

A hand is shown placing a wooden block on top of a staircase made of four wooden blocks. The blocks are arranged in a row, with each subsequent block being slightly higher and further to the right. The background is a solid light blue color.

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State-of-the-Art Flash Memory Plants

Manufactured Capital



Key Points

Capital investment
(FY2024)

225.6 billion yen

Global share of flash memory production
volume on a storage capacity basis
(Including joint venture with Sandisk Group, FY2024)

29%

Source: TechInsights Inc., NAND Market Report Q2 2025

We will execute disciplined capital investments for future growth, maintaining high cost competitiveness by leveraging our world-class flash memory production capacity that combines the output of the Yokkaichi Plant and Kitakami Plant.

Kioxia Group's Strengths

Kioxia Group's strengths lie in its economies of scale from having one of the world's largest flash memory production capacities, combining output from its Yokkaichi Plant (Yokkaichi City, Mie Prefecture) and its Kitakami Plant (Kitakami City, Iwate Prefecture), and in the high production efficiency realized through smart factories leveraging AI and big data. These facilities meet growing flash memory demand with high cost competitiveness, supporting our sustainable growth.

Cost Competitiveness Based on Production Scale and Efficiency

One of the world's largest production capacities



High production efficiency



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One of the World’s Largest Flash Memory Production Volumes

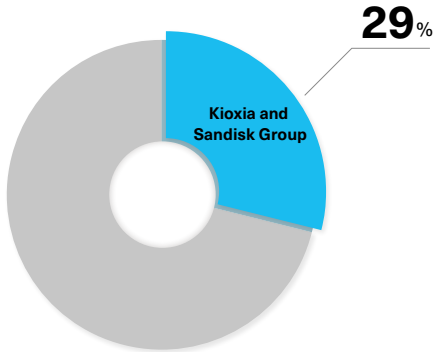
The combined flash memory production volume on a storage capacity basis of the Yokkaichi Plant and Kitakami Plant, including that of the manufacturing joint venture between Kioxia Group and Sandisk Group, accounts for one of the world’s largest shares at 29%.*

Approximately 80% of the production capacity of the two plants is shared equally with Sandisk Group through a manufacturing joint venture, while the remaining 20% is held exclusively by Kioxia Group. Accordingly, approximately 60% of the flash memory produced at the two plants is allocated to Kioxia Group. Kioxia Group manages and operates both plants, and has acquired advanced manufacturing expertise.

Fab7 of Yokkaichi Plant started operation in October 2022, and Fab2 of Kitakami Plant started operation in September 2025. These facilities will continue to meet expected growth in demand for flash memory going forward.

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

Global Share of Flash Memory Production Volume on a Storage Capacity Basis (FY2024)



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

Yokkaichi Plant (Yokkaichi City, Mie Prefecture)

Since its establishment in 1992, the Yokkaichi Plant has developed as a state-of-the-art manufacturing site for memory products. There are six Fabs and an assembly facility on the expansive 694,000 m² site. Fab7 started operation in October 2022.

Production efficiency has been increased through the use of a production system that integrates the six Fabs, as well as AI and big data. Moreover, through close coordination with the onsite research and technology development departments, there is a smooth transition from new product development to mass production.



Yokkaichi Plant

Kitakami Plant (Kitakami City, Iwate Prefecture)

The Kitakami Plant was established as a mass production site to meet growing demand for flash memory. Fab1 started operation in 2020 and Fab2 started operation in September 2025. Production capacity of the plant will be continuously expanded in line with growth in demand. Specialized in mass production, the plant has increased yields and productivity. It coordinates with the Yokkaichi Plant through the use of digital technology, receiving expertise that contributes to highly efficient production of high-quality products.



Kitakami Plant

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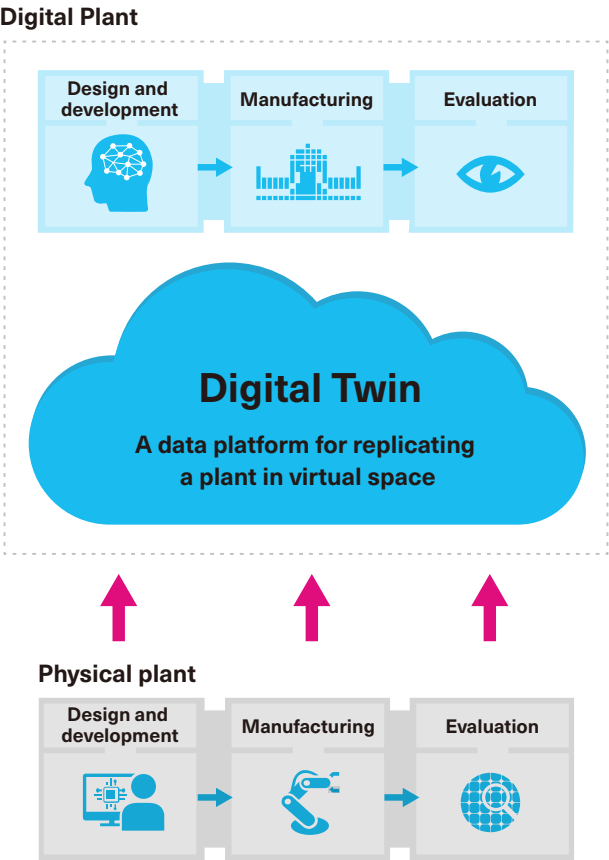
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Smart Factory

Digital Twin Technology Replicates Plants in Virtual Space

The Yokkaichi Plant and Kitakami Plant are closely coordinated through the use of digital twins. The data obtained from manufacturing equipment and systems at both plants is replicated in virtual space in real time. Conditions are optimized through large amounts of data in the digital plant and implemented in both plants' manufacturing processes. This process enables both plants to effectively share expertise and achieve high productivity.



