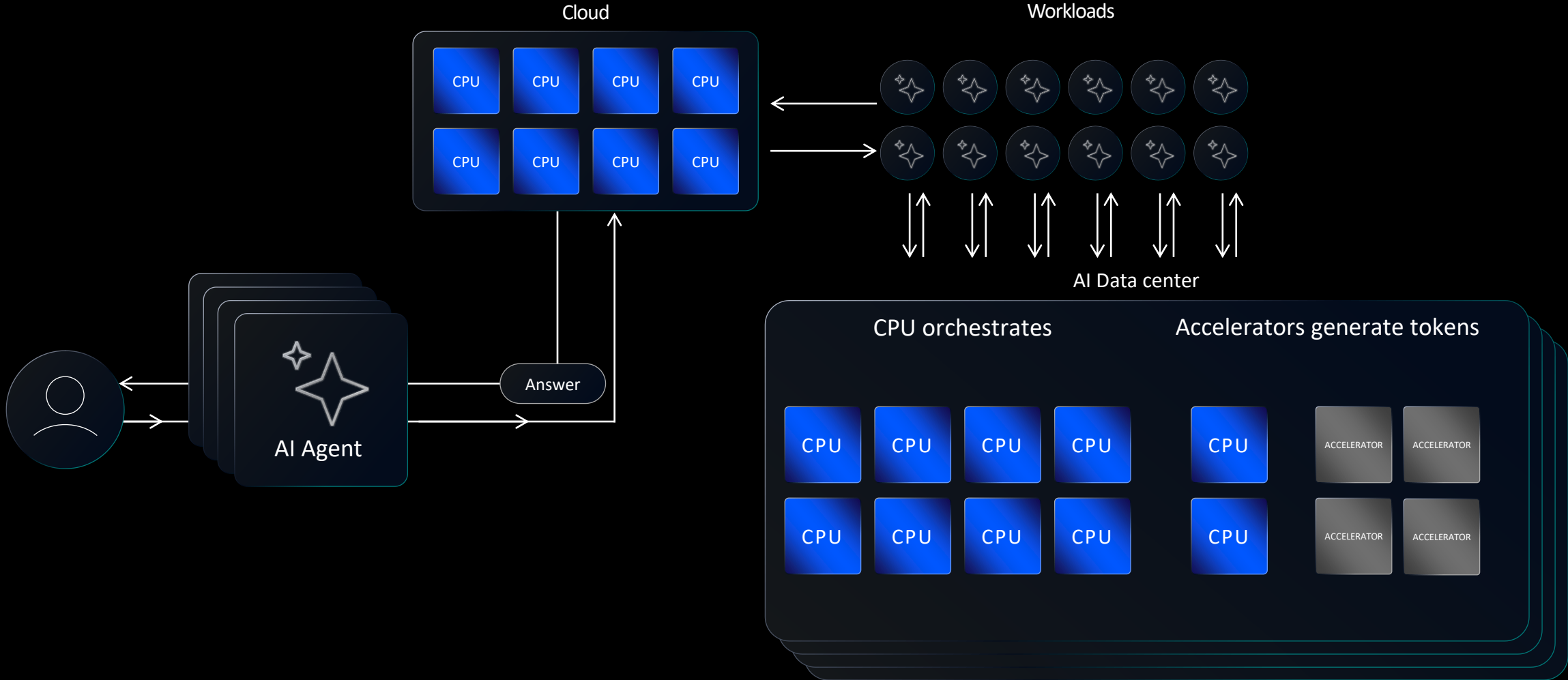
# Agents token requests >15x of humans



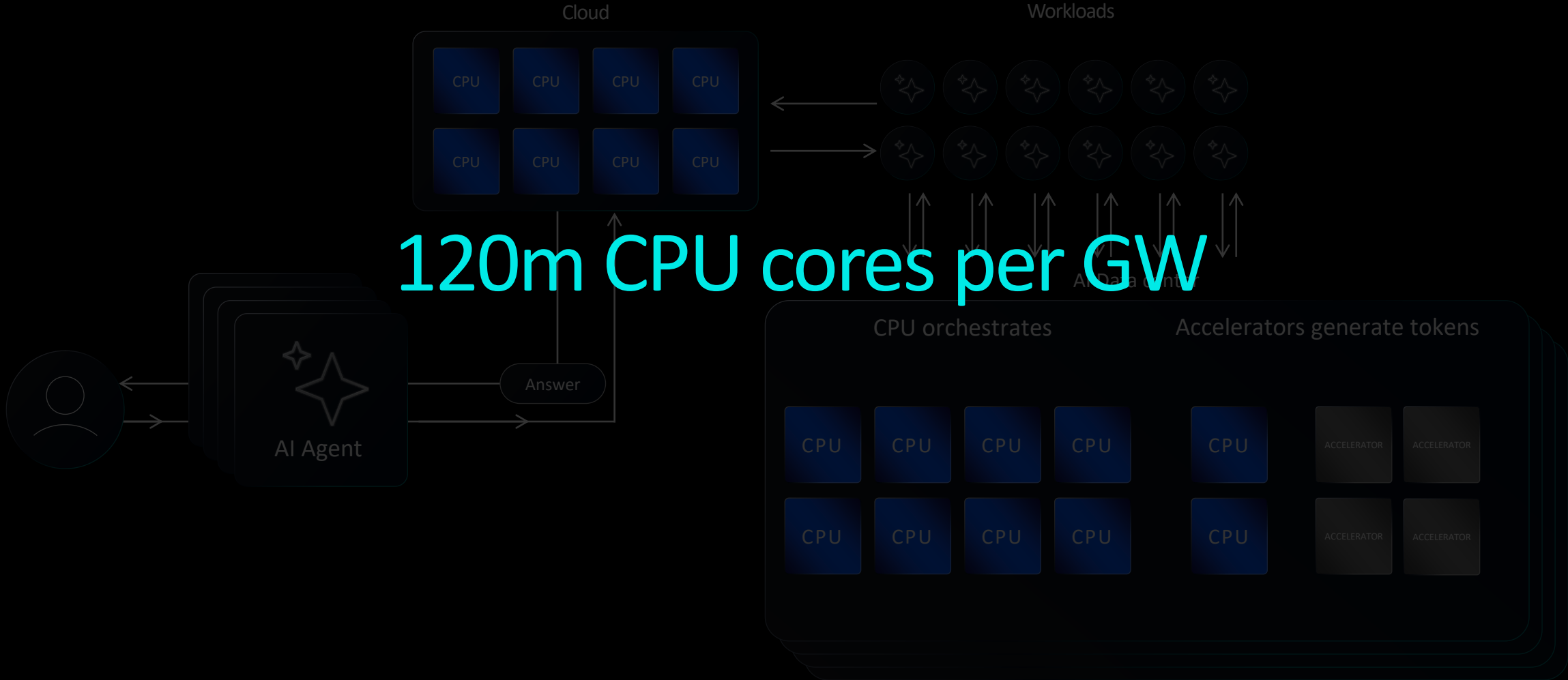
# Massive amount of agent workloads swamp CPU



