

KIOXIA

Sustainability Report 2025



Kioxia Holdings Corporation

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Sustainability Reporting Policy

Kioxia Group* reports on sustainability issues that are a priority for us and our stakeholders.

In updating the Sustainability website of Kioxia Holdings Corporation, we have taken into consideration and incorporated issues that are material for both the Group and our stakeholders.

In FY2024 these were the following:

1. Top-level commitment from the executive officer in charge of sustainability to engage in sustainability activities on behalf of Kioxia Group.
 - › Messages to Stakeholders
2. Reporting on sustainability material issues that have been identified
 - › Sustainability Materiality
3. Group performance in the area of sustainability (FY2024)
 - › Environment
 - › Social
 - › Governance

* Kioxia Group is a corporate group consisting of Kioxia Holdings Corporation and its consolidated subsidiaries.

Organizations covered in this report

In principle, Kioxia Holdings Corporation and its consolidated subsidiaries are covered in this report, but individual entities are referenced in cases where the information provided does not apply to the whole Kioxia Group.

Note: "Kioxia Group in Japan" refers to Kioxia Holdings Corporation and its consolidated subsidiaries in Japan. "Kioxia Group overseas" refers to consolidated subsidiaries overseas. Organizations which were combined within recent years may not be covered.

Reporting period

This report focuses on the results of activities in FY2024 (April 1, 2024 to March 31, 2025).

It also includes some details of activities initiated prior to FY2024 as well as more recent ones.

Publication

Current issue: November 2025

Reference Guidelines

- Global Reporting Initiative "GRI Standard"
This report contains standard disclosures from the GRI Sustainability Reporting Standard.
- SASB (Sustainability Accounting Standards Board)
- United Nations Global Compact [COP (Communication of Progress) Advanced level]
- ISO 26000

Company Information

Company Outline

Name	Kioxia Holdings Corporation
Address	3-1-21, Shibaura, Minato-ku, Tokyo 108-0023, Japan
Establishment	March 1, 2019 Kioxia Holdings Corporation was established as the holding company for our corporate group by means of a share transfer from Toshiba Memory Corporation (now Kioxia Corporation.)
President and CEO	Nobuo Hayasaka
Capital	25,578 million yen (As of September 30, 2025)
Business	Group strategy formulation and management oversight
Employees	Non-consolidated: approx. 130, Consolidated: approx. 15,000 (As of March 31, 2025)

KIOXIA Group History

1987	Invention of world's first NAND flash memory
1992	Yokkaichi Plant established
2007	World's first 3D flash memory technology announced
April 2017	Toshiba Memory Corporation established
December 2017	Toshiba Memory Iwate Corporation (currently KIOXIA Iwate Corporation) established
March 1, 2019	Toshiba Memory Holdings Corporation established
October 1, 2019	Changed company name to Kioxia Holdings Corporation
July 2020	Acquired LITE-ON Technology's SSD Business, Solid State Storage Technology Corporation
April 2021	KIOXIA Corporation absorbed Kioxia Advanced Package Corporation through an absorption-type merger
June 2022	Kioxia Corporation completed acquisition of Chubu Toshiba Engineering Corporation (currently Kioxia Engineering Corporation)
December 2024	Listed on the Prime Market of the Tokyo Stock Exchange

[> Standards of Conduct/Policies](#)

Management

Directors

Representative Director	Nobuo Hayasaka
Director	Stacy J. Smith
Director	Yuji Sugimoto
Director	Masashi Suekane
Director	Hiroshi Suzuki
Director	Michael R. Splinter

Statutory Auditors

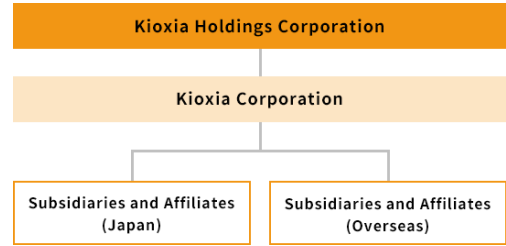
Statutory Auditor	Isao Morita
Statutory Auditor	Koichi Hatano
Statutory Auditor	Shunsuke Nakahama

Executive Officers

President and Chief Executive Officer	Nobuo Hayasaka
Executive Chairman	Stacy J. Smith
Executive Vice President and Executive Officer	Hiroo Oota
Executive Vice President and Executive Officer	Yoshihiko Kawamura
Executive Vice President and Executive Officer	Tomoharu Watanabe
Senior Managing Executive Officer (Chief Financial Officer)	Hideki Hanazawa
Managing Executive Officer (General Manager, Human Resources and Administration Division)	Kyota Okishiro
Managing Executive Officer (Chief Strategy Officer)	Junichiro Yaguchi
Executive Officer (Chief Information and Security Officer)	Toshiaki Kawabata
Executive Officer (General Manager, Legal Affairs Division)	Kayoko Yasutomi

Global Network

Kioxia Group is the world leader in memory solutions, dedicated to the development, production and sale of flash memory and solid state drives (SSDs). Kioxia Group comprises Kioxia Holdings, its 22 subsidiaries (7 in Japan and 15 overseas) and 6 affiliated companies (4 in Japan and 2 overseas).



Kioxia Corporation

▶ Kioxia Corporation [🔗](#)

Research, development, design, production and marketing of memory and SSD products

Subsidiaries and Affiliates (Japan)

▶ Kioxia Iwate Corporation [🔗](#)

Production of flash memory products

▶ Kioxia Systems Co., Ltd. (Japanese website) [🔗](#)

Design and development of memory products, and customer support

▶ Kioxia Engineering Corporation (Japanese website) [🔗](#)

Engineering services related to semiconductor development, design and manufacturing
Development and operation of semiconductor CIM systems

▶ Kioxia Etoile Corporation [🔗](#)

Cleaning and employee health & wellness services, contract work related to farm production, and clerical & administrative work

▶ Kioxia Energy Management Corporation [🔗](#)

Energy management business

Subsidiaries and Affiliates (Overseas)

▶ Kioxia America Inc. [🔗](#)

Research, development and marketing of memory and SSD products

▶ Kioxia Europe GmbH [🔗](#)

Sales and marketing of memory and SSD products

▶ Kioxia Singapore Pte. Ltd. [🔗](#)

Sales and marketing of memory and SSD products

▶ Kioxia Taiwan Corporation [🔗](#)

Sales and marketing of memory and SSD products

Kioxia Semiconductor Taiwan Corporation

Management of subcontracted production

▶ Kioxia Korea Corporation [🔗](#)

Research and development of memory products, and marketing of memory and SSD products

▶ Kioxia (China) Co., Ltd. [🔗](#)

Sales and marketing of memory and SSD products

Kioxia Israel Ltd.

Software development for SSD products

Kioxia Technology UK Ltd.

SSD Product Development

▶ Solid State Storage Technology Corporation [🔗](#)

Design, development, manufacturing and marketing of SSD products

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.

The origin of the name “KIOXIA”

KIOXIA

KIOKU × AXIA

On October 1st 2019, we made a fresh start as KIOXIA Holdings Corporation. 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.

Messages to Stakeholders

Message from the President and CEO



Uplifting the world with “memory,” Kioxia Group continues to deliver value to society

Nobuo Hayasaka
President and CEO
Kioxia Holdings Corporation

Global issues such as climate change, finite natural resources, the spread of infectious diseases and various forms of social inequality are becoming more pressing. To bequeath a sustainable world to future generations, we must find transformational solutions that address these and many other issues.

Advanced technologies are helping to address some of these challenges. Innovations in AI, IoT and Big Data processing are expected to play key roles as we move forward. In particular, Kioxia’s memory solutions will fulfill an indispensable function in helping to build a sustainable future.

Our business environment is becoming increasingly challenging. Several key trends are gaining increasing significance, including climate change, the effects of which are becoming more severe, the need to promote respect for human rights and diversity, and geopolitical risks arising from escalating international tensions.

In the midst of these societal changes, Kioxia Group is treating sustainability as a critical area of focus within its business strategy. Throughout FY2024, we continued to address priority sustainability issues and made progress toward achieving related key performance indicators. In particular, we are integrating these KPIs into our medium-term management plan alongside our financial metrics and business plans.

Kioxia Group was newly listed on the Tokyo Stock Exchange Prime Market on December 18, 2024. In line with this change, we plan to disclose more non-financial information to our stakeholders. This will include intensifying our focus on the transition to a decarbonized world—an urgent priority for the international community—as well as respecting human rights and managing human capital, recognizing that both are critical to the ongoing growth and sustainability of our business, particularly as they attract heightened global attention.

In line with our mission of “uplifting the world with ‘memory;’” I am dedicated to working with our partners to lead sustainability activities that transform and enrich the lives of people everywhere and foster a more creative and inspiring world.

Message from the Executive Officer in Charge of Sustainability



Boosting the sustainability of Kioxia Group operations to continue being of value to society

Tomoharu Watanabe
Executive Officer in Charge of Sustainability
Executive Vice President
Kioxia Holdings Corporation

Kioxia Group provides semiconductor memory products that are essential for a wide range of electronic devices, including smartphones and servers that make life more convenient for people all over the world. Our technologies, innovations, and value-added products and services will continue to meet society's constantly evolving needs and help ensure global sustainability.

There are, however, various challenges that need to be addressed, such as global warming and respect for human rights. Accordingly, companies are under growing pressure to reduce their greenhouse gas emissions, as stipulated in the Paris Agreement and the UN's Sustainable Development Goals (SDGs). There is also an increasing emphasis on collaborating with organizations like the Task Force on Climate-Related Financial Disclosures (TCFD), which was established by the Financial Stability Board and the Responsible Business Alliance (RBA), a coalition of companies promoting social responsibility in global supply chains.

Kioxia Group sustainability initiatives, both in-house and throughout our supply chain, align with RBA guidelines. In FY2024, Kioxia Iwate Co., Ltd. maintained its RBA audit platinum status, which it first received in FY2021. Additionally, in March 2025, Kioxia Holdings Corporation and Kioxia Corporation were certified as an "Excellent Health and Productivity Management Corporation 2025" in recognition of their strategic approach to employee health management. Kioxia Corporation also received a top-level three-star Eru-Boshi Certification for excellence in promoting women's participation in the workplace. Through such achievements we have further advanced our sustainability efforts.

Climate change is a significant concern not only in our semiconductor business but across the world. Our response has included the proactive installation of equipment at our manufacturing bases to limit emissions of PFCs and other gases. Furthermore, at our new manufacturing facilities, we have implemented highly efficient energy-saving production processes through the use of cutting-edge equipment and the introduction of AI and IoT technologies to further reduce our environmental impact. Additionally, to expand our use of renewable energy, we have been steadily installing rooftop systems for solar power generation since FY2022.

Kioxia Group is committed to complying with all relevant laws, regulations and social norms, aspiring to earn the trust of all stakeholders, as well as proactively undertaking sustainability initiatives to create value for society through "memory."

Kioxia Group's Sustainability Efforts

Sustainability Management

Major Sustainability Issues and Initiatives in the Value Chain

Stakeholder Engagement

Kioxia Group Initiatives in Support of the Achievement of SDGs

Kioxia Group's Contribution to Addressing Social Issues through Its Business Activities

SDG-Related Topics

Sustainability Management

Based on our corporate mission of “uplifting the world with ‘memory,’” Kioxia Group pursues sustainability management aiming to enrich people’s lives through our products and services and to broaden society’s possibilities. Through communication and collaboration with a range of stakeholders including customers, suppliers, employees and their families, we aspire to gain an understanding of issues that affect them and build relationships with them founded on trust.

Sustainability Management Structure

To strengthen and advance company-wide sustainability management, we have created two conferencing bodies.

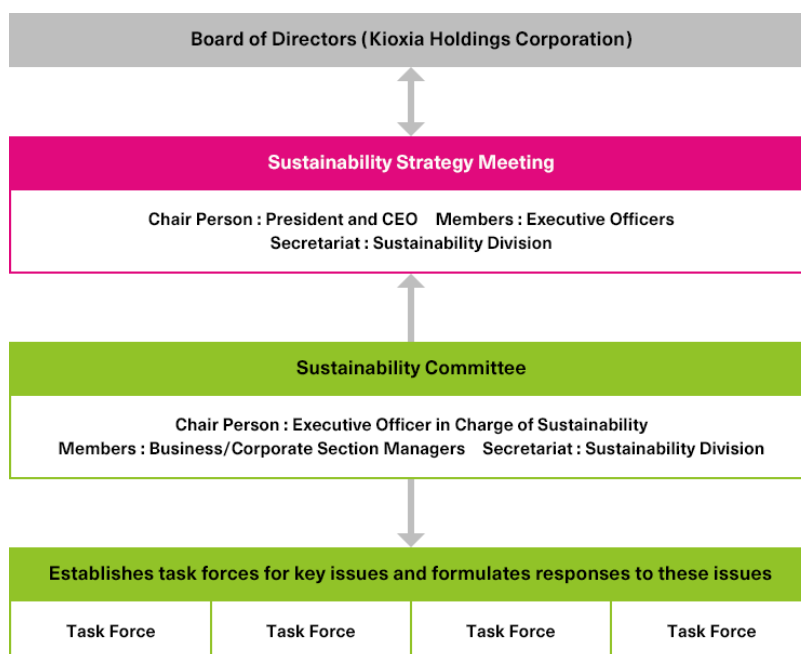
Kioxia Group’s sustainability strategies, policies and targets are discussed and decided at Sustainability Strategy Meetings, which are chaired by the President and CEO. Members consist of executive officers, who regularly review progress and report any significant issues to the Board of Directors.

The Sustainability Committee, chaired by the Executive Officer in charge of Sustainability, comprises the heads of corporate divisions and Kioxia Corporation’s business divisions. They discuss sustainability issues and indicators and check the progress of activities based on the strategies and policies formulated at the Sustainability Strategy Meetings.

In addition, where necessary we have set up appropriate task forces under the Sustainability Committee to debate key sustainability issues, to implement measures to address these issues, and manage progress.

These meeting bodies are managed by the Sustainability Division, which is dedicated to promoting Kioxia Group’s sustainability activities.

Kioxia Group’s Sustainability Management Structure



In FY2024, we monitored the progress of the 30 key performance indicators (KPIs) that we set as essential to help addressing our Sustainability Materiality, and in response to social demands, reset some of the targets. We have also incorporated these non-financial indicators into our medium-term management plan, along with our financial indicators and business plan.

Please see the following for details on our Sustainability Materiality.

➤ **Sustainability Materiality: Priority Areas for the Group’s Medium- to Long-term Growth**

Third-Party Sustainability Certification

Kioxia Group has acquired certification by the International Organization for Standardization (ISO) in the categories of Quality, Environment and Occupational Health and Safety Management Systems, and we work to retain these and obtain updated certifications on an ongoing basis.

Kioxia Holdings Corporation is also a member of the Responsible Business Alliance (RBA). We accordingly fulfil the responsibilities specified in the RBA Code of Conduct, undertaking our own CSR activities and requiring our suppliers to do the same. Kioxia Corporation's headquarters and manufacturing sites (Yokkaichi Plant, Kioxia Iwate Corporation and Solid State Storage Technology Corporation) conduct self-assessments based on the questionnaire published annually by the RBA to ensure that internal controls in the areas of workforce, health and safety, environment, ethics, and management systems are appropriate. In addition to this, our manufacturing sites voluntarily undergo third-party audits by the RBA once every two years to assess the soundness of their business activities.

In the RBA third-party audits conducted from 2023 through May 2025, all manufacturing sites (Yokkaichi Plant, Kioxia Iwate Corporation, and Solid State Storage Technology Corporation) were found to have appropriate management controls in the audited areas of labor, health and safety, environment, ethics, and management systems, and were awarded "Platinum," the highest status in the RBA certification program.

Through the acquisition of third-party assessments, we keep abreast of the latest sustainability requirements and work to address any relevant issues. These activities ensure that our sustainability efforts are properly evaluated, and that our customers and other stakeholders can feel secure in doing business with us.

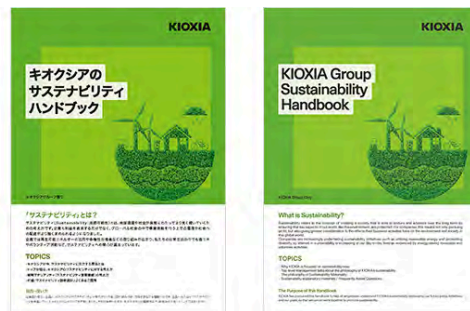
Permeation of Sustainability Awareness within the Company

Raising Employee Awareness

To raise sustainability awareness across the entire Kioxia Group, the President and CEO and other senior executives communicate the importance of sustainability management policies and practices in corporate strategy meetings at the beginning of each half semester. In addition, education covering sustainability activities is provided for new graduates and those newly appointed to managerial positions, as well as during job-specific training and development for employees in sales, procurement and other functions.

Kioxia Group distributes the *Kioxia Sustainability Handbook* to all its employees. It explains the basic concepts of sustainability management.

In addition, the company newsletter issued to employees and their families covers a wide range of sustainability-related topics; everything from women's career advancement to the installation of solar panels.



KIOXIA Group Sustainability Handbook (Japanese / English)

In FY2024 we provided training through an e-learning program for our executives and employees to deepen their understanding of our sustainability management. We also conducted a questionnaire to help us improve the educational content.

Furthermore, Kioxia Group has implemented an award system aimed at encouraging sustainability activities among its employees. The awards are presented twice a year to those whose activities have achieved particularly outstanding results. Through this program, we aim to increase opportunities for each and every employee to look at society from a broader perspective, to rethink their work in terms of social issues, and to consider solutions to these issues.

We will continue our efforts to nurture human resources and foster a corporate culture in which employees keep social issues in mind while engaging in their work.

Sustainability Activities at Our Sites and Affiliates

In order for Kioxia Group to promote sustainability management in a unified manner, it is necessary to create a system that promotes understanding and addresses sustainability issues at our sites and affiliates.

To this end, we have established sustainability secretariats at Kioxia Corporation's Yokkaichi Plant, Yokohama Technology Campus and Kioxia Iwate Corporation, the manufacturing and R&D sites of Kioxia Group. These secretariats promote sustainability across the Group.

At the sustainability meetings held at each site and affiliated company, the progress of activities being carried out at the site to achieve the sustainability materiality KPIs the entire Group is working on is visualized and managed, as is their progress in reviewing working styles and building better relationships with local communities.

Now that Kioxia Group's head office divisions, sites and affiliates have established a common framework for working together on sustainability, we will continue to strengthen our activities in this area as a united Group.

Major Sustainability Issues and Initiatives in the Value Chain

Due to the fact that the structure of our various business segments differs and their value chains and stakeholders vary, Kioxia Group performs mapping and analyzes sustainability challenges and risks for each segment, doing our utmost to avoid and reduce risks.

Value chain	Relevant stakeholders	Major sustainability issues	Kioxia Group's approach
Mining of raw materials	Local communities	<ul style="list-style-type: none"> <Sustainability issues concerning human rights and labor relations> <ul style="list-style-type: none"> Responsible minerals sourcing Respect for human rights Child labor, forced labor Occupational health and safety <Sustainability issues concerning environmental relations> <ul style="list-style-type: none"> Consideration for biodiversity Sustainable resources 	<p>A</p> <p>Responsible Minerals Sourcing</p>
Manufacture of components and materials	Suppliers Local communities	<ul style="list-style-type: none"> <Sustainability issues concerning human rights and labor relations> <ul style="list-style-type: none"> Respect for human rights Occupational health and safety Child labor, forced labor <Sustainability issues concerning environmental relations> <ul style="list-style-type: none"> Proper management of chemical substances Reducing greenhouse gas emissions Sustainable use of water resources Consideration for biodiversity <Other sustainability issues> <ul style="list-style-type: none"> Anti-corruption 	<p>B</p> <p>Assessment and Monitoring of Suppliers</p>
R&D, Product planning, Product design	Employees	<ul style="list-style-type: none"> <Sustainability issues concerning human rights and labor relations> <ul style="list-style-type: none"> Respect for human rights Occupational health and safety Labor management Diversity promotion <Other sustainability issues> <ul style="list-style-type: none"> Protection of intellectual property Product safety Information security management 	<p>C</p> <p>Promoting the Career Advancement of Female Employees</p>
Product manufacture	Employees Resellers	<ul style="list-style-type: none"> <Sustainability issues concerning human rights and labor relations> <ul style="list-style-type: none"> Respect for human rights Occupational health and safety Labor management Diversity promotion <Sustainability issues concerning environmental relations> <ul style="list-style-type: none"> Proper management of chemical substances Efficient use of energy Sustainable use of water resources Reducing greenhouse gas emissions <Other sustainability issues> <ul style="list-style-type: none"> Protection of intellectual property Quality control Information security management 	<p>C</p> <p>Promoting the Career Advancement of Female Employees</p> <p>D</p> <p>Reducing Environmental Impact</p>
Contract manufacturing			
Sales	Resellers Customers	<ul style="list-style-type: none"> <Other sustainability issues> <ul style="list-style-type: none"> Antitrust and fair trade practices Protection of customer and personal information Export control Advertising expressions Providing information about product safety 	
Distribution	Resellers	<ul style="list-style-type: none"> <Sustainability issues concerning human rights and labor relations> <ul style="list-style-type: none"> Occupational health and safety <Sustainability issues concerning environmental relations> <ul style="list-style-type: none"> Reducing greenhouse gas emissions 	
Use	Customers	<ul style="list-style-type: none"> <Sustainability issues concerning environmental relations> <ul style="list-style-type: none"> Reducing greenhouse gas emissions <Other sustainability issues> <ul style="list-style-type: none"> Response to product accidents Customer service and support 	
Disposal	Customers	<ul style="list-style-type: none"> <Sustainability issues concerning environmental relations> <ul style="list-style-type: none"> Product recycling Reducing environmental impact when disposing products 	









- A: Responsible Minerals Sourcing
- B: Assessment and Monitoring of Suppliers
- C: Promoting the Career Advancement of Female Employees
- D: Reducing Environmental Impact

Stakeholder Engagement

Kioxia Group's business activities involve relationships with diverse stakeholders, as outlined below.

Here we clarify our responsibilities to our major stakeholders, the relationships between Kioxia Group and each stakeholder, the points of dialogue, and examples of communication in FY2024.

Major Stakeholders

Stakeholders	Relationship with Kioxia Group
√ Customers 	We sell a wide range of memory and SSD products around the world. These are mainly used in smartphones, laptop PCs, data centers, and data servers.
√ Shareholders/Investors 	Kioxia Holdings was listed on the Prime Market of the Tokyo Stock Exchange in December 2024. Stock information, as well as resources and contact points for shareholders and investors, are available on the Investor Relations section of our website. > Investor Relations
√ Suppliers 	We deal continuously with some 650 suppliers worldwide (as of March 31, 2025).
√ Employees 	Approx. 130 in Kioxia Holdings Corporation, approx. 15,000 in consolidated companies (as of March 31, 2025)
√ Local Communities 	In carrying out our business operations, we respect the cultures, history and customs of people in each country or region.
√ Governments/Public Bodies 	We observe the laws and regulations of the respective countries and regions in which we do business.
√ NPOs/NGOs 	We cooperate with NPOs and NGOs in areas such as the environment, human rights and our contribution to society, and always endeavor to engage in constructive dialogue with them.
√ Global Environment 	We are tackling climate change and other environmental challenges so that the habitats of diverse life-forms, including our own descendants, can be maintained.

Customers



Key responsibilities	<ul style="list-style-type: none"> • Providing safe, secure products and services that offer great value • Providing appropriate product information • Ensuring excellent customer relations and support
Major means of identifying stakeholders' views and requests	<ul style="list-style-type: none"> • Routine sales activities • Call center contact (phone, email, etc.)
Stakeholder point of contact	Sales & Marketing Headquarters and each division, Kioxia Corporation

Communication Method and Case Study

Sharing and Reflecting Customer Feedback

In our daily operations, we receive comments and requests from customers for products and services. These are shared among relevant personnel including top management and used to improve product quality and after sales services.

Shareholders/Investors



Key responsibilities	<ul style="list-style-type: none"> • Disclosing information in a timely and appropriate manner
Major means of identifying stakeholders' views and requests	<ul style="list-style-type: none"> • Formulation and publication of disclosure policies • Investor briefings appropriately to be held for individual investors • Regular investor briefings to be held for analysts and institutional investors • Online disclosure of IR information • Establishment of department and/or appointment of a manager in charge of IR
Stakeholder point of contact	Corporate Communication Division, Disclosure Division, Legal Affairs Division, Corporate Strategy Division, Kioxia Holdings Corporation
Communication method and case study	<p>Establishment of Investor Relations Section on Website</p> <p>In conjunction with its listing on the Prime Market of the Tokyo Stock Exchange in December 2024, Kioxia Holdings established a section on its website to provide information to shareholders and investors. We strive to provide information pertinent to investment decisions in a timely, fair, and clear manner.</p> <p>> Investor Relations</p>

Suppliers



Key responsibilities	<ul style="list-style-type: none"> • Selecting suppliers fairly and engaging in fair trading practices • Respecting human rights, promoting labor and environmental management in the supply chain
Major means of identifying stakeholders' views and requests	<ul style="list-style-type: none"> • Routine procurement activities • CSR survey, audit, guidance • Business Partner Hotline
Stakeholder point of contact	Procurement Division, Kioxia Corporation

Communication Method and Case Study

Requesting Suppliers to Undertake Sustainability Management

In the course of our daily procurement operations we ask our suppliers to undertake their own sustainability practices. We also conduct surveys of suppliers based on the RBA* Code of Conduct to confirm the status of their compliance.

* Responsible Business Alliance

➤ Sustainable Supply Chain

Employees



<p>Key responsibilities</p>	<ul style="list-style-type: none"> • Respecting human rights • Maintaining appropriate employment and labor-management relations • Conducting fair assessment, treatment, and development of human resources • Respecting diversity • Supporting diverse working styles • Ensuring occupational health and safety
<p>Major means of identifying stakeholders' views and requests</p>	<ul style="list-style-type: none"> • Dialogue, information exchange meetings • Labor-Management Congress • Employee engagement survey • Whistleblower System
<p>Stakeholder point of contact</p>	<p>Human Resources & Administration Division, Legal Affairs Division and Corporate Communication Division, Kioxia Corporation</p>

Communication Method and Case Study

Messages from Top Executives

In FY2024, the President and senior executives of Kioxia Holdings Corporation shared videos with employees outlining our management vision and strategies. These videos were shown via online conferences and via our intranet at the beginning of each half semester.

The aim was to maintain and improve employee motivation by directly sharing in a timely manner with all employees information about management decisions that affect the whole company. Subsequent to that, senior executives also send e-mails to employees about any important management decisions in a timely manner.

Promoting Employee-Management Dialogue

Kioxia Group fully respects internationally recognized human rights standards, including the International Bill of Human Rights (Universal Declaration of Human Rights and International Covenants on Human Rights) and the core labor standards specified by the International Labor Organization (ILO). We additionally adhere to the United Nations Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises, and we ensure that our employees enjoy fundamental labor rights. The labor agreement concluded with the Labor Union of Kioxia Corporation stipulates that the Labor Union has three basic rights—the right to association, the right to collective bargaining, and the right to act collectively.

At the Kioxia Labor-Management Congress held every six months, Kioxia Corporation discusses its business policies with representatives of the Association of Kioxia Unions in Japan. In addition, Kioxia Corporation and representatives of the Association of Kioxia Unions in Japan hold negotiations every spring. Kioxia Corporation pays higher than the legal minimum wage and ensures all employees are fairly treated.

Kioxia Group companies in Japan and overseas hold discussions with their labor unions or employee representatives in accordance with the laws and regulations of the countries and regions in which they operate.

Employee Engagement Survey

Kioxia Group regularly conducts employee engagement surveys as a starting point from which to enhance employee engagement and revitalize the organization. The survey results are used in conjunction with opinions voiced separately by employees to identify any problem areas, and to formulate and implement measures to resolve issues.

- ▶ Respect for Human Rights
- ▶ Talent Development
- ▶ Diversity Promotion
- ▶ Health and Safety

Local Communities



<p>Key responsibilities</p>	<ul style="list-style-type: none"> • Stimulating local economies • Respecting diverse customs and cultures • Helping to cultivate the scientists and engineers of the future • Engaging in social contribution activities in local communities • Preventing accidents and disasters at business sites
<p>Major means of identifying stakeholders' views and requests</p>	<ul style="list-style-type: none"> • Dialogue, information exchange meetings • Science classes, research grants • Factory visits • Holding summer festivals to promote communication with residents and to revitalize communities • Providing opportunities for vocational facilities for people with disabilities to sell their products • Employee participation in community activities
<p>Stakeholder point of contact</p>	<p>Administration divisions of each business site and Group companies</p>

Communication Method and Case Study

Supporting Local Community Development

Kioxia Group sees it as its responsibility as a good corporate citizen and as a member of the local communities where it has a presence to leverage its business activities to help address issues faced by those communities. In particular, we aim to engage in business activities that are rooted in those communities, such as promoting local employment and trade with local companies.

Kioxia Group offers internships to enable students to experience working and to develop an interest in manufacturing.

Contributions to Society

As a good corporate citizen, Kioxia Group strives to build better relationships with the communities where we conduct our business. For example, we communicate with local communities about our efforts to protect the environment through initiatives such as factory visits and by holding classes at elementary schools. We do this so that a wide range of stakeholders, such as the communities around Yokkaichi Plant—including schools, students, customers, and other companies—can learn about Kioxia Group's environmental activities.

At the eco-charity bazaar that our Yokkaichi Plant has been hosting since 2007, we recycle unwanted household goods and donate all profits from the bazaar to the Yokkaichi City Greening Fund. In FY2024, we collected and donated 29,771 contact lens cases through an activity promoting corneal transplants.

▶ Supporting Local Community Development

Governments/Public Bodies



Key responsibilities	<ul style="list-style-type: none"> • Complying with laws and regulations, and paying taxes • Supporting government policies that address social issues
Major means of identifying stakeholders' views and requests	<ul style="list-style-type: none"> • Dialogue and proposals via economic associations and industry bodies
Stakeholder point of contact	Each group company and Corporate Strategy Division, Kioxia Corporation

Communication Method and Case Study

Job Creation and Tax Contribution

Kioxia Group is expanding its business around the world. The jobs we create help support local communities, especially production facilities that employ large numbers of local people.

By paying taxes in accordance with national laws and regulations, group companies and their employees make an economic contribution to the countries and regions where they operate.

Participation in Industry Associations

Kioxia actively participates in the activities of industrial associations to help address various social issues.

Kioxia Holdings Corporation

- TCFD Consortium
- Responsible Business Alliance

Kioxia Corporation

- Japan Business Federation (Keidanren)
- Japan Electronics and Information Technology Industries Association (JEITA)

NPOs/NGOs



Key responsibilities	<ul style="list-style-type: none"> • Collaborating on and helping to solve global social issues • Collaborating on local community development
Major means of identifying stakeholders' views and requests	<ul style="list-style-type: none"> • Dialogue through collaboration
Stakeholder point of contact	Sustainability Division, Kioxia Corporation and group companies

Global Environment



Key responsibilities	<ul style="list-style-type: none"> • Mitigating climate change • Reducing waste discharge • Reducing the release of chemicals • Conserving biodiversity
Major means of identifying stakeholders' views and requests	—
Stakeholder point of contact	Environment Planning Promotion Group, Production Technology Promotion Division, Kioxia Corporation

▶ Yokkaichi Plant - Environmental Initiatives [□](#)

▶ Kioxia Iwate Corporation - Environmental Initiatives [□](#)

Kioxia Group Initiatives in Support of the Achievement of SDGs

The 2030 Agenda for Sustainable Development was unanimously adopted at the United Nations Summit in September 2015. The agenda articulates the common principle of “no one left behind” and stipulates 17 Sustainable Development Goals (SDGs) as important guidelines aimed at driving the international community’s realization of sustainable development and the elimination of poverty by 2030.

