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Key Points of This Report

Integrated Report 2025, covering FY2024, is Kioxia Holdings Corporation's first integrated report.

It presents an overview of our value creation process as well as our growth strategies, business activities, management capital, which is the source of our competitiveness, sustainability initiatives, and the governance that supports these activities.

Editorial Policy

Scope of the Report

Kioxia Group (Kioxia Holdings Corporation and consolidated subsidiaries)
For matters where the reporting scope differs, the applicable scope is stated separately.

Reporting Period

FY2024 (April 1, 2024–March 31, 2025)
This report also includes certain information from periods before and after FY2024, as well as the most recent activities.

Accounting Standard

International Financial Reporting Standards (IFRS)

Reference Guidelines

The *International Integrated Reporting Framework* compiled by the IFRS Foundation, the *Guidance for Collaborative Value Creation* provided by the Ministry of Economy, Trade and Industry, the *GRI Standards* of the Global Reporting Initiative, and the *SASB Standards* of the Sustainability Accounting Standards Board, etc.

Disclaimer Regarding Forward-Looking Statements

This report contains historical and current information about Kioxia Group, as well as forward-looking statements, including strategies, forecasts, and other projections.

These statements are based on information available at the time of the report's preparation and involve risks and uncertainties. Accordingly, actual business results and financial performance may differ materially from those expressed or implied in the forward-looking statements due to various factors.

Disclosure System

Financial Information

Non-financial Information

Strategies

Measures and Results

Integrated Report

Annual Securities Report

Corporate Governance Report

Sustainability Report

Other company names, product names, and service names in this report may be trademarks of their respective companies.

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Mission & Vision

Mission

Uplifting the world with “memory”

By evolving “memory,” we create
uplifting experiences and change the world.

Vision

With progressive memory technology at the core,
we offer products, services, and systems
that create choice and define the future.

Origin of the Name “Kioxia”

KIOXIA

The name KIOXIA is a combination of the Japanese word *kioku* meaning “memory” and the Greek word *axia* meaning “value.”

The concept of *kioku*, which underpins our mission and vision, goes beyond the notion of memory as mere data to more broadly encompass experiences, emotions and ideas.

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What is Flash Memory?

Flash memory is semiconductor memory that can record and store large amounts of digital data. The most important feature of flash memory is that it is non-volatile, meaning that it retains data even when the power is turned off.

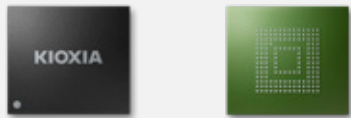
Kioxia invented NAND flash memory in 1987. Building on this technological innovation, in 2007 we announced the world's first 3D flash memory technology "BiCS FLASH™." With nearly 40 years of experience in developing advanced technologies, we have established a position as a leading company in the field of flash memory.

Today, flash memory is not only used in digital consumer products such as smartphones and PCs, it has also been widely adopted as a core component of social infrastructure, including AI servers for advancing generative AI, and data centers, which support cloud services. It is growing in importance day by day as a foundational technology supporting our digital society.

Kioxia Group Products

Flash Memory

We offer a diverse lineup of flash memory products to meet a broad range of needs, with applications in smartphones, tablets, and automotive and industrial equipment.



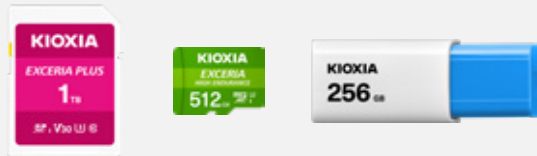
SSDs (Solid State Drives)

We offer SSD products for a wide range of markets, from client PCs to enterprise servers and cloud data centers, as well as for consumers.



SD Memory Cards and Other Retail Products

Our retail lineup includes microSD and SD memory cards for applications such as digital cameras, smartphones, and dash cams, as well as USB flash drives available in a variety of capacities and designs.