# More and more CPUs needed to balance agent flow



# More and More CPUs needed to balance agent flow



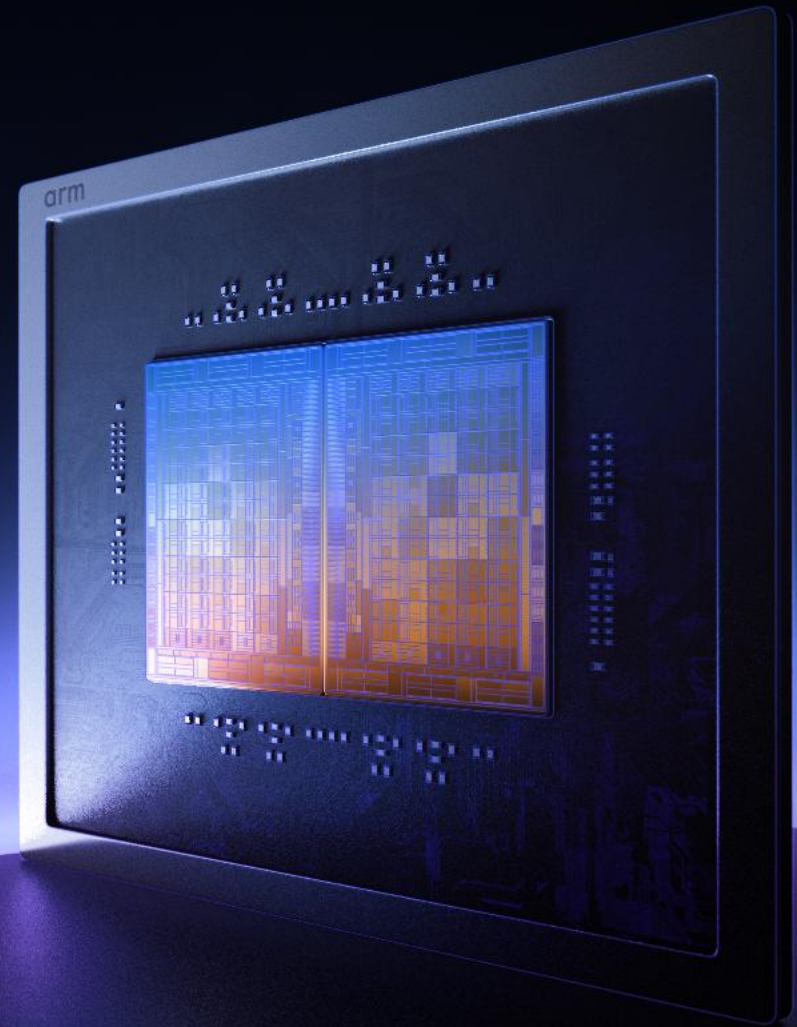
4x CPU cores  
in the same power envelope!

4x CPU cores  
in the same power envelope!