Quality Control Driven by AI and Big Data

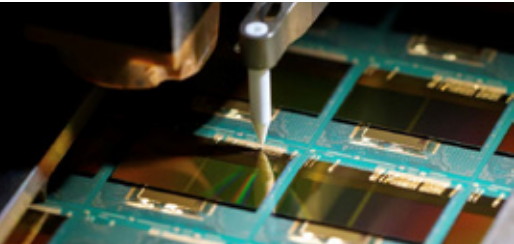
At our plants, manufacturing, inspection and metrology equipment generate a substantial amount of manufacturing-related data every day. At the Yokkaichi Plant, the production lines generate approximately 3 billion data points per day. AI is used to analyze data in real time for various purposes, including to help prevent product defects and automatically identify potential causes when defects do occur. For example, traditional device quality inspections involved having a technician compare the test data of wafers one by one to identify and categorize the characteristics of defects. High-speed automated analysis using AI has enabled us to reduce the time required by 99%.



Overhead hoist transport (OHT)

Enhancing the Assembly Processes

Kioxia Group has enhanced production efficiency by outsourcing the majority of the semiconductor and SSD assembly processes to contract manufacturers overseas, and is working to strengthen its supply chain. At the same time, to keep pace with the increasing sophistication of assembly technologies, we are developing new assembly technologies and conducting assembly primarily focused on advanced products at the Yokkaichi Plant.



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Preparedness for Business Continuity

For Kioxia Group, which supplies memory products to society, its manufacturing sites are crucial to business continuity. At its two manufacturing sites in Japan, the Yokkaichi Plant and Kitakami Plant, Kioxia Group operates a business continuity management (BCM) framework under which it implements disaster-prevention and emergency response measures and promotes systems for rapid recovery.

For example, as an earthquake countermeasure we have adopted seismic isolation structures that absorb building vibrations.* Furthermore, we have installed equipment that protects key facilities from power outages and momentary voltage drops.

In addition, we take into account natural disasters, as well as geopolitical and other risks, and are working to strengthen supply chain resilience through measures such as supplier diversification, and standardization and reduction of components.

* At the Yokkaichi Plant, all Fabs from Fab4 onward (beginning with its completion in September 2007) are seismically isolated. At the Kitakami Plant, both Fab1 and Fab2 are seismically isolated.



Plant seismic isolation device

Sustainable Production Activities

Initiatives for the Environment

The manufacturing sites of Kioxia Group promote sustainability through business activities that take environmental impact into account, including waste reduction, chemical substance management and wastewater quality management.

The Group strives to make effective use of water resources by taking steps to control the volume of water intake and discharge at its plants, and by recovering and recycling some of the water used in its manufacturing processes for reuse inside the plants.

Addressing Climate Change

Kioxia Group will contribute to the realization of a decarbonized society by reducing greenhouse gas emissions and promoting the use of renewable energy at its manufacturing sites.

Net-Zero GHG Emissions by FY2050

Kioxia Group has set a target of achieving net-zero greenhouse gas emissions from its business activities by FY2050, offsetting emissions with amounts absorbed or eliminated. The target covers Scope 1 emissions (direct emissions from business sites) and Scope 2 emissions (emissions from the use of purchased energy). Furthermore, we have expressed our support for the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

Renewable energy ratio	PFCs* abatement equipment installation rate
100% (Target for FY2040) To achieve this target, we will expand the use of renewable energy through measures such as installing solar panels within the factory.	100% (Fabs starting operation in 2011 or later) In its wafer manufacturing process, we have installed abatement equipment that breaks down PFCs and other greenhouse gases with high global warming potential before they are discharged. We have installed this equipment in 100% of relevant facilities that started operation in 2011 or later.

* CFC alternatives with high global warming potential used in semiconductor manufacturing. The substances we use are CF₄, C₂F₆, CHF₃, SF₆, NF₃, CH₂F₂, CH₃F, CH₄, and N₂O.