SUSTAINABLE DEVELOPMENT GOALS



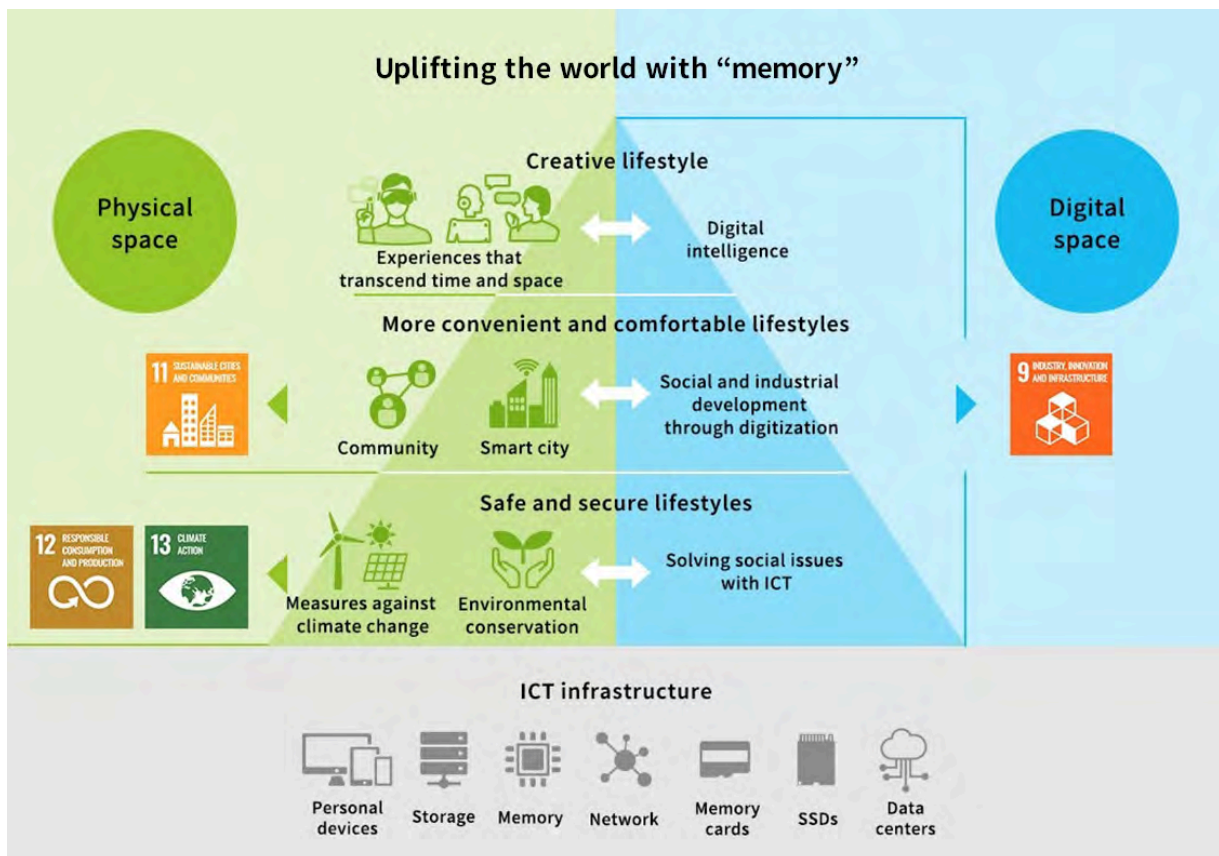
Contribution to the Solving of Social Issues through Our Business

Humanity is facing a variety of issues on a global scale including global environmental problems; climate change; water resource depletion; an increasing population; shortages of energy, resources, and food caused by industrialization; and disparity of wealth. The 2030 Agenda for Sustainable Development was adopted at the United Nations Summit in September 2015. In order to address various social issues, companies are required to contribute to the development of a sustainable society by demonstrating creativity and innovation in order to create business opportunities from a long-term perspective.

In October 2019, Kioxia Group changed its name and made a fresh start. The name “KIOXIA” reflects our strong determination to change the world by storing “memories” (“kioku” in Japanese) created by society and using them to create new “value” (“axia” in Greek). Our mission is to uplift the world with “memory.”

Kioxia Group, which provides the value of “memory” to society through products such as flash memory and solid state drives (SSDs), will continue to help develop a sustainable society by contributing to the SDGs through its business.

Based on a full understanding of its mission and its role as a global company, Kioxia Group contributes to achieving goals 9, 11, 12 and 13 of the SDGs through its main business. In addition to contributing via our existing business, we are investigating technology development in new business sectors with a focus on future social issues.



Kioxia Group Enriches People's Lives by Uplifting the World with "Memory"

Kioxia Group wants to achieve a world where many people can experience an "uplifting" human culture. To do so, we must first create the lifestyle infrastructure that allows people to acquire a minimum level of food, clothing and shelter, and to live peaceful lives. The groundwork for this safe and secure lifestyle infrastructure cannot be laid unless global environmental problems are solved. Kioxia Group is helping to lay this groundwork by implementing measures against climate change and ensuring the effective use of resources in the course of its business activities. Furthermore, with our flash memory and SSD products, we are helping people achieve convenient and comfortable lifestyles where internet access is available anytime and anywhere. In addition, we believe that once such lifestyles have been achieved, we can provide people with more creative lifestyles through "memory."

Kioxia Group has a history of leading the industry in the development of products such as NAND flash memory and 3D flash memory. Going forward, we will continue to change the world by remaining a leader in cutting-edge technology.


When we look at the environment surrounding us, in addition to the physical space in which people live, the advancement of technology has also provided digital space. As digital technology advances, it will lead to the realization of environmental conservation, smart cities, the ability to provide people with creative experiences that transcend time and space, and more. Kioxia Group supplies storage products that serve as the foundation for a digital society, and we continue to pursue further research and development. In addition, we aim to contribute to future society by undertaking digital technology research and development through a process of backcasting from the perspective of various envisaged future social issues in the physical environment.

Related Links

Introduction to Kioxia Group's SDG Initiatives

Kioxia Group's Contribution to
> Addressing Social Issues through Its
Business Activities

> SDG-Related Topics

> Research and Technology Development 

Kioxia Group's Contribution to Addressing Social Issues through Its Business Activities

Helping to Address Social Issues through our Business

Kioxia Group's mission is to "uplift the world with memory." By pushing the boundaries of "memory," we create uplifting experiences, add new value and change the world.

As a company with progressive memory technology at its core, we offer products, services and systems that create choice and define the future. Based on this mission and vision, we aim to launch a new era of memory with cutting-edge technology and continue evolving as our world evolves.

Under this policy, we are undertaking activities that help achieve the UN's Sustainable Development Goals (SDGs) in the belief that our business operations themselves have a substantial impact on society.

Kioxia Group Initiatives in Support
of the Achievement of SDGs

SDGs That Kioxia Group Helps Achieve through Its Business Activities



Kioxia Group's business activities can contribute to achievement of the SDGs in a wide variety of ways. The four SDGs that we are focusing on are Goal 9 (Industry, Innovation and Infrastructure), Goal 11 (Sustainable Cities and Communities), Goal 12 (Responsible Consumption and Production), and Goal 13 (Climate Action).

We are taking proactive measures to drive the achievement of the SDGs through our business activities, thereby advancing the development of a sustainable society.

Goal 9: Accelerating Innovation with Cutting-Edge Technology

Social Issues

Accompanying the globalization of recent years, technological advances in fields such as AI and IoT are expected to accelerate, with disruptive innovation in various fields bringing about changes in occupational structures and the way people live and work.

Additionally, these technological innovations promise to pave the way for solutions that help address various social issues (including global warming, energy issues, the concentration of populations in large cities, food and water shortages, and medical and health issues).

Reference

- ▶ [United Nations Goal 9: Build resilient infrastructure, promote sustainable industrialization and foster innovation](#)

Kioxia Group's Contributions to a Solution

As a leader in flash memory and SSDs, Kioxia Group has created various technologies that are the first of their kind in the world. With the expansion of AI and the spread of 5G high-speed wireless communications, the amount of data being generated, stored and used has increased exponentially. Kioxia Group is focusing on developing state-of-the-art storage technology to respond to the rapidly increasing need for high-capacity, high-performance storage, and high-speed data processing systems. In addition to storage technology, we are also pursuing new areas of research and development, perceiving future social issues as business opportunities.



SDG-related Topics

- ▶ Technological Developments That Support Cutting-Edge Science
- ▶ Technological Developments That Support the Information and Communications Era

Goal 11: Contributing to the Development of Sustainable Cities

Social Issues

Currently, approximately 55% of the world's population resides in urban areas, and this figure is projected to reach nearly 70% by 2050.¹

Under these circumstances, there is a need to create resilient cities that have a low environmental impact and allow people to safely maintain a high quality of life. In addition, the concentration of populations in urban areas has led to the depopulation of surrounding rural areas and led to lifestyle differences between the two. Furthermore, there is a need to create cities that can counteract threats such as pandemics and respond to new changes in the social environment.

Reference

¹ [United Nations: Change in Population Structure](#) 

Kioxia Group's Contributions to a Solution

By supplying flash memory and SSD products, we have contributed to the widespread use of internet-connected devices, the development of data centers, and access to high-quality telecommunications. This has enabled internet access that is available anytime and anywhere, changing the lifestyles of people all over the world.

Today, flash memory and SSDs have become indispensable products in people's lives. By developing various cutting-edge technologies to increase their capacity and performance, Kioxia Group will help more people lead more convenient and comfortable lives.

Goal 12: Sustainable Consumption and Production

Social Issues

The world's population is projected to increase to 9.7 billion by 2050² and it is said that we will need more resources to maintain our current lifestyles. Companies are required to efficiently manage natural resources, produce products with low environmental impact, and reduce waste and chemical substance emissions. At the same time, companies are required to regularly disclose information about their sustainability efforts to stakeholders.

Reference

▶ [United Nations Goal 12: Ensure sustainable consumption and production patterns](#) 

² [World Population Prospects 2022: Summary of Results published by The United Nations](#) 

Kioxia Group's Contributions to a Solution

In order to use resources effectively, Kioxia Group has set targets for the amount of water it intakes and waste it generates, striving to ensure efficient production.

Specifically, we obtain information on chemical substances used during production and contained in products to ensure greater use of those with minimal environmental impact. In addition, we are actively working to recycle chemical substances discharged after production, either at our workplaces or those of our subcontractors. Furthermore, wastewater discharged during manufacturing is recycled at dedicated facilities within each plant and reused. Our environmental activities are disclosed in our reports to the CDP, one of the world's largest environmental information evaluation organizations, our Sustainability Report, and other reports.

▶ **Environment**

▶ **Environmental Evaluation by External Parties**

Goal 13: Addressing Climate Change

Social Issues

The global effects of climate change, such as abnormal weather and rising sea levels, are becoming more apparent. Climate change affects not only the weather, but a whole range of areas, including the supply of food and drinking water, ecosystems, and infrastructure.

Reference

▶ [United Nations Goal 13: Take urgent action to combat climate change and its impacts](#) 

Kioxia Group's Contributions to a Solution

Kioxia Group is working to reduce the emission of the greenhouse gases that cause climate change.



SDG-related Topics

- ▶ **Making Every Bit of Data More Widely Available**
- ▶ **Leveling Up the World with Every Bit of Data**
- ▶ **Enriching New Ways of Life with Bits**



SDG-related Topics

- ▶ **High-Efficiency Manufacturing**
- ▶ **Waste Reduction and Recycling**



SDG-related Topics

- ▶ **Greenhouse Gas Net-Zero Emissions**
- ▶ **Efforts to Improve Product Energy Consumption Efficiency**

Ripple Effect of 4 SDGs on 17 Related Goals

Kioxia Group believes that all of the SDGs are interrelated and that its contribution to achieving these four goals will ripple out and help realize many related goals. To aid in the development of a sustainable society, Kioxia Group will contribute to the achievement of the SDGs through its business activities.



Forward-Looking Initiatives

Kioxia Group's mission is "uplifting the world with 'memory.'" Based on this mission, we are considering what kind of technological development and business opportunities might help create a sustainable society.

- ▶ SDG-related Topics: Helping to Create a Sustainable Society with Cutting-edge Technology
- ▶ Research and Technology Development [🔗](#)

SDG-Related Topics

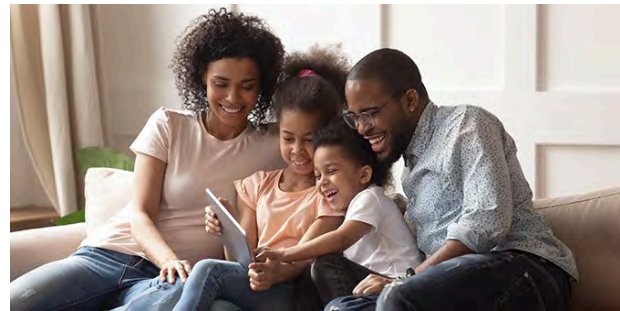
Kioxia Group Businesses That Contribute to Society

Here, we will introduce specific examples that show how Kioxia Group's businesses have contributed to addressing social issues and achieving some of the UN's Social Development Goals.

Making Every Bit of Data More Widely Available

Urban areas to which people are increasingly moving need to provide lifestyles that are safe and convenient and that allow those people to maintain a high quality of life. To this end, the spread of flash memory and SSDs has helped provide people with internet access that is available anytime and anywhere. For example, the spread of the internet has made it possible for people to access a whole range of information on a smartphone even when they are outside. It also allows us to communicate with people all over the world from the home or office using a PC or tablet. In addition, recording technologies such as image authentication and dashboard cameras have improved safety and security.

By manufacturing flash memory and SSDs with increased capacity and improved performance, Kioxia Group is helping more people lead better lives.



Leveling Up the World with Every Bit of Data

The worldwide concentration of populations in cities has led to the depopulation of surrounding rural areas and the emergence of lifestyle differences between the two. However, an environment offering internet access allows people to obtain the same information from anywhere using devices such as smartphones or tablets. The availability of internet access anytime and anywhere has led to an improved quality of life for people, and has also increased opportunities for work and for children's education.



Enriching a New Ways of Life with Bits

The global COVID-19 pandemic forced us to make major changes to our lifestyles. When commercial activity and people's movement were being greatly restricted worldwide, online communication became a means to connect people and things, bringing about changes in behavior that have persisted even after the pandemic. An environment in which the internet is accessible anytime and anywhere also helps people to work remotely, and facilitates online classes and other alternatives that help realize a new way of life.



Technological Developments That Support Cutting-Edge Science



In collaboration with Massachusetts Institute of Technology (MIT), Kioxia Corporation has been building signal processing systems for use in the field of neuroscience.

Research into the human brain requires high-speed analysis of large volumes of data. Kioxia Corporation helps promote brain research with its high-speed, large-capacity SSDs that are utilized for such analysis and help accelerate the research cycle.

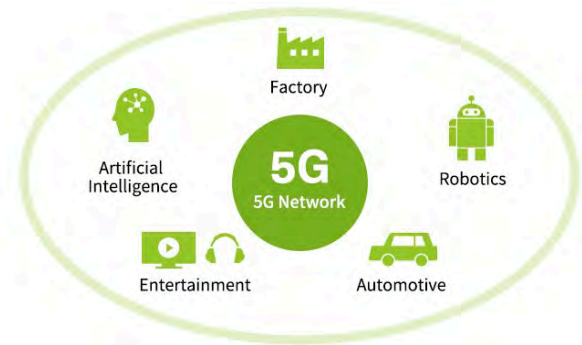
▶ [Unlocking the Brain's Mysteries through Data Storage \(Kioxia Corporation\)](#)

Technological Developments That Support the Information and Communications Era



To support the information and communications era, Kioxia Group is pursuing cutting-edge research and development in fields such as self-driving vehicles, smart factories, robotics, and entertainment.

▶ [Research and Development at Kioxia Group \(Kioxia Corporation\)](#)



High-Efficiency Manufacturing



During the manufacturing of flash memory, including BiCS FLASH™, Kioxia Group collects huge amounts of real-time data from manufacturing equipment and transportation systems, and analyzes this data using AI technologies such as deep learning in order to shorten turnaround times. In this way, we can reduce the consumption of energy and materials, improve yield, and ensure a stable supply of high-quality products. The cutting-edge AI technologies supporting our smart factories have been developed not just through the use of Kioxia Group's proprietary technologies, but also through open innovation with our partners. Kioxia Group will continue to utilize AI technologies to maintain and improve productivity, deploying smart factories that contribute to the development of a sustainable society.

▶ [Smart Factories \(Kioxia Corporation\)](#)



Yokkaichi Plant



Kitakami Plant



Transportation equipment inside the clean room

Waste Reduction and Recycling



Kioxia Group's plants have been expanded in order to meet increasing demand from the market. As a result, the amount of waste we generate is rising every year. However, we are striving to make effective use of resources with the aim of reducing environmental impact throughout our supply chain. As an example, we are actively working to reduce the use of chemicals and gases by recovering and recycling waste generated during manufacturing, improving manufacturing processes, and using packaging with reduced environmental impact.

▶ [Current Status of Environmental Impact and Environmental Targets and Outcomes](#)

Greenhouse Gas Net-Zero Emissions



At Kioxia Group, we prioritize initiatives aimed at reducing greenhouse gas emissions, seeing this as one of our key management objectives. By FY2050, we aim to achieve net-zero in terms of our Scope 1 greenhouse gas emissions (direct emissions from our business sites), and in terms of Scope 2 emissions (those resulting from our use of purchased energy).

In order to achieve these goals, we will continue to install equipment that will eliminate the emission of perfluorocarbons (PFCs)—gases with high global warming potential—at all of our manufacturing facilities constructed since 2011. As for measures related to purchased energy, the group is procuring and installing energy-efficient manufacturing equipment and power equipment. In FY2022, we commenced the introduction of solar power generation systems at our plants. We are also moving forward with the procurement of renewable energy certificates in Japan. We will continue our efforts to address climate change.

▶ Climate Change

▶ [Environmental Initiatives at Kioxia Corporation's Yokkaichi Plant](#)

▶ [Environmental Initiatives at Kioxia Iwate Corporation](#)

Efforts to Improve Product Energy Consumption Efficiency



As we believe that providing high-capacity and energy-efficient flash memory and SSD products helps achieve a low-carbon society, we are making a range of efforts in this area.

For example, we are making efforts to improve the energy consumption efficiency per GB data processing of our products when they are in use. We are also working to reduce the amount of electricity and materials used during manufacturing.

▶ Reducing Environmental Impact through Our Products

Helping to Create a Sustainable Society with Cutting-edge Technology



Our mission is “uplifting the world with ‘memory.’” This mission was established after discussion between our management and our employees about the kind of company we want to create in the future.

Based on this mission, we will continue to work together with our partners to help more people lead convenient and comfortable lives, address a variety of social and environmental challenges, and contribute to the development of a sustainable society. In order to achieve this, we will work with these partners to further increase the capacity, performance and efficiency of our flash memory and SSD products.

Related Links



▶ Creating Social Value

We use our memory technology to innovate digital technology and help make people's lives safe, secure, convenient and comfortable, thereby creating value for society.

Sustainability Materiality:

Priority Areas for the Group's Medium- to Long-term Growth

Creating Social Value

Building a Creative World through Memory Technology

Contributing to Convenient and Comfortable Lifestyles

Creating Safe and Secure Societies and Environments

Foundation for Value Creation

Sustainability Materiality: Priority Areas for the Group's Medium- to Long-term Growth

Basic Philosophy

Kioxia Group will continue to create value for society through its memory technology, based on its mission of “uplifting the world with ‘memory.’” We will contribute to the development of a sustainable society by strengthening the foundations supporting the Group's medium- to long-term business activities, and by responding to the demands of our stakeholders as a member of global society.

Process of Setting Materiality

Environmental issues such as climate change, energy and resource shortages due to industrialization, widening disparities of wealth, and the threat of new infectious diseases are just some of the growing challenges facing society. On the other hand, the development of digital technology continues to make people's lives more convenient. Technological innovation brought about by AI, IoT and the use of big data has changed social and industrial structures and is expected to rapidly generate needs that have not been seen before.

Taking these social changes into account, there are rising expectations of the role the Group should play in the sustainable development of society. We have therefore decided there is an urgent need to further enhance our sustainability management and clearly set out our policies.

We have established themes we see as particularly important for governing the sustainable development of the Group and of society. We call these themes Sustainability Materiality.

Overview of Sustainability Materiality

Sustainability Materiality comprises three domains.

Creating Social Value

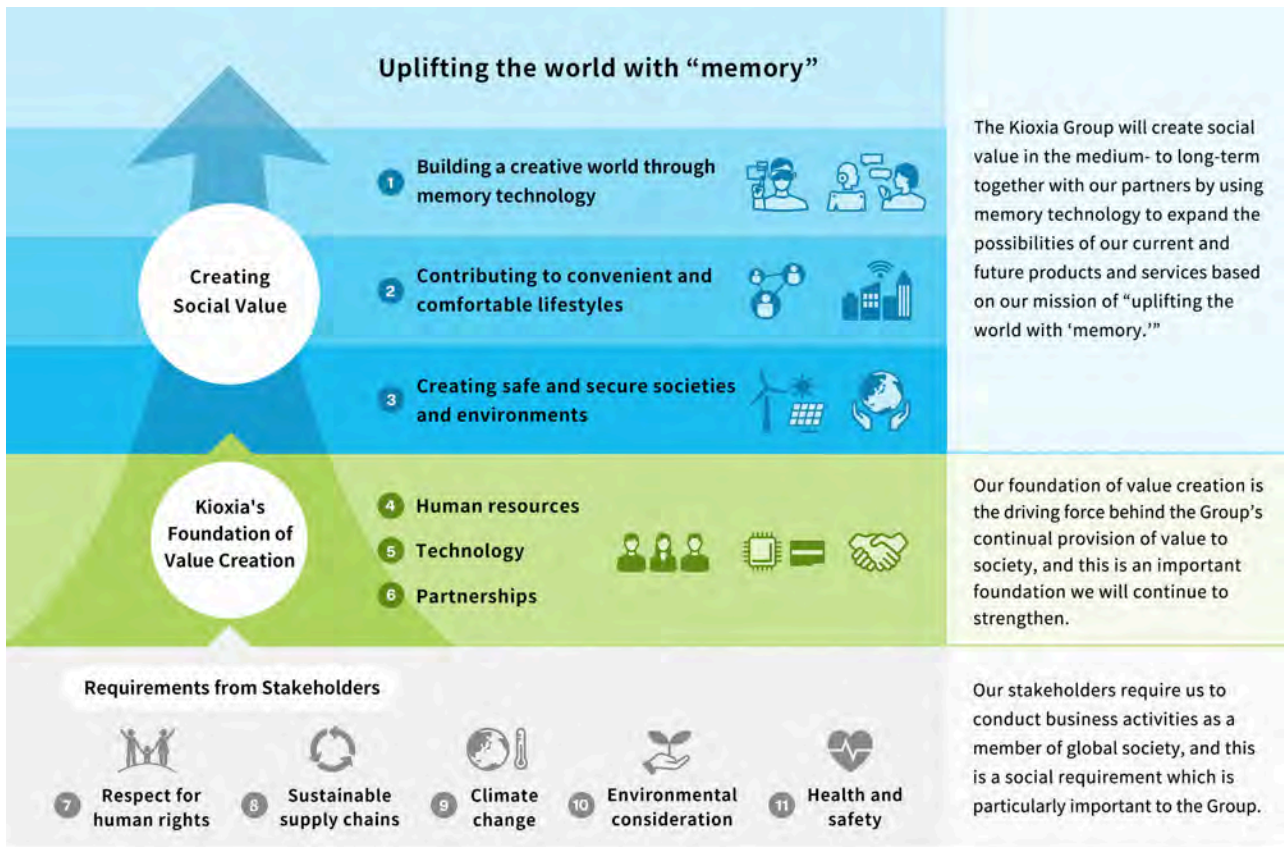
Kioxia Group will create social value in the medium- to long-term together with its partners by using memory technology to expand the possibilities of its current and future products and services based on its mission of “uplifting the world with ‘memory.’”

Foundation of Value Creation

Our foundation of value creation is the driving force behind the Group's continual provision of value to society, and an important foundation we will continue to strengthen.

Requirements from Stakeholders

Our stakeholders require us to conduct business activities as a member of global society, and this is a social requirement which is particularly important to the Group.



Creating Social Value

Basic Philosophy

By using memory technology, we expand the possibilities of our current and future products and services and work with our partners to create value for society.

- We use memory technology to create digital innovations for a data-driven society, and contribute to resolving social and environmental issues.
- In addition to providing people with safety, security, convenience and comfort, we will help to build a more creative world.

The value creation process comprises the following three elements:



(1) Building a creative world through memory technology

Through memory technology we support value creation by working with partners to provide people with diverse experiences that transcend time and space, and creative means of expression and communication.



(2) Contributing to convenient and comfortable lifestyles

By creating flash memory with greater capacity, higher speed, lower power consumption and enhanced reliability, and by supplying more bits to more people, we will contribute to the creation of a society in which more people can lead convenient and comfortable lives.



(3) Creating safe and secure societies and environments

Based on the development of digital technology, we will contribute to resolving social and environmental issues by providing storage that helps people to live safely and securely.

> Creating Social Value

Foundation for Value Creation

The foundation for value creation comprises the following three elements:



➤ (4) Human resources

We will recruit and train highly specialized human resources to develop advanced technologies, and diverse human resources to meet expanding and diversifying market requirements.



➤ (5) Technology

We will promote continuous technological investment and initiatives for future-oriented advanced technology development.



➤ (6) Partnerships

We will build partnerships with customers, suppliers and research institutions to create products and services that anticipate the needs of society.

➤ Foundation of Value Creation

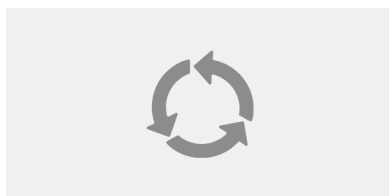
Requirements from Stakeholders

These requirements are grouped into the following five areas:



➤ (7) Respect for human rights

We will comply with international human rights principles and promote fair and sound business activities.



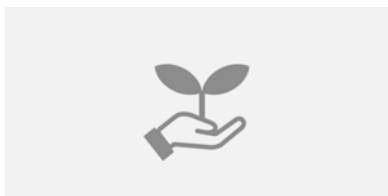
➤ (8) Sustainable supply chains

We will promote sustainable business activities by addressing human rights, labor, safety, environmental, and other business risks, including those of our suppliers.



➤ (9) Climate change

We will contribute to the realization of a decarbonized society by reducing greenhouse gas emissions and promoting the use of renewable energy in our business activities.



➤ (10) Environmental consideration

We will take environmental impact into account in our business activities, focusing on areas such as waste reduction, chemical substance management, and wastewater quality management, with the aim of enriching human life in harmony with the earth.

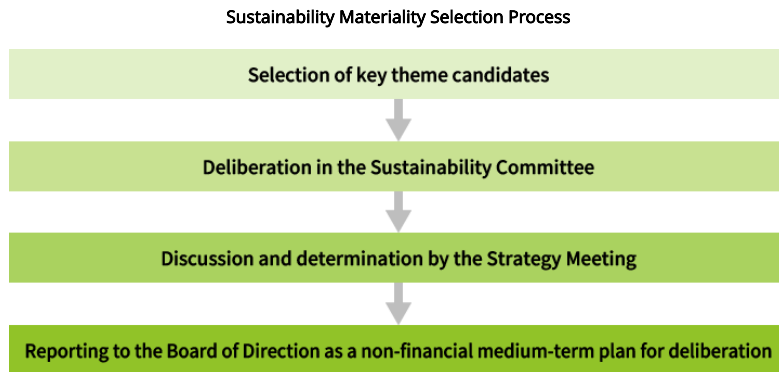


➤ (11) Health and safety

We will strive to create safe and healthy workplaces, taking into account changes in society and behavioral patterns, with the aim of preventing occupational accidents, improving employees' health and increasing productivity through enhanced vitality.

Sustainability Materiality Identification Process

In identifying our sustainability materiality, we referred to the IFRS Foundation's International Integrated Reporting Framework, the Ministry of Economy, Trade and Industry's Guidance for Collaborative Value Creation, Global Reporting Initiative "GRI Standard", and ISO 26000 (the international standard on social responsibility). We then assessed stakeholder concerns and their importance to Kioxia Group, conducted interviews with the management team, and sought verification from external experts. Based on this process, candidate themes for sustainability management were identified, reviewed by the Sustainability Committee, and discussed and finalized at the Sustainability Strategy Meeting. The themes identified are also reported to and deliberated by the Board of Directors as part of the non-financial medium-term management plan.



▶ Sustainability Management

Creating Social Value

Under its mission of “uplifting the world with ‘memory,’” Kioxia Group has created a number of world-firsts as a leader in the areas of flash memory and SSDs, and with its partners has supported the advance of a digital society.

By increasing the capacity, performance and efficiency of our flash memory and SSD products, we will help make people’s lives convenient and comfortable. We will also cooperate with our partners in finding solutions to increasingly diverse social and economic issues and contributing to the development of a sustainable society.

Through memory technology, we will strive to build a more creative world, one that enables uplifting and diverse experiences, more forms of expression, and communication that transcends time and space.

Building a Creative World through Memory Technology

Using memory technology to contribute to the realization of a world in which people can lead fulfilling lives with uplifting experiences



Note: Image of the data-driven, digitalized society of the future

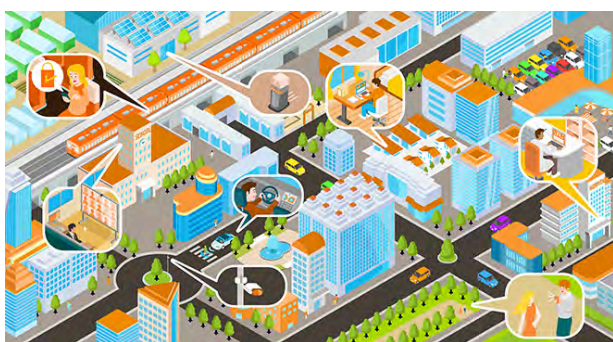
Through memory technology, we help create value by working with partners to provide people with various experiences and creative means of expression and communication that transcend time and space.

In addition, Kioxia Group’s products, services and technologies help support the information society of the future.

Here, we introduce some of our innovations aimed at shaping the future.

Contributing to Convenient and Comfortable Lifestyles

Making data more widely available will help achieve improved lifestyles for even more people



By enhancing high-capacity, high-speed, low-power-consumption and high-reliability technologies, and making people’s lifestyles smarter, we will help create a society in which more people can lead convenient and comfortable lives.

Here, we show how over the years we have grown together with a digital society.

Creating Safe and Secure Societies and Environments

Evolving New Memory Technology Solutions for Social Issues

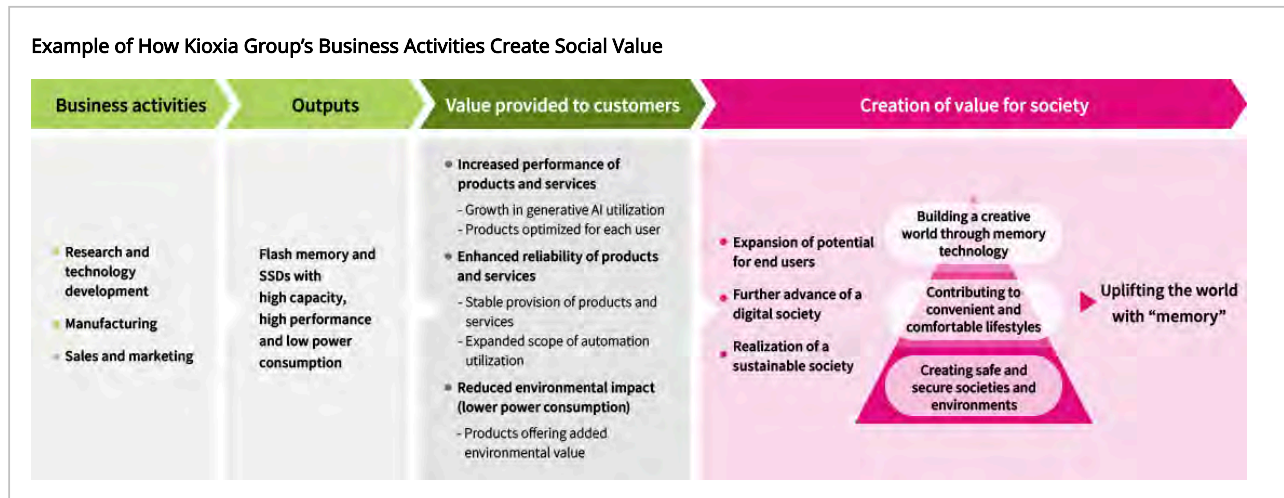


We deliver memory and SSD products that contribute to resolving social and environmental issues and help people live safely and securely.

Here, we introduce examples of ways in which we are contributing to society and creating a safe and secure society and environment through our products and technology.

Process for Creating Social Value through Kioxia Group's Business Activities

One way Kioxia Group creates social value is by supplying products that meet customers' diverse and sophisticated needs, helping to improve the quality of their products and services and supporting the creation and growth of their businesses. These outcomes support end-user convenience and potential from various aspects, helping to deliver the benefits of a digital society to even more people. In this way, our products contribute to the creation of value for society, ultimately leading to the realization of our mission of "uplifting the world with 'memory.'"



Building a Creative World through Memory Technology

Using memory technology to contribute to the realization of a world in which people can lead fulfilling lives with uplifting experiences



Note: Image of the data-driven, digitalized society of the future

Utilizing our memory technology,
we help create value by working with partners to provide people with diverse experiences
and creative means of expression and communication that transcend time and space.

▼ Memory Technology That Will Support the Information Society of the Future ▼ Kioxia Group's Innovative and Cutting-Edge Technologies

Memory Technology That Will Support the Information Society of the Future

The volume of information generated and accumulated by society is increasing steadily, driven mainly by the spread of cloud computing, the advent of the IoT era, and the widespread use of AI technology.

Kioxia Group is engaged in various innovative activities aimed at creating a new future, guided by its vision: "With progressive memory technology at the core, we offer products, services, and systems that create choice and define the future."

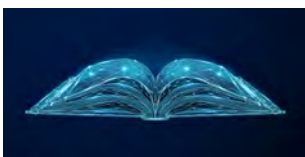


▶ [KIOXIA Insights](#)

KIOXIA Insights highlights a range of activities that align with our mission to "uplift the world with 'memory.'" By evolving "memory," we create uplifting experiences and change the world.

Kioxia Group's Innovative and Cutting-Edge Technologies

Kioxia Group and its partners utilize memory technology for a variety of research and development in cutting-edge fields, with the aim of creating innovative products that will open up new possibilities for people and society.



Kioxia Group's Cutting-Edge Technology

Introducing the latest technologies being researched and developed at Kioxia Corporation and various use cases of flash memory.

▶ [Technology Topics \(Kioxia Corporation\)](#)



Kioxia Corporation has been building signal processing systems for neuroscience in collaboration with Massachusetts Institute of Technology (MIT).

Neuroscience research calls for faster analysis of large quantities of data. Kioxia Corporation is contributing to advances in neuroscience by accelerating data analysis in the research cycle by using high-speed, high-capacity SSDs.

▶ **Challenging to the Brain with Data Storage (Kioxia Corporation)** [📄](#)



Automatic Quiz-Generating AI

Kioxia Corporation has developed automatic quiz-generating AI in cooperation with QuizKnock (baton Co., Ltd.) It applies AI and machine learning technology cultivated through the analysis of over 2 billion data lines generated each day at Kioxia Corporation's semiconductor plants.