That's a problem

# arm AGI CPU

World's most efficient  
agentic CPU





# arm AGI CPU

World's most efficient agentic CPU

Performance

Scale

Efficiency

I/O for Composable AI Systems

Responsive Performance

Up to 136 Arm Neoverse V3 Cores

Legendary Arm Efficiency

Latency-Optimized  
Memory Access

Memory Tuned  
for Compute

# More than 2x performance per rack on Arm

Arm AGI CPU

36kW rack

30x 1U servers

8,160 CPU cores



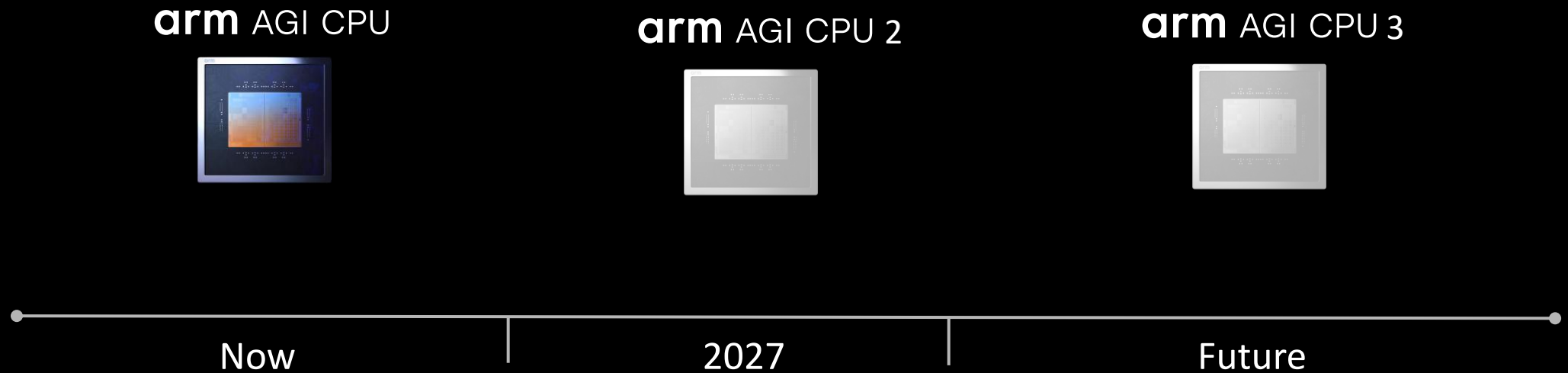
VS x86 CPU

36kW rack

17x 2U servers

4,352 CPU cores

# Roadmap of future Arm AGI CPUs



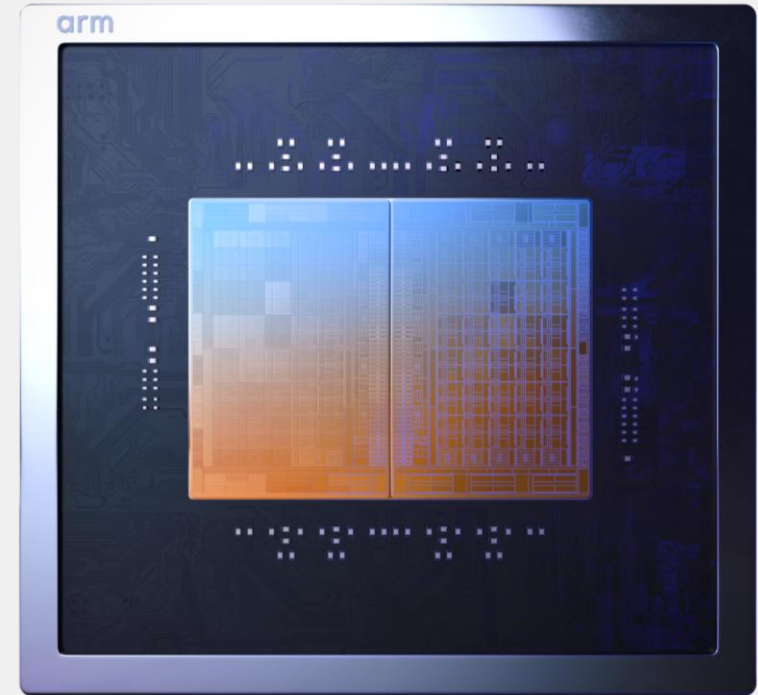
arm

Introducing the first phase  
of Arm's market expansion

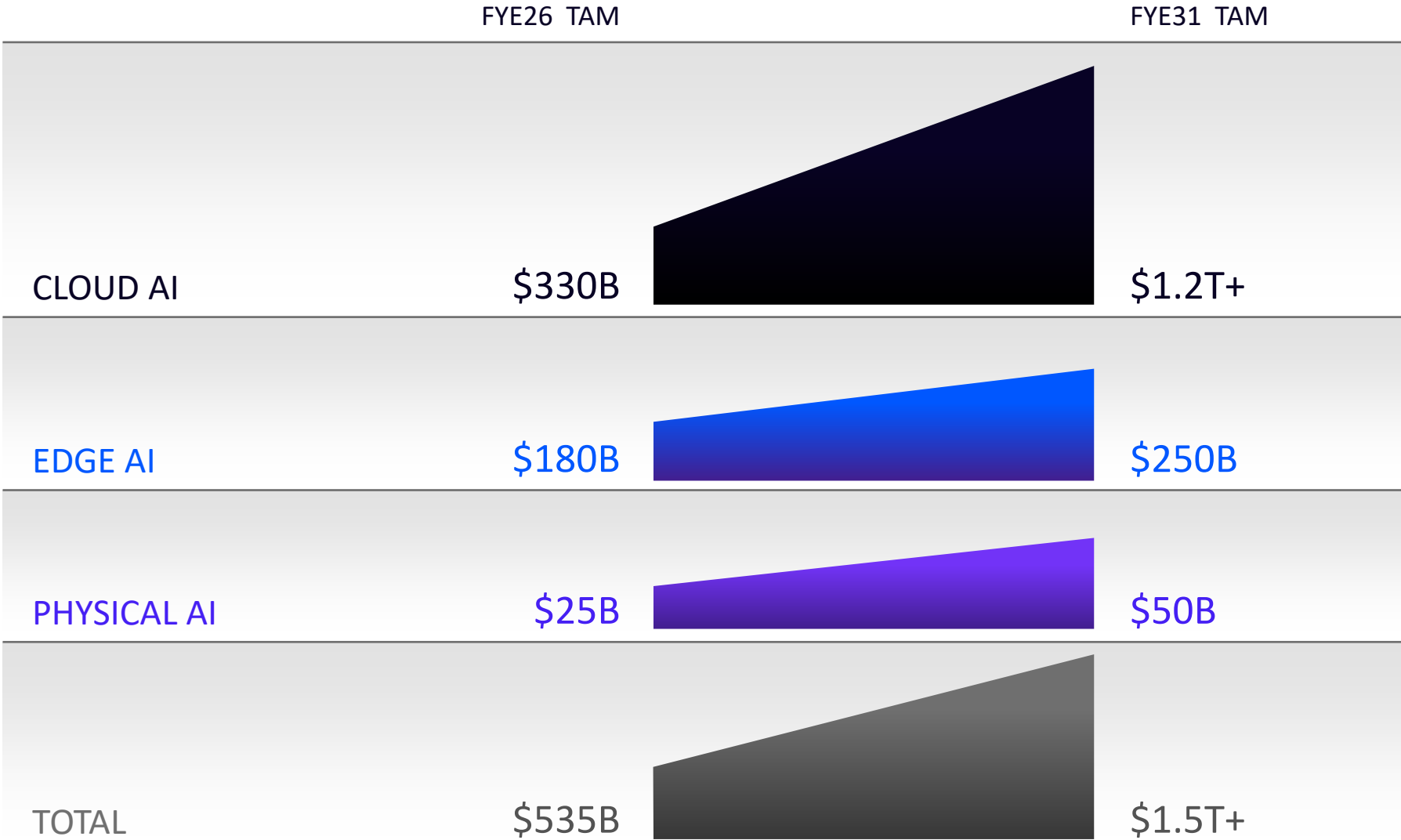


# Introducing the first phase of Arm's market expansion

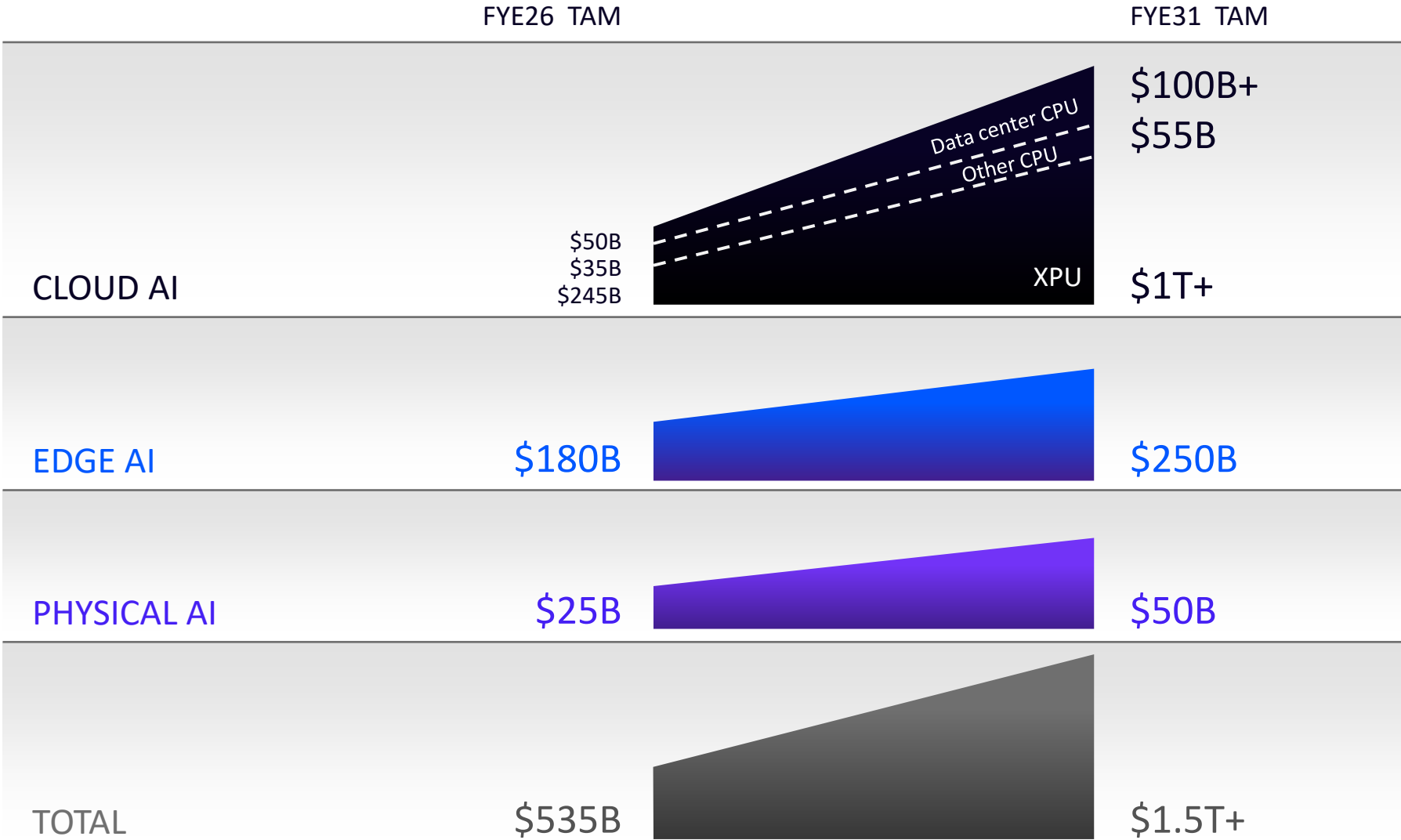
- Customer demand and financial opportunity led to the Arm AGI CPU
- Existing IP/CSS business remains strong
- Combined business is expected to be significantly accretive
- Most R&D investment is already in the business