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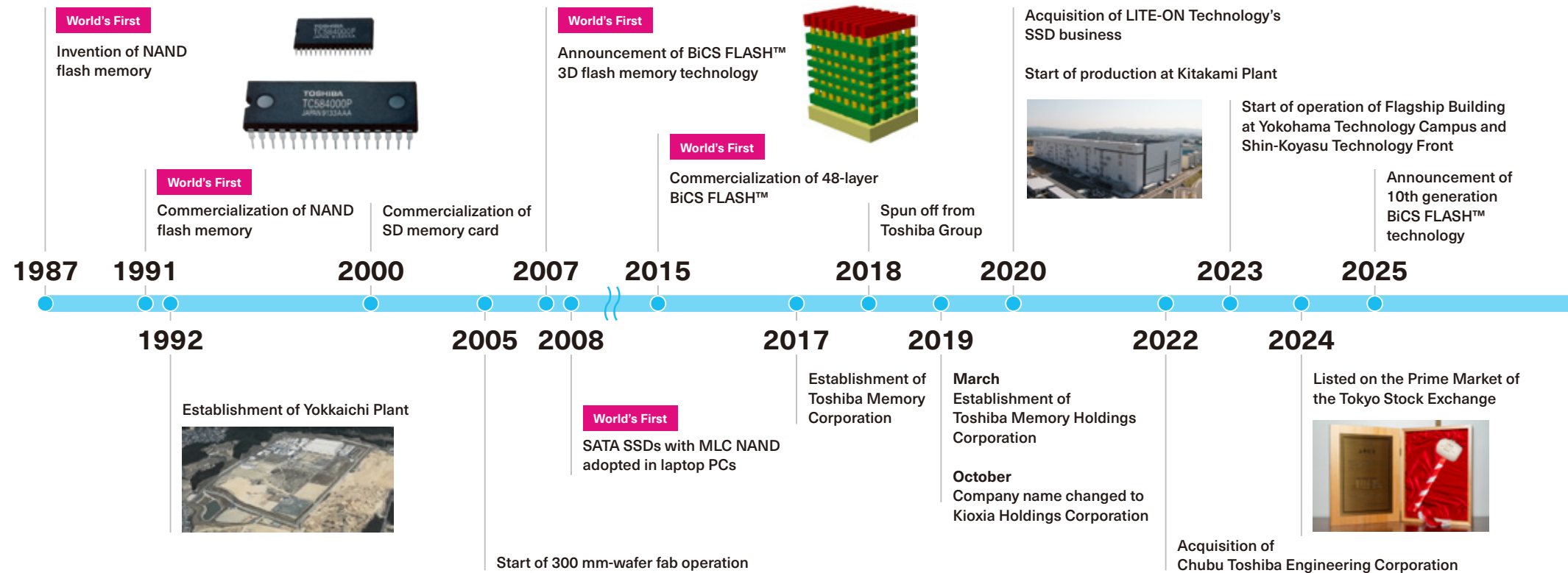
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Our History

Since inventing NAND flash memory in 1987, Kioxia Group has cultivated flash memory technology and the people that support it. Building on this foundation, we have pursued our mission as a company supporting society's digitalization and the advancement of information technology. Since its spin-off from Toshiba Corporation in 2017, Kioxia Group has continued to grow, and today employs approximately 15,000 people, with consolidated revenue exceeding 1 trillion yen.

We will continue to pursue advances in flash memory technology with the aim of contributing to the sustainable development of our information society and enriching our lives by promoting more abundant and convenient lifestyles.



Changes in Society

1990s

- Spread of PCs
- Spread of the internet

2000s

- Spread of digital cameras
- Spread of digital audio players
- Spread of camera-equipped mobile phones

2010s

- Spread of smartphones
- Spread of PCs with SSDs
- Expansion of cloud services

2020s

- Increased use of AI, IoT and big data
- Explosive growth in the amount of data generated by people, and the emergence of new applications

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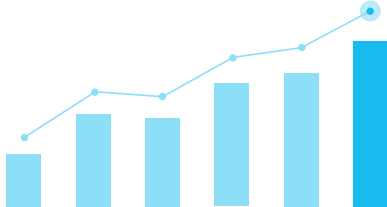
At a Glance

Revenue

(FY2024, consolidated)

1,706.5 billion yen

Our revenue is mainly driven by sales of flash memory and SSDs for smartphones, PCs, enterprise servers, and data centers.

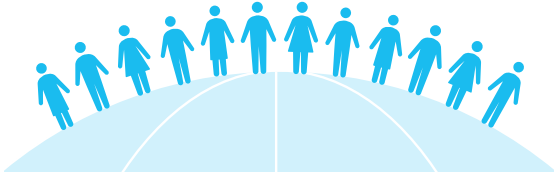


Number of Employees

(As of March 31, 2025, consolidated)

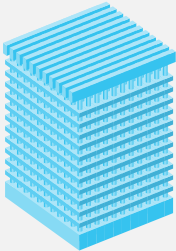
Approx. 15,000

People from various backgrounds fulfill their potential and leverage their strengths.



Technology Development Capabilities

As a pioneer in the flash memory industry, Kioxia Group has been recognized for its technological capabilities and intellectual property initiatives, and has been named a Clarivate Top 100 Global Innovator for four consecutive years, placing it among the world's most innovative companies and organizations. In 2025, we were also honored with the IEEE Corporate Innovation Award from the Institute of Electrical and Electronics Engineers (IEEE).



Manufacturing Capabilities

Our Yokkaichi Plant and Kitakami Plant are working together to achieve world-class production capacity and high production efficiency through the use of AI and big data, enabling us to respond to growing flash memory demand. The combined flash memory production volume on a storage capacity basis of the two plants, including that of the manufacturing joint venture between Kioxia Group and Sandisk Group, accounts for one of the world's largest shares at 29%.*

Global share of flash memory production volume on a storage capacity basis (FY2024)

29%

Global Presence

We operate in nine countries/regions, with sales and customer support bases throughout the United States, Europe, and Asia. Strong collaboration between our bases in Japan and overseas enhances our technology development and production capabilities. Our overseas sales ratio of 85.7% is a reflection of the strong relationships we have built with customers and business partners around the world.

Overseas sales ratio (FY2024)

85.7%

* Source: TechInsights Inc., NAND Market Report Q2, 2025

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