▶ **Development of AI That Automatically Generates Quizzes (Kioxia Corporation) (Japanese only)** [📄](#)

▶ **Quiz-Generating AI Development Project - "In the Pipeline" Combining Memory and Technology in Pursuit of Future Horizons** - [📄](#)

Contributing to Convenient and Comfortable Lifestyles

Making data more widely available will help achieve improved lifestyles for even more people.



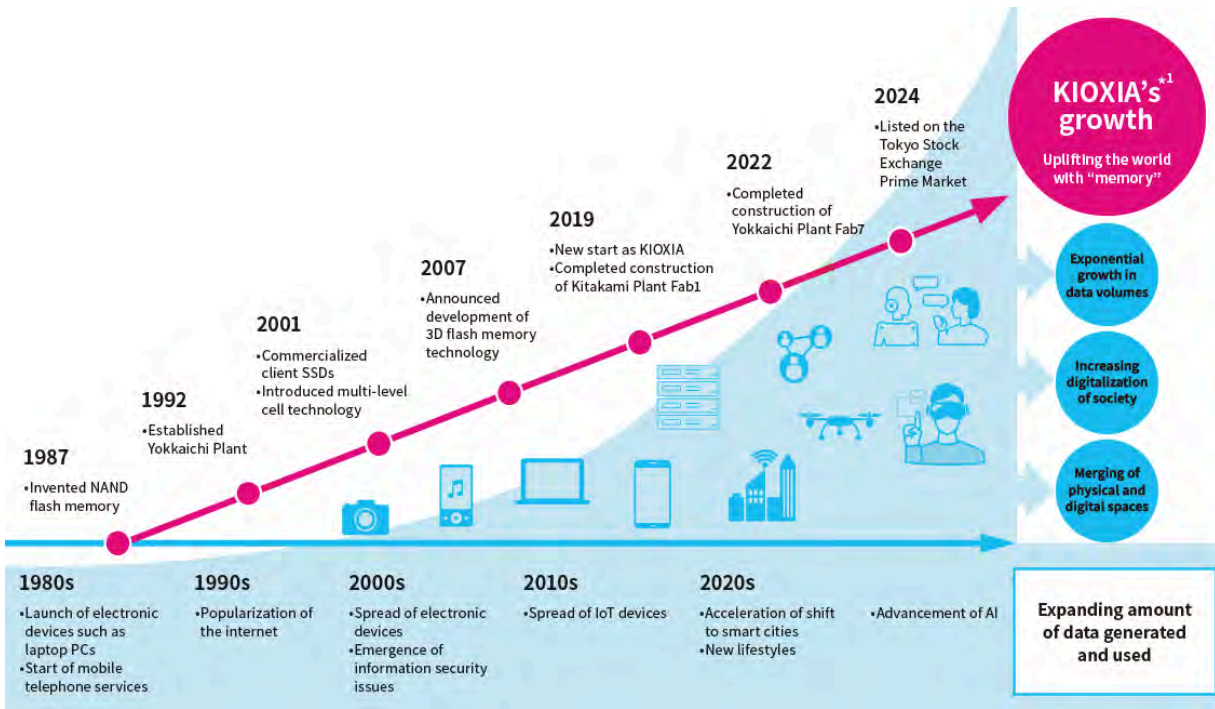
By enhancing high-capacity, high-speed, low-power-consumption, and high-reliability technologies, and making people's lifestyles smarter, we will help create a society in which more people can lead convenient and comfortable lives.

Note: The information on this page is current as of the date of the announcement.

Kioxia Group is responding in a sustainable manner to the evolution of a digital society and the increasing demand for data

KIOXIA's semiconductor memory technologies, typified by the NAND flash memory it invented in 1987, have supported the emergence of digital devices and the evolution of a digital society. As the amount of data generated increases exponentially with the use of AI, IoT and big data, new needs and issues are expected to arise. Always in touch with the times, we will continue to innovate and provide society with new products and services.

Kioxia Group will continue to evolve with society, based on its mission of "uplifting the world with 'memory.'"



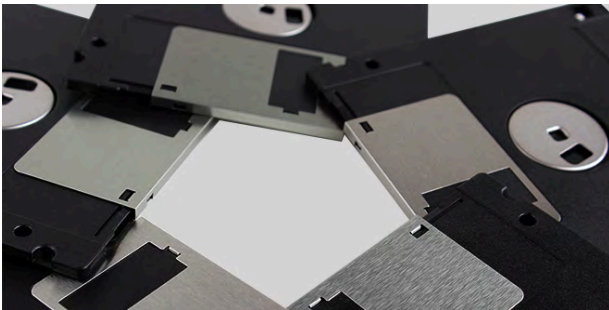
*1 In 2017, the memory business of Toshiba Corporation was incorporated into a separate company, which commenced operations as Toshiba Memory Corporation. The company changed its name to Kioxia Corporation in 2019.

1980s

Social Trends

From the 1970s, semiconductor manufacturing boomed in Japan, and it became an essential element of the country's industrial sector.

In the 1980s came the first steps in the evolution of a digital society with the launch of new electronic devices such as laptop PCs and video game consoles, and the start of mobile telephone services in Japan.



KIOXIA

1987: Invented NAND Flash Memory

KIOXIA invented NAND flash memory in 1987. Flash memory is an extremely small semiconductor storage device. Prior to the launch of NAND flash memory, magnetic tape and disks that required no power source were the mainstream storage devices. NAND flash memory offered the distinct advantages of short read/write speed and the potential for miniaturization.



1990s

Social Trends

By the early 1990s, PCs had become ubiquitous and the internet started to become popular with the advent of the World Wide Web. The dial-up connections used to connect to the internet at the time were a far cry from the high-speed connections commonly used today.

Digital cameras then appeared. Playing a part in this technological innovation were memory cards that store image data.



KIOXIA

1991: Commercialized the world's first 4 Mbit NAND flash memory (the world's first NAND flash memory commercialization)*

1992: Established Yokkaichi Plant

Yokkaichi Plant was established for the mass production of memory products that were state of the art at the time. Production of NAND flash memory started at Yokkaichi Plant in 1999.



Yokkaichi Plant at the time of its establishment (1992)

2000s

Social Trends

Digital devices such as mobile phones, portable music players and digital cameras became prevalent in the early '2000s, and advances were made in compression technology for audio and video data. In response, demand grew for flash memory as a high-capacity, high-performance recording medium.

Mobile phones with integrated digital cameras emerged, and the start of third-generation (3G) telecommunication services enabled high-speed, high-capacity data transmission, paving the way for the use of email and internet access on mobile phones.



KIOXIA

2001: Commercialized 1 Gbit MLC (160 nm generation) NAND flash memory, which was the world's first application of multi-level cell technology to a NAND flash memory product*

2007: Announced Development of 3D Flash Memory Technology

At the time, the miniaturization technology used to increase flash memory capacity (the number of memory cells per plane) was reaching its physical limits.

In response, in 2007 KIOXIA announced the development of the world's first 3D flash memory technology in which multiple memory cells were stacked. To reduce manufacturing costs, an innovative technology known as BiCS FLASH™ was used whereby plate-shaped electrodes were stacked and through which vertical holes were punched for electrodes, thereby creating memory cells in all the layers at once.



BiCS FLASH™

2007: Announced industry's largest capacity 128GB SATA SSD*

Solid state drives (SSDs) began to replace hard disk drives (HDDs) in laptop PCs, leading to significantly higher performance, reduced weight and lower prices.

2010s

Social Trends

The use of flash memory in smartphones became commonplace, enabling portable devices to store large images and music.

A range of electronic devices appeared, including wearable devices, smart speakers and VR headsets, and the volume of data traffic increased exponentially with the increasing popularity of the internet and cloud computing. Digital technology had become an essential part of daily life.



KIOXIA

2016: Started mass production of 3D flash memory BICS FLASH™

2017: Established Toshiba Memory Corporation (currently Kioxia Corporation)

2019: Established Toshiba Memory Holdings Corporation (subsequently Kioxia Holdings Corporation) on March 1

2019: Made a fresh start as Kioxia Group

On October 1, 2019, Toshiba Memory Holdings Corporation changed its company name to Kioxia Holdings Corporation in order to mark a fresh start.

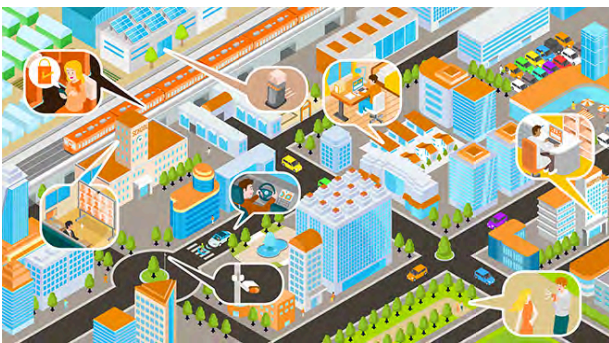
KIOXIA

2020 Onward

Social Trends

The development of digital technology has changed people's lifestyles in a number of ways. These include more efficient economic activity through the use of data, and the ability to communicate via the internet across national and regional boundaries.

A growing array of new needs and issues is expected, ranging from ongoing growth in the amount of data people generate through the use of AI, IoT and big data in the fields of autonomous driving and telemedicine.



KIOXIA

July 2020: Completed acquisition of Solid State Storage Technology Corporation, a subsidiary of Taiwan-based LITE-ON Technology Corporation

October 2022: Completed Fab7 at Yokkaichi Plant

Fab7 has the capability to produce sixth-generation, 162-layer flash memory and future advanced 3D flash memory.



June 2023: Commenced operation of two new R&D facilities

The operation of new R&D facilities in Yokohama is strengthening our R&D capabilities and promoting further advancement in technological innovation.

December 2024: Listed on the Tokyo Stock Exchange Prime Market

Kioxia Group will continue using its memory technologies to provide new value, allowing people to lead more convenient and comfortable lives in a digital society.

Related Links

- › [Technology Development History \(Kioxia Corporation\)](#) 
- › [History of Yokkaichi Plant \(Kioxia Corporation\)](#) 

Creating Safe and Secure Societies and Environments

Evolving new memory technology solutions for social issues



We deliver memory and SSD products that contribute to resolving social and environmental issues and help people live safely and securely.

- ▼ Our Contribution to Climate Change Countermeasures
- ▼ Contributing to a Bright Future for a Motorized Society
- ▼ Contributing to Information Security

Our Contribution to Climate Change Countermeasures

Social Issues: The Digital Society and the Global Environment

With the evolution of a digital society, flash memory and SSDs are now being used in every aspect of life, and demand for higher capacities and higher speeds continues to increase. As digital products and services become more widespread, it has become necessary to reduce electricity consumption and CO₂ emissions. Addressing this need has become a matter of urgency.

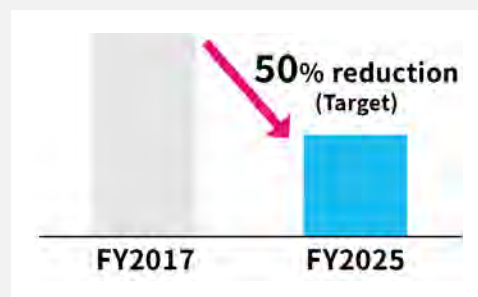
Contributing to the Environment through our Business Activities

At our Yokkaichi and Kitakami Plants, we are reducing our consumption of electricity and working to reduce the amount of chemicals and gas used during manufacturing by increasing productivity. We are also helping to reduce electricity consumption during the use of our products and services by making these more energy efficient.

KPIs: Improving the Energy Efficiency of our Products

Kioxia Group is striving to improve the energy efficiency of our products. Specifically, we have set the ambitious target of reducing the energy consumption per 1GB data processing in our memory and SSD products to 50% of FY2017 levels by FY2025.*

* In 2017, the memory business of Toshiba Corporation was incorporated into a separate company, which commenced operations as Toshiba Memory Corporation. The company changed its name to Kioxia Corporation in 2019.



Energy consumption per 1GB data processing

> Reducing Environmental Impact through Our Products

> Environment

Contributing to a Bright Future for a Motorized Society

Social Issue: The Convenience and Safety of a Motorized Society

With the advances in 5G, IoT and AI technologies, connectivity has extended to automobiles, which now make use of a wide range of data. Demand for data storage in vehicles continues to expand with the increase in complexity and sophistication of automotive equipment. In-Vehicle Infotainment (IVI) systems that provide traffic information and entertainment while driving and Advanced Driver-Assistance Systems (ADAS) are just two examples.

Helping Ensure Improved Automobile Safety and Convenience through Automotive Memory Solutions

Kioxia Group will help improve automobile safety and convenience levels with high-performance, high-capacity automotive UFS and e-MMC memory products that meet the sophisticated demands of in-vehicle use, such as reliability under a wide range of environmental conditions.

> Automotive Applications (Kioxia Corporation) [🔗](#)

> UFS & e-MMC for Automotive Applications (Kioxia Corporation) [🔗](#)



A microSD Memory Card with the Durability Required for Use in Dashboard Cameras

Kioxia Group helps improve driving convenience by providing products with sufficient durability for dashboard camera video recording.

As an example, EXCERIA HIGH ENDURANCE G2 microSD memory cards featuring BiCS FLASH™ 3D flash memory technology have been specially designed for use in surveillance cameras and dashboard cameras.



Contributing to Information Security

Social Issue: Security in an Increasingly Complex Information Society

While the advance of digital technology and popularization of the internet have made daily life and business more convenient, they have also increased the prevalence of information security issues.

SSD Security and Encryption Options for Diverse Needs

Kioxia Group is addressing the need for the protection of personal and business data through products such as enterprise-, data center- and client SSDs. As an example, in the event of laptop theft, an encrypted SSD can prevent important data such as customer information from being compromised.

Note: Optional security feature-compliant drives are not available in all countries due to export and local regulations.

> KIOXIA SSD Security and Encryption (Kioxia Corporation) [🔗](#)



KIOXIA SSD × Sustainability "For a Sustainable and Green Future"

Introducing the collaboration between Kioxia Corporation and NTT Communications on KIOXIAs SSD (Solid State Drive) products for a sustainable and green future. Kioxia Corporation is dedicated to handling ever-increasing data volumes by its data centers and developing the latest SSD/flash memory technologies and solutions for enterprise systems, while NTT Communications is committed to meeting the demand for high-speed processing of complex workloads with its cutting-edge data center technologies and solutions. In this video, you will learn about the sustainability initiatives of both companies.



- > [Movie: KIOXIA SSD × Sustainability "For a Sustainable and Green Future" \(4:22\)](#)
- > [KIOXIA SSD × Sustainability \(Kioxia Corporation\)](#)

Kioxia Group's Contribution to Solving Social Issues through Its Business

Kioxia Group provides the value of "memory" to society through products such as flash memory and SSDs. We will continue to contribute to the achievement of the SDGs through our business activities, with the aim of helping to create a more sustainable society.

- > [Kioxia Group Initiatives in Support of the Achievement of the SDGs](#)



Foundation for Value Creation

Kioxia Group continues to strengthen the key foundations that support its ability to provide value to society. These foundations are human resources, technology, and partnerships.

[Human Resources](#)
[Technology](#)
[Partnerships](#)

Human Resources



Our human resources represent important capital that helps us meet the expanding and increasingly sophisticated and wide-ranging needs of the market in a timely way. We recruit and train high-caliber graduates and experienced people to work with advanced technologies, and are implementing processes that will enable diverse employees to make full use of their capabilities.

Recruitment Initiatives

We focus on recruiting diverse human resources capable of working on an expanding range of memory and SSD product applications and other increasingly sophisticated technologies, to help us meet growing demand.

Number of New Graduate Recruits in Administrative and Technical Positions (Kioxia Corporation) ¹

FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
280	207	298	303	379	229	56

¹ Those who have completed undergraduate or postgraduate degrees

² As of April 1 each fiscal year

Talent Development

Kioxia Group is committed to nurturing and utilizing its diverse talent to help them make full use of their individual abilities and play an active role in the workplace.

Recruiting Talent with Diverse Expertise

Kioxia Group strengthens mid-career recruitment and deploys talent development systems to bring in highly skilled professionals and create an environment where each individual can make full use of their capabilities.

Number of Mid-Career Recruits (Kioxia Corporation)

FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
113	275	280	282	25	63

Diversity Promotion

Kioxia Group promotes diversity to enable employees with different backgrounds and personalities to fully demonstrate their abilities.

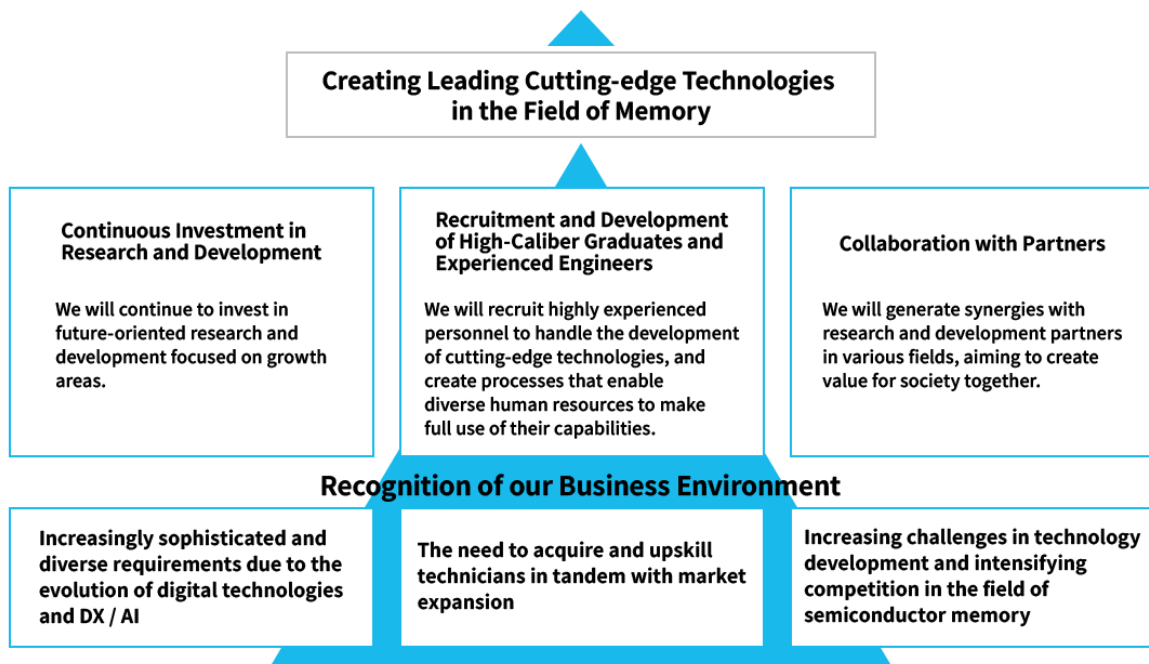


We will steadfastly maintain our leadership position in the field of semiconductor memory technology by continuing to advance research and technology development with a long-term perspective.

Basic Approach to Research and Technology Development

As a technology leader in the field of memory, Kioxia Group is engaged in cutting-edge research and development, aiming to continuously expand its business portfolio.

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



▶ Research and Technology Development Policy (Kioxia Corporation) □

Collaboration with R&D Partners

To conduct timely, cutting-edge research and development in diverse fields in a rapidly changing and competitive environment, it is necessary to have access at all times to the latest know-how in a number of fields. Kioxia Group collaborates with R&D partners in Japan and overseas (technology organizations, universities and research institutes) to incorporate a wide range of knowledge and ideas, with the aim of further evolving its products and technologies.

In addition to collaborating with partners in research and development, Kioxia Group actively engages in personnel exchange through open innovation.

In Japan, we have established the following three frameworks.

- Research grants: Supporting research in Japan at academic institutions in a wide range of fields, including semiconductors
- Joint research: Addressing business issues through a deep understanding of technology
- Comprehensive collaboration: Aiming to develop the next generation of researchers, in addition to conducting research

Overseas, Kioxia Group is also forging links with a number of universities and research institutes.

Main Achievements in FY2024

In Japan, in the area of research grants we solicited proposals for research projects in fields such as information processing; AI-related technologies; big data; applications; security; semiconductor circuit design; devices; manufacturing and process simulation technologies; and carbon-neutral environmental technologies for use in semiconductor manufacturing.

In the area of joint research, we continue to conduct activities in conjunction with academic institutions in Japan. We are also continuing to collaborate with the University of Electro-Communications and Waseda Research Institute for Science & Engineering in a number of activities. In addition, under a research agreement with Nagoya University, we are conducting research in the field of mobility while strengthening collaboration and promoting personnel exchange through a steering committee.

Overseas, we are conducting ongoing joint research with Massachusetts Institute of Technology (MIT) Media Lab in the United States, among other institutions.

> Academic Collaboration (Kioxia Corporation) [□](#)

Research and Technology Development Achievements

While constantly working to develop cutting-edge technologies, Kioxia Group has also been highly commended for presenting its research findings through a variety of channels, including major academic societies and research papers.

Main Achievements in FY2024

▶ Kioxia Introduces Industry's Highest Capacity 2 Tb QLC Flash Memory with the BiCS FLASH™ generation 8 Technology Achieved through Groundbreaking Architectural Innovations in Scaling and Wafer Bonding Technology [□](#)

Kioxia Corporation started sample shipments¹ of 2 tera bit (Tb) Quad-Level Cell (QLC) memory devices with its BiCS FLASH™ generation 8 3D flash memory technology on July 3, 2024. This 2 Tb QLC device boasts the highest capacity in the industry,² elevating storage devices to a new capacity point that will address growth in multiple application segments including AI.

With its BiCS FLASH™ generation 8 technology, Kioxia Corporation has achieved both vertical and lateral scaling of memory die through proprietary processes and an innovative architecture. In addition, it has implemented the groundbreaking CMOS directly Bonded to Array (CBA)³ technology, which enables the creation of higher density devices and an industry-leading interface speed of 3.6 Gbps.⁴ Together, these advanced technologies are applied in the 2 Tb QLC, resulting in the industry's highest capacity memory device.

1. These samples are for evaluation purposes and their specifications may differ from those in mass production.

2. As of July 3, 2024. Kioxia Corporation data.

3. CBA (CMOS directly Bonded to Array) technology, wherein each CMOS wafer and cell array wafer are manufactured separately under their optimal conditions and then bonded together.

4. 1 Gbps is calculated as 1,000,000,000 bits/second. This value is obtained under Kioxia Corporation's specific testing environment and may vary depending on the use conditions.

▶ Kioxia Develops OCTRAM Technology [□](#)

Kioxia Corporation developed Oxide-Semiconductor Channel Transistor DRAM (OCTRAM), a new type of DRAM comprising an oxide-semiconductor transistor that simultaneously achieves a high ON current and an ultra-low OFF current. This technology is expected to realize lower power consumption than conventional DRAM. OCTRAM was first announced at the IEEE International Electron Devices Meeting (IEDM) held in San Francisco, California on December 9, 2024. Jointly developed by Nanya Technology of Taiwan and Kioxia Corporation, OCTRAM has the potential to lower power consumption in a wide range of applications, including servers with large-scale main memory for AI and post-5G communication systems, and IoT products.

▶ Kioxia Honored by FMS with Lifetime Achievement Award for 3D NAND Flash Invention [□](#)

This award is presented to individuals who have demonstrated outstanding leadership in promoting the development and use of flash memory and related technologies. In August 2024, at the Future of Memory and Storage (FMS) event held in Santa Clara, USA, employees of Kioxia Corporation received the Lifetime Achievement Award in recognition of their pioneering achievement in the development of BiCS FLASH™ 3D flash memory.

▶ Kioxia Showcased Next-Generation Flash Memory and SSD Solutions to Enhance AI Applications at CFMS 2025 [□](#)

At the China Flash Market Summit/MemoryS 2025 ("CFMS 2025") held in March 2025 in Shenzhen, China, Kioxia Corporation showcased its SSD product lineup featuring BiCS FLASH™ generation 8 3D flash memory technology for efficient and reliable storage solutions required by evolving cloud computing and large-scale AI models. Included in the lineup was the KIOXIA LC9 Series, Kioxia Corporation's first high-capacity 122.88 terabyte (TB) NVMe™ enterprise SSD, incorporating 2 terabit (Tb) QLC BiCS FLASH™ generation 8.

Additionally, Kioxia Corporation's Technology Executive for SSD gave a presentation on "SSD Market Vision and Key Technologies after AI Era." In his presentation, he explored new challenges to flash memory technology brought about by the increasing demand in the AI application arena, and shared Kioxia Group's strategy. To respond to industry needs for flash memory and SSD products with higher power efficiency, storage density, performance and reliability, Kioxia Group continues to deliver efficient AI storage solutions through its advanced flash memory technology and extensive experience in the enterprise market, working in partnership with customers.

Initiatives Aimed at Creating Intellectual Property

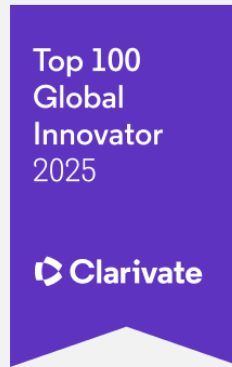
▶ Kioxia Selected in Clarivate Top 100 Global Innovators 2025 [🔗](#)

Kioxia Corporation has been named a Clarivate Top 100 Global Innovators 2025, an award recognizing the most innovative global companies by UK company Clarivate Plc, a global leader in providing transformative intelligence. This marks the fourth consecutive year that Kioxia Corporation has received this honor in recognition of its accomplishments in intellectual property.

The Clarivate Top 100 Global Innovators are selected through Clarivate Plc's proprietary analysis of intellectual property and patent trends. Evaluations are based on multiple indicators, including not only volume but also influence, success rate, geographical investment, and rarity. Kioxia Corporation was recognized in particular for its strong performance in the areas of success rate and geographical investment.

Based on its mission of "uplifting the world with 'memory,'" Kioxia Group will cultivate a new era of memory with its innovative technology to promote research and technology development that supports the digital society of the future. Kioxia Corporation continues to protect and effectively utilize its intellectual property and proactively develop initiatives to strengthen the competitiveness of its memory and SSD business.

As a global leader in flash memory and SSD technologies, Kioxia Group is committed to cutting-edge research and development, and actively promotes intellectual property activities to protect the results. As of December 2024, Kioxia Corporation held over 14,000 registered patents worldwide, and continues to protect and utilize its own intellectual property appropriately, while respecting the legitimate intellectual property rights of others.



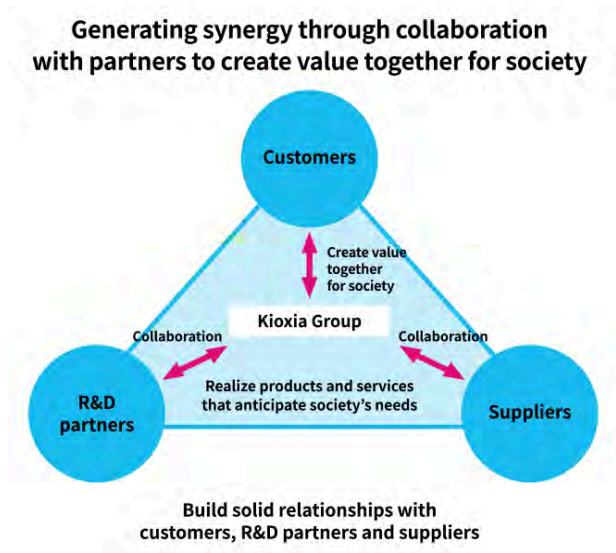
Partnerships



We will build strong relationships with our customers and other partners, with the aim of growing together sustainably.

Co-Creation with Partners

Kioxia Group builds partnerships with customers, R&D partners and suppliers to create products and services that anticipate the needs of society. We collaborate and generate synergy with these partners, aiming to create value for society.



Customers

Kioxia Group has established global sales, technical support, and supply chain networks to anticipate the needs of customers, who deliver new value to society around the world, and to respond to any of their issues swiftly.

R&D partners

Kioxia Group collaborates with R&D partners in Japan and overseas to incorporate a wide range of cutting-edge knowledge and ideas with the aim of further evolving its products and technologies. Partners include technology organizations, universities, research institutes, and other companies.

Suppliers

Kioxia Group will ensure a steady supply of high-quality products through co-creation with suppliers and strengthen its competitiveness by creating new manufacturing technologies and other innovations.

Main Achievements in FY2024

Customers

In FY2024, we continued to engage on a regular basis with our customers via quarterly business reviews and other means. Listening to customers' views and understanding their requirements helps us to establish how we can partner with them more effectively to support their business expansion. It also highlights for us how we can improve our products and services and enhance the sustainability of customers' own supply chains.

R&D partners

< Collaboration with R&D partners

Suppliers

Mutual Understanding with Suppliers

Kioxia Group provides its suppliers with opportunities to understand its business strategies and to foster mutual understanding with the aim of growing together. For example, we regularly exchange opinions with equipment manufacturers on achieving energy savings and increasing productivity.

Environment

Environmental Management

Environmental Protection System

Climate Change

Reducing Environmental Impact through Our Products

Current Status of Environmental Impact and Environmental Targets and Outcomes

Reducing Environmental Impact

Effective Use of Water Resources

Management of Chemical Substances in Our Products

Natural Capital and Biodiversity

Environmental Evaluation by External Parties

Environmental Communication

Acquisition of Environmental Certification

Environmental Management

Kioxia Group has incorporated concern for environmental issues into its Standards of Conduct. We treat climate change and consideration for the environment as priority areas of focus in terms of ensuring the Group's medium- to long-term growth, and we refer to these priority areas as "Sustainability Materiality." We strive to enhance our corporate value and contribute to the realization of a sustainable society by ensuring that the environmental impact of our business activities is taken into consideration. We have set the goal of achieving by FY2050 net-zero Scope 1 greenhouse gas emissions (direct emissions from our business sites) and Scope 2 emissions (indirect emissions resulting from our use of purchased energy) across our global operations.

In addition to complying with relevant laws and regulations, we strive to develop products and services in consideration of their environmental impact and conserve biodiversity at our manufacturing sites. We take steps in line with international frameworks to reduce greenhouse gas emissions and mitigate any other environmental impact throughout our entire value chain.

Environmental Management Policies

Kioxia Group has formulated the Kioxia Group's Environmental Policy, our basic philosophy concerning the environment. We have also formulated KIOXIA Group's Energy Performance Policy, which sets out our basic philosophy on improving energy performance.

- ▶ **Kioxia Group's Environmental Policy**
- ▶ KIOXIA Group's Energy Performance Policy
- ▶ Kioxia Group Standards of Conduct 5. The Environment

Kioxia Group's Environmental Management Structure

Kioxia Group manages its business while considering the environment and striving to protect it at all of our sites.

Kioxia Corporation has set up an Environmental Planning and Promotion Group within the Production Technology Promotion Division. It is responsible for planning and proposing strategies that help the company address social issues and promote environmental initiatives within the Group. The Group also compiles environment-related data from each site. Once every half year, at Environmental Management Reviews (chaired by the officer responsible for the environment with attendees including executive officers), the level of achievement of overall environmental initiatives is reviewed. The Board of Directors of Kioxia Holdings Corporation discusses key issues flagged in reports from the Sustainability Committee or arising in Sustainability Strategy Meetings.



Environmental Management System

Kioxia Group has established a global environmental management system to promote environment-related activities. Kioxia Corporation, which includes the company's Head Office and Yokkaichi Plant, Kioxia Iwate Corporation, Kioxia Energy Management Corporation, and Solid State Storage Technology Corporation, have obtained ISO 14001:2015 certification.

For more information on our ISO 14001 certification and other environmental certifications, please click the below link.

- ▶ **Acquisition of Environmental Certification**

Environmental Education and Awareness-Raising

Kioxia Group provides all executives and employees, including temporary workers, with annual training on environmental legislation, climate change, and social trends regarding consideration for the environment.

Each site also conducts bespoke activities to raise awareness of the environment among its employees. Initiatives include internal publications such as the “Energy-Saving Wall Newsletter” and “The Sustainable Environmental Education Program,” as well as environmental training for our employees led by external instructors. During Environmental Month, we conduct participatory events, such as an “eco Quiz” and tours of on-site environmental management facilities to raise awareness among and promote proactive environmental activities by employees.

Since FY2023, our internal award system has been expanded to incorporate sustainability initiatives, including efforts to protect the environment, with awards given for particularly outstanding environmental achievements.



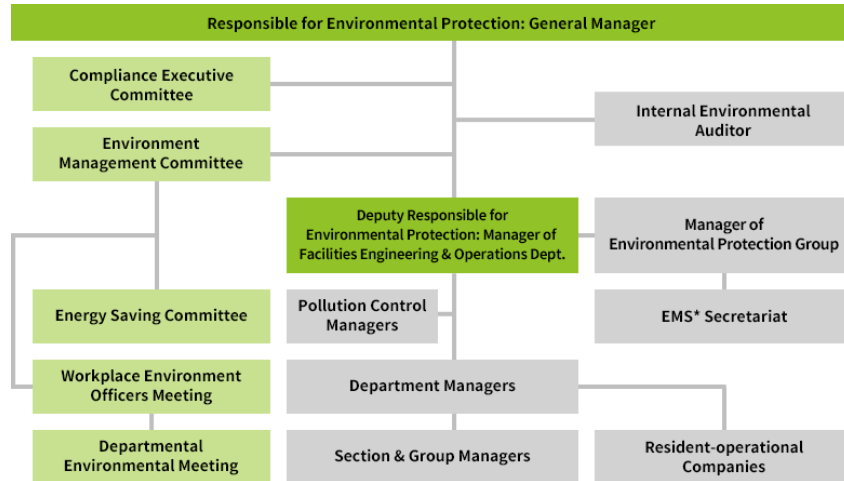
Environmental courses: “The Mystery of Climate Change Adaptation” workshop led by staff from the Ministry of the Environment (held at Kioxia Iwate Corporation)

Environmental Protection System

Environmental Protection Structure

To ensure efficient and sustained environmental preservation activities, each manufacturing site of Kioxia Group in Japan has established environmental preservation procedures overseen by a general manager with clearly defined responsibilities and authority. An Environment Management Committee deliberates environmental preservation issues across the entire spectrum of environmental activities, including environmental management systems, policies and objectives. We have also established a Compliance Committee to ensure full compliance with environmental laws and ordinances.