Solar power generation system at Fab5, Yokkaichi Plant



Solar power generation system at Fab1, Kitakami Plant

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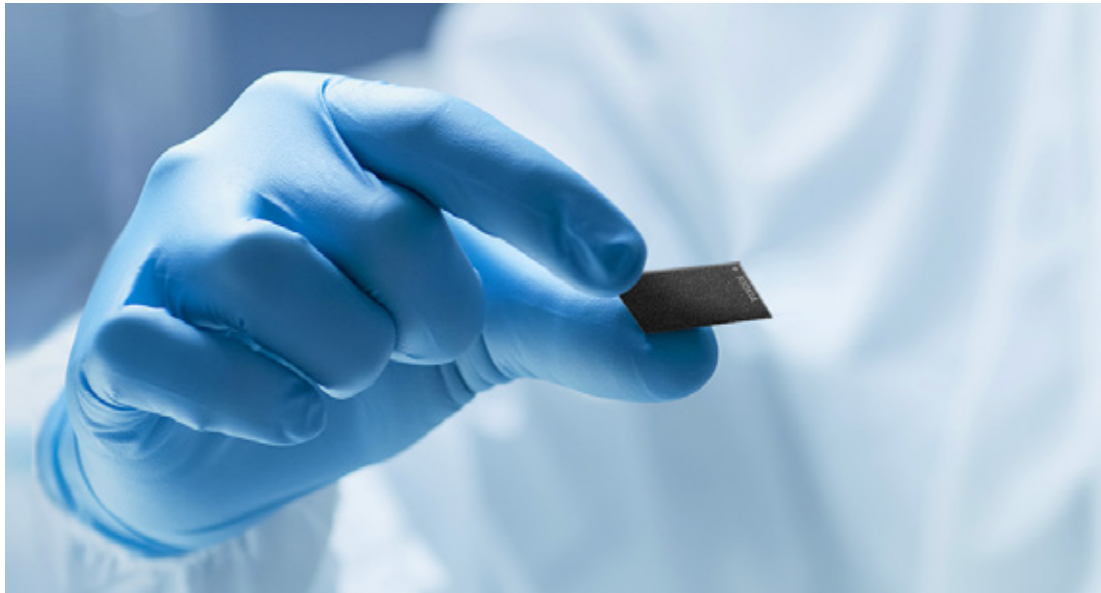
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Technology

Intellectual Capital



Key Points

R&D expenses

132.8 billion yen

(FY2024)

Number of registered patents

Over 14,000

(As of December 2024, Kioxia Corporation)

Created a number of world firsts, such as the invention of NAND flash memory

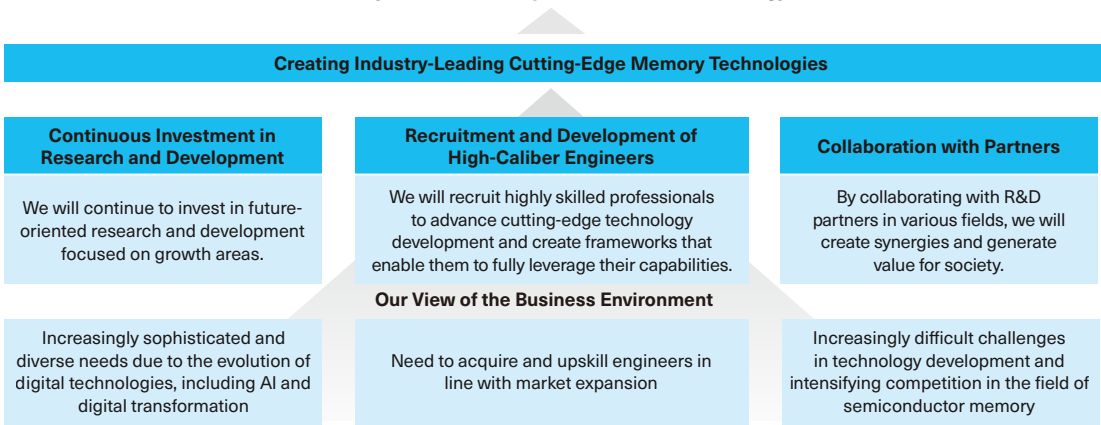
Promoting advanced and diverse research and technology development as a leader in memory technologies

Strengths and Policy in Research and Technology Development

Kioxia Group has achieved a number of world firsts, such as the invention of NAND flash memory, and has contributed to innovation in society.

To address increasingly sophisticated and diverse needs, we are advancing investment in research and technology development, and strengthening our organizational framework, with a focus on medium- to long-term growth. We will also steadfastly maintain our position as a technology leader by continuously enhancing our technological capabilities through active recruitment, development and upskilling of engineers (p. 42), and collaboration with R&D partners (p. 39).

We will address market needs in both new and existing domains, create new business opportunities, and steadfastly maintain our position as a technology leader.



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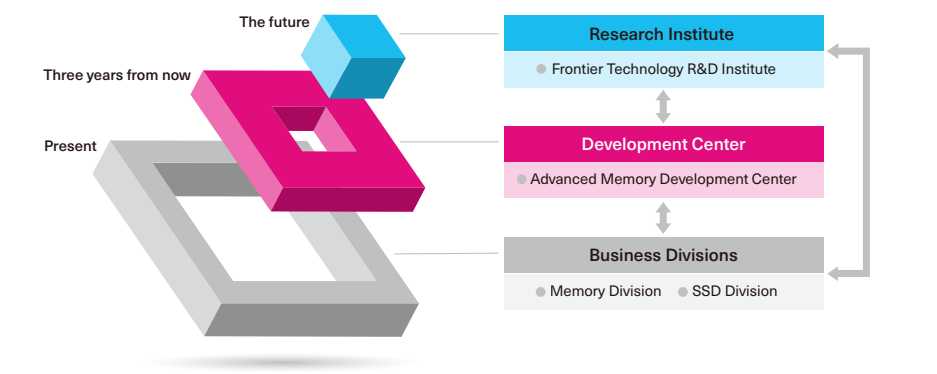
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Research and Technology Development Organization and Sites

Kioxia Group has established a research and technology development framework that leads the industry in memory technologies. We are also promoting open innovation in cooperation with customers and R&D partners, and through industry-academia collaboration, aiming to develop innovative technologies.