# Massive and growing semiconductor market

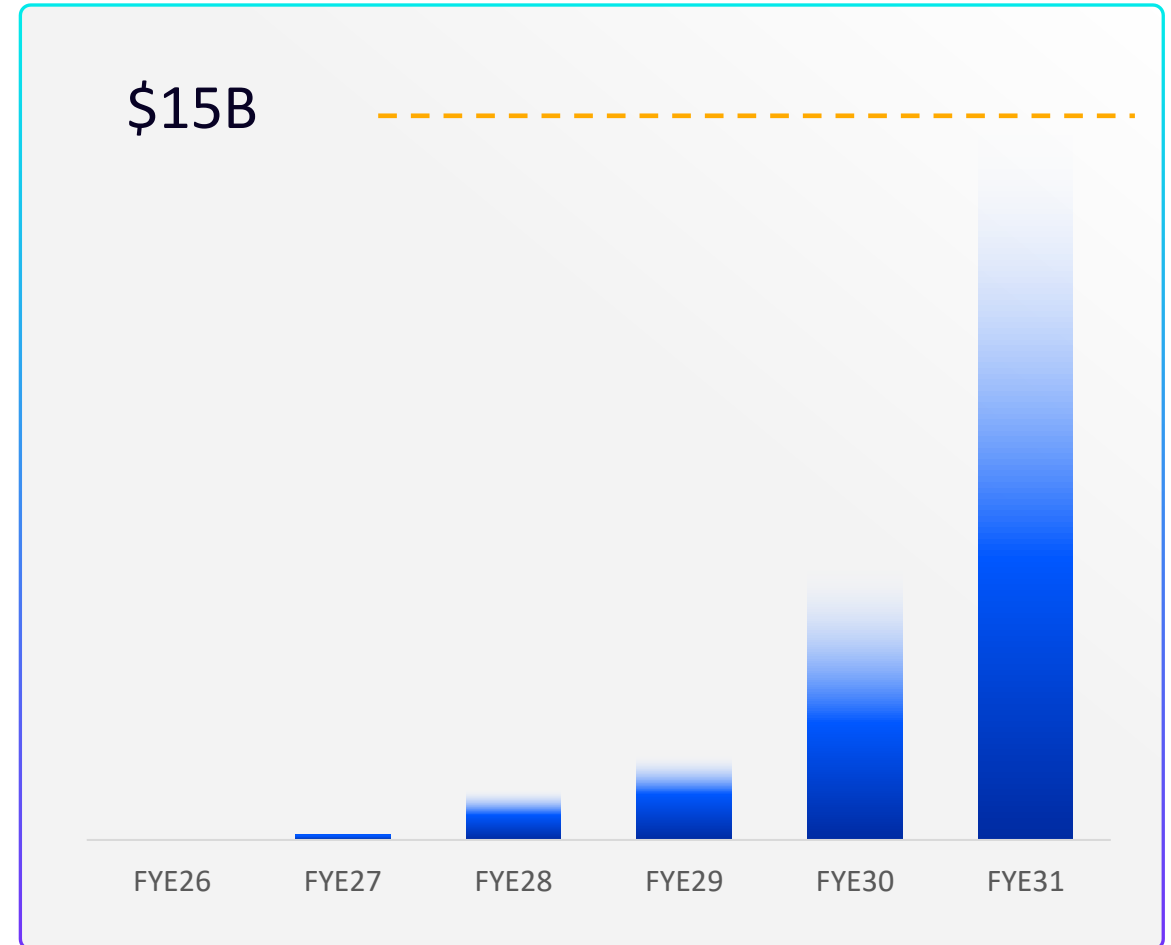


# Massive and growing semiconductor market

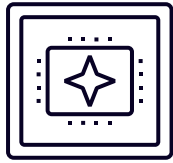


# Landing the Arm AGI CPU business

- Began with demand pull from new customers
- Arm is uniquely positioned to provide AGI CPU as most of CPU chips are mainly based on Arm IP
- FYE28 is expected to be the first year for meaningful Arm AGI CPU revenue
- Revenue to ramp exponentially to ~\$15B in FYE31



# Arm AGI CPU: Diverse customer demand



AI head-node &  
agentic orchestration



OpenAI



Cloud provider & enterprise  
SaaS



Cloud infrastructure



# Royalty revenue growth

- Royalty revenue drivers have been
  - End market growth
  - Market share gains
  - Increasing complexity and more cores per chip
  - Higher royalty rates from more advanced Arm technology (Armv9, CSS)



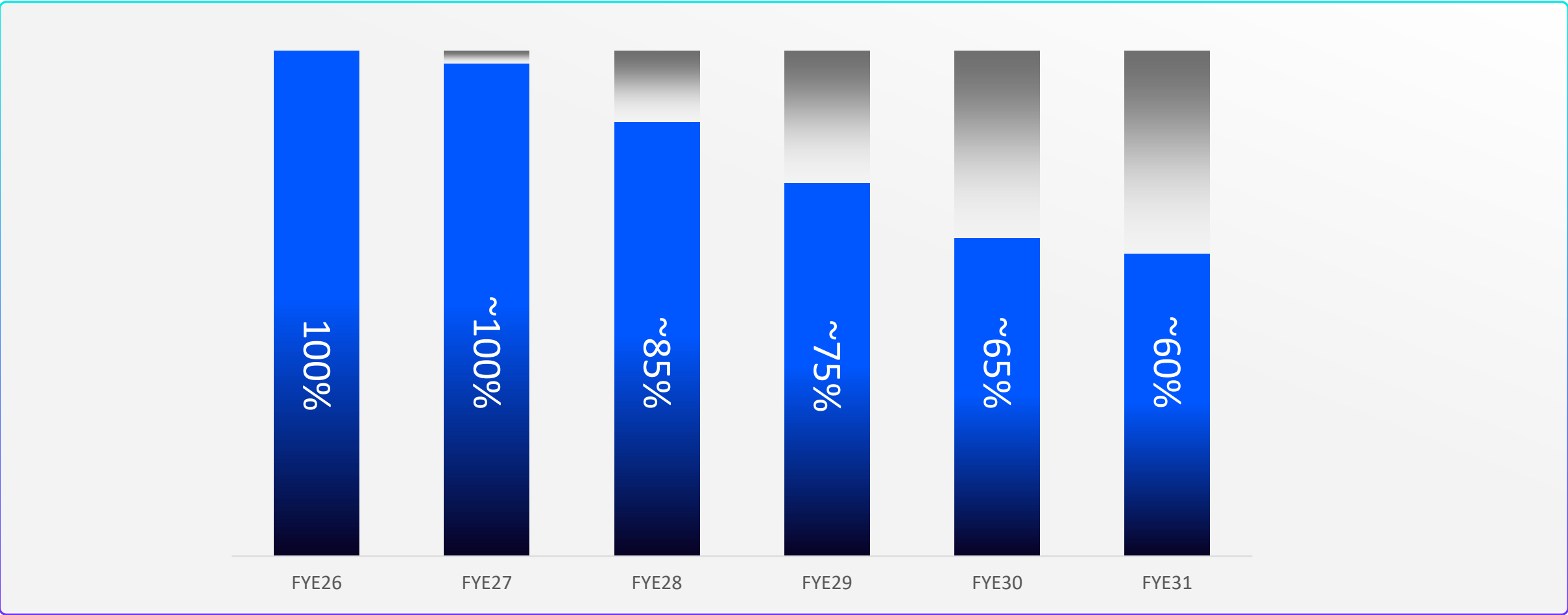
# Royalty revenue growth

- Royalty revenue drivers have been
  - End market growth
  - Market share gains
  - Increasing complexity and more cores per chip
  - Higher royalty rates from more advanced Arm technology (Armv9, CSS)
- Chip business expands opportunity – no material impact to royalty revenue trajectory
- Royalty revenue forecast to grow at a 20% CAGR from FYE26 – FYE31