Environmental Protection Structure (Using Kioxia Corporation's Yokkaichi Plant as an Example)



* EMS: Environmental Management System

Measures to Prevent Pollution at Environmental Management Facilities

Kioxia Group has established "Environmental Structural Guidelines" for facilities such as wastewater treatment plants. These are aimed at preventing and reducing the risk of contamination caused by chemical leaks.

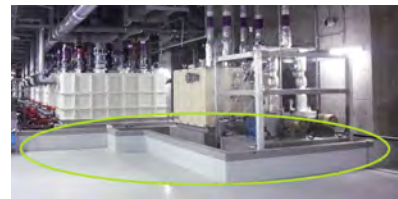
Examples



Waste gas scrubber
Structures and specifications aimed at ensuring stable processing



Overhead piping
Reduces the risk of soil contamination (no buried piping)



Drainage dike
Prevents wastewater from leaking underground or into public water areas



Wastewater treatment
Stable processing system that prevents discharge of wastewater



Double piping joints
Monitoring and prevention of liquid leakages



Six-sided inspections
Six-sided inspections quickly uncover abnormalities at an early stage


Status of Water and Air Quality Management

In each of our domestic manufacturing operations, we monitor water and air quality on a daily basis using voluntary standards that are more stringent than the prevailing legal requirements, in order to minimize the environmental impact of our business operations.

Around-the-clock automated monitoring is conducted in respect of legally regulated items such as NO_x (nitrogen oxide), SO_x (sulfur oxide), T-N (total nitrogen), T-P (total phosphorus), COD (chemical oxygen demand), SS (suspended solids), F (fluorine), and pH (power of hydrogen) levels.

To further strengthen our monitoring of water and air quality, we also voluntarily control items not subject to legal restrictions through sampling conducted at Analysis Centers located within our manufacturing plants. Our plants in Japan test around 56,000 air and water samples per year. In FY2024, Kioxia Group was not subject to any government fines or penalties related to conservation of the environment in respect of issues such as water or air quality. Please refer to the environmental reports for more detailed results.

▶ [Environmental Initiatives at Kioxia Corporation's Yokkaichi Plant](#) 

▶ [Environmental Initiatives at Kioxia Iwate Corporation](#) 

Environmental Considerations in the Construction of New Buildings

Prior to constructing manufacturing facilities, Kioxia Group considers the impact of the construction on the surrounding environment, conducts an environmental assessment, and takes all necessary precautions. Additionally, after construction is completed, we monitor various parameters in the surrounding environment such as noise and wastewater levels, and conduct surveys of the ecosystem to ensure that the surrounding environment has not been adversely affected by the construction.

The construction of Kioxia Iwate Corporation's second fabrication facility (Fab2) was the largest project of its kind in Kitakami City, where the company is located. Careful measures were taken during construction to mitigate potential impacts on the surrounding environment. To ensure that dust, noise, wastewater, waste, lighting, soiling of road surfaces, and other construction-related impacts did not affect the daily lives of local residents, we worked closely with construction contractors from the preparatory stage through to project completion. We conducted bi-weekly environmental patrols, installed temporary noise barriers and wastewater treatment facility at the construction site, thereby preventing pollution and accidents in the surrounding area.



Environmental patrol in progress



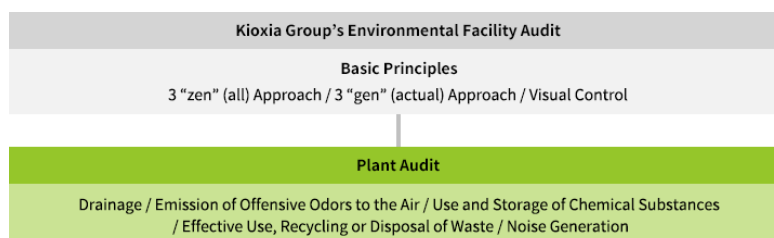
Temporary wastewater treatment facility (foreground)

Environmental Facility Audit

Kioxia Group's audit teams conduct regular environmental audits of its manufacturing sites based on the following principles: the three "Zen (all)" approach (all aspects, all facilities, all staff), the three "Gen (actual)" approach (actual place, actual product, actual reality), and visual control approach (look, visualize, show).

The environmental facility audits conducted by in-house auditors target eight facilities, including wastewater treatment plants subject to legal regulations. The audits ensure compliance with all relevant laws and regulations as well as the measurement and management of regulated substances, and adherence to the "4S" approach (sorting, straightening up, sanitation, sweeping) at each facility. Preventive measures and improvements are implemented in order to address any identified issues. Additionally, through our in-house auditor training program, we develop experts focused on risk management and improve the quality of their audits.

Kioxia Group's Environmental Facility Audit System Diagram



Climate Change

Initiatives to address climate change are a management priority for Kioxia Group as we seek to help achieve a decarbonized society. We refer to these priority areas as “sustainability materiality.” We aim to reduce greenhouse gas emissions and energy consumption across our operations—both in terms of our business activities and product lifecycles—throughout our value chain.

Aiming to Achieve Net-zero Greenhouse Gas Emissions by 2050

With the aim of contributing to the reduction of greenhouse gas emissions agreed under the Paris Agreement, in April 2023 Kioxia Group announced that by FY2050 we aim to achieve net-zero Scope 1 emissions (direct emissions from our business sites) and Scope 2 emissions (indirect emissions from our use of purchased energy) across our global operations by offsetting the amount of emitted greenhouse gas against the amount of emissions absorbed or eliminated.

We have additionally set a target of procuring 100% of our energy from renewable sources by FY2040. In January 2023, we began introducing on-site solar power generation systems, with the third such system commencing operation in July 2024. We will continue to promote the use of renewable energy going forward.

Regarding direct emissions from our manufacturing sites, since 2011 we have installed abatement equipment in 100% of our targeted facilities, aiming to eliminate during our manufacturing processes the emission of PFCs¹ with high global warming potential.

In 2024, we completed construction of Kitakami Plant Fab2 (“K2”) at Kioxia Iwate Corporation, incorporating the accumulated environmental technologies of Kioxia Group to contribute to energy conservation.

Based on an energy management system that was commissioned at our domestic manufacturing sites in 2024, we will continue implementing measures to address climate change in the course of our business activities in coordination with our existing energy conservation initiatives.

¹ CFC alternatives with high global warming potential used in semiconductor manufacturing. Those used by Kioxia Group include CF₄, C₄F₈, CHF₃, SF₆, NF₃, CH₂F₂, CH₃F, CH₄, and N₂O



Fab2 and management building at Kioxia Iwate Corporation

Disclosures Aligned to TCFD Recommendations

In June 2021, Kioxia Group announced our endorsement of the recommendations published by the Task Force on Climate-Related Financial Disclosures (TCFD).² We believe that accurately ascertaining the climate-related impact of our business, disclosing such information to stakeholders, and deepening mutual understanding are indispensable for achieving sustainable corporate growth, and we proactively disclose that information in accordance with the TCFD recommendations.

² A task force established by the Financial Stability Board that devises methods of disclosing climate-related financial information to promote the disclosure of information related to climate-related risks and opportunities

Governance

Kioxia Group undertakes various activities aimed at mitigating climate change under its sustainability management structure.

At the Sustainability Strategy Meeting chaired by the President and CEO, executive officers discuss our strategies and policies and check the level of achievement, while consulting with the Board of Directors on key issues. The Sustainability Committee, chaired by the Executive Officer in Charge of Sustainability, discusses and formulates key themes, including climate change, and sets key performance indicators (KPIs) based on the strategies and policies formulated at the Sustainability Strategy Meeting.

We have also set up various subordinate taskforces to tackle important sustainability issues across the organization. These taskforces report on their areas of focus and progress to the Sustainability Committee. We are reviewing the impact of climate change by referencing the following items, based on the TCFD recommendations: scenario analysis, analysis of climate-related risks and opportunities, and strategies, metrics and targets.

For more information on how we promote sustainability, please refer to "Sustainability Management" below.

➤ Sustainability Management

Risk Management

Led mainly by the taskforce on the environment, we are currently identifying the risks and opportunities related to our businesses and verifying their potential impacts on climate change, including calculation of financial impact. Risks deemed to be of high importance are discussed at the Sustainability Strategy Meeting and the Sustainability Committee to consider a response. In addition, the Group maps and analyzes sustainability issues and risks affecting its business models, value chain, and relevant stakeholders, and works to avoid and mitigate the risks.

Strategy

Scenario Analysis

Kioxia Group analyzes the impact of climate change on our operations, considering its effects on stakeholders, business activities, and overall value chain. We conduct assessments using the 1.5°C, 2°C, and 4°C Scenarios stipulated by the International Energy Agency (IEA) and other organizations.³

Under the 1.5°C Scenario, we believe government action, regulatory strengthening and the preferences of customers and other stakeholders will have a significant impact. For example, we assume that there will be an increase in the costs associated with the implementation of measures to reduce greenhouse gas emissions at manufacturing sites, and higher research and development costs arising from the need to develop more energy-efficient products with increased capacity. In addition, we envisage expansion of decarbonization-related technologies and markets, as well as the spread of renewable energy, and the achievement of decarbonization and efficiency gains.

Under the 4°C Scenario, we project the emergence of physical risks to our company bases.

³ These are terms commonly applied to climate-related scenarios depicted by the IEA and other organizations. Each scenario includes specifications of the economic measures needed to suppress rising temperatures and the envisaged environmental damage in the event such increases in temperature occur.

Risks and Opportunities

Kioxia Group assesses risks and opportunities in both the short and medium-to-long term, based on scenario analysis. The potential risks and opportunities envisaged as of 2030 are outlined in the table below.

We recognize the transition risks posed by the migration to a low-carbon economy, such as increased power supply costs resulting from the introduction of a carbon tax, and the cost of installing additional equipment to remove PFCs in line with increases in our manufacturing output. In addition, we recognize the potential for physical risks such as an increase in cleanroom air-conditioning costs resulting from a rise in outdoor temperatures.

In terms of potential opportunities arising from the transition to low-carbon economies, we envisage expanding business opportunities through the manufacture of more efficient products that consume less electricity, the reduction of our own power consumption during manufacturing through the implementation of energy conservation measures, and the increase in revenue from sale of surplus emissions reduction credits.

To clarify the potential effects of climate-related risks and opportunities on our business activities, our Environment Task Force, working under the Sustainability Committee, conducts detailed calculations of their financial impact. Given the expansion of our business and the demand from our stakeholders for us to respond to climate change, we believe that the financial impact of both risks and opportunities in our research and development, our transactions with customers, and the cost of our electricity will be significant, regardless of the scenario. However, we believe that the cost of installing PFCs abatement equipment and the associated renewable energy and energy-saving equipment will have a relatively small financial impact.

We will continue to address any risks related to climate change, seeing these more as opportunities.

External Events	Risks		Opportunities	
	Type	Potential Financial Impact	Type	Potential Financial Impact
Introduction of carbon pricing (e.g., incorporating carbon taxes)	(Transition Risks) Policy and Legal	<ul style="list-style-type: none"> • Increase in cost of power • Increase in cost of installing manufacturing equipment • Increase in construction costs • Increase in carbon credit procurement costs for emissions in excess of quotas 	(Transition Opportunities) Energy Sources	<ul style="list-style-type: none"> • Increase in revenue from sale of surplus emissions reduction credits
Conversion to renewable energy	(Transition Risks) Technology	<ul style="list-style-type: none"> • Increase in cost of deploying renewable energy supplies 	(Transition Opportunities) Energy Sources	<ul style="list-style-type: none"> • Reputation enhancement resulting from switch to the use of renewable energy
Stricter promotion of energy-saving measures during manufacturing	(Transition Risks) Technology	<ul style="list-style-type: none"> • Increase in cost of installing energy-efficient manufacturing equipment 	(Transition Opportunities) Resource Efficiency	<ul style="list-style-type: none"> • Reduction in electricity cost due to deployment of energy-efficient manufacturing equipment • Improvement in productivity resulting from enhanced processes

External Events	Risks		Opportunities	
	Type	Potential Financial Impact	Type	Potential Financial Impact
Improving environmental awareness of stakeholders	(Transition Risks) Markets	<ul style="list-style-type: none"> • Increase in R&D costs of products with highly efficient energy consumption 	(Transition Opportunities) Products	<ul style="list-style-type: none"> • Expansion of business opportunities resulting from the development of products with highly efficient energy consumption
	(Transition Risks) Reputation	<ul style="list-style-type: none"> • Boycotts by local residents or consumers due to insufficient communication about our initiatives to protect the environment • Impact on fundraising due to inadequate communication with stakeholders, including NGOs and financial institutions 	(Transition Opportunities) Markets	<ul style="list-style-type: none"> • Increase in customer trust due to strengthened BCM⁴ and sustainable businesses, leading to stronger branding power and higher corporate value
Transition to manufacture of low-carbon products	(Transition Risks) Reputation	<ul style="list-style-type: none"> • Impact on our business due to requests from customers to reduce GHG emissions and make greater use of renewable energy sources • Increase in carbon credit procurement costs aimed at achieving net-zero carbon emissions 	(Transition Opportunities) Markets	<ul style="list-style-type: none"> • Positive impact on our business from responding to demands to reduce GHG emissions and making greater use of renewable energy sources • Increase in corporate value and fundraising capabilities resulting from strengthened ESG activities
	(Transition Risks) Technology	<ul style="list-style-type: none"> • Increase in cost of introducing PFCs abatement equipment in the new building 		
Upgrading power infrastructure	(Transition Risks) Technology	<ul style="list-style-type: none"> • Reduction in power supply stability due to expansion of renewable energy usage 	(Transition Opportunities) Energy Sources	<ul style="list-style-type: none"> • Stabilization of power supplies and reduction of electricity costs through early securing of renewable energy sources
Extreme weather conditions	(Physical Risks) Acute	<ul style="list-style-type: none"> • Increase in extreme weather conditions, resulting in suspension of operations, etc. • Supply chain disruption, resulting in suspension of operations, etc. 	—	—
Water shortages	(Physical Risks) Chronic	<ul style="list-style-type: none"> • Suspension of operations due to decreased water source capacity or water shortages, etc. 	—	—
Rising temperatures	(Physical Risks) Chronic	<ul style="list-style-type: none"> • Increase in air-conditioning costs 	—	—

Toward Minimizing Risks and Maximizing Opportunities

- Introduction of renewable energy
- Promotion of energy-saving activities
- Efficient use of water resources
- Development of high-capacity products with highly efficient energy consumption
- Reinforcing BCM and supplier engagement
- Introduction of carbon credits
- Preserving natural capital and promoting biodiversity

⁴ Business Continuity Management

Metrics and Targets

To help achieve our goal of net-zero greenhouse gas emissions by FY2050, Kioxia Group has established KPIs related to our energy consumption, our environmental impact, and the use of our products. We review the degree of achievement of these at Environmental Management Review meetings held every six months.

For example, with regard to Scope 2-related energy consumption, we are promoting energy-saving activities with the stated goal of reducing the volume of emissions by 1% each year compared with the previous fiscal year. For details, please refer to “Greenhouse Gas Emissions across our Entire Value Chain” and “Efforts to Adapt to Climate Change” below.

Moreover, we have set the long-term goal of using 100% renewable energy by FY2040. Through the creation of an energy portfolio that incorporates energy conservation activities, we will work to secure the optimal and stable procurement of renewable energy in line with the expansion of our business. We will also work to install renewable power generation systems and carbon-neutral city gas supplies in our plants.

Greenhouse Gas Emissions across Our Entire Value Chain

Scope 1, 2 and 3 CO₂-equivalent greenhouse gas emissions from Kioxia Group's business operations in FY2024 are shown in the chart below. The figures in the table below cover emissions from Kioxia Corporation, including the company's Head Office, Yokohama Technology Campus and Yokkaichi Plant, Kioxia Iwate Corporation, and Solid State Storage Technology Corporation (SSSTC).

(Dash cells (—) in the below table indicate “not applicable”)

Scope 1 (Direct emissions)

CO ₂ Emissions in FY2024 (t-CO ₂)	Category Outlines
510,800	Direct emissions from in-house fuel use and our business processes

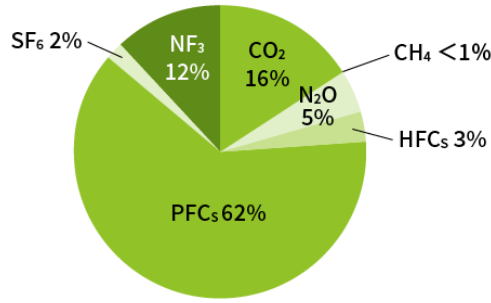
Scope 2 (Indirect emissions)

CO ₂ Emissions in FY2024 (t-CO ₂)	Category Outlines
1,951,000	Indirect emissions from the production of electricity, heat and steam purchased by the company

Scope 3 (Other indirect emissions not covered under Scope 1 and 2)

Category	CO ₂ Emissions in FY2024 (t-CO ₂)	Category Outlines
1. Purchased goods and services	5,489,294	Emissions resulting from activities up to the processing of raw materials and the manufacture of parts, packaging, etc.
2. Capital goods	634,589	Emissions resulting from the construction and manufacture of our own capital goods
3. Fuel- and energy-related activities not included under Scope 1 or 2	364,496	Upstream emissions of purchased fuels/electricity, etc.
4. Upstream transportation and distribution	7,023	Emissions arising from the transportation of products and waste in Japan (excluding overseas transportation and suppliers' transportation)
5. Waste generated in operations	22,267	Emissions from the treatment of waste
6. Business travel	1,407	Emissions arising from employees' business travel
7. Employee commuting	12,202	Emissions arising from employees' commuting
8. Upstream leased assets	—	—
9. Downstream transportation and distribution	—	—
10. Processing of sold products	—	—
11. Use of sold products	605,155	Emissions arising from the use of sold products
12. End-of-life treatment of sold products	—	—
13. Downstream leased assets	—	—
14. Franchises	—	—
15. Investments	—	—
Scope 3 (Total)	7,136,433	

Breakdown of Scope 1 Direct Emissions (FY2024)



Achievements in the Areas of Energy Consumption and Greenhouse Gas Emissions

The graph below shows Kioxia Group's energy consumption and Scope 1 and 2 greenhouse gas emissions. In order to achieve our goal of 100% renewable energy usage by FY2040 and net-zero greenhouse gas emissions by FY2050, we are introducing renewable energy and other initiatives.

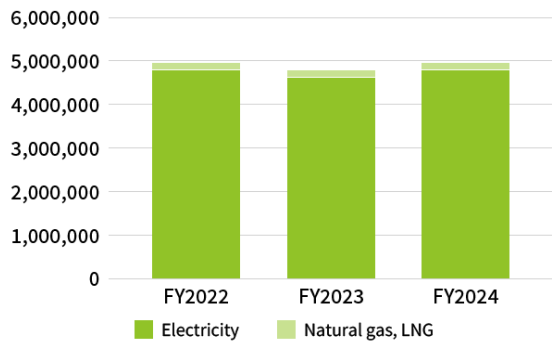
Since June 2024, Kioxia Corporation have been participating in the Catalyze Program⁵ as a supplier, helping the industry's transition to renewable energy.

⁵ A collaboration between sponsoring companies and Schneider Electric SE, with the aim of accelerating the transition to the use of renewable energy by involving suppliers in the semiconductor industry. Suppliers providing products to sponsor companies can take advantage of benefits such as insights and information useful for the introduction of renewable energy by participating in this program.

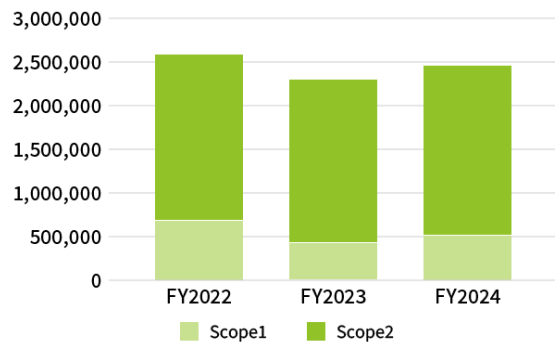
As of June 2025, the companies sponsoring the program include Applied Materials, ASM, Cisco, Edwards, Google, HP, Intel and Lam Research.

<https://hub.zeigo.com/catalyze>

Amount of Energy Used (MWh)



Scope 1 + Scope 2 Emissions (t-CO₂)



Notes:

¹ The percentage of our total energy consumption accounted for by renewable energy in FY2024 was 4.7%.

² Data covers Kioxia Corporation, Kioxia Iwate Corporation and SSSTC.

Note: Data covers Kioxia Corporation, Kioxia Iwate Corporation and SSSTC.

Efforts to Adapt to Climate Change

Kioxia Group is advancing efforts to adapt to climate change throughout our value chain, taking into account the identified risks, opportunities and their impact.

Product Development

In the data storage market, the need for low-power consumption-type products is growing extremely rapidly, and we expect to expand sales opportunities by further developing these products. We are working on the research and development of more energy-efficient processes and increased capacity through the development of advanced integration technology. Specifically, we have set the challenging target of reducing the energy consumption of our memory and SSD products by 50% per unit of 1 GB data from FY2017 levels by FY2025.

To gauge the environmental impact of our products during manufacture and use, Kioxia Group has started applying the Life Cycle Assessment (LCA) method⁶ for certain products. In FY2024, we conducted third-party verification for four products.

⁶ A method for quantitatively assessing the environmental impact of a product or service throughout its lifecycle (raw material extraction, manufacture, transportation, usage, and waste disposal or recycling) or at a specific stage in its lifecycle.

Please refer to "Reducing Environmental Impact through Our Products" for details.

➤ Reducing Environmental Impact through Our Products

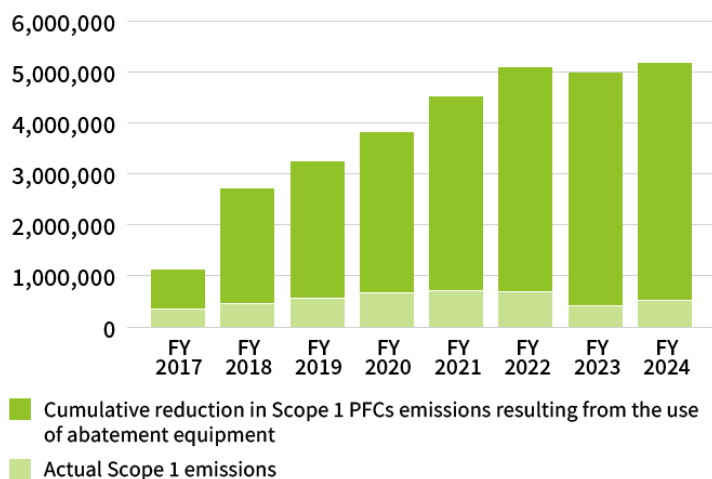
Operation of Manufacturing Sites and Research Development Facilities

Kioxia Group has set the goal of achieving net-zero Scope 1 direct emissions and Scope 2 indirect emissions resulting from our use of purchased energy by FY2050.

To help achieve the reduction of Scope 1 emissions, we have been proactive in the installation of abatement equipment to deal with PFCs—greenhouse gases with high global warming potential. Since 2011, we have installed PFCs abatement equipment in 100% of the target facilities. We are striving to improve the efficiency of operations through the introduction of online monitoring via the Internet of Things (IoT) and to enhance the performance of abatement equipment in cooperation with our suppliers. The reduction effect of this abatement equipment on PFCs in FY2024 was 4.66 million t-CO₂.⁷

We have also started using carbon-neutral city gas.

Contribution of PFCs Abatement Equipment to Scope 1 Direct Emissions Reduction (t-CO₂)



Note: Covers Kioxia Corporation, Kioxia Iwate Corporation and SSSTC (SSSTC results are for the period from FY2021 onward).

⁷ Calculated based on IPCC guidelines

Use of Gas with Low Global Warming Potential

We are working to optimize the types of gas used in the fabrication of memory circuits, and the processing conditions under which such gases are used. BiCS FLASH™ generation 8 is a product that requires high processing precision. By switching to a gas with a lower global warming potential,¹ we have increased processing efficiency per volume of energy input by approximately 25%² in terms of volume produced per energy input, which is helping to conserve energy.

¹ Use of gas with a global warming potential of less than 1.

² For certain processes, compared with the previous gas that was used.

Please refer to this article for details.

▶ [Productivity improvement in memory hole etching technology using a novel C₃HF₅ gas](#) □

As the latest fab of Kioxia Group, Kioxia Iwate Corporation's K2 fab has been designed with climate change mitigation and adaptation in mind.

The air conditioning inside the cleanroom is important for ensuring product quality, and factors such as the air conditioning method, cooling and heat source system, and waste heat recovery system have been comprehensively redesigned compared with previous systems. These highly efficient systems are expected to be able to reduce the amount of power used for ventilation and for heating and cooling by 30% or more.

In addition, the wastewater treatment facility is designed to take advantage of the site's natural elevation. Conventionally, wastewater is pumped via a relay tank located in the basement of the facility to an outdoor treatment facility. In the K2 fab, however, water flows directly from the manufacturing process to the treatment facility by gravity. This has not only eliminated the use of electricity for pumping, but has also helped to reduce the building's carbon footprint by eliminating the concrete and pump equipment that would be needed for constructing a relay tank.

We will continue to reduce the amount of Scope 2 indirect emissions resulting from our use of purchased energy by conserving energy and making greater use of renewable energy sources. Kioxia Group's manufacturing sites have energy management systems built to comply with ISO 50001. In order to optimize the efficiency of our energy consumption, we have the stated goal of reducing Scope 2 energy consumption by 1% each year compared with the previous fiscal year, in line with the directives contained in the Act on Rationalizing Energy Use and Shifting to Non-fossil Energy (hereinafter, "the Energy-Saving Act") in Japan.

In FY2024, we achieved our goal for emissions reduction through various energy-saving activities, recording an actual reduction of 24,000 t-CO₂ per year against a target of at least 20,000 t-CO₂ per year. From FY2017 through FY2024, our energy conservation efforts have resulted in a cumulative reduction of approximately 170,000 t-CO₂.

To promote energy conservation and efficiency at each facility, we endeavor to improve and incorporate new technologies. These include technologies for smart factories and waste heat utilization, as well as improvements in manufacturing and testing processes and temperature management of auxiliary equipment. We have established processes whereby we periodically address priority areas and assess the progress of improvements.

Monitoring of CO₂ Emissions

Kioxia Group has also started internally monitoring CO₂ emissions to improve the operational efficiency of our manufacturing facilities and raise awareness of the need for energy conservation. At SSSTC, we have introduced a system that tracks and monitors the sources and amounts of CO₂ emissions at each business site. We are also creating an environment that raises employees' awareness of energy conservation and efficiency at domestic manufacturing sites, for example, by posting the CO₂ emissions of our plants on the company intranet.

Promoting Energy Conservation

At Kioxia Corporation's Yokkaichi Plant and Kioxia Iwate Corporation, our energy-saving promotion team is leading efforts to improve the energy efficiency of business operations. We have also set up subcommittees for each target facility and manufacturing process, who select key items and check the progress of these in collaboration with other departments. Since 2019, the combined number of items and projects monitored at both plants has exceeded 1,900, resulting in a cumulative CO₂ emissions reduction of more than 140,000 t-CO₂.

Since 2020, Kioxia Corporation's Yokkaichi Plant has been working with the Mie University Graduate School of Engineering and Graduate School of Regional Innovation Studies on a joint industry-academia project, "Electric Power Strategy in a Semiconductor Mega Fab." One result of the project has been the development of a freezer operation regulation tool. Previously, freezer operation relied on the experience of the operator, but the tool now provides on-screen guidance to facilitate optimal operation based on conditions such as operating load and outside temperature and humidity. In FY2024, the tool reduced CO₂ emissions by approximately 2,500 t-CO₂, and we plan to roll it out across more facilities going forward.

Kioxia Iwate Corporation is preparing the cleanroom environment for its K2 fab ahead of full-scale operation. By optimizing ventilation capacity to maintain air pressure within a range that does not affect product quality, we achieved a reduction of 475 t-CO₂ in FY2024.

Structured energy-saving activities have been carried out at SSSTC, with nine key initiatives in FY2024 resulting in a reduction of 95 t-CO₂.

Value Chains

As climate change continues in the form of global warming, damage caused by water-related natural disasters including typhoons and heavy rains is becoming more apparent every year. These events have an impact on the production of suppliers and logistics, increasing the risk of disruption to our manufacturing processes and product supplies.

Kioxia Group includes all business units within the scope of its business continuity management (BCM) policy, and has established response protocols that address a variety of risks, including natural disasters. Under our BCM policy, we monitor the status of our materials and products during normal operations, and ensure we have multiple suppliers. Furthermore, we are making efforts to ensure we are able to swiftly assess the situation in the event of an emergency, and to minimize any effects on the business at such times by means of a collaborative process designed to ensure the early recovery of services.

Addressing climate change is also an important issue for our customers and suppliers. Kioxia Group collects environmental impact data from its key suppliers through the CDP Supply Chain Program, and analyzes this information to support the reduction of its Scope 3 emissions. For suppliers who have a major impact on Kioxia Group's Scope 3 emissions, we engage in individual discussions to share challenges and explore solutions. In FY2024, we conducted individual consultations on environmental impact reduction with multiple suppliers accounting for around one-third of our total procurement value.

We will continue to work with our partners across the entire value chain and help realize a decarbonized society.

Decarbonization of the PCB (Printed Circuit Board) Assembly Process in Cooperation with a Customer

Kioxia Corporation developed a PCB assembly process with Lenovo Corporation by using a low-temperature solder technology developed by Lenovo Corporation. Compared with the solder previously used, this new solder enables a lower maximum heating temperature in the reflow furnace, resulting in reduction of electricity consumption and carbon emissions in the PCB assembly process.*

This solder is used by external partners who undertake SSD assembly for certain SSD products.

* Compared with Pb-free (Sn-Ag-Cu) solder

Taking Part in External Initiatives Related to Climate Change

Kioxia Group is helping to address climate change, gathering information and making recommendations to the government through participation in industry associations and other activities.

Following the announcement by Kioxia Holdings Corporation of its endorsement of the TCFD recommendations in 2021, we have been participating in the activities of the TCFD Consortium since 2022. In 2024, we also joined the Semiconductor Climate Consortium (SCC), established by the industry association Semiconductor Equipment and Materials International (SEMI). As a member of the semiconductor value chain, we are accelerating efforts to address climate change.

Kioxia Corporation is helping to address energy and global warming issues as a member of the Environmental Working Group of the Japan Electronics and Information Technology Industries Association (JEITA), a group representing the electronic device industry. As a supporting member of the Japan Climate Leaders' Partnership (JCLP), a corporate alliance that aims to achieve a decarbonized society, we collaborate in measures aimed at achieving the 1.5°C target stipulated in the Paris Agreement, as well as in discussions about proposals to be made to the government.

Reducing Environmental Impact through Our Products

The NAND flash memory and Solid State Drive (SSD) products that Kioxia Group supplies are integrated into a wide range of applications and used throughout the world. We are making efforts to reduce the environmental impact of our products during every stage of their lifecycle. This includes reducing CO₂ emissions intensity per unit of product capacity during manufacturing and providing efficient products that consume as little energy as possible when in use.

Given the recent spread of AI, the expansion of data centers, and the acceleration of technological innovation in autonomous driving, the need for larger capacity and faster NAND flash memory and SSD products has been growing even further. Kioxia Group's ongoing development of integration technology and the resulting increased memory capacity are allowing us to reduce the level of CO₂ emissions per product capacity during manufacturing. Specifically, this is being achieved by reducing the amount of electricity and materials used in manufacturing per unit of product capacity, and by improving the energy consumption efficiency of our products for processing 1 GB data when they are in use.

On the other hand, the spread of AI is expected to increase demand for flash memory and SSDs with higher speeds and larger capacities. From an environmental perspective, there is concern that this will result in even more electricity being required to operate such devices. For this reason, we expect the need for highly energy consumption-efficient, large-capacity flash memory and high-throughput SSD products to expand to a number of new fields. Furthermore, in order to understand the environmental impact of our products throughout their lifecycles, Kioxia Group has been evaluating CO₂ emissions for its products using the LCA (Life Cycle Assessment) method,* and since March 2024, we have been obtaining third-party verification by the environmental risk assessment authority DNV. We plan to gradually expand the number of products evaluated for CO₂ emissions through LCA in the future.

* A method for quantitatively assessing the environmental impact of a product or service throughout its lifecycle (raw material extraction, manufacture, transportation, usage, and waste disposal or recycle) or at a specific stage in its lifecycle.

In addition, our R&D department is studying technologies that will restore NAND performance with the goal of enabling the reuse of used SSDs.

In order to contribute to the realization of a low-carbon society, Kioxia Group will continue to work on the improvement of energy consumption efficiency and capacity expansion through technological development as a priority.



DNV verification document

Kioxia Group Products Helping to Protect the Environment

Kioxia Group Products Helping to Reduce Environmental Impact

Improving the energy consumption efficiency of our products during product use.

Reducing CO₂ emissions per product capacity during manufacturing.