We create new products through collaboration within our research and technology development structure. This structure consists of a research institute, which studies future technologies from a long-term perspective, development centers, which develop technologies to be applied to products, and business divisions, which develop commercial products.

Kioxia Group's Research and Technology Development Structure



■ Frontier Technology R&D Institute	Promotes research and development of technologies to support AI and its applications, high-capacity and high-speed memory system technologies utilizing new principles and new materials, and new process technologies for manufacturing semiconductor memory at low cost
■ Advanced Memory Development Center	Serves as a bridge between research and development of BiCS FLASH™ 3D flash memory and mass production
■ Memory and SSD Divisions	Plan, develop, and market memory and SSD products that address increasingly sophisticated and diverse needs

Kioxia Corporation conducts its research and technology development at the Yokohama Technology Campus (Yokohama City, Kanagawa Prefecture) and at the Memory R&D Center at the Yokkaichi Plant (Yokkaichi City, Mie Prefecture). The Yokohama Technology Campus carries

out all steps from research to planning, design, product development, and evaluation of memory and SSDs. Shin-Koyasu Technology Front (Yokohama City, Kanagawa Prefecture), features a clean room for advanced research in a wide range of areas, centered on new materials and processes, and devices. The Memory R&D Center conducts research and development using the clean room facilities of the Yokkaichi Plant.

Our overseas research and technology development sites are located in countries/regions where many advanced IT companies are based, providing us with rapid access to cutting-edge technologies and enabling us to respond flexibly to markets and customer needs.



Flagship Building at Yokohama Technology Campus



Shin-Koyasu Technology Front



Memory R&D Center

Intellectual Property Initiatives

Kioxia Group appropriately protects and utilizes its own intellectual property, while respecting the legitimate intellectual property rights of others. Kioxia Corporation holds over 14,000 registered patents worldwide as of December 2024.

TOPICS

Kioxia Selected in Clarivate Top 100 Global Innovators 2025

Kioxia Corporation has been recognized as one of the “Clarivate Top 100 Global Innovators 2025.” The award is presented to the world’s most innovative companies and organizations by Clarivate Plc., based on Clarivate’s proprietary analysis of intellectual property and patent trends. This is the fourth consecutive year that we have received the award.

We are actively advancing initiatives to strengthen our business competitiveness, including initiatives for protecting and effectively utilizing our intellectual property.

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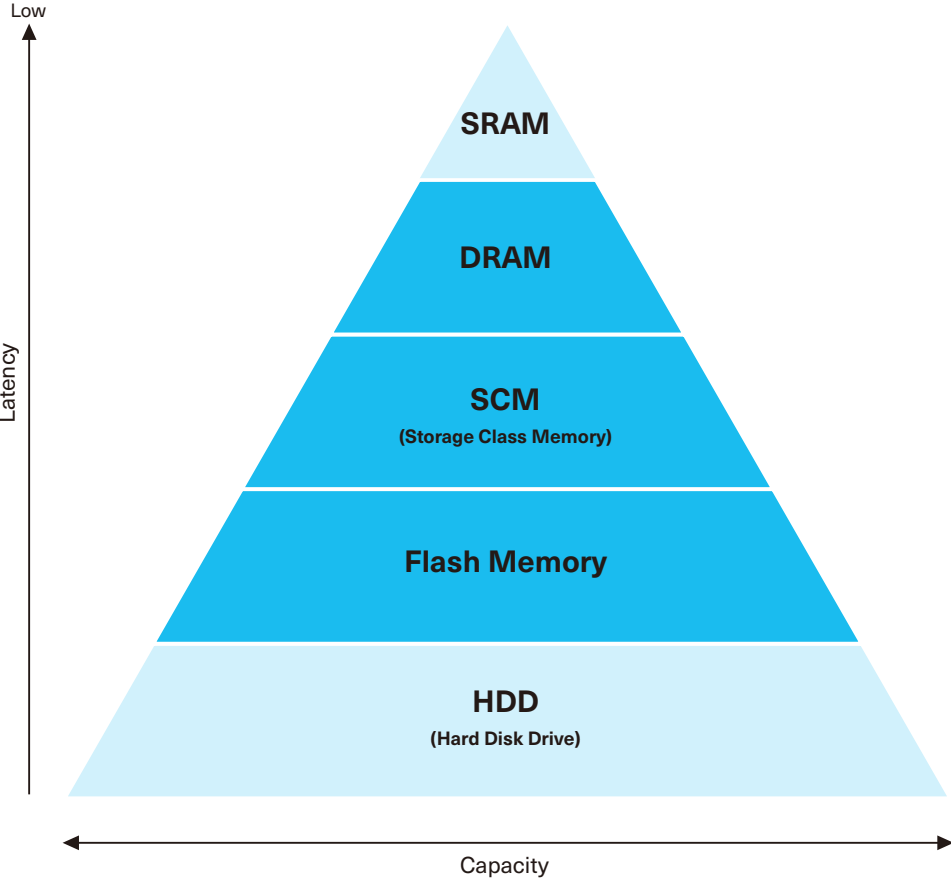
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Recent Achievements in Research and Technology Development