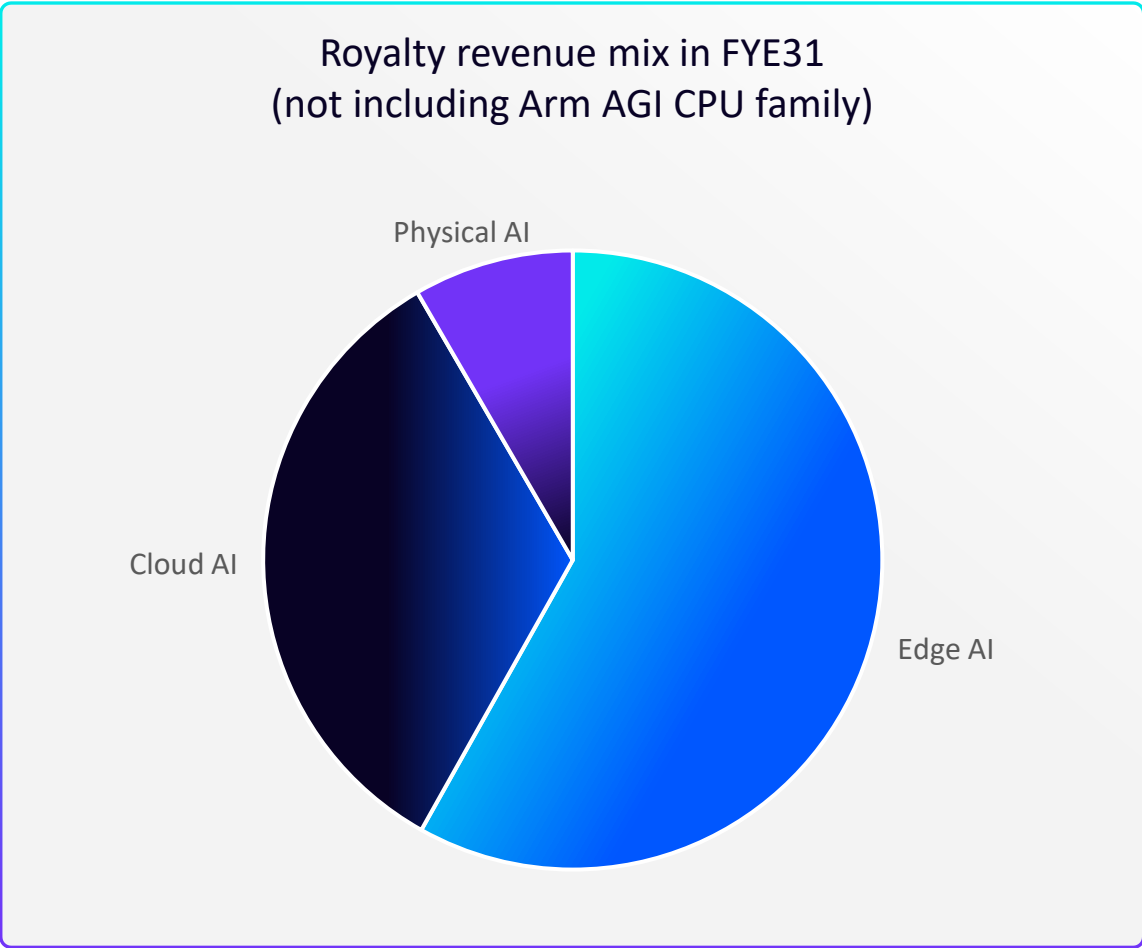
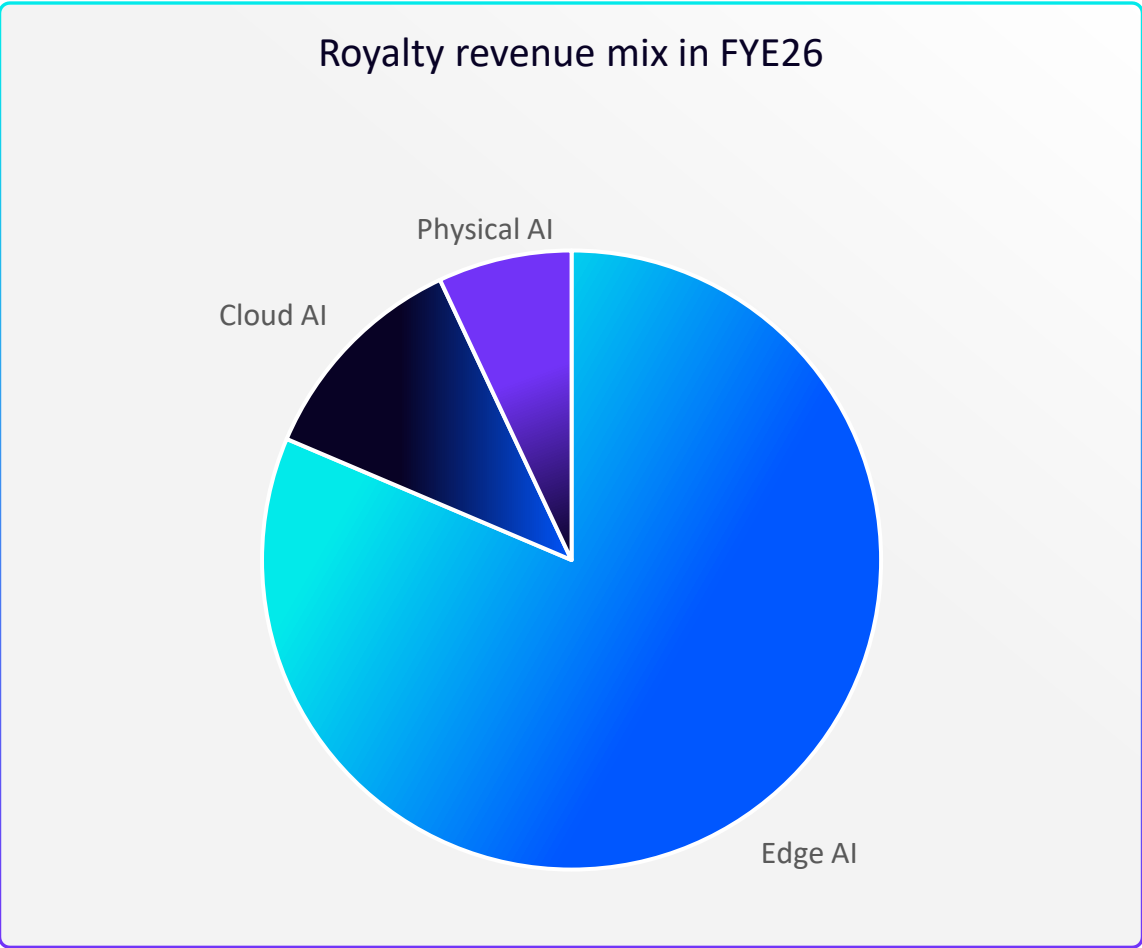
# Royalty revenue – percentage under contract drives high confidence