SSDs			Smart Devices			Personal Products	
Servers Storage / AI	Data Centers	Laptops	Smartphones	Automotive ADAS / Autonomous Driving	Industrial IoT / Robots	Removable Media	
Data Center PCIe [®] /NVMe [™] SSD	Enterprise PCIe [®] /NVMe [™] SSD	Enterprise SAS SSD	Client PCIe [®] /NVMe [™] SSD		Controller-managed NAND UFS / e-MMC	SLC NAND Flash Memory BENAND™	SD Memory Card microSD Memory Card
 						 	USB Flash Drive Portable SSD

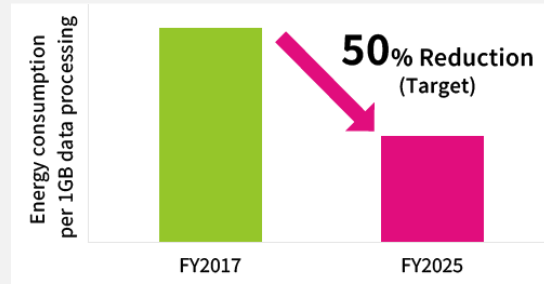
Targets for Improving the Energy Consumption Efficiency of Our Products

Kioxia Group will utilize these advanced technologies to further improve the energy consumption efficiency of its products.

Specifically, we have set an ambitious target of reducing the energy consumed per 1 GB of data processed by our products by 50% compared to FY2017 levels, by FY2025.

In FY2024, we successfully achieved a reduction of around 38% in the energy consumption required to process 1 GB data compared to FY2017 levels. We were able to do this by achieving higher speeds, by integrating advanced technologies in our NAND flash memory, and by designing our own optimal controllers.

Targets: Improving the Energy Consumption Efficiency of Our Products



Case Studies: Reducing Energy Consumption during Product Use

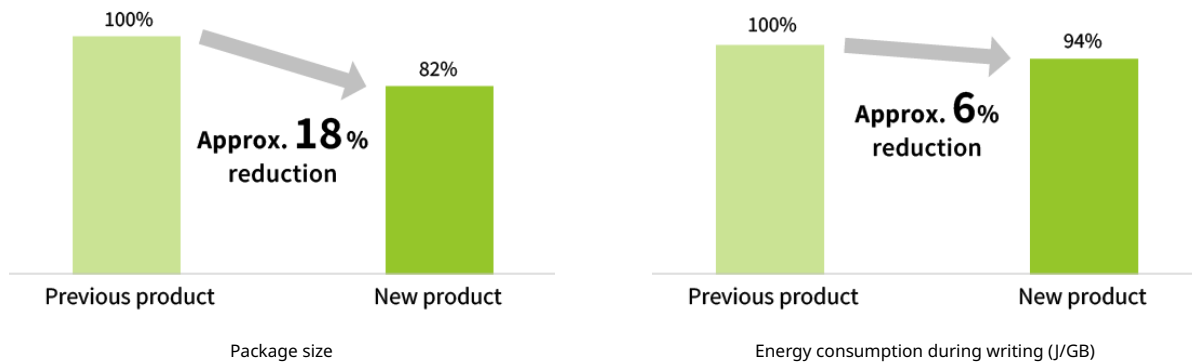
UFS Ver. 4.0 Embedded Flash Memory with Smaller Package Size and Improved Performance

Kioxia Corporation has reduced the package size and improved the performance of its UFS¹ 4.0 embedded flash memory product and commenced mass production. The package size is approximately 18% smaller than the company's conventional package size,² thus saving resources and contributing to board space efficiency and design flexibility.

Furthermore, energy consumption (J/GB) during write operations has improved by approximately 6%. Faster data download speed and shorter response time have also been achieved through improved read and write performance. These performance improvements make the product suitable for various next-generation mobile devices, including high-end smartphones compatible with 5G high-speed networks. The new product is supported in capacities of 256 GB, 512 GB, and 1 TB.



UFS 4.0 embedded flash memory



UFS 4.0/4.1 – Designed for Next Generation Mobile Storage (Kioxia Corporation)

Key Features of the Product:

- Read / write speed improvement over previous generation³ : approx. +15% sequential write, +50% random write and +30% random read.
- Package size is 9 mm x 13 mm and package thickness is 0.8 mm (256 GB and 512 GB) and 0.9 mm (1 TB), resulting in an approx. 18% reduction compared to conventional package size (11 mm x 13 mm)

The UFS Ver. 4.0 devices integrate the company's innovative BiCS FLASH™ 3D flash memory and a controller in a JEDEC-standard package. UFS 4.0 incorporates MIPI M-PHY 5.0 and UniPro 2.0 and supports theoretical interface speeds of up to 23.2 gigabits per second (Gbps) per lane or 46.4 Gbps per device. UFS 4.0 is backward compatible with UFS 3.1.

¹ Universal Flash Storage (UFS): A category of embedded memory products built to JEDEC UFS-standard specifications. Its serial interface allows UFS to support full duplexing, which enables concurrent reading and writing between the host processor and UFS device

² Compared with KIOXIA's previous generation UFS 4.0 embedded flash memory product

³ Compared with the previous generation product (512GB product model number THGFLT2E46BATP)

Notes:

1. The advertised memory on each KIOXIA product is based on the on-board memory capacity, not the amount of memory available for data storage by the end user. A portion of the memory capacity is used for memory management and other functions. Please refer to the respective product specifications for details on the usable capacity (user area). Memory capacity is calculated assuming 1 GB = 1,073,741,824 bits.
2. 1 Gbps is calculated as 1,000,000,000 bits/s. Read and write speeds are the best values obtained in a specific test environment at Kioxia, and Kioxia warrants neither read nor write speeds in individual devices. Read and write speeds may vary depending on conditions such as the device used.
3. Company names, product names and service names may be trademarks of third-party companies.

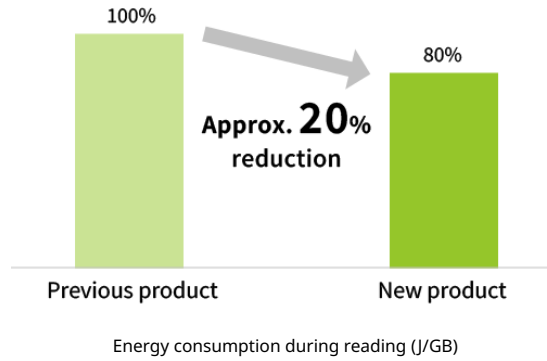
KIOXIA XD8 Series of PCIe® 5.0 NVMe™ EDSFF E1.S SSDs for Cloud and Hyperscale Environments

Kioxia Corporation has commercialized XD8 Series PCIe® 5.0 Enterprise and Datacenter Standard Form Factor (EDSFF) E1.S SSDs. Designed for the rapidly evolving cloud environment, the KIOXIA XD8 Series delivers superior performance and heat management, meeting the latest needs for higher performance, enhanced efficiency, and greater scalability in data centers. The new drives empower cloud providers and hyperscalers to optimize their infrastructure.



KIOXIA XD8 Series of SSDs for cloud and hyperscale data centers

Moreover, the new drives are the third generation of E1.S SSDs from Kioxia and are compliant with PCIe 5.0 (32 GT/s x 4) and NVMe™ 2.0 specifications. The 7.68 TB model delivers a reduction of approximately 20% in energy consumption per 1 GB of data processing during sequential reads.¹ The series is available in capacities of 1.92, 3.84 and 7.68 TB.



▣ Data center SSD (Kioxia Corporation) □

Key Features of the KIOXIA XD8 Series:

- Additional NVMe support includes NVM Express Management Interface (NVMe-MI™) v1.2c
- Sequential read performance up to 12,500 megabytes per second (a 73% improvement over the previous generation).^{1, 3} Sequential write performance up to 5,800 megabytes per second (a 20% improvement)^{1, 3}
- Random Read performance of 2,300 K Input Output Per Second (IOPS) (a 48% improvement). Random write performance up to 250 K IOPS (a 25% improvement)^{1, 2, 3}
- EDSFF E1.S with 9.5mm and 15mm heat sink options
- Kioxia-designed SSD controller, BiCS FLASH™ 3D flash memory and firmware
- Non-SED models, and the TCG Opal SSC SED-compliant model with security options
- Full end-to-end data protection and power loss protection

¹ Compared to the previous generation KIOXIA XD7P Series SSD (7.68 TB capacity model)

² IOPS: Input Output Per Second (Or the number of I/O operations per second)

³ Read and write speed may vary depending on various factors such as host devices, read/write conditions, and file size.

Notes:

1. For calculating memory capacity, the company defines 1 megabyte (MB) as 1,000,000 (10⁶) bytes, 1 gigabyte (GB) as 1,000,000,000 (10⁹) bytes, and 1 terabyte (TB) as 1,000,000,000,000 (10¹²) bytes. Computer operating systems, however, report storage capacity using powers of 2, meaning 1 GB = 2³⁰ bytes = 1,073,741,824 bytes, and therefore show less storage capacity. Drive capacity will vary based on file size, formatting, settings, software, operating system, and other factors.
2. SED optional model supports TCG Opal SSC except for some features.
3. SED optional model is not available in all countries due to local regulations.
4. PCIe is a registered trademark of PCI-SIG.
5. NVMe and NVMe-MI are registered or unregistered trademarks of NVM Express, Inc. in the United States and other countries.
6. Other company names, product names and service names may be trademarks of third-party companies.

Current Status of Environmental Impact and Environmental Targets and Outcomes

Current Status of Environmental Impact

Kioxia Group is expanding our production capacity in order to meet the growing demand for flash memory, an essential component of society's information infrastructure. At the same time, we are continuing with various initiatives to minimize our environmental impact.

The figures in the table below show environmental impact in terms of material balance during production activities at Kioxia Corporation, including the Yokohama Technology Campus and Yokkaichi Plant, Kioxia Iwate Corporation, and the Solid State Storage Technology Corporation (SSSTC).

Input

	FY2022	FY2023	FY2024
Chemicals¹ (t)	63,241	53,927	63,509
- VOC ² (t)	18,318	15,333	18,893
- PRTR ³ (t)	6,669	6,545	8,491
City water⁴ (thousand m³)	122	112	141
Industrial water⁴ (thousand m³)	25,153	24,673	27,614

Output

	FY2022	FY2023	FY2024
Greenhouse gas (Scope 1+2) (thousand t-CO₂)	2,580	2,281	2,462
- Scope 1	681	410	511
- Scope 2	1,899	1,870	1,951
Chemicals¹ (t)	535	424	452
- VOC ² (t)	495	378	408
- PRTR ³ (t)	2	13	22
Waste (t)	101,604	85,765	101,282
- Recycled volume (t)	72,932	64,331	84,445
- Plastic products recycled volume (t)	2,430	2,027	2,491
Waste water (thousand m³)	18,923	18,381	19,315
NOx (t)	32.5	35.8	32.4
SOx (t)	0	0	0

¹ Chemicals targeted for reduction

² Volatile organic compounds: Causative agents that generate photochemical smog, such as IPA, butyl acetate and cyclohexanone

³ Pollutant release and transfer register: A system to ascertain, compile and disclose data on hazardous chemical substances (such as water-soluble zinc compounds, 2-aminoethanol, silver and its water-soluble compounds, etc.) discharged into the environment from any source or transported from work sites in waste. The figures shown refer only to our manufacturing and business sites in Japan

⁴ All fresh water

For details of the environmental impact and their efforts to reduce this, please refer to each site's environmental reports.

▶ [Kioxia Corporation's Yokkaichi Plant Environmental Initiatives](#) 

▶ [Kioxia Iwate Corporation Environmental Initiatives](#) 

Targets and Outcomes

Kioxia Group has established its own environmental goals and undertakes business activities that contribute to the realization of a sustainable society. The following table summarizes our environmental targets for FY2024 and their achievement status. We again achieved all our environmental targets in FY2024 thanks to the energy-saving activities we promoted across the organization and our efforts to reduce the amounts of used and discarded chemical substances at our flash memory manufacturing plants. Our employees also actively participated in a variety of social contribution and biodiversity conservation initiatives, primarily at our manufacturing plants.

We have set relative numerical targets for environmental impact of our product manufacturing activities on a per-capacity basis, using FY2017 as the base year. We have also made strenuous efforts to reduce CO₂ and other greenhouse gas emissions. We will continue to pursue cross-organizational initiatives aimed at minimizing the environmental impact of our business activities.

The figures in the table below cover emissions from Kioxia Corporation, including the company's Head Office, Yokohama Technology Campus and Yokkaichi Plant and Kioxia Iwate Corporation.

Environmental Targets and Objectives		FY2024 Targets	FY2024 Results	FY2024 Achievement Status
Development of products the manufacture of which has a reduced environmental impact	Reducing the environmental impact of production processes through the miniaturization of devices	6 or more measures per year	6 measures	✓
Mitigation of global warming	CO ₂ emissions from energy sources (Percentage change from FY2017 levels)	≤ 40.9%	38.3%	✓
	PFCs ⁵ emissions (Percentage change from FY2017 levels)	≤ 36.2%	31.4%	✓
Promoting efficient use of resources	Total amount of waste generated minus amount of valuable waste (Percentage change from FY2017 levels)	≤ 46.0%	35.8%	✓
	Total waste generated (Percentage change from FY2017 levels, including valuable materials)	≤ 50.8%	41.1%	✓
	Water intake (Percentage change from FY2017 levels)	≤ 48.5%	40.9%	✓
Reduction of environmental risks	Emissions of chemical substances to air and water (Total amounts, percentage change from FY2017 levels)	≤ 22.3%	17.1%	✓
Biodiversity conservation	Biodiversity conservation	Periodic monitoring of indicator species	Periodic monitoring of indicator species	✓
Promotion of environmental communication	Social communication	Charity eco bazaars, collection of recyclable waste, donations, etc.	Held charity eco bazaars, collected recyclable garbage, made donations, etc.	✓
	Community communication	Local communication at manufacturing sites	Communicated with local residents (e.g., meetings with local residents' associations)	✓
Raising environmental awareness	Raising environmental awareness	Awareness-raising activities	Held awareness-raising programs (e.g., monthly environmental events)	✓

(✓: Achieved, ×: Not achieved)

⁵ CFC alternatives used in the manufacture of semiconductors. PFC gases have high global warming potential. The substances used by our Group are CF₄, C₄F₈, CHF₃, SF₆, NF₃, CH₂F₂, CH₃F, CH₄, and N₂O.

Removing VOCs

Kioxia Group is committed to reducing emissions of chemical substances. In order to control the emission of volatile organic compounds (VOCs), we have installed abatement equipment in 100% of the targeted manufacturing facilities constructed since 2011.

We are contributing to energy saving by reducing fuel gas used in abatement and introducing highly efficient equipment that makes effective use of waste heat.

For performance data related to our environmental initiatives, please see below.

▶ Performance Data

Reducing Environmental Impact

At Kioxia Group, we are committed to achieving both efficient manufacturing and reducing the environmental impact of our complex semiconductor manufacturing processes. We recycle the substantial amounts of daily waste we produce, with a particular focus on maintaining a high recycling rate for plastic waste.

Additionally, we continue striving to reduce CO₂ emissions from packaging materials used for transporting wafers, products, and semi-finished goods.

Aiming for a Resource-Saving Manufacturing Facility

Kioxia Iwate Corporation's Fab2 ("K2") was completed in 2024. It incorporates the environmental technologies that Kioxia Group has accumulated to date, and is designed to mitigate and adapt in response to climate change.

Wastewater treatment was conventionally carried out by passing wastewater from the manufacturing process through a relay tank installed in the basement below the fab, before being piped to an outdoor wastewater treatment facility. For the K2 fab, we have used the difference in ground elevation between the fab and the wastewater treatment facility to create a system that uses gravity to directly pass wastewater from the manufacturing line to the treatment facility.

This design removes the need for 70 tanks and over 100 pumps,¹ while reducing electric power required for pump operation. Furthermore, since it is not necessary to provide a basement for installation of pumps, the facility eliminates the need for around 14,000 m³ of concrete and approximately 2,000 tons of rebar, effectively reducing the use of resources that have a high carbon concentration.

¹ Comparing the K2 building with Kioxia Iwate Corporation's Fab1 building, which is of the same size

Efforts to Reduce Resource Usage in the Manufacturing Process

We use nozzles to apply chemicals providing protective coatings on wafer surfaces. It is necessary to regularly clean the nozzles with organic solvents to prevent discharge failures caused by chemical solidification. At Kioxia Corporation's Yokkaichi Plant, the optimization of nozzle cleaning frequency has reduced the usage of organic solvents for cleaning by over 40% in some processes.

Additionally, a review of the chemical usage and the order of processes during wafer cleaning has resulted in reduced water consumption and stabilized product quality. By increasing the recovery rate and reusing chemicals, we have reduced their usage by around 50% in some processes.

Extending Resource Lifespan through Manufacturing Equipment Maintenance

The maintenance of manufacturing equipment is crucial for ensuring a balance between maintaining a product's quality and reducing its environmental impact.

Some of the equipment used in back-end processes at Kioxia Corporation's Yokkaichi Plant has been in use for a long time, making the improvement of maintenance efficiency a challenge. To address this, the plant's Reuse Workshop has been looking at ways to reuse parts. For consumable parts, the plant spent two years determining the types of wear that do not affect the operation of the equipment, revising the disposal criteria for these components, and doubling their usage period. Additionally, equipment and parts removed due to defects are disassembled, the faulty areas and causes are identified, and repairs carried out and the items re-used wherever possible. The quality of repairs and reuse is ensured through the careful use of data sourced from repair histories and inspections using in-house function checkers, contributing to improved maintenance efficiency. Since its inception in 2013, the workshop has been able to re-use approximately 54,000 parts as a result of these initiatives.

In the front-end process, also known as the circuit formation process, we focused on the surface degradation of the electrostatic chucks used to secure wafers to the equipment. Previously, these chucks were discarded after a certain number of uses, but since 2023, they have been reused as a result of enhanced maintenance processes. When circuit patterns are etched onto wafers (a multi-stage process using gas and plasma), the required precision varies in accordance with the stage of processing, and this allows us to determine whether recycled electrodes can be used. Our focus on this enables us to extend the usable life of electrodes and reduce the use of new ones by approximately 20%.

Recycling and Reuse of Waste Generated during Manufacturing

At Kioxia Group's manufacturing sites, we are constantly making efforts to utilize resources more efficiently. With reuse and recycling as our top priorities, we sort materials on the premises by type and intended use after reprocessing.

Manufacturing Sites in Japan		Applications after Recycling
Sources of Emissions	Waste (excluding plastics)	
Abatement equipment	Sludge	Rare metal raw materials
Wastewater treatment	Sludge	Cement raw materials
Manufacturing processes (circuit formation, wafer cleaning, etc.)	Waste oil	Organic solvents
	Waste acids	Chemical raw materials, fertilizer raw materials
	Waste alkalis	Denitrification agents and combustion aids for boilers, chemical raw materials
Packaging materials for new manufacturing equipment, replaced consumables	Metals	Metal raw materials

During the aforementioned use of organic solvent for nozzle cleaning, not only is the entire amount of used organic solvent collected, but through a purification process carried out at a partner company, it is now possible to recycle most of it. The recycling rate of this organic solvent is 85%.

Efforts to generate recycled aluminum from aluminum laminate bags used as raw material packaging have been initiated at Solid State Storage Technology Corporation (SSSTC), and in 2024, 1.5 tons of aluminum laminate bags were recycled.

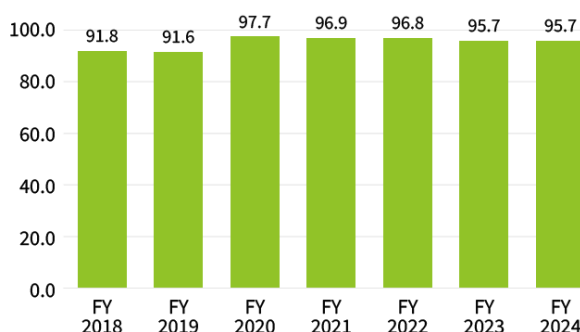
Effective Utilization of Plastic Waste

Over 2,000 tons of plastic waste are generated annually at Kioxia Group's manufacturing sites in Japan. In collaboration with recycling companies, this waste is recycled into raw materials for plastic products and other uses. To improve the efficiency of recycling and transportation, thorough separation and collection are implemented, and the volume of plastic waste is reduced wherever possible. For instance, the volume of polystyrene waste is reduced by more than 95% through high-temperature melting.

As a result of these efforts, the recycling rate for plastic waste from domestic manufacturing facilities has consistently remained above 90% since FY2018.

Additionally, SSSTC has been reusing all of the trays used to transport memory products, amounting to 4.5 tons reused in FY2024.

Recycling Rate for Plastic Waste from Domestic Manufacturing Facilities (%)



Manufacturing Sites in Japan		Outside Recycling Contractor	Applications after Recycling
Types of Plastic Product Waste	Materials Sorted		
<ul style="list-style-type: none"> Packaging materials for raw materials Wafer transportation cases Memory product transportation trays Cushioning materials for transporting and installing manufacturing equipment and products to/at the facilities Protective films Work gloves 	<ul style="list-style-type: none"> Polypropylene Polyethylene Polystyrene Acrylonitrile Butadiene Styrene (ABS) Polyethylene Terephthalate (PET) Polycarbonate 	<ul style="list-style-type: none"> Processed as raw material for plastic products Processed as solid fuel Processed as auxiliary fuel 	<ul style="list-style-type: none"> Raw materials for plastic products (e.g., home appliances, automotive parts, PET bottles, household items, etc.) Solid fuel for boilers Auxiliary fuel used during cement manufacturing, etc.

Example



The collected waste is gathered at the on-site recycling center.



Materials like polystyrene are melted in a melting machine at the recycling center, then cooled and formed into ingots.



The ingots become the raw material for polystyrene.

Use of Environmentally Conscious Packaging

Kioxia Group is expanding its use of environmentally conscious packaging. Memory chips and silicon wafers are transported between our sites and those of subcontractors or material suppliers during manufacturing and processing. To maintain the quality of these delicate components, we use durable plastic cases that provide effective protection during transportation and ensure cleanliness. Kioxia Group in Japan inspects and recycles these cases after use.

We have adopted the use of paper trays for some of our consumer SSD products. The EXCERIA PLUS G3 NVMe™ and EXCERIA PLUS G4 NVMe™ use cardboard trays.² We also use molded pulp trays for EXCERIA PLUS Portable SSDs and cardboard trays for our EXCERIA with Heatsink product.

Additionally, over 95% of the printed cardboard used at Kioxia Corporation's Yokkaichi Plant contains plant-based ingredients in its ink,³ reducing CO₂ emissions by approximately 2% per unit of printing.

² For each EXCERIA PLUS G3 NVMe™ product, the weight of plastic used in the packaging has been reduced by over 90% compared to the EXCERIA PLUS G2 NVMe™, which used plastic trays.

³ More than 10% of the ink solids comprise plant-based ingredients.

Note: NVMe is a registered or unregistered trademark of NVM Express, Inc. in the United States and other countries.

Effective Use of Water Resources

Approach to Water Resources

In line with Kioxia Group's Environmental Policy, we continually strive to reduce the environmental impact of the wastewater produced during our manufacturing processes. We recycle the water we use in accordance with our own standards, which are stricter than current legal requirements, in order to conserve precious water resources and ensure business continuity.

Amid worldwide concern over water shortages, Kioxia Group has established the conservation of water resources and ensuring stable operations as business priorities. The balance between supply and demand, the amount of water that can be withdrawn, and the quality of water vary greatly depending on regions. Accordingly, Kioxia Group has identified water-related risks for each region, focusing not only on the short term but on the medium- to long-term as well, and we conduct environmental impact assessments from all angles to ensure appropriate use of water resources. In doing this, we also consider the impact of external environmental factors, such as drought and flooding, on our business operations, as well as the impact of our operations on local water levels.

Water Management Structure

At Kioxia Group, we prioritize all water-related initiatives and indices, seeing these as a key factor in the Group's sustainability management.

Sustainability strategies and policies, including those related to water, are formulated at Sustainability Strategy Meetings, chaired by the President and CEO, with the degree of target achievement confirmed in each case before a final review by the Board of Directors.

Key performance indicators (KPIs) are discussed and determined by a Sustainability Committee chaired by the executive officer in charge of sustainability, based on sustainability strategies and policies formulated during Sustainability Strategy Meetings, including those related to water.

At Environmental Management Review Meetings, which involve discussions primarily between the officers and division managers responsible for environmental protection, the impact on our business, compliance with relevant laws and regulations, and achievement of our KPIs are all reviewed, with reference to social and legislative trends, and our medium-term environmental plan is evaluated in consideration of the risks and opportunities related to our usage of water.

Issues deliberated at these meetings include the installation of equipment to reduce water consumption during the construction of new plants, and the management of risk through business continuity management (BCM) activities. Assessments of water hazards such as overflowing rivers, large-scale typhoons and drought are also conducted as part of our BCM policy to reinforce our overall management of business risks and enable swift business continuity in the wake of any disaster. Furthermore, specialists investigate and monitor domestic and international regulations and trends to reduce the risks posed to constantly changing water environments.

Evaluating Water Risk

The balance between supply and demand, the amount of water that can be withdrawn, and the quality of water all vary greatly depending on regions. Kioxia Group has commissioned external experts to evaluate water-related risks at our manufacturing site, including Kioxia Corporation's Yokkaichi Plant, Kioxia Iwate Corporation and Solid State Storage Technology Corporation (SSSTC), from the perspective of current and future supply and demand. These risks are assessed using tools such as the World Resources Institute's (WRI) Aqueduct and the World Wildlife Fund's (WWF) Water Risk Filter. We use these assessments to analyze risks such as water stress levels and seasonal variations in water supplies through the year 2040 in order to understand the potential impact on our business activities.

An assessment of the Group's manufacturing sites, confirmed that they are not exposed to any water risk likely to have practical financial or strategic impact prior to the year 2040. This assessment was based on investigations into such factors as water supply and demand risks (driven by seasonal changes, the frequency of droughts, water storage capacity and water source protection levels), the risk of water-related disasters such as flooding or landslides, and regional vulnerability to water pollution that might endanger public health or ecosystems.

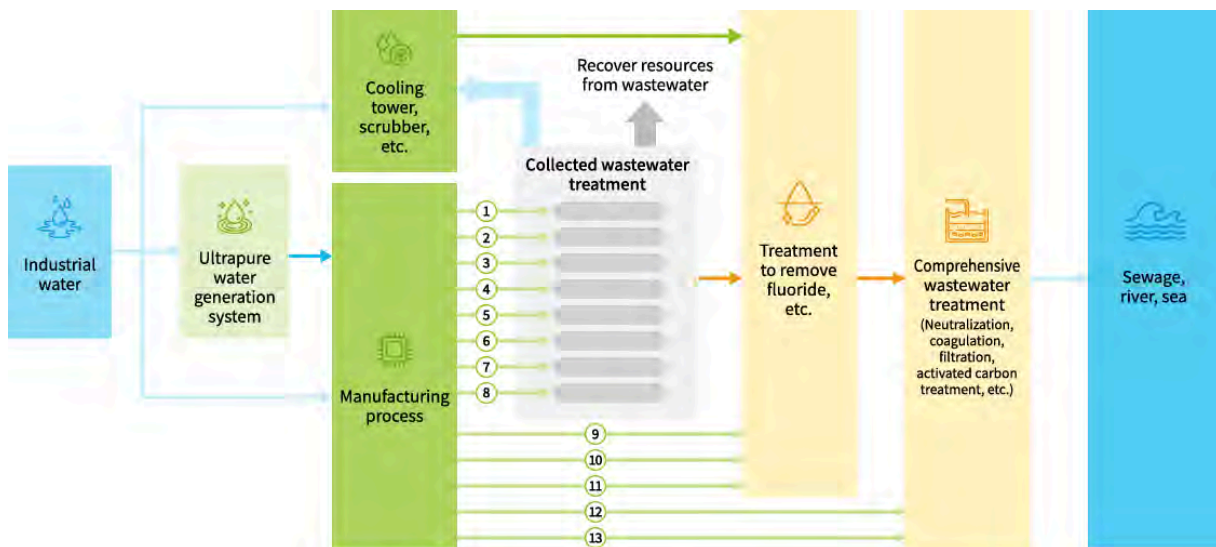
Water Resource-related Targets and Results

Using FY2017 levels as the baseline, Kioxia Group has set targets for the reduction of our water intake per unit of storage capacity manufactured, and we manage these using a PDCA cycle.

We set a target for FY2024 of reducing intake to 48.5% or less of FY2017 levels, and achieved this with an actual result of 40.9%.

Going forward, we will continue to pursue activities aimed at achieving water intake reduction targets by both reducing water consumption and by promoting recycling.

Segregated Collection and Recycling of Wastewater Based on Characteristics



By separating the wastewater pipes in the manufacturing process by the substances they contain, treatment efficiency can be increased, and water and resources can be recycled.

At our manufacturing sites in Japan, our plants are planned and designed around the concept of preserving water and resources. Wastewater pipes leading from manufacturing processes have been configured with up to 13 different lines for different substances contained in the water. Recyclable wastewater is first treated according to the type of substances it contains during the collection and treatment process, and then reused in facilities such as cooling towers and scrubbers (exhaust gas treatment equipment). At manufacturing sites in Japan in FY2024, we recycled approximately 37 million m³ of water (approximately 57% of total water usage).

Furthermore, we recover as many resources as possible from wastewater. Some of the materials extracted during the treatment process are sold to external partners where they are recycled into resources. Since the wastewater pipes are segregated according to the substances contained in the wastewater, we are able to minimize the usage of chemicals and electricity required to recycle and treat the water.

We are also working to reduce water usage in our manufacturing processes. Please see “Reducing Environmental Impact” for details.

▶ Reducing Environmental Impact

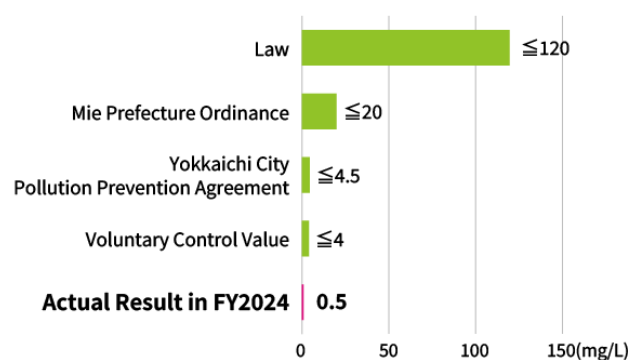
Enhanced Wastewater Monitoring

Manufacturing sites of Kioxia Group in Japan treat wastewater appropriately in stages according to its characteristics, and the water quality is checked before it is discharged off site. Our manufacturing plants monitor wastewater using voluntary standards that are more stringent than the prevailing legal requirements in order to minimize the impact of our business operations on the atmosphere and on rivers.

Around-the-clock, automated monitoring is conducted in respect of legally regulated factors, including chemical oxygen demand (COD), suspended solids (SS), fluorine (F), and hydrogen ion (pH) levels. Kioxia Group in Japan also voluntarily controls items not subject to legal restrictions through sampling conducted at Analysis Centers located within our manufacturing plants. These centers conduct around 47,800 water-related tests in FY2024.

As during the previous fiscal year, Kioxia Group was not subject to any government fines or penalties related to wastewater in FY2024.

**Wastewater BOD (Biochemical Oxygen Demand) Concentration Control Values for River Discharge
(Kioxia Corporation's Yokkaichi Plant)**



Effective Use of Rainwater

SSSTC in Taiwan makes effective use of rainwater. At SSSTC, 405 m³ of rainwater was recovered in FY2024, equivalent to about 1.2% of the water it used during the same period. The collected rainwater is reused as cooling water for air conditioning equipment, etc.

Aiming for Appropriate Water Use

At Kioxia Group's manufacturing sites in Japan, procedures are in place to recover and recirculate unused ultra-pure water used for wafer cleaning. Additionally, the flow rate is adjusted in stages according to changes in water usage within the manufacturing process, maintaining consistent water quality and appropriate water volume.

Management of Chemical Substances in Our Products

How We Manage Chemical Substances in Our Products

As part of our efforts to help achieve a sustainable society, Kioxia Group endeavors to reduce the risks posed to people's health and to the environment by any chemical substances used in our products, in line with the Kioxia Group's Environmental Policy.

Environmental laws and regulations, including the EU RoHS Directive, the EU REACH Regulation, and the TSCA, are being tightened year by year in a number of countries and regions. Kioxia Group believes that in order to prevent the inclusion of these legally regulated chemical substances in our products, it is necessary to exclude these substances at the design and development stage, and to ensure they do not feature in any of the products, parts and materials we purchase. By complying with these regulations and our customer requests, we are doing our bit to reduce or eliminate the use of substances that may have a significant impact on people's health or the environment.

How We Manage and Control the Use of Chemical Substances in Our Products

Kioxia Group is undertaking what we call "green procurement" throughout its entire supply chain. This involves procuring products, parts and materials that have a reduced environmental impact. Kioxia Corporation has established a Green Procurement Working Group comprising members of our Environmental, Quality Control and Procurement Divisions. This group has drawn up "Kioxia Group Procurement Guidelines," which include specific requirements for suppliers, such as selection criteria for products, parts and materials with low environmental impact, and standards governing the use of chemical substances. They also take into account the environmental laws and regulations of each country and region, and address the demands of our customers. These guidelines are shared with our suppliers and periodically updated.

Information regarding any chemical substances contained in our products is properly monitored through our green procurement processes.

Initiatives to Manage and Control the Use of Chemical Substances in Our Products

At Kioxia Group, environmental impact assessments are conducted from the design and development stage of each product covering the chemical substances present in products, parts and materials. We make every effort to use chemicals during our manufacturing processes that have minimal impact on the environment.

We are implementing measures to reduce the risk of environmental pollution caused by the use during manufacturing of chemical substances that are migratory (i.e., those with the ability to be transferred from one product to another if they come into contact).