Kioxia Group is committed to the research and technology development of semiconductor memory, which is indispensable for the rapid digital transformation of society, including the advancement of generative AI. In addition to BiCS FLASH™, our 3D flash memory technology, we conduct research and technology development in emerging memory solutions in a wide range of fields. We aim to meet needs for increased capacity, performance, and added value in

semiconductor memory for future computing and storage systems. We presented the results of our research at major international academic conferences in the semiconductor field, including the 2024 International Electron Devices Meeting (IEDM) and the 2025 International Solid-State Circuits Conference (ISSCC).



Oxide-Semiconductor Channel Transistor DRAM (OCTRAM) Technology

- Adoption of a vertical oxide-semiconductor (InGaZnO) transistor utilizing materials and a structure different from those used in conventional DRAM
- Potential to achieve lower power consumption in servers with large-capacity main memory and in IoT products
- Adoption of 4F² layout* enables higher memory cell array density

*Refers to the size of the memory cell relative to design rules. Compared with the mainstream 6F² layout used in current DRAM, the 4F² layout theoretically increases memory cell array density by 1.5 times.

High-Capacity Crosspoint MRAM Technology

- A type of storage class memory (SCM) with higher capacity than DRAM and higher speed than NAND
- Achieved cell read/write operation at the smallest-ever cell size for MRAM

3D Flash Memory Technology with Horizontal Cell Stacking Structure

- A novel structure in which NAND cells are arranged and stacked horizontally, instead of in the conventional vertical orientation
- A technology that enables further increases in flash memory capacity

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Message from the Chief Technology Officer

Demonstrating Technology Leadership through Exhaustive R&D and Advanced Memory Innovation

Since the invention of NAND flash memory in 1987, Kioxia has continuously met the evolving demand for increased capacity and higher performance. In 2007, we announced the development of the world's first 3D flash memory—BiCS FLASH™, which is now widely used in smartphones, data centers, and other applications, assuming an expanded role in our evolving digital world.

Today, with the rapid advancement of generative AI, expectations for storage technology are growing increasingly sophisticated and diverse. Generally, 3D flash memory delivers greater capacity through an increase in the number of stacked memory cell layers. However, this approach also leads to a significant rise in manufacturing costs and longer production times. To address these challenges, Kioxia is not only pursuing vertical scaling; we are also adopting innovative approaches such as reducing the size of memory cells horizontally and introducing a CBA technology (p. 21), enabling us to balance higher capacity with cost efficiency.

If the number of stacked layers exceeds 1,000, costs increase further. To overcome this limitation, we are developing a new structure that places memory cells horizontally (p. 37). This promising technology is targeted for commercialization in the early 2030s.

In addition, Kioxia is developing emerging memories and

storages to meet future computing and storage system requirements. One such innovation is OCTRAM, a memory technology using oxide semiconductors that has the potential to deliver low-power, high-capacity DRAM. We aim to bring this to practical use in the early 2030s. To process large volumes of data quickly and efficiently, we are also progressing the development of SCM (Storage Class Memory), which offers higher capacity than DRAM and faster performance than NAND (p. 37). To support the evolving needs of generative AI, we are also exploring advanced SSD and storage technologies that deliver even higher speeds and reduced power consumption.

In our R&D efforts, we must strike a balance between taking the time to develop cutting-edge technologies and speeding up the development process; we also need to reduce memory power consumption and ensure sustainability. Separately, Kioxia is committed to accelerating R&D in a wide range of fields beyond flash memory. We are embracing diversity in our acquisition of talent, strengthening collaboration with research and development partners, and leveraging AI—all in an effort to tackle increasingly complex technological challenges.

By further evolving our core memory technologies and staying ahead of market trends, we will continue driving forward our research and development with a clear vision for the future.

Hideshi Miyajima

Managing Executive Officer
(Chief Technology Officer)
Kioxia Corporation

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Partnerships Social and Relationship Capital



Strengths and Initiatives

Kioxia Group builds strong relationships with customers, R&D partners, and suppliers. We aim to further strengthen these partnerships, develop products and services that anticipate the needs of society, ensure a stable supply of high-quality products, and continuously deliver value to society.

Customers	R&D Partners	Suppliers
We have established global sales, technical support, and supply chain networks, and co-create value to society together with customers all over the world.	We collaborate with technology organizations, universities, research institutes, and other companies to incorporate a wide range of cutting-edge knowledge and ideas with the aim of further evolving our products and technologies.	We work with equipment and material suppliers and others to build resilient supply chains that ensure a stable supply of high-quality products, while strengthening our competitiveness by creating new manufacturing technologies.