>70% of Arm’s forecasted royalties are based on rates already under contract



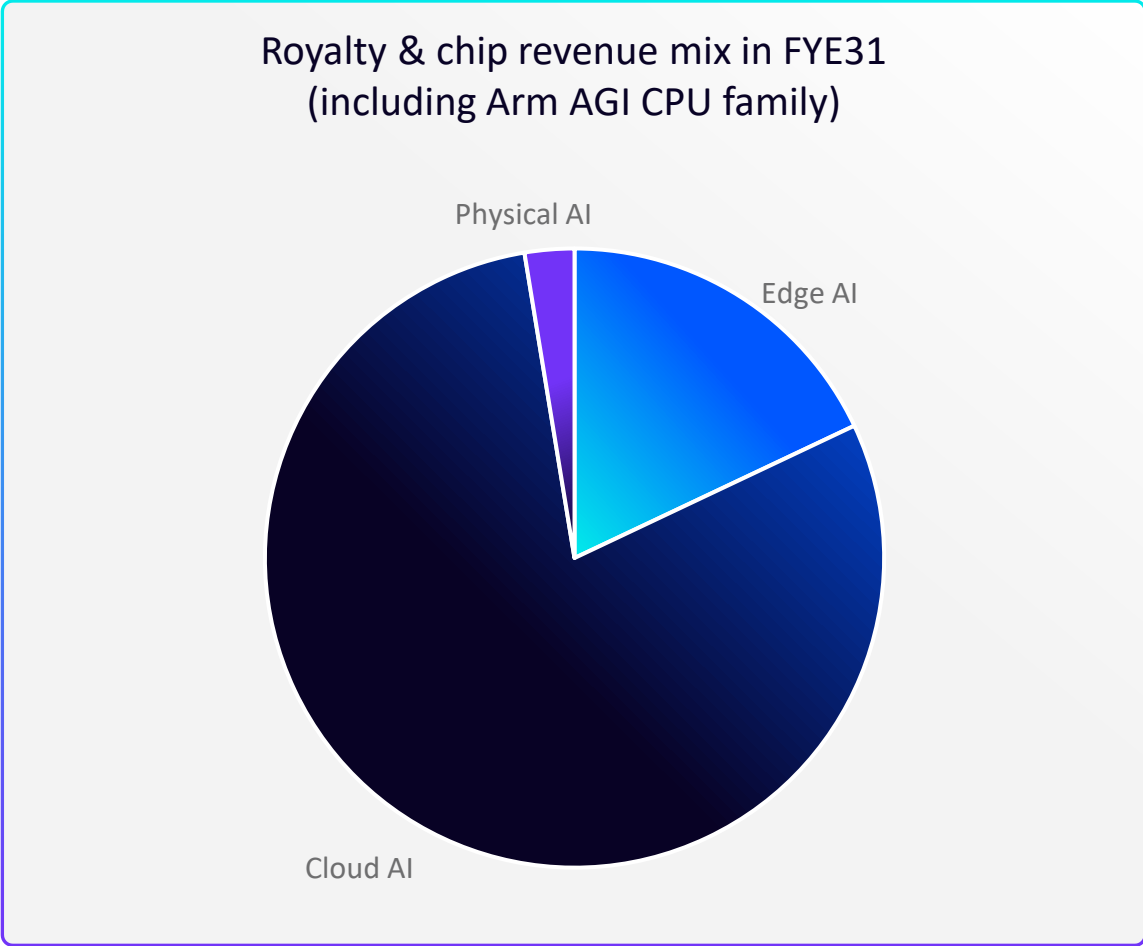
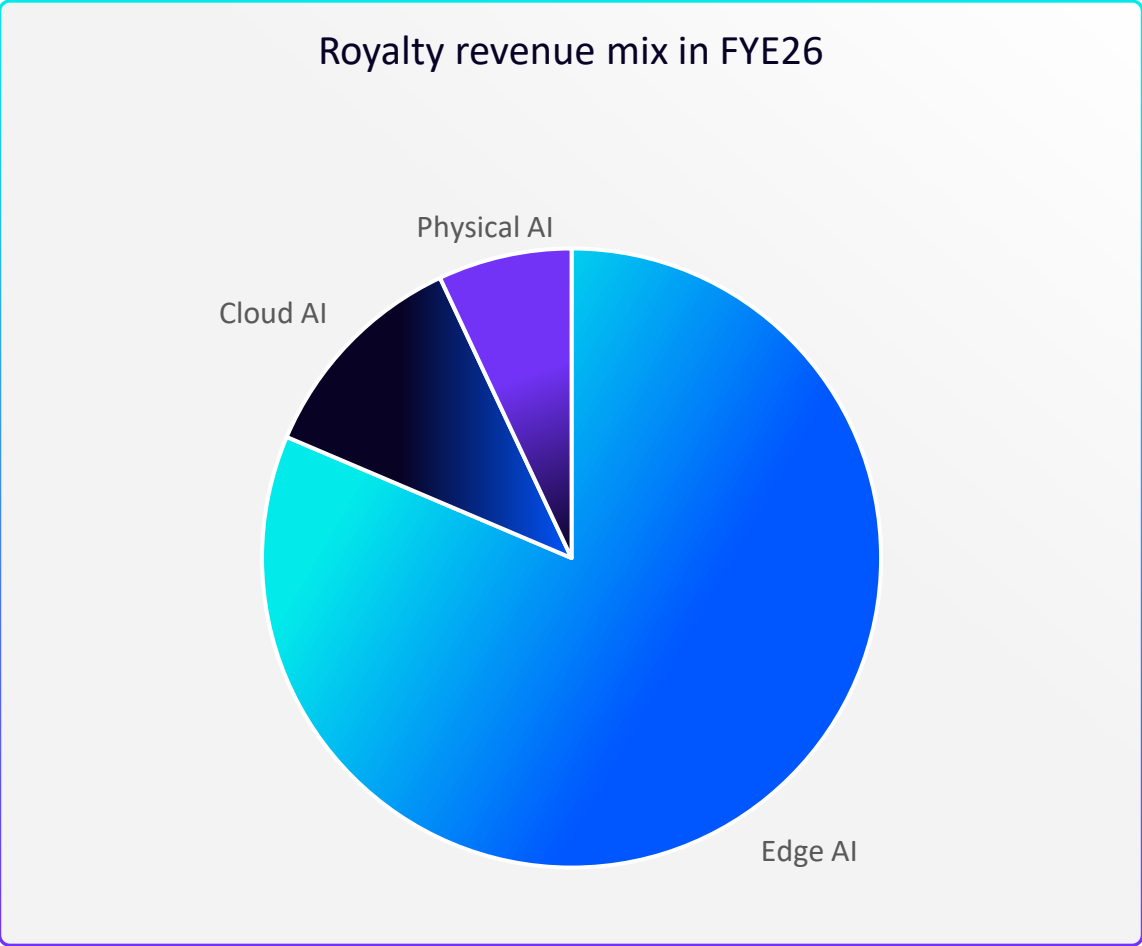
# Cloud AI will be our fastest growing revenue driver