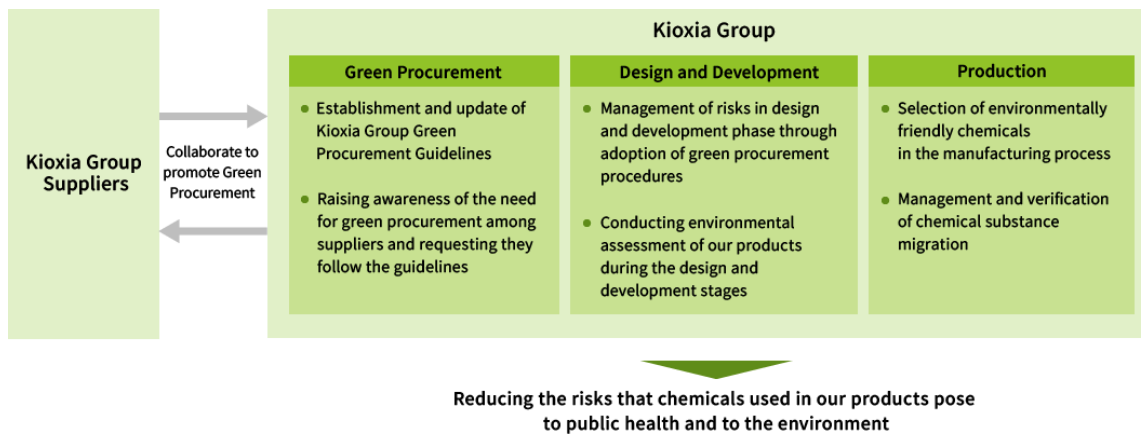
We use analytical instruments to conduct regular testing of products for specific hazardous substances regulated under the EU RoHS Directive. We also inspect purchased parts and materials upon receipt, as needed, to verify that no contamination occurs in the parts or materials themselves, or during manufacturing processes.

For perfluoroalkyl and polyfluoroalkyl substances (PFAS), we strive to stay informed through measures such as monitoring regulatory trends in anticipation of future regulations, and by conducting survey of products, parts and materials.

Furthermore, to ensure appropriate oversight of chemical substances, we utilize monitoring tools and engage external consultants. We also participate in industry associations to stay informed about environmental laws and regulatory trends regarding chemicals that may be banned in the future. This information is shared with relevant divisions through the Green Procurement Working Group, which also conducts periodic evaluations of the presence of any substances that should be prohibited or controlled in procurement.

We promote green procurement by classifying and managing chemical substances as follows.

Classification	Definition
Substances whose procurement is prohibited	A group of substances Kioxia Group prohibits the use of in its products both in Japan and overseas. It includes substances specified as hazardous under the EU RoHS Directive.
Substances whose procurement is controlled	A group of substances whose inclusion in products is monitored by Kioxia Group. As these substances may be subject to legal controls in the future, we carefully monitor their use and concentration levels in our products.



In addition to these efforts, Kioxia Corporation is working to reduce its environmental impact throughout the supply chain by providing training for its distributors covering environmental issues based on the Kioxia Group Green Procurement Guidelines and through collaboration with Kioxia Group suppliers.

Please refer to “Green Procurement” for more information on our green procurement efforts and “Current Status of Environmental Impact and Environmental Targets and Outcomes” for details of our performance related to the management of chemical substances during manufacturing.

➤ **Green Procurement**

➤ **Current Status of Environmental Impact and Environmental Targets and Outcomes**

Training on the Management of Chemical Substances in Our Products

Every year, all Kioxia Group executives and employees are provided with training on environmental laws and regulations and on the Kioxia Group Green Procurement Guidelines.

Natural Capital and Biodiversity

Kioxia Group recognizes that biodiversity is the capital of a sustainable society, and that it is an extremely important asset in addressing global issues such as climate change and resource constraints. We believe that maintaining a healthy natural environment supports the sustainability of people's lives, society and business activities. As such, we promote initiatives through our business activities that contribute to the preservation of biodiversity and the sustainable use of natural resources.

Kioxia Group is working to reduce its environmental impact by providing a continuous supply of large-capacity flash memory products that deliver high energy efficiency and high-speed data processing. We will also leverage our strengths as a semiconductor manufacturer to promote biodiversity preservation through appropriate management of water resources and environmental preservation activities at our plants. In addition, guided by Kioxia Group's Environmental Policy, we will promote feasible and phased measures, while taking into account international developments, including those related to the Taskforce on Nature-related Financial Disclosures (TNFD).

Governance and Risk Management

Kioxia Group is promoting a strategic response to natural capital and biodiversity issues under Kioxia Group's sustainability promotion structure, with active engagement from senior management. The Sustainability Strategy Meeting, chaired by the President and CEO, deliberates on key themes and evaluates related measures.

To address nature-related issues, a dedicated taskforce is responsible for coordinating efforts across relevant departments to set specific targets and execute response measures. In line with the TNFD recommendations, we conduct risk and opportunity analyses, scenario evaluations, and reviews of metrics and targets, as well as monitoring. The aim of these efforts is to more accurately grasp the interconnections between our business activities and the natural environment, and to explore ways to build a sustainable business foundation.

Please see "Sustainability Management" for details on our sustainability management structure.

▶ Sustainability Management

Strategy

Kioxia Group recognizes the importance of natural capital and ecosystem services, and is working to align its disclosures with the recommendations of the TNFD. In FY2024, we conducted the "Locate" phase of the "LEAP Approach" (identifying areas potentially vulnerable to nature-related impacts) at Kioxia Corporation's Yokkaichi Plant, Kioxia Iwate Corporation, and Solid State Storage Technology Corporation (SSSTC). Going forward, we will examine in detail the findings from the Locate phase in preparation for disclosure, while advancing to the "Evaluate" and "Assess" phases. In these phases, we will identify and evaluate dependencies and impacts on natural capital, while organizing associated risks and opportunities.

Kioxia Group approaches natural capital from a medium- to long-term perspective. Initially, we will assess the current state through qualitative assessments, and then gradually develop metrics and targets based on evolving scientific knowledge and trends in external initiatives. We remain committed to contributing to the realization of a sustainable society in harmony with nature.

Metrics and Targets

Kioxia Group in Japan has established metrics and targets related to natural capital. Environmental targets have been set as relative values, using the environmental impact per unit of product capacity during manufacturing in FY2017 as a baseline (100%). Based on these, we have been working to reduce energy-related CO₂ emissions of PFCs and other gases, waste generation, water intake, and chemical substance emissions. All targets were successfully achieved again in FY2024.

Going forward, we plan to refine our natural capital-related metrics and targets based on the results of the LEAP approach.

Please see "Current Status of Environmental Impact and Environmental Targets and Outcomes" for details.

▶ Current Status of Environmental Impact and Environmental Targets and Outcomes

Activities

Kioxia Group engages in a variety of biodiversity conservation and social contribution activities in order to coexist with the rich ecosystems in the areas where we operate.

Watching Over Forest and River Creatures

Kioxia Corporation's Yokkaichi Plant is participating in an owl protection project being undertaken by the Natural Study Group at Yokkaichi-Nishi High School and the MIRAI Lab at Kuwana High School. We provide equipment enabling owls in the area to be observed and protected in their natural habitat. This supports the project's aim of bequeathing the region's rich natural environment to future generations.

Kioxia Iwate Corporation participated in the Iwate Prefecture Aquatic Life Survey.¹ In 2024, the company conducted a survey of the Waga River, which flows through the southwest part of Iwate Prefecture. The presence of indicator species such as the flat-headed mayfly confirmed that the water environment was clean. Through this initiative, we are promoting the preservation of aquatic ecosystems and collaboration with the local community.

¹ A survey that classifies water quality into four grades, from Grade I (clean water typical of upstream mountain stream) to Grade IV (heavily polluted water). Points are assigned to each collected indicator species in accordance with a scoring system. The total score determines the water quality grade for the site, with the grade receiving the highest score applied to the site. The presence of flat-headed mayflies corresponds to Grade I water quality.



Fledgling owls ready to leave the birdhouse, part of the owl protection project at Kioxia Corporation's Yokkaichi plant.



Aquatic life survey in the Waga River, conducted by Kioxia Iwate Corporation

Conservation of Marine, Mountain, and River Environments

Kioxia Corporation's Yokkaichi Plant participates in cleanup activities at Yoshizaki Beach (Kusu Town, Yokkaichi City, Mie Prefecture), organized by the Kusu Town Development Committee and the NPO Yokkaichi Sea Turtle Preservation Society, with the aim of preserving the nesting environment of the endangered loggerhead turtle.² In 2024, over 200 people—including plant employees and their family members—participated in the cleanup activities, helping to protect the environment where loggerhead turtles lay their eggs, and to deepen their understanding of the ecosystem and the importance of conservation efforts.

SSSTC is engaged in activities to conserve coastal biodiversity and enhance mountain water retention capacity. In March 2025, around 40 SSSTC employees participated in a cleanup of the Touqian River estuary in Hsinchu, Taiwan, collecting more than 300 kg of waste. Employees also planted 200 trees native to Taiwan on Mt. Emei.

² The loggerhead turtle is classified as an endangered species in the Ministry of the Environment's "Red List," indicating they are at high risk of extinction in the wild in the near future.



Employees of Kioxia Corporation's Yokkaichi Plant and their family members participating in cleanup activities at Yoshizaki beach



SSSTC employees planting trees on Mt. Emei

Supporting Local Culture and Nature

The city of Kitakami in Iwate Prefecture is running a Sakura-mori project whereby cherry blossom guardians are trained to take care of the cherry trees in Tenshochi Park,³ a famous cherry blossom viewing spot in the city, with the aim of preserving the cherry blossom trees for the next 100 years. Kioxia Iwate Corporation supports the continuation of local cultural and ecological heritage and participates in the Sakura-mori Workshop. In the 2024 event, around 30 employees and their family members helped with the pruning and fertilizing of young cherry trees.

Kioxia Group's research and technology development base, Yokohama Technology Campus, participates in the Sakae Green Supporter program in Sakae Ward, Yokohama City, Kanagawa Prefecture. In 2024, a total of 20 employees contributed to the sustainability of local greenery and water resources through activities such as bamboo forest thinning and rice planting.

SSSTC is supporting opportunities for local communities to learn about biodiversity. Through its support for Hsinchu Zoo in Taiwan, SSSTC contributes to running a summer school for elementary school students to learn about animals and to the provision of equipment to the zoo.

Kioxia Group is committed to protecting the natural environment and preserving local culture through these activities.

³ Tenshochi Park celebrated its 100th anniversary in 2021 and is famous for its cherry blossoms, having been selected as one of the "100 Best Cherry Blossom Spots in Japan."



Kioxia Iwate Corporation employees participating in fertilization work



Yokohama Technology Campus employees engaged in forest thinning



SSSTC employees working at Hsinchu Zoo

Enriching the Work Environment with More Greenery

At our manufacturing sites, cross-departmental greening activities are being carried out to enhance employees' environmental awareness and improve the overall appearance of the premises.



Kioxia Corporation Yokkaichi Plant greening activities



Kioxia Iwate Corporation greening activities

Hungry? Take the Sustainable Lunch Challenge

Every other week, SSSTC provides employees with lunches made with locally harvested vegetables. Employees who correctly answer quizzes on sustainability topics such as environmental conservation and resource use can receive a lunch. This initiative increases environmental awareness among employees while offering an enjoyable way to experience the benefits of local production for local consumption.

These activities reflect Kioxia Group's commitment to coexisting with nature. We will continue to collaborate with local communities to ensure our business operations remain in harmony with biodiversity.

Environmental Evaluation by External Parties

Introducing Kioxia Group's environmental awards and evaluation by external parties.

Employees of Kioxia Corporation's Yokkaichi Plant Receive Awards in FY2024 for Efforts to Promote Energy Conservation

In February 2025, employees of Kioxia Corporation's Yokkaichi Plant received awards from The Energy Conservation Center, Japan. The recipients were recognized for their record of achievements in promoting measures related to energy conservation and operational efficiency in the Research and Development and Power categories.

Aiming to contribute to the realization of a sustainable society, we will continue our company-wide efforts to promote energy conservation.



Award recipients

Kioxia Iwate Corporation Obtains Four Star Certification under the Iwate Decarbonization Management Certification System

Kioxia Iwate Corporation received four-star certification, the highest ranking, under the Iwate Decarbonization Management Certification System (Iwate Environment-Friendly Business)¹ in recognition of its activities to reduce CO₂ emissions.

¹ A certification program established by Iwate Prefecture to recognize business sites in the prefecture that are proactively taking measures to reduce CO₂ emissions. Certification is granted using a four-level rating system ranging from one to four stars based on a review of reports on specific plans, initiatives, and results for reducing CO₂ emissions submitted to the prefecture.



Four-star certification mark

Kioxia Corporation Receives Highest Rating in Japanese Environmental Evaluation System

In a business evaluation system targeting businesses that have submitted regular reports on the Energy Conservation Law for FY2024, Kioxia Corporation was once again rated as an Excellent Energy-saving Business (S-class),² the highest of the four classes, for the year, following similar recognition in FY2022 and FY2023.

² To qualify as S-class, companies must either reduce their average energy consumption intensity by more than 1% per year over a five-year period or achieve the industry-specific benchmark for the medium to long term.

Disclosure of Environmental Data to CDP

Kioxia Group is annually evaluated by the CDP (the world's largest environmental information evaluation organization) on our efforts in the areas of climate change and water security. In 2024, the Group was rated B (management level) in both areas. Moreover, Kioxia Group was recognized as a "Supplier Engagement Leader," the highest rating in the Supplier Engagement Assessment (SEA), for its efforts to address climate change issues throughout the supply chain.



The CDP is an international not-for-profit organization established in 2000 to tackle environmental issues, including climate change and water risks. The evaluation reflects the progress of environmental disclosure and performance of the surveyed company or organization. In 2024, approximately more than 24,800 companies disclosed information through the CDP.

Environmental Communication

Kioxia Group actively participates in environmental activities that contribute to society.

We will continue to foster awareness of the environment and a sense of unity among our employees and engage in environmental activities that support local communities.

Communicating about the Environment in Local Communities

Kioxia Group conducts various environmental classes in order to help realize a sustainable society and help local communities to thrive.

Children's Environmental Study Classes and Environmental Lecture

Kioxia Corporation's Yokkaichi Plant holds Children's Environmental Study Classes at after-school care centers, and at a museum in Yokkaichi devoted to raising public awareness of the risks of pollution and the need to protect the environment. In FY2024, approximately 70 elementary and junior-high school students participated in these classes, exchanging ideas on what they can do in their daily lives to help protect the environment. These classes provided an opportunity for the children to learn about the impact of global warming and the importance of energy conservation.

We also offer open courses on the environment for university students and the general public. About 40 people attended the course held at Yokkaichi University in 2024, where we communicated the importance of global environmental issues by explaining Kioxia Group's activities for sustainability and for reducing the environmental impact of our operations.



A Children's Environmental Class

Internship Program Focusing on the Environment

Kioxia Corporation's Yokkaichi Plant offers an internship program covering the environment for local university students. In 2024, six students participated, gaining insights into the importance of environmental conservation work through lectures, tours of the plant's environmental facilities and explanations of our measurement processes.



University Students Internship Program Focusing on the Environment

Communication with Local Communities

Kioxia Corporation's Yokkaichi Plant has been holding environmental liaison meetings with local neighborhood associations for over 20 years, providing them with reports on environmental conservation efforts, including the results of environmental measurements taken at the plant.

The plant also actively participates in local events such as Messe Nagoya, the Yokkaichi City Environmental Fair, and the Environmental Panel Exhibition, offering opportunities for local residents to deepen their interest in environmental issues.

Kioxia Iwate Corporation participates in Environmental Report Meetings with the Community,* jointly organized by Iwate Prefecture and Kitakami City, where we present our environmental reports, offer tours of our environmental facilities, and exchange ideas with local residents.



Participation in a local event (Messe Nagoya)


* An initiative where participating companies introduce their environmental conservation activities and exchange ideas with local residents to foster communication about environmental conservation

Key Contributions to Society: Collection of Recyclable Materials

In addition to raising employee awareness of the environment and local areas, Kioxia Group contributes to local communities in ways such as promoting the 3Rs (reduce, reuse, recycle).

Please see the environmental report below for details.

➤ [Environmental initiatives at Kioxia Corporation's Yokkaichi Plant](#) 

➤ [Environmental initiatives at Kioxia Iwate Corporation](#) 

E-waste recycling by Solid State Storage Technology Corporation (SSSTC)

SSSTC supports the ASUS Foundation's Refurbished Computer Hope Project. Through this initiative, used PCs and other equipment are collected, repaired, recycled, and then donated to non-profit organizations and educational institutions. The refurbished PCs are used to assist preschool children, students, and people with disabilities in their studies, helping to improve their quality of life by eliminating the digital divide.



Acquisition of Environmental Certification

Kioxia Group has established an environmental management system and is undertaking a range of activities primarily at our manufacturing sites. Please see below for information regarding our acquisition of environmental certification.

Based on this system, Kioxia Group will continue to actively promote the development and provision of high-capacity, energy-efficient products that address the demand for exponentially increasing volumes of data. We will also continue to pioneer environmental conservation activities at our state-of-the-art factories, promoting consideration for the environment and communicating with local communities about this in ways that take local factors into consideration.

Acquisition of ISO 14001 Certification

Scope of Certification	Certifying Body	Issue Date	Certification Expiry Date	Approval Certificate No.
Kioxia Corporation's Head Office	Bureau Veritas Japan Co., Ltd.	February 26, 2024	March 27, 2027	JP024515 (JAB) JP024516 (UKAS)
Kioxia Corporation's Yokkaichi Plant				
Kioxia Energy Management Corporation				
Kioxia Iwate Corporation				
Solid State Storage Technology Corporation	DNV	June 27, 2025	June 26, 2028	1250-1998-AE-RGC-RvA

Acquisition of ISO 50001 Certification

Scope of Certification	Certifying Body	Issue Date	Certification Expiry Date	Approval Certificate No.
Kioxia Corporation's Yokkaichi Plant	Bureau Veritas Japan Co., Ltd.	September 11, 2025	September 10, 2028	IND.25.8673/EN/U
Kioxia Energy Management Corporation				
Kioxia Iwate Corporation				
Kioxia Corporation's Yokkaichi Plant Asahi Test Center				
Solid State Storage Technology Corporation	DNV	November 19, 2024	November 18, 2027	00002-2021-AN-TWN-TAF

Acquisition of Sony Green Partner

MC Name/FC Name	Expiry Date	Factory Code
Kioxia Corporation's Yokkaichi Plant	December 31, 2027	FC007421
Kioxia Iwate Corporation	December 31, 2027	FC015073

Social

Respect for Human Rights

Talent Development

Diversity Promotion

Health and Safety

Sustainable Supply Chain

Quality Control

Supporting Local Community Development

Respect for Human Rights

Kioxia Group recognizes that corporate activities based on respect for human rights are a prerequisite for the sustainable development of companies and of society. In order to fulfill our responsibility to respect the human rights of all stakeholders involved in our business activities, including those in our supply chain, we have established respect for human rights as a priority area of focus in terms of ensuring the Group's medium- to long-term growth, and we refer to this priority area as Sustainability Materiality.

Policy Governing Respect for Human Rights

In 2021, based on our mission, vision and Standards of Conduct, we formulated the Kioxia Human Rights Policy as a way to clarify our corporate responsibility to respect human rights. This policy stipulates that we must respect the International Bill of Human Rights to the fullest extent, and that we will make every effort to respect human rights in accordance with international standards such as the United Nations Guiding Principles on Business and Human Rights (UNGPs). The Kioxia Human Rights Policy constitutes one of our most important sets of regulations, and has been endorsed by the Board of Directors of Kioxia Holdings Corporation.

Kioxia Group is also committed to conducting business activities that are in line with the Responsible Business Alliance (RBA)¹ Code of Conduct. Examples include promoting our own sustainability initiatives and requesting our suppliers to respect human rights.

¹ Corporate alliance that promotes social responsibility within global supply chains



➤ [Kioxia Human Rights Policy](#)

➤ [Sustainability Materiality](#)

Procedures Regarding Respect for Human Rights

Kioxia Group is implementing procedures that minimize human rights risks in its business activities in order to fulfill its responsibility to respect human rights.

Kioxia Corporation has assigned responsibility for raising employee awareness of human rights issues to staff within the Human Resources and Administration Division of Kioxia Corporation, with an Executive Officer in charge of human resources and administration leading their efforts. This Executive Officer promotes Kioxia Human Rights Policy and oversees compliance.

In addition, the Diversity and Human Rights Due Diligence Task Force, which comprises staff from a variety of business areas, proposes activities in line with the UNGPs. The staff members promote these activities in collaboration with relevant departments and group companies.

Additionally, these initiatives are reviewed by the Sustainability Committee as part of our sustainability management procedures, with any important issues being submitted to the Board of Directors after discussion at Sustainability Strategy Meetings.

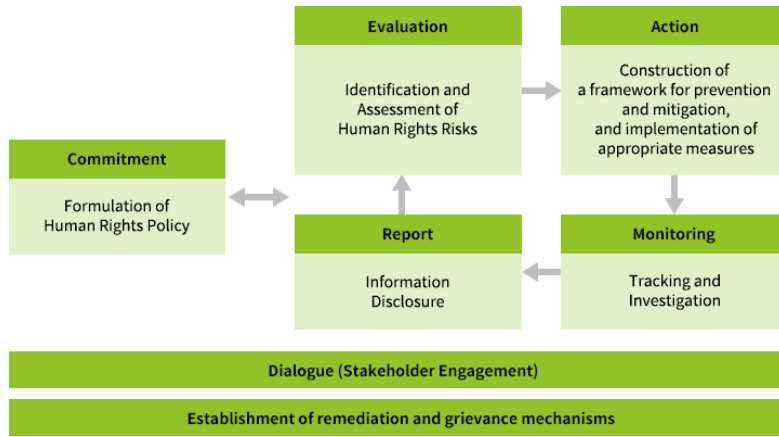
Human Rights Due Diligence

In order to respect the human rights of those impacted by our business activities throughout our overall value chain, Kioxia Group conducts human rights due diligence in accordance with the UNGPs. We are implementing an ongoing cycle of activities aimed at mitigating human rights risks.

These activities include

- identifying and assessing any human rights risks
- constructing a framework for the prevention and mitigation of these risks
- implementing appropriate countermeasures
- tracking and investigating any identified situations
- disclosing relevant information.

Due Diligence in Kioxia Group



Identifying and Assessing Human Rights Risks

Kioxia Group identifies and assesses any potential human rights abuses across its value chain. We also conduct self-assessment surveys, using the RBA Code of Conduct as a reference point for our sustainability activities. We also request our suppliers to strengthen their own measures to protect human rights in line with this Code of Conduct. This includes the implementation of sustainability surveys and responsible mineral sourcing.

With the cooperation of external experts, in FY2021 we conducted human rights risk assessments across Kioxia Group in Japan to evaluate the impact of potential and apparent risks that our business activities might pose to human rights. We subsequently identified 18 human rights risks that are specific to our industry and business model.

Potential Human Rights Risks in Kioxia Group

Labor and employment	<ul style="list-style-type: none"> • Forced labor (paying appropriate wages for labor, including in our supply chains) • Insufficient employment of people with disabilities • Lack of consideration toward sexual minorities • Long working hours (including in our supply chains) • Abuse of human rights of foreign workers (including technical interns) • Harassment of workers
Occupational health and safety	<ul style="list-style-type: none"> • Infectious disease-related risks • Work related injuries or death • Response in cases of mental illness
Environment	<ul style="list-style-type: none"> • Negative impact on the living environment of nearby residents
Ethics	<ul style="list-style-type: none"> • Procurement of minerals where there is concern about human rights abuses, including the procurement of newly banned rare metals • Transactions with customers in countries where there is concern about human rights abuses • Lack of supplier education • Inadequate/dysfunctional grievance mechanisms (among our suppliers and for contract workers) • Impact of product failures on end users • Leakage of technologies to countries where human rights abuses occur or misuse of applications for purposes that infringe human rights • Response to product safety and other issues caused by data tampering • Advertising that raises concerns about human rights abuses

Prevention and Mitigation of Human Rights Risks

Prioritizing Initiatives

Kioxia Group has determined the priority of initiatives aimed at addressing the aforementioned potential risks, taking into consideration the severity of their impact on human rights as well as the Group's level of involvement and response.

Implementing Appropriate Measures

Kioxia Group has focused on minimizing the following human rights risks, utilizing our human rights due diligence procedures and the results of RBA audits at manufacturing sites.

Kioxia Group's Major Human Rights Measures

• Kioxia Group Employees

Risks	Policy for Addressing	Examples and Results of Initiatives
<p>Forced labor (including paying appropriate wages for labor)</p>	<p>We ensure that all work shall be voluntary. The Kioxia Group Standards of Conduct stipulate under “Workers’ Human Rights” that it will not employ child labor, forced labor or any other illegal labor force and will operate an assessment program in line with industry standards to prevent or verify the use of an inappropriate labor force. We rigorously ensure transparency in recruiting and hiring processes.</p> <p>Under a basic policy of fair evaluation and treatment, we observe relevant laws and regulations and pay wages at or above the statutory wage. Furthermore, all workers shall receive equal pay for equal work and qualification, regardless of employment category, gender, or other factors.</p>	<ul style="list-style-type: none"> • We have implemented an age verification system that requires a government-issued photo ID from candidates during the hiring process. We have stipulated actions to be taken in the event that the use of child labor is found at the company. (Kioxia Corporation) • We have revised some of the content regarding disciplinary actions in work regulations. (Kioxia Corporation) • Labor and management have agreed on a minimum wage above the legal minimum. (Kioxia Corporation/Kioxia Iwate Corporation/Kioxia Engineering Corporation) • In FY2024, the wage level of temporary employees was 103.5% that of regular employees. (Kioxia Corporation) <p>› Promoting Employee-Management Dialogue</p>
<p>Abuse of human rights of foreign workers (including technical interns)</p>	<p>We provide equal rights and appropriate working conditions regardless of workers’ nationality.</p>	<ul style="list-style-type: none"> • We provide employment contracts and pay slips in the native language of foreign workers, or a language that they can understand. We have revised documentation regarding investigation and response to costs borne by the employee at the time of hiring. (Kioxia Corporation)
<p>Insufficient employment of people with disabilities Lack of consideration toward sexual minorities</p>	<p>The Kioxia Group Standards of Conduct stipulate the establishment of workplace environments that are free of discrimination and that respect diversity. This is made known to all employees and training is also provided.</p>	<ul style="list-style-type: none"> • We conduct e-learning training for all employees about preventing discrimination toward LGBTQ+ and other people. <p>▼ Raising Awareness of the Need to Respect Human Rights and Related Training</p>
<p>Long working hours</p>	<p>We endeavor to respect the laws and regulations of each country and region as well as international rules regarding working hours, holidays, and allocation of leave, with the aim of improving employee health and work-life balance. In addition, we guarantee employees’ fundamental rights at work and ensure appropriate working conditions through dialogue between labor and management.</p>	<ul style="list-style-type: none"> • We implemented a system that enables managers to confirm employees’ annual overtime record at a glance. (Kioxia Group in Japan) • We encourage employees to take annual paid leave. For those who work long hours, we arrange interviews with occupational physicians. (Kioxia Group in Japan) • Regular discussion regarding long working hours, such as having labor and management review monthly overtime applications. (Kioxia Corporation) <p>› Consideration and Reduction of Working Hours</p>
<p>Harassment of workers</p>	<p>The Kioxia Group Standards of Conduct stipulate the establishment of workplace environments that are free of harassment. This is made known to all employees and training is also provided.</p>	<ul style="list-style-type: none"> • We provide e-learning training for all employees on harassment prevention. <p>▼ Raising Awareness of the Need to Respect Human Rights and Related Training</p>
<p>Response in cases of mental illness</p>	<p>To promote the physical and mental health of employees, we promote health management. We have set prevention of stress-related illness as one of our goals, provide mental health education, and a consultation system.</p>	<ul style="list-style-type: none"> • In FY2024, we provided e-learning on mental health to all employees. Furthermore, we enhanced training for officers and managers in Kioxia Group in Japan. • In FY2024, we set medium-term goals for mental health. (Kioxia Holdings Corporation, Kioxia Corporation)

• Collaboration with external partners

Risks	Policy for Addressing	Examples and Results of Initiatives
Respecting human rights in the supply chain	<p>We strive to manage and promote sustainable procurement throughout its supply chains by complying with the procurement-related laws and regulations, and social norms of each country and region, as well as by building relationships with suppliers based on mutual understanding and trust. We request that our suppliers implement responsible business practices in accordance with the RBA Code of Conduct, and we strive to conduct our business with consideration for issues such as workers' human rights, occupational health and safety, and the environment throughout our supply chain.</p> <p>By collaborating with suppliers, we also promote responsible minerals sourcing (including tin, tantalum, tungsten, gold, and cobalt) in accordance with international rules.</p>	<ul style="list-style-type: none"> From FY2022, we have continued to promote awareness of and monitor compliance with the RBA Code of Conduct among our suppliers, including staffing agencies and contractors. In FY2024, with the cooperation of subcontractors, we reimbursed foreign migrant workers in the supply chain for employment-related expenses. <p>› Sustainable Supply Chain</p>
Inadequate/dysfunctional grievance mechanisms (including our suppliers)	<p>We have established contact points where all stakeholders, including those in the supply chain, can report and discuss suspected violations of the laws or regulations of each country or region, the Kioxia Group Standards of Conduct, the Kioxia Human Rights Policy, or internal regulations.</p>	<ul style="list-style-type: none"> To strengthen our response to human rights issues in the supply chain, we introduced a grievance mechanism provided by the third-party hotline JaCER.² (From April 2025) <p>▼ Grievance Mechanisms (Remedy Hotlines)</p>
Negative impact on the living environment of nearby residents	<p>We emphasize dialogue with local residents living near our business sites. We also strive to reduce the impact of our business activities on natural capital, remain considerate of the local environment, and conduct ongoing conservation activities.</p>	<ul style="list-style-type: none"> We mitigate traffic congestion around our plants by deploying traffic wardens and taking other appropriate measures. We engage in a biodiversity conservation and social contribution activities in order to coexist with the rich ecosystems in the areas where we operate. <p>› Natural Capital and Biodiversity</p>

² Japan Center for Engagement and Remedy on Business and Human Rights (JaCER)

▶ Major Sustainability Issues and Initiatives in the Value Chain

Tracking and Investigation

Kioxia Group regularly monitors its business activities to ensure compliance with the Kioxia Human Rights Policy and checks the progress and effectiveness of corrective actions. Additionally, where appropriate, we reflect the outcome of dialogue with stakeholders, the status of our business operations, and the demands of society in our Human Rights Policy and initiatives.

Information Disclosure

The status of Kioxia Group's initiatives for respecting human rights is updated each year on its website.

Raising Awareness of the Need to Respect Human Rights and Related Training

Kioxia Group provides training on human rights and harassment issues to all employees once a year. In FY2024, we conducted training on the topic of LGBTQ+ people, as well as raising awareness of internationally recognized human rights issues. In addition, we have made the provision of our Harassment Consultation Service widely known across Group companies.

FY2024 training results are shown below.

Training on Respect for Human Rights (FY2024)

Topic	Target	Results
Human rights training	Kioxia Group	Conducted for all employees as part of Kioxia Group basic training. Participation rate: 100%
Understanding people with disabilities	Kioxia Iwate Corporation	Held two diversity, equity and inclusion (DE&I) workshops with attendance totaling approximately 100 employees, including managers and mid-career employees, aimed at creating an inclusive corporate culture open to participation by diverse human resources including people with disabilities
Understanding sexual minorities	Kioxia Corporation	Held training for personnel in charge of human resources
Harassment prevention	Kioxia Corporation	<ul style="list-style-type: none"> • Held harassment prevention training for managers at head office and Yokohama Technology Campus • Held harassment prevention training for all new employees as part of basic training when joining the company • Held training on preventing harassment in recruitment activities for all personnel involved in recruitment

Dialogue (Stakeholder Engagement)

We engage in dialogue with stakeholders and communicate Kioxia Group's human rights initiatives—such as the aforementioned countermeasures and our explanations of the Kioxia Group Supply Chain Code of Conduct to suppliers—through daily business activities and sustainability reports.

▶ Stakeholder Engagement

Grievance Mechanisms (Remedy Hotlines)

Kioxia Group has established contact points where employees and business partners can report suspected violations of the laws and regulations of each country or region, the Kioxia Group Standards of Conduct, the Kioxia Human Rights Policy, and other internal regulations, and discuss possible remedies. At each contact point, whistleblowers' privacy is protected and confidentiality is strictly observed. We guarantee that whistleblowers and related parties are not subject to disadvantageous treatment due to having made a report. Reported matters are verified in a neutral and fair manner, and appropriate measures are taken.

Harassment Consultation Desk for Employees

Kioxia Group in Japan has established a Harassment Consultation Desk where employees can report issues related to power harassment, sexual harassment, and other types of harassment. We promote awareness of this service through the intranet and via training for all employees.

In FY2024, the desk received 33 reports and consultations. When inappropriate situations are identified or suspected, and with the consent of the individuals who made the reports, we provide improvement instructions or warnings to the relevant departments.

Grievance Reporting System for External Stakeholders: JaCER

Kioxia Group receives reports and consultations regarding suspected human rights violations, primarily related to supply chain issues, through the grievance reporting form provided by the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER). JaCER offers a non-judicial platform for grievance redress in line with the UNGPs, and acts in a professional capacity to support and promote redress of grievances by regular member companies. The reporting form is available in Japanese, English, and Chinese. Anonymous submissions are also possible, allowing whistleblowers to report concerns with confidence. Reported matters are handled appropriately, with progress and outcomes disclosed in the grievance list on the JaCER website.