Key Points
Business operations in 9 countries/regions
Timely response to global market needs
Building strong relationships with leading companies in the data center, smartphone, and PC fields
Collaborating with suppliers and R&D partners to ensure a stable supply of products and services and foster innovation

Kioxia Group's Global Locations

Kioxia Group operates globally, with sites in nine countries/regions. We have established strong relationships with many customers through our sales and support centers in the United States, Europe, and Asia.



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Co-Creation and Dialogue with Partners

Kioxia Group has established strong relationships with customers include leading companies in data center, smartphone, and PC fields, and continue to deepen dialogue with them. Also, we collaborate with cross-industry partners to deliver new value to society, such as through the joint development of next-generation data center technologies in anticipation of the further evolution of generative AI and markets.

TOPICS

Joint Development Initiatives

Next-Generation Green Data Center Technology Development

Kioxia Corporation is working together with Fujitsu Limited, 1FINITY Inc., AIO Core Co., Ltd., Furukawa FITEC Optical Components Co., Ltd., Kyocera Corporation, and NEC Corporation on the “Next Generation Green Data Center Technology Development Project” (JPNP21029). This project, subsidized by the New Energy and Industrial Technology Development Organization (NEDO), is part of the “Green Innovation Fund Project: Construction of Next Generation Digital Infrastructure.”

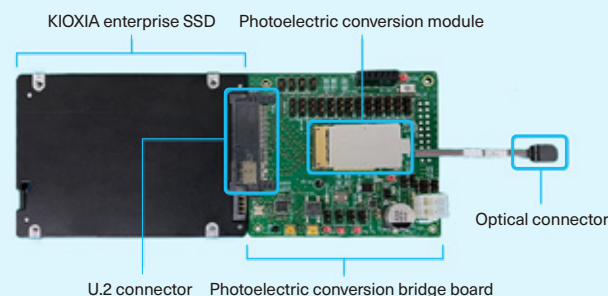
Each company is contributing to technology development aimed at improving energy efficiency, increasing capacity, and reducing latency in data centers. The aim is to achieve more than 40% energy savings

compared with data centers at the start of technology development, through the adoption of these technologies.

Kioxia Corporation is responsible for developing a broadband optical-interface SSD and has verified the operation of a PCIe® 5.0-compatible prototype.

We will continue developing technologies to support next-generation green data centers by enhancing their suitability for advanced applications that require high-speed transfer of large amounts of data, such as generative AI. We also plan to apply these technologies to proof-of-concept (PoC) testing toward future social implementation.

* PCIe is a registered trademark of PCI-SIG.



Dialogue with Partners

Communication Activities at Trade Fairs

Kioxia Group participates in various trade fairs and other events to showcase its latest products, services, and technologies, and to deepen dialogue with customers and other partners.

In August 2024, we exhibited at FMS: the Future of Memory and Storage, the world's largest event dedicated to flash memory and storage, held in Santa Clara, California. We showcased products including a 2 Tb QLC device using 8th-generation BiCS FLASH™ technology and NVMe™ SSDs for AI servers. The Group's leadership in the ongoing development of flash memory technology was recognized at FMS,

where its RAID Offload on SSD technology received a “Best of Show” award, and our employees received a “Lifetime Achievement Award” for contributions to the development of 3D flash memory.

We also highlighted the importance of high performance storage in AI solutions by exhibiting at conferences such as NVIDIA GTC, Dell Technologies World, and HPE Discover, hosted by leading companies in the AI and data center fields. We will continue our dialogue with customers going forward, with the aim of enhancing our presence in the flash memory industry.



Banner at the entrance of the FMS 2024 venue

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Human Resources

Human Capital



Key Points	
Number of employees 15,261 (As of April 30, 2025, Kioxia Group)	New graduate recruits 215 (Joining Kioxia Corporation and Group companies in Japan on April 1, 2025)
Ratio of mid-career recruits 18.6 % (FY2024, Kioxia Corporation, share of total recruits)	Number of female managers 101 (As of March 31, 2025, Kioxia Corporation; calculated based on the Japan's Act on the Promotion of Women's Participation and Advancement in the Workplace)
Talent who support sustainable business expansion under Kioxia's mission and vision	
Talent with advanced technical capabilities and diverse expertise to lead the industry	
Talent who create value for society in collaboration with a wide range of partners	



Strengths and Policy

At Kioxia Group, people with diverse backgrounds participate actively in various fields, including research and technology development, production, marketing and sales, and administration. Since its invention of NAND flash memory in 1987, Kioxia has delivered numerous world firsts as a driver of innovation.

In recent years, the talent environment has been changing dramatically, with an increase in workforce mobility and career diversification, compounded in Japan by the impact of a declining birthrate and aging population. Meanwhile, the flash memory market continues to expand, marked by rapid change and technological innovation. Kioxia Group is meeting these challenges by actively recruiting and developing talent, building on the technologies and skills it has cultivated to date to generate new value, and establishing mechanisms to enhance corporate value. In addition, we aim to create value for society by empowering diverse talent to fully leverage their capabilities and generate synergies.