Revenue mix in FYE26 vs FYE31



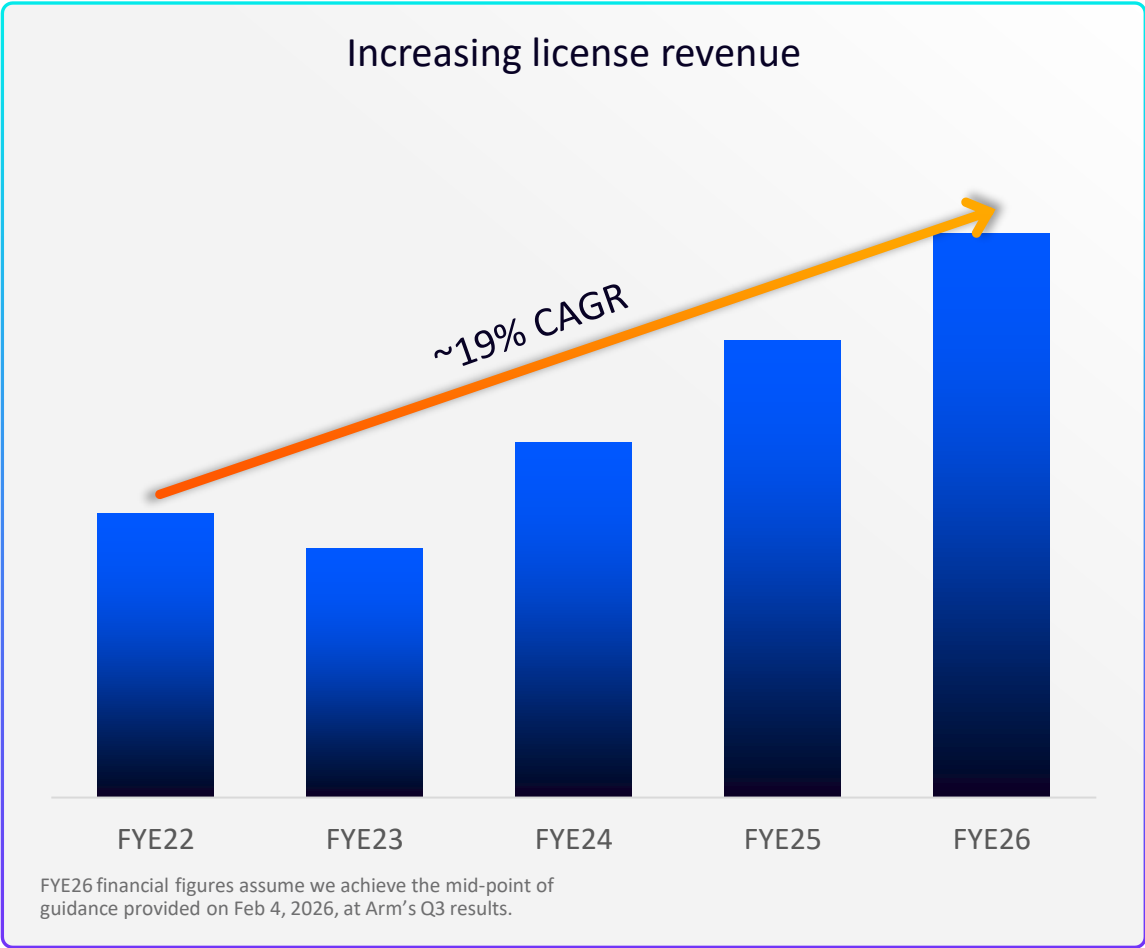
# Cloud AI will be our fastest growing revenue driver

Revenue mix in FYE26 vs FYE31



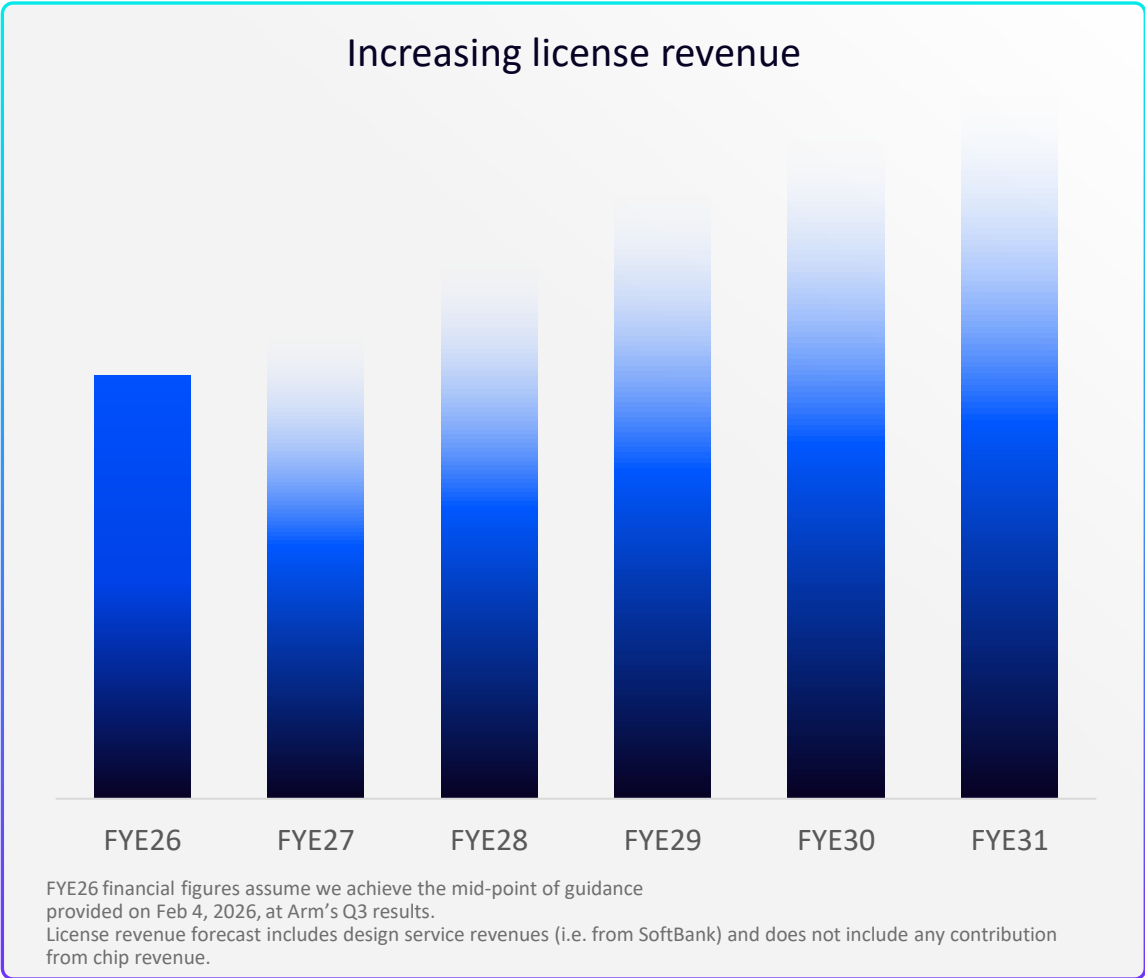
# Robust licensing growth today enables future royalty growth