JaCER Grievance Form

▶ [Japanese](#) 

▶ [English](#) 

▶ [Chinese](#) 

Please see the following for information about other whistleblower hotlines

▶ [Whistleblower System](#)

Rebuilding the Grievance Mechanisms

In FY2024, Kioxia Corporation rebuilt its grievance mechanisms to provide greater reliability for internal and external stakeholders. Specifically, we reviewed the types of reports and consultations received through our whistleblower and consultation desks, analyzing them in relation to each of the aforementioned 18 human rights risks.

Going forward, we will raise awareness of the JaCER reporting channel, mainly among our suppliers, and continue promoting respect for human rights throughout the entire value chain.

Participation in External Initiatives

Kioxia Group is working to build a more effective grievance mechanism to address human rights issues. In November 2022, Kioxia Corporation became a supporting member of JaCER, which aims to create a shared grievance platform for the industry. In FY2024, through our involvement with JaCER we gained insight into the latest industry developments and examined ways to improve our own grievance handling processes. As a result, we became a regular member in April 2025.

▶ [Japan Center for Engagement and Remedy on Business and Human Rights \(JaCER\)](#) 

Talent Development

Kioxia Group encourages all of our employees to make use of their individual capabilities in order to develop and maximize the potential of our diverse human resources.

Talent Development Policy

People are the source of Kioxia Group's competitiveness. We believe that if each individual employee continuously challenges themselves and creates new value, it will help us realize our mission of "uplifting the world with memory." Accordingly, we will continue to strengthen our educational offerings and adopt a systematic approach that allows each and every employee to take on new challenges.

Talent Development Structure

Kioxia Corporation has established a Human Resources Development Group in the Human Resources & General Affairs Department tasked with developing and utilizing human resources more effectively. Kioxia Corporation also has a Training and Development Committee, chaired by the President and CEO, which proposes initiatives for the improvement of in-house personnel training and development based on the results of relevant programs each year. This committee deliberates policies for the following fiscal year on the basis of its business plan. The outcome of discussions by the Training and Development Committee are reflected in new training and development initiatives.

Training Aimed at Developing Talent

Training Programs

Kioxia Group runs a variety of training programs aimed at establishing a common learning base for all employees. They include programs based on the requirements of specific career levels. Furthermore, we provide tools that support self-development, encouraging employees to voluntarily acquire fresh knowledge and skills. In FY2024, we enhanced the self-development tools and range of programs.

Main Training Programs at Kioxia Group in Japan

Training Category	Outline
Basic Training and Development¹	A program designed to familiarize employees with the Kioxia Group Standards of Conduct and values that form a shared basis for all members of Kioxia Group, covering such areas as compliance and sustainability. The Kioxia Group Standards of Conduct are available in Japanese, English, traditional Chinese, simplified Chinese, and Korean.
Global Training and Development	A program that seeks to develop globally minded people who can not only perform their jobs within the scope of their own countries or regions, but also at a global level, by accepting cross-cultural differences and communicating with a wide range of stakeholders.
Training and Development Based on Levels of Responsibility	A program that seeks to improve the basic knowledge, skills and management capabilities of employees promoted to new positions (leaders, managers, etc.). This program also includes training aimed at continuously improving the leadership capabilities of managers, as well as education aimed at imparting at an early stage the knowledge and skills required to conduct business on a global basis.
Job-Specific Training and Development	This aims to equip employees with the knowledge and skills they require based on their job function and career status.
Managerial Training	A program for the select group of individuals who are candidates for managerial or leadership positions.
Self-Development Support	We offer an extensive selection of approximately 4,000 educational videos covering topics such as business skills, management, AI and digital transformation (DX), programming, and languages. These videos are aimed at fostering a corporate culture that encourages employees to continue learning and creating value.

¹ As one aspect of basic training and development at Kioxia Group, various compliance training sessions were conducted to promote understanding of the Kioxia Group Standards of Conduct. There was a 100% attendance rate among employees of Kioxia Group in Japan in FY2024.

Common Training Courses (FY2024, Kioxia Group in Japan)

	Selective / Mandatory ²	Self-Development
No. of programs	13	1,681
Total no. of attendees	111,927	5,780
Total attendance time (hours)	123,606	2,845

² Selective and mandatory training cover basic education, level-specific education

Standardized Training at Kioxia Corporation



³ Includes self-development outside working hours, such as language study

Technical Training

Kioxia Group proactively nurtures and trains its engineers. New employees of Kioxia Group in Japan are provided with basic training covering electrical engineering, electronics, semiconductors, information processing and storage system fundamentals, as well as manufacturing, statistics, AI, and machine learning. These are seen as essential steps to enhance employees' technical skills. Specialized technical courses covering the skills needed for technology development are provided to engineers from their second year of employment onwards.

On-the-job training and a variety of educational programs within each division are provided under a mentor in each workplace, with detailed instructions provided to each individual in accordance with their career status. In addition, we are striving to create a work environment that encourages each individual to shape their own career as an engineer, with each group companies facilitating the necessary learning.

Engineers at the start of their careers strengthen their technical foundations through programs and self-development support tailored to their individual needs and career paths, with the aim of becoming technical specialists. From there, they may pursue the Generalist track, which connects business and technology, or the Professional track, which connects different technologies to create new value, ultimately culminating in the highest role of Senior Fellow.

For details, see "Senior Fellow Messages / Engineer Development."

▶ [Senior Fellow Messages / Engineer Development](#)

Career Development Systems

Kioxia Group supports the growth and career development of all its employees. The Career Design System at Kioxia Corporation, for example, provides each employee with an annual opportunity to discuss and share their views on their own long-term career development as well as on mid-term skill acquisition goals, how their skills can be improved, and how they can showcase them to their superiors. The Performance Management System at Kioxia Corporation gives employees a semi-annual opportunity to review and discuss with their superiors their job performance over the previous six months as well as their objectives for the following six months.

Assignment to Overseas Universities and Research Institutes

As one of its initiatives to encourage employees to acquire greater expertise and become active globally, Kioxia Corporation has established an overseas study program. The program works with overseas universities, graduate schools and research institutes, including the Massachusetts Institute of Technology and the University of California, San Diego, in the United States. In FY2024, two employees embarked on this program.

Career Development Leave System

Since FY2023, Kioxia Corporation has had a leave of absence system that allows employees to engage in independent career development and reskilling. The program enables them to improve their skills at universities, graduate schools and equivalent educational and research institutions in order to enhance their job-related expertise and management skills through MBA courses or similar programs.

Employee Engagement Survey

In order for Kioxia Group to enhance its competitiveness and grow in step with society, it is essential to increase the engagement of each employee. Kioxia Group regularly conducts employee engagement surveys as a starting point from which to enhance employee engagement and revitalize the organization. The survey results are used in conjunction with opinions voiced separately by employees to identify any problem areas, and formulate and implement measures to resolve issues.

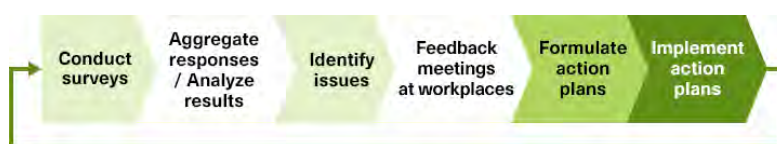
In FY2024, we conducted an anonymous worldwide survey targeting about 14,800 employees and received responses from 88% of them.

Kioxia Group⁴ reports the results of these surveys to the President and CEO, Executive Officers and department heads, and uses the findings to help improve employee engagement. In FY2024, Kioxia Corporation held three dialogue sessions between management and employees—one at each business site—as part of ongoing efforts to further improve communication between senior managers and employees, an issue identified in the previous survey. We also shared the latest survey results with employees, and are promoting company-wide measures and workplace activities to address the issues that emerged.

We will continue to conduct these surveys in order to improve the workplace environment and foster an organizational culture that is rewarding and makes Kioxia Group an easy company to work in.

⁴ Includes employees currently stationed at Kioxia Holdings Corporation

Employee Engagement Survey Cycle



Related Links

People from various backgrounds fulfill their potential and leverage their strengths at Kioxia Group.

> Careers

Diversity Promotion

Kioxia Group firmly believes that the maximization of the capabilities and strengths of individual employees is critical for innovation, corporate growth, and the creation of new value for society. Accordingly, the promotion of diversity is one of the Group's priorities.

Basic Approach to Diversity Promotion

In order to respond to changes in the global business environment and to the expanding, more sophisticated and diversifying needs of the market, it is essential to foster an environment and culture where all employees have the opportunity to 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.

Diversity Promotion Structure

We have designated the Executive Officer in charge of human resources at Kioxia Holdings Corporation as the executive responsible for promoting diversity. We have assigned overall responsibility for the promotion of diversity across the entire Group to Kioxia Corporation's Human Resources & Administration Division. The Taskforce for Diversity & Human Rights Due Diligence, which operates under the Sustainability Committee, identifies relevant issues and formulates measures to address these issues.

Diversity Promotion Initiatives

In FY2024, we focused on cultivating a positive corporate culture, promoting employee career development, and expanding the employment of people with disabilities.

Promoting the Career Advancement of Female Employees

Kioxia Group sees the active participation of female employees as a key issue that needs to be addressed as part of our promotion of diversity. We believe that diverse perspectives spur innovation, and as a company that operates globally, we are expected to have more women actively participating in management. In this regard, Kioxia Corporation has set the following goals:

- Doubling the number of female managers in FY2025 compared to FY2019.
- Ensuring the proportion of new graduates who are female is at least 45% of those recruited for administrative positions, and at least 15% for technical positions.

These targets are also stipulated in our action plan outlining measures to support the Japanese government's Act on the Promotion of Women's Participation and Advancement in the Workplace, and we are stepping up efforts to achieve them.

Specifically, all employees are provided with a handbook outlining how they can achieve a balance between work and family time. We also hold seminars and workshops for managers and executives coaching them on ways to foster a corporate culture in which diverse human resources can play active roles. In addition, we conduct employee surveys and interviews with female managers to help us understand and address any relevant issues.

Kioxia Corporation's action plans based on the Act on the Promotion of Women's Participation and Advancement in the Workplace and the Act on Advancement of Measures to Support Raising Next-Generation Children are as follows. Since we achieved the goals of our action plan for the latter act ahead of schedule, we have formulated and published our next action plan. (April 2025)



Two handbooks, *Balancing Work and Nursing Care* and *Child Care Supporting Programs*, offer advice on how to achieve a balance between work and nursing care or childcare.

Action Plan Based on the Act on the Advancement of Measures to Support Raising Next-Generation Children

Kioxia Corporation has formulated the following action plan to create a comfortable workplace environment that makes it possible for all employees to adequately utilize their capabilities, as well as achieve a balance between work and family life.

Plan Duration

April 1, 2025, to March 31, 2027

Action Plan

Target 1: Support the balancing of childcare and work and create a comfortable work environment.

Measures

- From April 2025 Grasping the current situation and initiate a consideration of the issue.
- From April 2026 Implement actions related to support for balancing childcare and work.

Target 2: Increase the percentage of male employees taking childcare leave to more than 50%.

Measures

- From April 2025 Update the booklet on support systems for balancing childcare and work and make it known to employees.
- From September 2025 Send out the message from the executive management to employees to encourage taking childcare leave.

The overall aim is for all targets to be achieved within the planned period.

Action Plan Based on the Act on the Advancement of Measures to Support Raising Next-Generation Children

Kioxia Corporation has formulated the following action plan to create a comfortable workplace environment that makes it possible for all employees to adequately utilize their capabilities, as well as achieve a balance between work and family life.

Plan Duration

February 1, 2022 to March 31, 2025*

Action Plan

Target: Improve working conditions in order to achieve diverse and flexible working styles Measures

Measures

- From April 2022 Introduction of Work from home system
- From August 2022 Review of leave system to support various life plans

The overall aim is for all targets to be achieved within the planned period.

The implementation schedule of each measure was added in December 2024.

*Plan duration changed as of March 26, 2025.

Action Plan Based on the Act on Promotion of Women's Participation and Advancement in the Workplace

Kioxia Corporation has formulated the following action plan to create a comfortable workplace environment that makes it possible for all employees to adequately utilize their capabilities, as well as achieve a balance between work and family life.

1. Plan Duration

February 1, 2022 to March 31, 2026

2. Action Plan

(1) Regarding "Providing opportunities for women's professional life"

Target: Double the number of female managers compared to FY 2019 to promote women's participation in management

Measures

- From February 2022 The ratio of female new graduates to be targeted at 45% or more for administrative work and 15% or more for technical work
- From October 2022 Diversity management training to be held for managers and executives to promote understanding within the company
- From December 2022 Senior management to send messages about diversity promotion company-wide
- From October 2025 Training to support career development to be provided

(2) Regarding "Improvements in the working environment that helps to balance work life and family life"

Target: Ensure that at least 80% of paid annual leave is utilized in order to prevent overwork, to protect employees' health, and achieve a balance between work and family life.

Measures

- From April 2023 Status of paid annual leave utilization for each department to be monitored
- From October 2023 Active utilization of paid annual leave by employees to be encouraged by managers of departments with low utilization rates

The overall aim is for all targets to be achieved within the planned period.

※The implementation schedule of each measure was added in December 2024.

Interviews with Female Managers

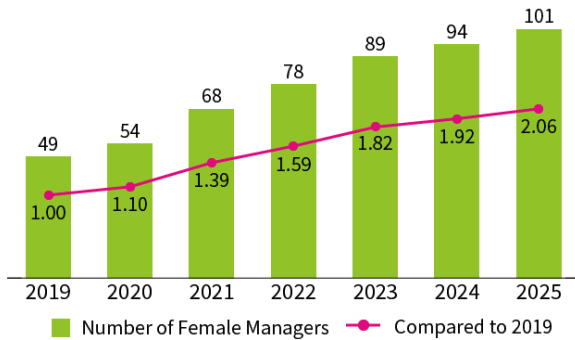
In FY2024, Kioxia Corporation analyzed issues identified during interviews conducted with approximately 30 female managers in FY2023, as well as the background to those issues. Based on the results of that analysis, we implemented measures such as providing education for division general managers and other management personnel.

Details of the measures are as follows.

- ▼ Diversity management workshop (FY2024)

Achievements in the Training of Female Managers and Hiring of Female New Graduates at Kioxia Corporation

Number of Female Managers¹



Percentage of New Graduate Recruits² Who Are Female³

	Administrative	Technical
FY2019	25.0%	7.2%
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%

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.

² Including undergraduate and postgraduate degrees

³ Status of Kioxia Corporation's hiring of regular employees with an undergraduate or postgraduate degree each FY. Kioxia Holdings Corporation does not hire new graduates.

Kioxia Obtains Three Stars, the Highest Ranking in the Eru-Boshi Certification Program as a Company Promoting Active Participation of Women

Kioxia Corporation acquired the highest level (three-star) certification under the Eru-Boshi certification program operated by the Ministry of Health, Labour, and Welfare (MHLW), recognizing it as a company with outstanding initiatives for promoting the active participation of women.

Eru-Boshi Certification is awarded by MHLW to companies who have formulated and submitted action plans based on the Act on the Promotion of Women's Participation and Advancement in the Workplace that meet certain criteria, such as excellent status of implementation of measures for promoting women's active participation. Kioxia Corporation was certified at the highest level, three stars, having satisfied all of the five evaluation criteria: recruitment, continued employment, working style (including working hours), ratio of women in management positions, and diverse career paths.

Supporting Future Female Engineers in STEM Fields

Kioxia Group believes it is important to expand the active participation of women across society as a whole in STEM fields (Science, Technology, Engineering, and Mathematics) in order for female engineers to thrive.

Since 2018, Kioxia Corporation has supported an annual summer school program for girls in junior and senior high schools ("Natsugaku"), one of Japan's biggest events promoting science and engineering careers. For more information, please see the link below.

- ☒ [Participation and Career Counseling in Summer School for Girls in Junior and Senior High Schools](#)

LeadHERs, to Support Female Employees

Kioxia America Inc. has established an internal organization, LeadHERs, to support the career development of its female employees. It provides mentoring programs, tools and networking opportunities to help them achieve both professional and personal goals. LeadHERs also participates in charity events marking International Women's Day and other activities to promote the social advancement of women in the technology industry and in the community.

Recruitment and Career Advancement of Non-Japanese Employees

Kioxia Group operates globally and employs people of many different nationalities.

With offices in 10 countries and regions, Kioxia Group has 1,694 employees working at its overseas locations (excluding those temporarily dispatched from Kioxia Group in Japan). Kioxia Group in Japan employs 139 non-Japanese people from 15 countries and regions.⁴

⁴ As of March 31, 2025

Career Advancement for Seniors

In FY2019, Kioxia Corporation raised its retirement age from 60 to 65 with the aim of enabling employees, regardless of their age, to continue working and utilize the knowledge and experience they have spent many years cultivating. In FY2021, we abolished the system of mandatory retirement for managerial positions, under which those in such positions were previously relieved of their managerial duties upon reaching a certain age.

Employment and Career Advancement of People with Disabilities

As of March 2025, the percentage of employees with disabilities at Kioxia Group in Japan was 2.8%.

Along with initiatives to achieve the statutory minimum employment rates of those with disabilities, we will endeavor to achieve society's goal of "social inclusion" by encouraging interaction among all employees, creating a comfortable and rewarding workplace and thereby boosting our business value.

Making Kioxia Iwate Corporation a Workplace for Everyone

Kioxia Iwate Corporation is committed to creating a workplace where everyone can work comfortably and find fulfillment in their roles. Employees with disabilities are engaged in various functions in the production and administrative divisions. In FY2024, the employment rate of people with disabilities reached 2.91% (as of March 2025).

As part of our hiring efforts, we actively use job matching services for people with disabilities, working in collaboration with Hello Work (Japan's national employment service) in Iwate Prefecture, as well as with local support schools and organizations. After joining the company, employees take part in regular one-on-one interviews to help them feel secure and supported in their work environment. We also held two Diversity, Equity & Inclusion (DE&I) workshops facilitated by external instructors. Approximately 100 employees, primarily managers and mid-level employees, attended the sessions, deepening their understanding of the importance of diversity and mutual respect. We will continue working to foster an organizational culture that values acceptance of individual differences and promotes unity, with the aim of creating a workplace where everyone can thrive.

Kioxia Etoile Corporation

Established in 2018, Kioxia Etoile Corporation employs people with disabilities in a variety of roles, including cleaning, administrative and light duties, massage therapy, and plant cultivation for donation to charitable organizations. In FY2024, we reviewed operations at Kioxia Corporation (and the Yokkaichi Plant in particular) with a view to expanding the range of job opportunities for those with disabilities and to promote their active participation. Through daily work management, frequent communication, and scheduled interviews with job coaches, the company strives to understand each employee's individual characteristics and create a supportive workplace environment that fosters personal growth.

▶ [Kioxia Etoile Corporation](#) 

Kioxia Corporation: Widening the Circle of Communication with a Sign Language Exchange Event

In October 2024, employee volunteers at Kioxia Corporation Yokohama Technology Campus launched the TalkXIA Sign Language Exchange Event. The event brought together a diverse group of participants with and without hearing impairments, including individuals from outside the company, and provided a safe and inclusive space for interaction. Aimed at encouraging casual communication between employees with and without hearing impairments using sign language, the event was held twice in FY2024. Participants shared comments such as, "It was fun to get together with everyone and use sign language after not having done so in a while." Through sign language, this initiative seeks to promote smoother communication and foster diversity in both the workplace and the broader community.

Promoting Understanding of Sexual Minorities

In FY2024, Kioxia Group sought to promote understanding of sexual and gender minorities, including the LGBTQ+ community, through e-learning for all employees. To further understanding, Kioxia Corporation used an external instructor to conduct training for human resources personnel on how to be considerate of sexual orientation, gender identity, and gender expression.

Diversity Education

With the aim of fostering a culture that embraces diversity and enhances understanding, in FY2024, as in the previous year, Kioxia Group conducted workshops and training sessions to promote mindset shifts among executives and managers. In addition, we rolled out e-learning for all employees.

Steps Taken to Achieve a Diverse Workforce



Achievements in Education Aimed at Fostering an Inclusive Culture within Kioxia Group (FY2022–FY2024)

For executives

Implementation of study sessions aimed at promoting the active participation of women in the workplace (FY2022)

An external expert was invited to facilitate a study session for Kioxia Group's executives on "The Importance of Women's Career Advancement as a Management Strategy." After the session, a lively discussion took place on how women's career advancement could be further promoted across Kioxia Group.

Workshop on workplace reforms aimed at improving executive performance and engagement (FY2023)

We held a workshop for Kioxia Group executives on the theme of "Work-style Reform That Improves Performance and Engagement," led by an external expert. After the lecture, there was a lively discussion about changes in working styles to reflect societal changes and improving employee engagement.

For executive officers and managers

Diversity seminar for executives and managers (FY2022)

An executive from outside Kioxia Group was invited to deliver a seminar for executive officers and managers from Kioxia Holdings Corporation and Kioxia Corporation on the topic of "Women's Career Advancement and Its Impact on Management and Human Resource Strategies." Approximately 300 participants attended—more than 80% of the targeted number—and animated discussions took place.

For managers

Communication seminar targeting managers aimed at enhancing psychological safety for their team members (FY2022)

Kioxia Corporation held a seminar for managers on the topic of "Communication Ensuring Psychological Safety," which was attended by approximately 300 employees. An external expert explained that psychological safety is a prerequisite for creating an organization in which people with diverse identities can demonstrate their strengths and help generate innovation.

Diversity management workshops (FY2024)

Kioxia Corporation invited an external expert to run a workshop for managers on the topic of "Work-style Reforms for Creating a Workplace Where Diverse Human Resources Can Actively Participate."

In July 2024, approximately 100 personnel at the level of senior manager or higher attended. Building on this result, in March 2025 a similar workshop was held for those at group leader or section manager level, with 230 people attending. Participants gained a deeper understanding of the importance of management and psychological safety in enabling diverse human resources to effectively deliver results, and a lively exchange of opinions took place about how to realize work-style transformation.

DE&I Workshops (FY2024)

As part of a wider program to promote participation in the workplace by people with disabilities, Kioxia Iwate Corporation held two sessions of a workshop entitled "DE&I—Learn about Diversity and Experience Connection." A total of approximately 100 people attended, primarily managers and mid-level employees. Through dialogue with the external instructor, all of the participants gained a deeper understanding of how to create workplaces where everyone can work together.

For all employees

E-learning on diversity promotion for all employees (FY2022–FY2024)

Kioxia Group provides education on human rights topics to all employees. In FY2021, the main topic was people with disabilities, and from FY2022 onward we have focused on LGBTQ+ issues, aiming to deepen employees' understanding through e-learning.

Lecture for all employees, entitled "Thinking from the perspective of male parental leave, what is a team where diverse employees can work comfortably?" (FY2023)

Delivered by an external expert, a lecture entitled "Thinking from the perspective of male parental leave, what is a team where diverse employees can work comfortably?" was held for employees from Kioxia Holdings Corporation and Kioxia Corporation. Approximately 250 employees participated, and there was a lively question and answer session about key points in promoting male parental leave.

Promoting Work-Life Balance

Kioxia Group constantly strives to enhance the work-life balance of our employees. Each employee is encouraged to undertake different working styles and work in ways that help improve their productivity.

Consideration and Reduction of Working Hours

At Kioxia Group in Japan, we monitor working hours and encourage the taking of annual paid leave. For those who work long hours, we arrange interviews with occupational physicians.

In FY2024, employees at Kioxia Corporation worked an average of 2,024 hours annually, of which 353 hours were non-scheduled.

At Kioxia Corporation, we are taking steps to cut down the number hours employees work. Following a trial and based on the results of surveys, in FY2022 we officially introduced a “work from home” system. This initiative is creating opportunities for employees to reflect on how they communicate in the workplace and on the time they spend in a variety of working styles. It is also encouraging changes in the workplace culture and work ethic, with the aim of improving efficiency and job satisfaction.

Procedures to Encourage Diverse Working Styles

Key Processes and Measures Regulating Working Hours⁵

System / Measure	Overview
Flexible Work System	Flextime system, work from home system
Accumulated Leave System	Employees may take a maximum of 25 days of accumulated annual leave for specific purposes such as self-development, community activities, treatment of non-work-related injuries and illnesses (including fertility treatment), childcare, family care, nursing care, marriage, bereavement, or spouse childbirth.
Annual paid vacation	To promote employee wellness, Kioxia Group encourages all employees to make full use of all their annual paid vacation allowance.
Making working hours more visible	Kioxia Group has deployed systems that provide increased transparency of hours worked by each employee.
Addressing long working hours at workplaces	We implement measures in various divisions and business sites to address the problem of long working hours.

⁵ Systems of Kioxia Holdings Corporation and Kioxia Corporation

Supporting Employees Balancing Work with Childcare and Nursing Care

Kioxia Group helps employees balance their work and personal lives. Kioxia Group in Japan has implemented various measures over and above legal requirements, and we continue to make these measures more adaptable and flexible. Under the accumulated leave system detailed above, employees can take leave to attend school events (for example, school entrance and graduation ceremonies, parent/guardian class observations and athletics events) for their elementary school age children. Furthermore, under our hourly-unit annual leave system, employees can take leave in increments of 15 minutes when the leave exceeds one hour, rather than taking it by the hour.

Key Systems Supporting Employees Balancing Work and Childcare or Nursing Care⁶

Childbirth and Child-Rearing

System	As Required by Law	Our Provisions
Childcare leave	Period: <u>Until the child is one year old, except when certain requirements are met</u> Number of times: <u>Maximum twice</u> per child	Period: <u>Until the end of the month in which the child turns three years old</u> Number of times: <u>Maximum three times</u> per child
Short-time shifts	Target: Employees raising <u>children under the age of three</u>	Target: Employees raising <u>children who have not yet completed elementary school</u> 1. No limit on the number of times employees can apply 2. Able to combine with Flexible Work System 3. Can be set in 15-minute units
Hourly-unit annual leave system	No provision	Leave is available in one-hour units. However, if more than one hour is taken at any one time, employees may take leave in 15-minute units thereafter.
Sick/injured childcare leave	No provision	Employees can take up to five days leave per children who have not completed elementary school for the following reasons: (1) When the child requires nursing care (2) When receiving inoculation or health examination necessary to prevent illness (3) When it is necessary to provide care due to closure of a class due to outbreak of infectious disease (4) When attending a ceremony such as enrollment in or graduation from kindergarten or school

Family Care

System	As Required by Law	Our Provisions
Family care leave	Up to <u>93 days</u> in total per person requiring nursing care The leave can be taken separately <u>up to three times</u> .	Up to <u>365 days</u> in total per person requiring nursing care The leave can be taken separately <u>up to three times</u> .
Hourly-unit annual leave system	No provision	Leave is available in one-hour units. However, if more than one hour is taken at any one time, employees may take leave in 15-minute units thereafter.
Short-term family care leave	No provision	When employees need to care for a family member or accompany a family member on a visit to the hospital or other facility, fill out forms required for receiving nursing care service, or provide other assistance, up to five days leave per fiscal year can be taken for each eligible family member.

Returning to Work

System	Our System
Allowance for raising the next generation	Provided for each eligible child (the parent of a child being taken care of by a spouse is also eligible for the allowance).
Babysitting voucher	When employees use a babysitter, a subsidy is available covering part or all of the fee (utilizing the government's company-led babysitter user support program)
Mutual understanding program	Offers the opportunity for employees to discuss future career plans and any necessary arrangements with their manager and HR personnel before taking leave of absence or after resuming work, thus helping to reduce any concerns employees who take such leave might have.
Re-employment system (Alumni hiring)	We are actively promoting alumni rehiring, offering former employees the opportunity to return and contribute to the company by leveraging the knowledge and diverse perspectives they have gained at other organizations.

⁶ System of Kioxia Holdings Corporation and Kioxia Corporation

Benefits

Cafeteria Plan

Cafeteria points provided through the Kioxia Health Insurance Association can be used to offset the cost of recreation facilities, fitness clubs, childcare and nursing care services, etc.

Corporate Pension Plan

To help support employees after their retirement, we offer a defined-benefit Corporate Pension Plan. This complements the state pension provided under Japan's welfare pension insurance scheme. We have also introduced a defined contribution pension scheme aimed at broadening employees' post-retirement options.

For performance related to our diversity and human resource initiatives, please see the following Social data.

▶ Performance Data

Related Links

People from various backgrounds fulfill their potential and leverage their strengths at Kioxia Group.

> Careers

Health and Safety

For Kioxia Group to achieve sustainable development in harmony with society, the physical and mental well-being of each employee serves as an important foundation for our business activities.

Kioxia Group has established health and safety as priority areas of focus in terms of ensuring the Group's medium- to long-term growth (what we call Sustainability Materiality), and we strive to create a safe and comfortable working environment for all employees and others involved in our business.

Health and Safety Policy

Kioxia Group's senior managers in Japan all pledge to ensure health and safety across our operations, a pledge that is shared with all employees. Kioxia Corporation established its Basic Policy for Safety and Health at the time of the company's foundation in 2017, and reviews the policy annually to ensure it continues to meet the needs of the times. Based on Kioxia Corporation's Basic Policy, Kioxia Group in Japan has subsequently formulated its own policy and is accordingly implementing a range of health and safety initiatives.

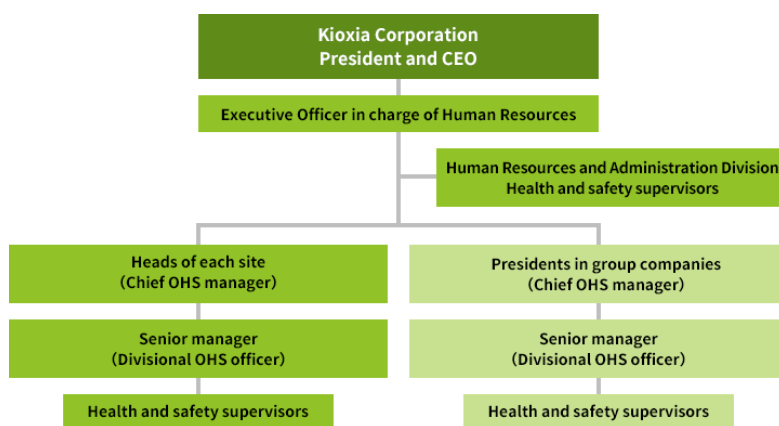
Kioxia Group companies overseas implement employee health and safety initiatives in accordance with the laws and regulations of their respective countries and regions.

▶ Basic Policy for Safety and Health

Promotion of Occupational Health and Safety (OHS)

Kioxia Group in Japan deploys health and safety supervisors within the Administration Division of each group company to promote health and safety activities among employees. They report periodically on health and safety matters to the president of each group company. The Health and Safety Officer of the Human Resources and Administration Division of Kioxia Corporation summarizes these reports and shares the summaries with the President and CEO, and the Executive Officer in charge of Human Resources.

Organizational Structure for Health and Safety Management at Kioxia Group in Japan



OHS Management System

Kioxia Group has obtained the occupational health and safety management systems certification (ISO 45001:2018) for its manufacturing and R&D sites. As it moves to comply with the requirements for this certification, the Group is making efforts to continuously reduce health and safety risks through risk assessment and compliance with relevant laws and regulations, and is making its health and safety management measures more visible.

Kioxia Group is also committed to ensuring health and safety are maintained throughout day-to-day activities, involving both group companies and their employees. Our efforts include the creation of small workplace groups, which undertake a variety of activities on an ongoing basis. These activities encompass workplace improvement programs, education and training to increase risk awareness among employees, and monitoring to ensure that appropriate practices are being followed. We integrate these activities into our implementation of health and safety management based on ISO 45001 standards.

Acquisition of ISO 45001:2018 Certification

Name of Company	Certified Body	Certificate Expiry Date	Approval Certificate No.
Kioxia Corporation Kioxia Systems Corporation Kioxia Iwate Corporation Kioxia Engineering Corporation Kioxia Energy Management Corporation	Japan Audit and Certification Organization for Environment and Quality (JACO)	March 28, 2028	WC18J0004
Solid State Storage Technology Corporation	DNV	November 23, 2027	183447-2015-ASA-RGC-RvA

Key Health and Safety Initiatives at Kioxia Group in Japan (FY2024)

Category	Details
Health and Safety	<ul style="list-style-type: none"> • Planning and implementation of initiatives in accordance with our Basic Policy for Safety and Health • Health and safety awards • Business site health and safety committees, workplace health and safety meetings • Internal audits and external certifications • Periodic reports to the president of each group company • Implementation of Health and Safety Management Reviews¹
Safety	<ul style="list-style-type: none"> • Compliance with relevant laws and regulations • Risk assessment to identify sources of danger and steps that can be taken to mitigate those risks • Safety reviews when installing or modifying equipment • Operation of specialist internal safety committees • Sharing of information and holding discussions with labor unions and on-site subcontractors
Health	<ul style="list-style-type: none"> • Thorough implementation of health measures in full compliance with relevant legislation • Promotion of measures to prevent health problems caused by passive smoking • Measures to combat brain, heart and lifestyle-related diseases • Measures to improve mental health • Health management for those posted overseas or on business trips • Promotion of activities to support workplace engagement² and workplace energization

¹ Periodic reports to the President and CEO of Kioxia Corporation about relevant activities underway at Kioxia Group in Japan

² Workplace engagement: encouraging a positive and fulfilling attitude toward work among employees.

Health and Safety Awareness Raising and Education

Kioxia Group in Japan endeavors to enhance our employees' understanding of the need for health and safety measures and for supportive behavior. On top of the training specified in the Industrial Safety and Health Act, we implement education programs for employees who are newly appointed to health and safety-related posts, as well as for mid-career employees in those positions. We also run practical training programs devised by individual operational sites.