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Recruitment and Development

Kioxia Group actively recruits and develops diverse talent to respond to rising market needs, the expanding applications of its products and services, advances in technology, and increasingly diverse customer requirements.

Kioxia Corporation has a Training and Development Committee to promote training and utilization of personnel. Based on the business plan, the committee reviews the results of in-house training programs each fiscal year, proposes improvements, and deliberates on policies for the following fiscal year. In FY2024, the Training and Development Committee deliberated on enhancing management training and company-wide expansion of digital transformation training.

We are also working to create frameworks that enable individual employees to achieve their potential. Specifically, we revised the personnel evaluation system, systematized work from home, and abolished age-based mandatory retirement for managerial positions.

Numbers of New Graduate and Mid-Career Recruits (Kioxia Corporation)

	FY2022	FY2023	FY2024
New graduate recruits ¹	401	511	276
Mid-career recruits ²	282	25	63

¹ Number of new graduates recruited each fiscal year starting on April 1st (high school, technical college, university, and graduate school)

² Number of mid-career recruits each fiscal year

Examples of Engineers' Academic Backgrounds

Memory devices				Memory cards				SSDs			
Information science				Materials science				Electrical and electronic engineering			
Chemistry				Mathematics				Agricultural science			
Mechanical engineering				Materials and metallurgy				Biology			
Physics											
Information systems				Media informatics				Quantum science			
Computer networks				Materials creation				Particle physics			
Electrical engineering				Information science				Bioinformatics			
Natural sciences				Physical engineering							
Materials chemistry				Functional materials				Materials chemistry			
Molecular chemistry											
Intelligent systems				Biomedical engineering				Materials science and engineering			
Mechanical engineering											
Biotechnology				Materials engineering				Energy science			
Bioengineering				Applied physics				Astrophysics			
Materials science				Environmental systems				Mechanical systems control			
Earth and planetary science											

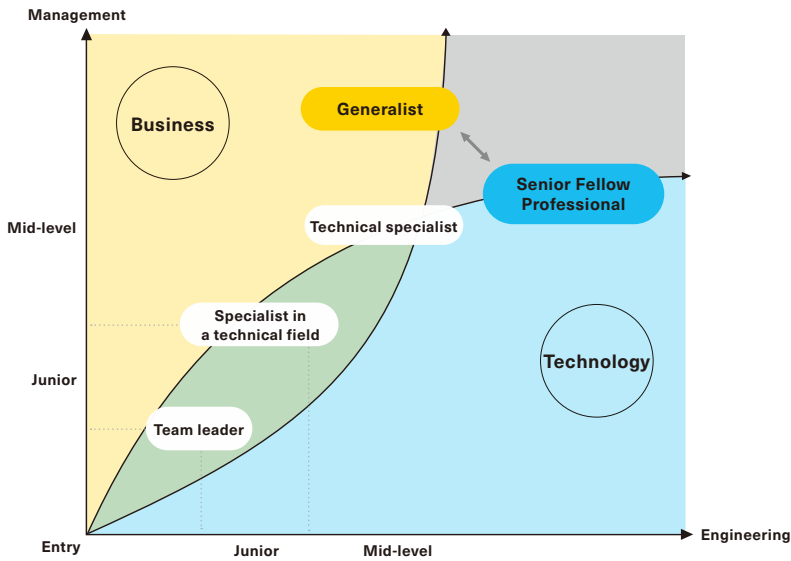
Diverse Expertise as
a Source of Value

Engineer Development

Kioxia Group is committed to developing engineers capable of meeting increasingly advanced technical needs. In Japan, we provide basic training for new employees to strengthen their foundational skills, and from the second year onward we offer specialized technical courses required for development. At each workplace, employees also receive on-the-job training and undertake other educational programs under the guidance of mentors. We also strive to create a workplace environment that supports self-directed development as engineers by encouraging continuous learning aligned with career goals. Engineers may pursue one of two paths: the generalist track, which bridges business and technology, or the professional track, which integrates diverse technical domains to create new value.

Moreover, advanced specialist knowledge and expertise in research and product development are passed on to the next generation by the Senior Fellow, Kioxia's highest professional position.

Engineer Development



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Employee Engagement

Kioxia Group regularly conducts employee engagement surveys, identifies issues, and implements measures to address them.

88% of employees in the Kioxia Group responded to the FY2024 survey. Analysis highlighted the importance of communicating matters such as our corporate vision and the background of management decisions to employees. In response, we held several dialogue sessions between management and employees. We will continue working to strengthen communication in order to raise employee engagement and enhance corporate value.

Employee Engagement Survey Cycle



Health and Safety

Kioxia Group considers the promotion of individual employee vitality and mental and physical well-being to be an important foundation for its business activities. We strive to create a safe and comfortable working environment for all employees and others involved in our business.

We have progressively acquired certification for occupational health and safety management systems under ISO 45001:2018. Based on these systems, we are making efforts to continuously reduce health and safety risks through risk assessment, confirm compliance with relevant laws and regulations, and increase transparency in health and safety management.