- License revenue growth well ahead of prior long-term expectations



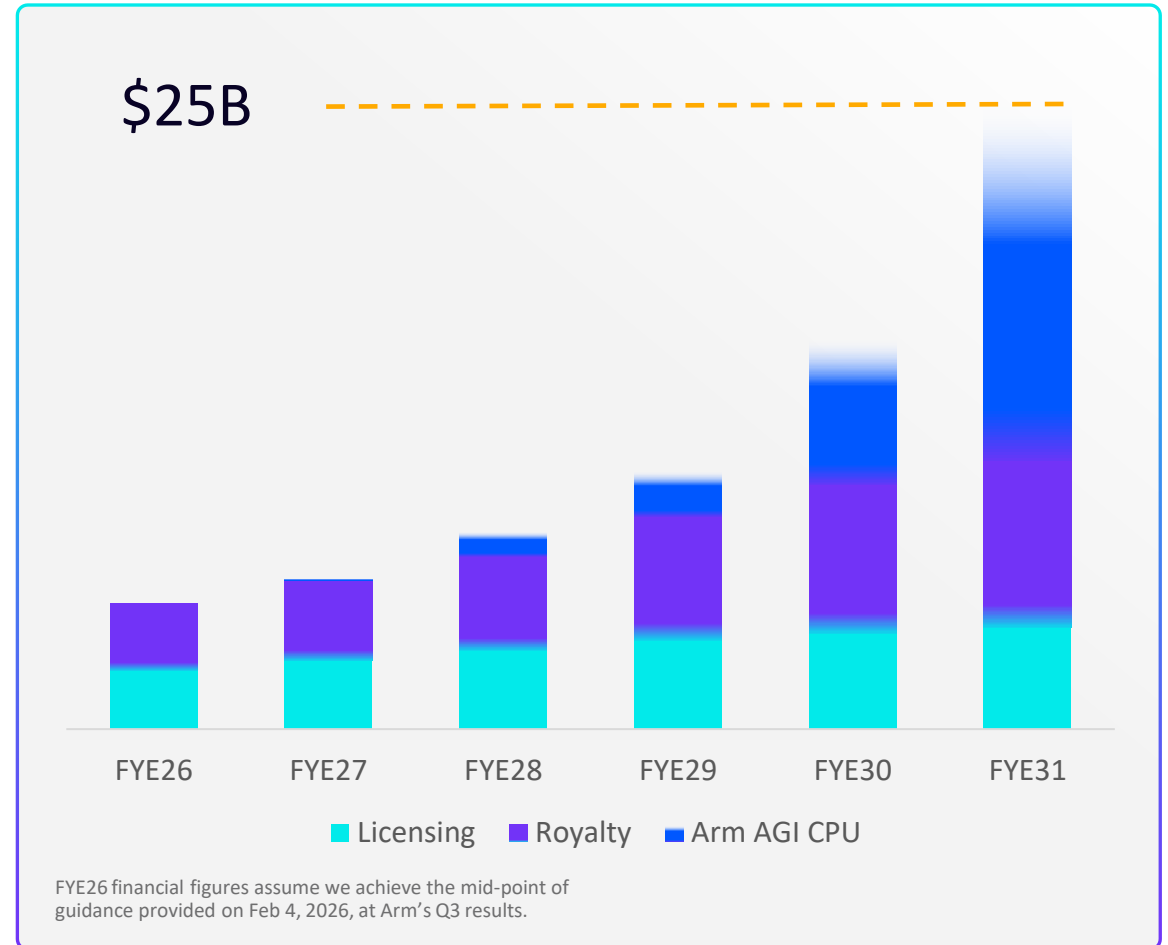
# Robust licensing growth today enables future royalty growth

- License revenue growth well ahead of prior long-term expectations
- License revenue to remain above long-term target in the near-term
- This leads to strong royalty growth in future years



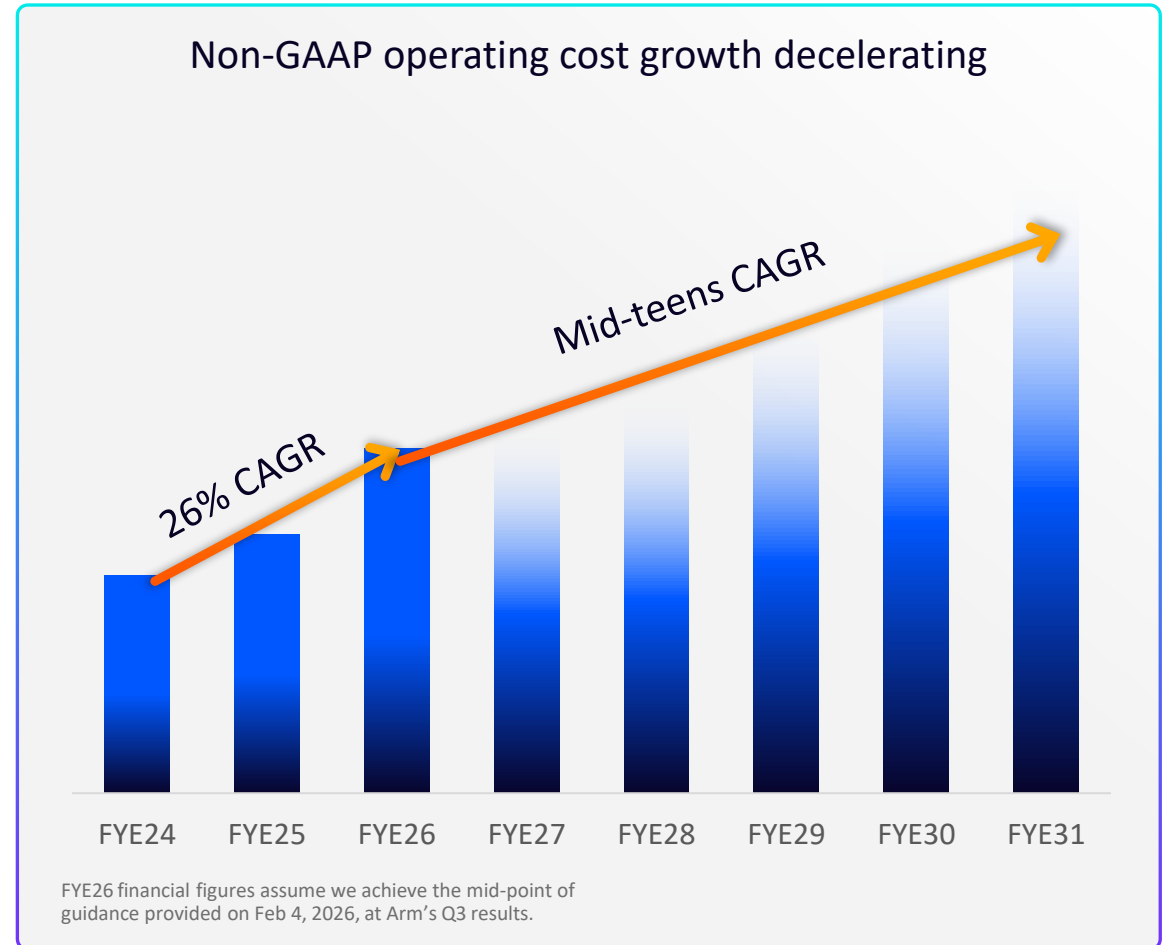
# Arm AGI CPU is complementary to Arm's CPU IP / CSS business

- Arm AGI CPU expands Arm's opportunity into an underserved customer base
- Revenues from Arm AGI CPU are additional to CPU IP and CSS license and royalty revenue



# Critical mass of R&D already hired – increasing operational leverage

- AI creates unprecedented opportunity
- Our R&D drives a virtuous cycle of new products driving revenue growth
- Arm has already meaningfully ramped R&D to support CPU, CSS, and chip roadmaps
- Forecasting mid-teens opex CAGR FYE26 to FYE31



# Strong revenue and operating profit growth yields >\$9 in EPS power

IP/CSS business  
in FYE31

IP/CSS revenue

**\$10B**

Non-GAAP  
operating margin

**>65%**

Arm AGI CPU business  
in FYE31

Chip revenue

**\$15B**

Non-GAAP  
operating margin

**>30%**

Consolidated business  
in FYE31

Non-GAAP  
earnings per share

**>\$9**

# Arm: Our trajectory is clear

- Arm's existing IP/CSS business remains strong with multiple multi-year growth drivers
- Customer demand and financial opportunity has led us to offer chips
- Combined business is expected to be significantly accretive
- Most R&D investment required is already in the business

Forecast for FYE31

Combined revenue

**\$25B**

FYE31 EPS power

**>\$9**

arm

# The future is built on Arm

Time for your questions