In 2024, Kioxia Holdings Corporation and Kioxia Corporation were recognized for the second consecutive year as a Health and Productivity Management Excellent Corporation (Large Corporation Category) by the Ministry of Economy, Trade and Industry (METI) and the Japan Health Conference. In 2023, Kioxia Holdings Corporation issued its Health Management Declaration, under which employee health measures have been positioned as investment for health,* and we continue to implement health management initiatives.

* Specific initiatives based on METI's health management philosophy



Diversity Promotion

In order to respond to changes in the global business environment and to the expanding, increasingly sophisticated, and diversifying needs of the market, it is essential to foster an environment and culture where all employees can excel and demonstrate their individuality and abilities, regardless of race, religion, gender, nationality, disability, age, sexual orientation, gender identity, or gender expression. Kioxia Group is committed to creating such an environment and culture, ensuring that diverse talent can fully express their individuality and realize their potential.

In particular, we regard the active participation of female employees as one of our most important priorities. To this end, Kioxia Corporation has set the following targets.

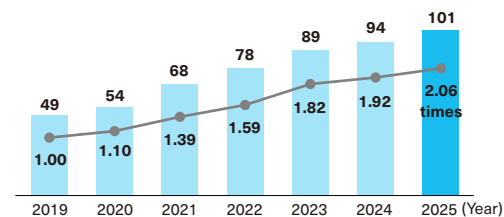
- Double the number of female managers by FY2025 compared with FY2019
- Ensure that at least 45% of new graduates recruited for administrative positions and 15% for technical positions are female

These targets are also stipulated in our *General Employers Action Plan under Japan's Act on the Promotion of Women's Participation and Advancement in the Workplace*, and we are steadily implementing a range of related measures.

As of June 2025, we have achieved the target ratios for female managers and for female new graduate recruits in administrative positions. Furthermore, we are promoting the use of childcare leave by male employees. The childcare leave usage rate for male employees at Kioxia Corporation was 54.3% in FY2024.

Achievements in the Development of Female Managers and Recruitment of Female New Graduates at Kioxia Corporation

Number of Female Managers¹



¹ Female managers (section manager level and above) at Kioxia Corporation as of March 31 each year, including those seconded to Kioxia Holdings Corporation. Figures are compared with 2019, the base year for the mid-term target. From 2025, the calculation is based on the Act on the Promotion of Women's Participation and Advancement in the Workplace. Personnel seconded to other Kioxia companies are included in the calculation, while those seconded to companies outside Kioxia, as well as secondees from other companies, are excluded. The number of female managers under the previous calculation method for FY2025 was 100.

Percentage of Female New Graduate Recruits²

	Administrative positions	Technical positions
FY2020	25.0%	14.4%
FY2021	60.0%	11.5%
FY2022	53.3%	13.2%
FY2023	37.5%	8.7%
FY2024	30.4%	9.7%
FY2025	71.4%	14.3%

² The annual hiring records of regular employees with bachelor's or master's degrees at Kioxia Corporation. Kioxia Holdings Corporation does not hire new graduates.

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Message from the General Manager, Human Resources and Administration Division

Building a Company Where Diverse Talent Can Thrive

Driving Sustainable Growth through Our People

At Kioxia Group, we believe that our people are the cornerstone of our competitiveness and the key to achieving sustainable growth. As the flash memory market continues to expand and diversify, we are committed to attracting and developing talented individuals and creating an environment where they can thrive.

To identify and inspire potential future talent, we engage with students of various ages to raise their awareness of the semiconductor memory industry and spark their interest in Kioxia Group as a potential employer. For our current employees, we offer a wide range of training programs and have revamped our HR policies and practices, including formalizing remote working, to support diverse career development paths and individual working styles.

Our internal Training and Development Committee serves as a platform for open dialogue among the members of our senior management team. It focuses on formulating and implementing policies that will enhance professional development and empower employees to grow their expertise and capabilities.

Fostering an Inclusive Culture Where Diverse Talent Can Shine

In a rapidly evolving society with increasingly diverse customer needs, building an inclusive culture where people from all backgrounds can thrive is essential to strengthening our competitive edge.

We are working to enhance our management capabilities to enable diverse talent to generate synergies. At the core of our shared mission—"Uplifting the world with 'memory'"—is a collective commitment to creating new value through our products and services.

To further strengthen engagement across our workforce, we are increasing opportunities for dialogue between senior executives and employees across all levels and roles—an important need highlighted by the findings of our recent employee engagement survey. Among our diversity and inclusion initiatives, we are especially focused on supporting the empowerment of women in the workplace.

At Kioxia Group, we foster a collaborative culture where everyone is encouraged to express ideas freely, address one another with respect, and work together beyond organizational boundaries toward a common goal. Moving forward, we will continue to cultivate an environment where diverse talent can grow and employees can challenge one another, building our human capital and creating long-term corporate value.

Promoting Employee Well-being through Health Management

The well-being and vitality of every employee are fundamental to our business. That's why we are strongly committed to health management and to creating a safe and comfortable working environment.

We will continue to support our employees' personal growth and ensure our company is a place where everyone can take pride in their work.

Kyota OkishiroManaging Executive Officer
General Manager, Human Resources and
Administration Division

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