Key Health and Safety Training Results at Kioxia Group in Japan (FY2024)

Type of Training	Ratio of Participation : No. of Participants/No. of Eligible Employees
Training related to job promotion (health and safety)	100% (177 / 177)
Mental health training	100% (16,735 / 16,735)
Post-recruitment training (health and safety, road safety, etc.)	100% (1,813 / 1,813)
Various types of training based on the Industrial Health and Safety Act (for workplace managers and health supervisors, covering the use of industrial robots and safety equipment, etc.)	100% (1,424 / 1,424)
Competence training (for health and safety promotion committee members, risk assessors, internal auditors, etc.)	100% (618 / 618)

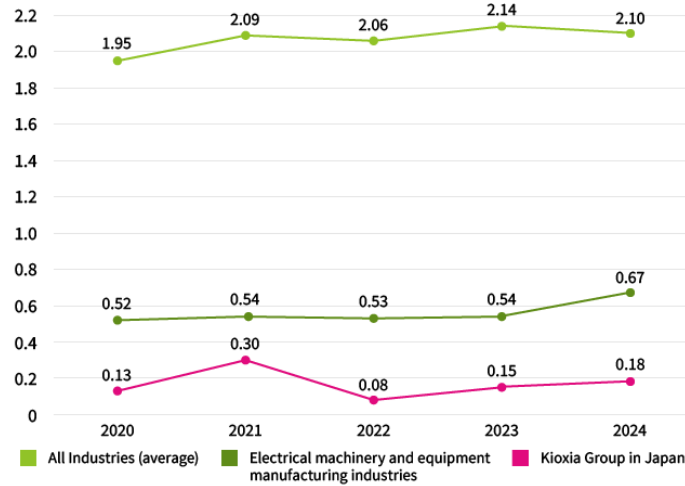
Each work site also conducts its own training in addition to the activities listed here.

Workplace Accidents

Kioxia Group in Japan strives to minimize the number of workplace accidents and monitor any occurrences. We use the “frequency of injuries resulting in lost working days” as an indicator of these efforts. In 2024, the frequency rate was 0.18, which was below the average rate of 0.67 in the electrical machinery and equipment manufacturing industries.

Kioxia Group in Japan will continue to implement further measures to prevent workplace accidents. As a top priority, risk assessments are conducted for all workplaces and tasks, focusing on operations where there is a high risk of serious injury or illness, as well as on the handling of hazardous or harmful chemical substances. In addition, we systematically manage and reduce risk by reviewing work methods, identifying and eliminating specific risks, renovating facilities, and providing education and training to employees.

Frequency of Injuries Resulting in Lost Working Time at Kioxia Group in Japan³



³ Frequency = Number of casualties due to work-related accidents / Total actual working hours x 1 million. Figures for all industries and the electrical machinery and equipment manufacturing industries are collated from the results of the “Survey of Industrial Accidents” conducted each year by the Ministry of Health, Labor and Welfare.

Health Management

As the environment in which Kioxia Group conducts business continues to change dramatically, we have been working on the implementation of health and safety measures for our employees, an investment which we see as essential for the future of the Group and the development of society (investment for health).

Kioxia Holdings Corporation issued its “Kioxia Group Health Management Declaration” in April 2023.

Kioxia Group Health Management Declaration

We firmly believe the health of our employees is essential in order to achieve our mission of “uplifting the world with ‘memory,’” and consider this to be one of our most important areas of management focus. We will continue to promote health management, aiming to improve the health of every employee in order to continue to create value for society through “memory” technology.

April 1, 2023

Nobuo Hayasaka, President and Chief Executive Officer,
Kioxia Holdings Corporation

Organizational Structure of Health Management

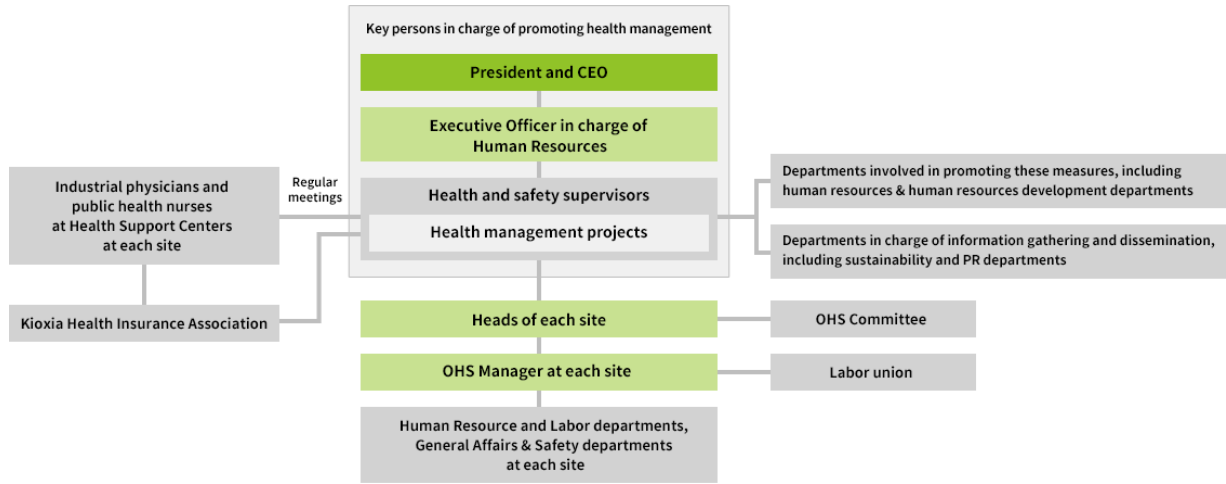
The President and CEO of Kioxia Holdings Corporation and Kioxia Corporation has ultimate responsibility for the promotion of health management. In 2023, Kioxia Corporation reorganized its approach in this area, allowing each level and organization to fulfill its role in promoting employee health through a top-down approach, as shown in the diagram below.⁴

With the Health and Safety Section of the company’s Human Resources and Administrative Division as the secretariat, activities, measures and policies are discussed at regular meetings with the Health Support Center, which deploys industrial physicians and public health nurses at each of our sites. In addition, our management is committed to focusing on health-related issues, with the company, labor union, and health insurance union working together to promote healthy activities and lifestyles.

In the future, we will expand our health management initiatives to other group companies.

⁴ Currently at Kioxia Corporation, the President and CEO also promotes health management at Kioxia Holdings Corporation.

Organizational Structure for Health Management at Kioxia Holdings Corporation and Kioxia Corporation



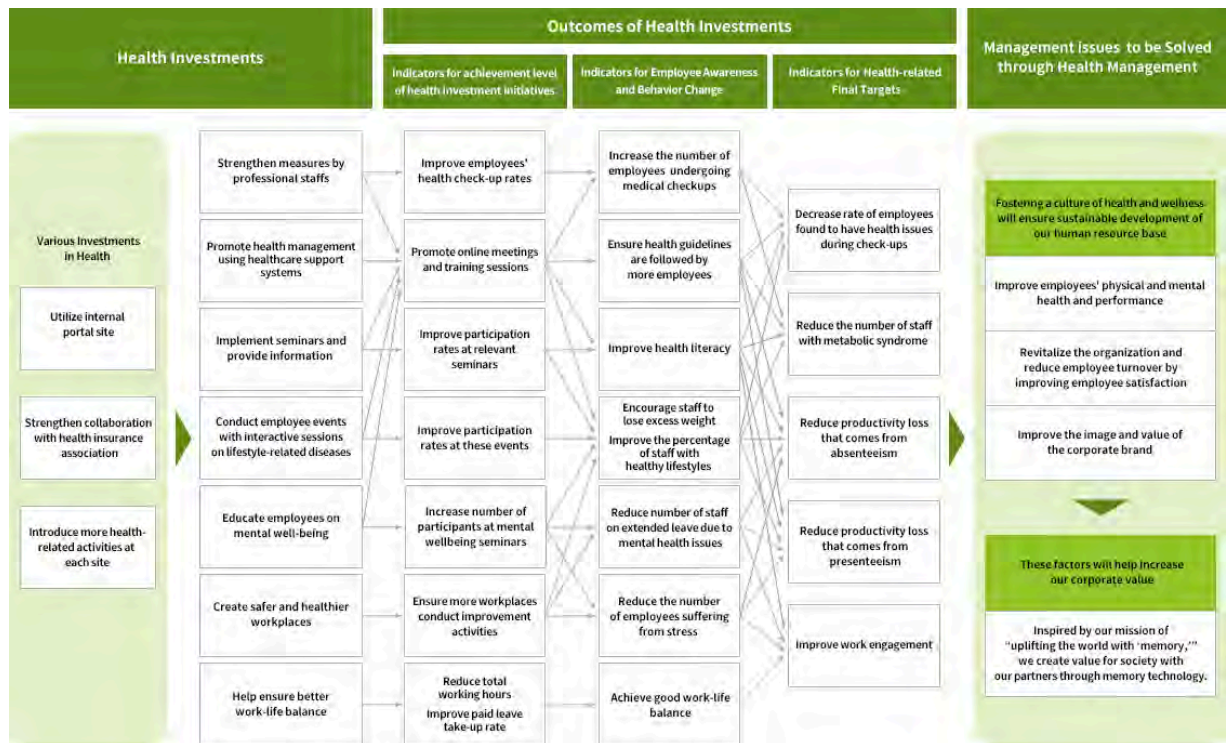
Health Management Strategy and Processes

Kioxia Group has formulated a health management strategy and processes in order to clarify issues and areas related to health management, implement measures to address these issues, and continuously implement the PDCA cycle while verifying the effectiveness of each measure.

Recognizing the importance of workplace engagement in terms of promoting our employees' physical and mental health and improving their performance, we will continue to promote health-related measures for them.

To ensure that employees can work for many years in good health and spirits, we will strategically promote employee health and foster a culture of good health aimed at making it easier and more rewarding to work. By doing so, we aim to enhance our corporate value in a sustainable manner.

Health Management Strategy Map⁵



⁵ This covers Kioxia Holdings Corporation and Kioxia Corporation. The below targets, initiatives and results are based on this strategy map.

Targets

To promote health management, we have set goals in three areas: (1) prevention of the onset and spread of lifestyle-related and other diseases, (2) prevention of stress-related diseases, and (3) creation of more lively workplaces.

- (1) Improve lifestyles by enhancing health literacy.⁶ Prevent the onset and spread of lifestyle-related diseases.
- (2) Prevent stress-related conditions such as declines in mental well-being
- (3) Achieve a good work-life balance. Create more lively workplaces through improved employee engagement

To achieve these goals, in July 2024 we set mid-term targets to be achieved by FY2028.

⁶ The knowledge, willingness, and ability to obtain, understand, evaluate, and use health-related information

Health and Productivity Management Initiatives

We pursue the following initiatives in order to create an environment where employees can work in good mental and physical health. Each business site also proactively implements its own measures.

- We have established processes whereby physicians are deployed to comment on the results of medical check-ups covering lifestyle-related diseases such as high blood pressure and high blood sugar levels, allowing for consultations with medical personnel and intervention by physicians. In this way we aim to reduce the number of employees who leave the company as a result of absenteeism, extended leave or illness.
- We have set up a mental health consultation service and make its existence known to all employees. We also provide various training programs aimed at preventing stress-related illnesses.
- We are promoting collaborative health programs⁷ with health insurance societies to improve employees' health literacy and to prevent or treat any instances of metabolic syndrome.

⁷ These are aimed at preventing disease and promoting good health for employees and their families in conjunction with companies and insurers.

Example Initiatives

Kioxia Holdings Corporation and Kioxia Corporation conducted the following key initiatives in FY2024:

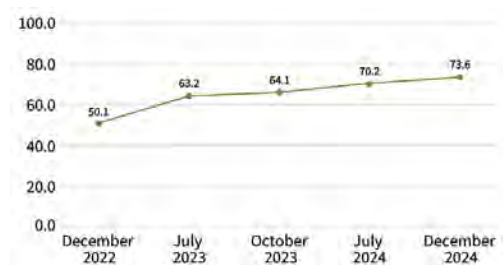
Health Promotion Event during Health Enhancement Month: "The Benefits of Three Daily Meals and Nutritional Balance"

Period: December 2 – December 15, 2024

Number of participants: 5,657 (participation rate: 73.6%)

At Kioxia Corporation's Yokkaichi Plant, initiatives are being implemented to help employees adopt healthy eating habits. They incorporate eating three meals a day with a balance of nutritious ingredients, thereby helping to prevent lifestyle-related diseases. In December 2024, a so-called "enhancement month," the cafeteria offered a menu rich in seasonal vegetables developed in collaboration with employees. Additionally, measurements of vascular age, blood pressure, and body composition were taken, and a quiz was organized to help employees determine their recommended daily vegetable intake (350 g), aiming to improve their health literacy. These initiatives have been well received, and participation rates have increased with each event.

Participation Rate for Health Promotion Events (%)



Meals developed collaboratively by employees and cafeteria staff (left), employees at a health promotion event (right)

The Walking Event

Date: November 11, 2024

Number of participants: 640 (participants' satisfaction rate: 96.2%)

Kioxia Corporation's Yokkaichi Plant co-hosted its annual walking event in collaboration with the Kioxia Labor Union Yokkaichi Branch. Two walking courses—2 kilometers and 5 kilometers—were set up in Kasumigaura Park, adjacent to Yokkaichi Dome, allowing employees to walk at their own pace with family members and teammates. At the finish line, participants were welcomed with a variety of events commemorating the fifth anniversary of the company name change and were presented with completion certificates and lunch. A prize drawing further enlivened the event, with the plant manager, the union chairman, and the chairperson of the Health Promotion Committee presenting prizes and helping to create a festive atmosphere.

After the event, participants shared positive feedback. Comments included, "Without events like this, I don't really feel motivated to go walking! It was a great opportunity," "I enjoyed the opportunity to interact with people from other departments," and, "I appreciated the many fun and safe activities for children."



The walking event

Measures to Address Women's Health Issues

Number of participants in FY2024

E-learning: 1,007 participants (participation rate 99.9%)

Seminars: 351 participants

Kioxia Holdings Corporation and Kioxia Corporation have implemented e-learning and seminars covering basic knowledge of cancers specific to women, the importance of health screenings, and the impact of female hormones on health. These learning opportunities are designed to encourage female employees of all ages to undergo health screenings and attend medical facilities.

Additionally, to make consultations easier for female employees, a consultation desk has been established where they can receive health advice from female gynecologists and nurses. Seminars have also been held to increase mutual understanding between men and women.



Consultations and seminars on women's health

Mental Health Seminars for Managers

Number of participants in FY2024

2,031 (participation rate: 78.7%)

Officers and division managers participated in either in-person or online sessions, while section managers took on-demand video courses.

A guest speaker was invited to give a lecture for managers of Kioxia Group in Japan on the topic "Impact of Workers' Sleep on Health and Productivity." Of the participants, 99.6% indicated they had gained a better understanding of the importance of sleep, and 97.9% found the session informative. In addition, 94.4% responded positively, saying they could apply what they learned in their own workplace.

Changes in Individual Indicators

Indicator	Results				Target
	FY2021	FY2022	FY2023	FY2024	FY2028
Percentage of employees undergoing annual health check-ups	100%	100%	100%	100%	100%
Percentage of employees with abnormal findings from health check-ups	33.2%	31.1%	31.9%	30.8%	Less than 30.0%
Percentage of employees undergoing detailed examinations after annual health check-ups	—	39.4%	79.2%	78.3%	100%
Percentage of employees receiving health guidance	—	68.4%	100%	100%	100%
Percentage of employees with metabolic syndrome (aged 40 and over) ¹⁴	20.6%	19.0%	20.2%	20.5%	Less than 18.0%
Percentage of employees with appropriate body weight (BMI 18.5–25)	61.0%	61.7%	62.6%	61.9%	66.0% or more
Percentage of employees with regular exercise habits (at least 5,000 steps per day)	35.5%	36.7%	44.4%	50.5%	55.0% or more
Percentage of employees getting sufficient rest through sleep	73.6%	75.2%	72.9%	71.0%	80.0% or more
Percentage of employees who smoke	23.2%	20.8%	21.6%	21.3%	Less than 18.5%
Percentage of employees undergoing stress check examinations	96.8%	95.7%	97.2%	97.1%	98.0% or more
Percentage of employees classified as high-stress (based on company standards) ⁸	4.8%	5.0%	4.4%	4.3%	Less than 4.0%
Percentage of employees absent from work for one month or more due to mental illness	—	1.24%	1.29%	1.62%	Less than 1.0%
Absenteeism ⁹	—	10.6%	9.2%	9.5%	Less than 7.0%
Presenteeism ¹⁰	—	85.7%	84.7%	84.1%	86.0% or more
Work engagement ^{11, 14}	—	—	2.45 points	2.44 points	2.52 points or more
Health literacy ¹²	—	3.46 points	3.48 points	3.52 points	3.59 points or more
Job satisfaction ¹³	—	2.23 points	2.29 points	2.25 points	Less than 2.20 points

⁸ The percentage of employees identified as having high stress levels during stress checks (based on company-devised standards).

⁹ The percentage of employees who took 8 or more days off due to illness or health-related issues.

¹⁰ A self-assessment of work performance over the past four weeks, with 100% being the performance achievable when not experiencing illness or injury.

¹¹ Average scores based on respondents' level of agreement with the following two statements: "I feel energized when I am working" and "I take pride in my work" during stress checks. Responses were scored as follows: Strongly Agree: 4 points, Agree: 3 points, Disagree: 2 points, Strongly Disagree: 1 point.

¹² The average score using the Communicative and Critical Health Literacy scale.

¹³ Average scores based on respondents' level of agreement with the statement "I am satisfied with my job" during stress checks. Responses were scored as follows: Strongly Agree: 1 point, Agree: 2 points, Disagree: 3 points, Strongly Disagree: 4 points.

¹⁴ Key Goal Indicator

Certified as an Excellent Health and Productivity Management Corporation

In March 2025, Kioxia Holdings Corporation and Kioxia Corporation were certified for the second consecutive year as an "Excellent Health and Productivity Management Corporation (Large Corporation Category)" by the Ministry of Economy, Trade and Industry and the Japan Health Conference, specifically recognizing our active implementation of health management practices. The companies were also certified for the first time under the "Sports Yell Company" program by the Japan Sports Agency.

For other health and safety performance statistics, please see the following Social data.

▶ Performance Data

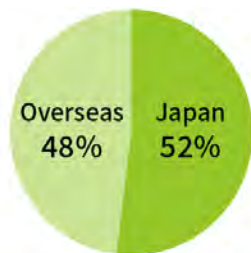
Sustainable Supply Chain

Stakeholder interest in corporate social responsibility across supply chains is growing year by year. Kioxia Group is committed to ensuring fair business practices in its Standards of Conduct, and has designated sustainable supply chains as priority areas of focus in terms of ensuring the Group's medium- to long-term growth, and we call these Sustainability Materiality.

By collaborating with suppliers, we conduct business with due consideration of supply chain issues, such as the human rights of workers, occupational health and safety, and the environment, with the aim of reducing business risks and achieving sustainable procurement.

Kioxia Group's Supply Chain

Breakdown of Procurement Spend by Region (FY2024)



Kioxia Group procures a variety of raw materials and resources from suppliers in different countries and regions. In FY2024, we had relationships with approximately 650 suppliers, and overseas suppliers accounted for 48% of our total procurement.¹

¹ "Overseas suppliers" includes procurement from Japanese subsidiaries of foreign-owned companies

Kioxia Group Procurement Policy

Kioxia Group strives to manage our supply chain and promote sustainable procurement throughout these supply chains by complying with the procurement-related laws and regulations of each country or region and their social norms, as well as by building sound relationships with suppliers based on mutual understanding and trust.

We require our suppliers to comply with and implement the Kioxia Group Procurement Policy, and we call for responsible business practices throughout our supply chain.

In addition to the Kioxia Group Supply Chain Code of Conduct governing the promotion of responsible business, we have established Kioxia Group Green Procurement Guidelines covering the use of chemical substances, and the Kioxia Group Responsible Minerals Sourcing Policy, which references mineral sourcing. We have informed all relevant suppliers of these policies and instructed them to take appropriate action in order to comply with them. These policies and guidelines are available in multiple languages, including Japanese and English.

- ▶ [Kioxia Group Procurement Policy](#)
- ▶ [Kioxia Group Supply Chain Code of Conduct](#)
- ▶ [Kioxia Group Responsible Minerals Sourcing Policy](#)
- ▶ [Kioxia Group Standards of Conduct 2. Fair Business Operations](#)

Structure for Supply Chain Management

Kioxia Group is committed to conducting appropriate transactions with its suppliers and to robust supply chain management. Kioxia Corporation has dedicated the Procurement Department as the head office. It coordinates with relevant sections within Kioxia, such as the Supply Chain Management Department, the Sustainability Division, environment related sections, the Human Resources and Administration Division and group companies in order to address issues regarding human rights, labor, safety, the environment, and other business risks, including those of suppliers. Important issues are submitted to the Sustainability Committee for consideration as needed.

Participation in Industry Groups and Initiatives

Kioxia Holdings Corporation joined the Responsible Business Alliance (RBA) in 2021 in order to fulfill our social responsibilities across our global supply chain in such areas as labor practices, occupational health and safety, environmental protection, and ethics. As a regular member of the Alliance, we conduct business responsibly in accordance with the RBA Code of Conduct by implementing our own sustainability initiatives and requiring our suppliers to do the same.

- ▶ [Responsible Business Alliance](#) 

In addition, Kioxia Group promotes the responsible procurement of minerals across the Group. Under the umbrella of the RBA, Kioxia Holdings Corporation participates in the Responsible Minerals Initiative (RMI) and Kioxia Corporation has joined the Responsible Minerals Trade Working Group of the Japan Electronics and Information Technology Industries Association (JEITA).

Assessment and Monitoring of Suppliers

New Supplier Assessment

When commencing business with a new supplier, we make them aware of our policies governing sustainable procurement, as well as our Group's overall procurement policies and Supply Chain Code of Conduct. Before conducting any business with them, we first confirm that the supplier's occupational health and safety measures, environmental and process management structures, legal compliance standards, and management standards, etc., meet the standards of Kioxia Group.

Supply Chain Monitoring

Prior to continuing business with an existing supplier, we use references such as the current scale of our business with them, and ask them to conduct a self-assessment survey using a format (SAQ)² provided by the RBA (Responsible Business Alliance). This enables us to confirm the status of the supplier's compliance with the RBA Code of Conduct and facilitates rigorous management of our supply chain. Interviews by our procurement managers are conducted with suppliers determined by the RBA-SAQ to be of high risk, and where necessary, we will request suppliers to implement corrective measures, such as undergoing an RBA third-party audit. In addition, we check the management status of suppliers' manufacturing sites by means of quality audits, requesting improvements and providing support for the implementation of these where necessary.

² Self-Assessment Questionnaire (SAQ) provided by the RBA: This contains questions about labor practices, occupational health and safety measures, the environment, ethics, and management systems. We use two types of SAQ: Corporate, which covers companies in their entirety; and Facility Risk, which focuses on individual factories.

Supply Chain Monitoring Results (FY2024, Kioxia Group in Japan)

	No. of Surveyed Companies	No. of Responses	Results of Risk Assessment (No. of Cases)			Requests for Corrective Measures (No. of Cases)
			Low Risk	Medium Risk	High Risk	
RBA-SAQ ³ (Corporate)	74	74	61	13	0	0
RBA-SAQ ³ (Facility Risk)	74	155	75	77	3	0

³ RBA-SAQ responses from RBA Online

Responsible Minerals Sourcing

Given Kioxia Group's role in the supply chain of its client companies listed on U.S. stock exchanges, following the enactment of Section 1502 of the U.S. Dodd-Frank Wall Street Reform and Consumer Protection Act (the Dodd-Frank Act) in 2010, we ensured smelters in our own supply chain were investigated by our suppliers to confirm that proceeds from the sales of tin, tantalum, tungsten, and gold (commonly known as 3TG) from the Democratic Republic of the Congo or neighboring countries are not being used as a source of funds for anti-social forces.

Since March 2021 Kioxia Group has been promoting the responsible procurement of minerals from other countries and regions as well. The Kioxia Group Responsible Minerals Sourcing Policy stipulates that Kioxia Group will prohibit use as raw materials 3TG or cobalt obtained from other conflict-affected and high-risk areas (commonly known as CAHRAs) where inhumane acts such as human trafficking, slavery, forced labor, child labor, abuse, or war crimes are suspected.

➤ Kioxia Group Responsible Minerals Sourcing Policy

Structure of Kioxia Group's Minerals Sourcing Activities

Kioxia Corporation has dedicated the Procurement Department as the headquarters. It coordinates with relevant sections within the Group, such as supply chain management, sales, technology, and IT in order to pursue procurement activities in accordance with the Kioxia Group Responsible Minerals Sourcing Policy, and raises issues to the Sustainability Committee for discussion as necessary.

Minerals Sourcing Survey

Kioxia Group investigates the use by mineral smelters in our supply chain of minerals they deliver to the Group, such as 3TG and cobalt. We require that suppliers procure all materials from Responsible Minerals Assurance Process (RMAP) smelters certified by the RMI (Responsible Mineral Initiative), and also request that suppliers identify applicable smelters in the supply chain if 3TG mineral procurement is conducted in the Democratic Republic of Congo, neighboring areas or other conflict or high-risk areas.

In FY2024, Kioxia Group in Japan requested 71 suppliers that may have used 3TG minerals to conduct a smelter survey using the Conflict Minerals Reporting Template (CMRT) produced by the RMI. Following requests from our stakeholders, we added cobalt to the list of minerals surveyed, and conducted smelter surveys at 22 suppliers using the RMI Extended Minerals Reporting Template (EMRT) in FY2024.

Minerals Procurement Monitoring Results (FY2024, Kioxia Group in Japan)

	Survey Date	No. of Surveyed Companies	Survey Results (Percentage of Responses)				Suspension of Business, etc.
			No. of Responses	No. of Conformant ⁴	Survey Continued	Failure of Corrective Measures	
CMRT Surveys (3TG)	End of March 2025	71 (Percentage of responding companies: 100%)	129	113 (88%)	16 (12%)	0 (0%)	0
EMRT Surveys (Cobalt)	End of March 2025	22 (Percentage of responding companies: 100%)	33	21 (64%)	12 (36%)	0 (0%)	0

⁴ Request for due diligence by suppliers that procured minerals from smelters that are not RMAP-compliant

Green Procurement

Kioxia Group's Environmental Policy outlines our environmental contribution to the realization of a sustainable society.

Kioxia Corporation has established a Green Procurement Working Group under the auspices of environment, quality control, and procurement sections, to work on green procurement, with the aim of contributing to the realization of a sustainable society. The company has also formulated Green Procurement Guidelines, which outline our management standards and contain specific requirements for suppliers regarding the selection of materials with a low environmental impact and the use of chemical substances. We periodically update the guidelines to reflect issues such as changes in the laws and regulations of individual countries or regions, or in response to customer requests.

We also conduct a thorough assessment of the environmental impact of chemical substances from the design and development stage, and use materials with a low environmental impact as part of our efforts to reduce our own environmental footprint.

Through these initiatives, we will continue to collaborate with our suppliers on issues affecting environmental conservation, aiming to contribute to the realization of a better global environment.

Sustainable Procurement Training for Employees

To ensure compliance with our procurement processes, Kioxia Group in Japan provides basic training to all executives and staff covering the country's Subcontract Act and related laws. In addition, the Procurement Department provides specialized training on compliance with relevant laws, regulations and rules to employees.

In addition, with the aim of realizing a sustainable supply chain, supply chain management, sales, and technology sections regularly conduct training on global social issues in the supply chain such as human rights and labor, the RBA Code of Conduct, and the sustainable procurement activities of the Group.

How We Address Supply Chain Risk

Kioxia Group requires suppliers to make improvements and take appropriate measures if they are found to have violated our procurement policies or Supply Chain Code of Conduct, if sustainability-related risks are identified in the operations of a supplier or supply chain, or if there is a new law or regulation or social requirement necessitating a response.

While we will offer corrective guidance and support in such cases, we will suspend business with them in cases where corrective measures are judged to be difficult to implement.

In FY2024, there were no cases where business with a supplier was suspended due to risks related to sustainability.

Securing Supplies in Accordance with Business Continuity Management Procedures

Kioxia Group strives to engage multiple suppliers and works closely with them in order to avoid interruptions to business in the event of emergencies such as natural disasters, accidents, pandemics or geopolitical risks. Under our business continuity management (BCM) regulations,⁵ Kioxia Corporation and Kioxia Group's affiliated companies⁶ ensure they are fully aware of the status of their supply chains during normal times, allowing them to swiftly grasp the impact in the event of an emergency. We have also established a framework for cooperation aimed at achieving the early recovery of services. Additionally, we will strive to develop our business continuity planning through BCP assessments at major suppliers.

⁵ Comprehensive and integrated management of business continuity, including the formulation of countermeasures, their implementation, operation and review, and continuous improvements aimed at minimizing the impact on the organization, without the need for a suspension of business operations in the event of an emergency, or recovering in a short period of time if business is suspended.

⁶ 20 affiliates of Kioxia Group in Japan and overseas (as of March 2025)

Quality Control


Kioxia Group considers that one of its most important mission is to provide customers with safe and reliable products. Accordingly, we are always striving to manage and improve product quality. In addition, we ensure our products are safe to use and secure, and disclose information regarding product quality to our customers.

Kioxia Group Comprehensive Quality Assurance

Kioxia Corporation aims to benefit society by providing high-quality, safe, and functionally advanced products and services that meet customer expectations, while complying with all relevant laws and regulations.

Quality Control Policy

Kioxia Corporation has set out its fundamental approach to quality control within our Quality Control Policy.

- ▶ [Quality Control Policy](#)
- ▶ [Quality Guidelines \(Kioxia Corporation\)](#) 

Standards of Conduct during Quality Assurance

1. We engage in quality assurance from our customers' point of view.
2. We observe relevant laws and contracts and respect the rights of customers and third parties.
3. We deploy quality control systems aimed at achieving 100% quality.
4. We ensure that all of our departments and employees follow our quality control policies.
5. We aim for constant improvement by investigating the root causes of process failures and conduct through risk analysis in order to prevent any re-occurrence.
6. We collect, analyze and appropriately disclose information with the aim of preventing quality issues.

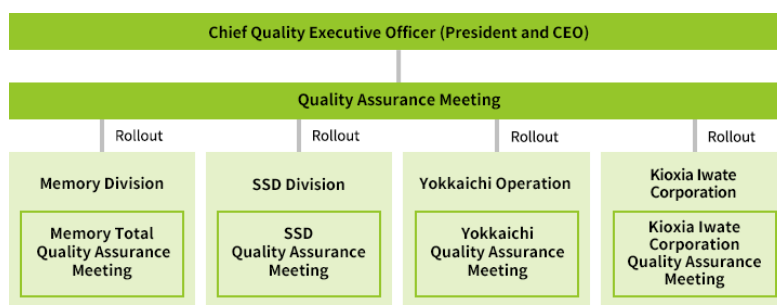
Standards of Conduct regarding Product Safety and Product Security

1. We observe both Japanese and overseas laws and regulations governing product safety and product security.
2. We collect, and proactively disclose, a wide range of information about any product issues that arise.
3. We immediately report any product issues to the authorities concerned in accordance with relevant laws and regulations.
4. We promptly inform customers when the need to recall and repair products arises.
5. We educate our customers and provide alerts and warnings in order to help them use our products in a safe manner.
6. If an accident should occur, we carry out a thorough analysis of the causes and take necessary measures to prevent it from recurring. We also strive to prevent accidents by predicting risk at the design stage.
7. We strive to eliminate vulnerabilities from products prior to shipment.
8. We collect a wide range of information on product vulnerabilities in order to reduce risk.
9. We implement product security measures on a broad scale in cooperation with the relevant organizations.

Promoting Quality Control

Kioxia Corporation has established a quality management system throughout its entire product process from planning and development to sales and customer service. Chaired by the President and CEO, who is also the Chief Quality Executive Officer, a Quality Assurance Meeting is held twice a year during which the Executive Officer in charge of quality, vice presidents of relevant departments, technology executives, general managers, and senior managers discuss and decide on key quality policy issues. The participants also evaluate the appropriateness and validity of quality management and risk containment measures. We communicate decisions made during these meetings to business divisions and ensure they are implemented.

Quality Control Processes & Responsibilities at Kioxia Corporation



Formulating Responses to Product Issues at Kioxia Corporation

Information on issues involving products in the market is collated by the President and CEO of Kioxia Corporation, who is also the Chief Quality Executive Officer, or the Executive Officer in charge of Quality, through what we call the CPL¹ Incident Response Desk. Any issues are referred to the Quality & Safety Risk Committee, which will decide on any action that may be required.

No serious quality incidents occurred in FY2024.

¹ CPL: An abbreviation combining CL (contractual liability) and PL (product liability)



➤ Response to Security Incidents Related to Products

Quality Management System (QMS)

Kioxia Group manufacturing sites and related facilities have obtained ISO 9001 certification, the international standard for quality management systems. We are implementing continuous improvements throughout the Group in accordance with the seven QMS principles on which ISO 9001 is based in order to enhance the effectiveness of these systems. Kioxia Corporation has also acquired IATF 16949 certification, the international standard for quality management systems specific to the automotive industry.

➤ ISO/IATF Certification Information (Kioxia Corporation) [🔗](#)

Improving Design Quality

In order to improve product quality at the design stage, Kioxia Corporation conducts product design reviews and quality reliability assessments by means of certification testing. We also conduct what we call Failure Mode and Effects Analysis (FMEA) on our design activities in order to prevent defects from reaching upstream. The aim of FMEA is to enhance quality by anticipating the risks and effects of failures or defects, known as failure modes, targeting product design and processes in the early stages of development. We strive to improve the reliability and safety of our products and services by implementing practical training to broaden the base of FMEA.

Improving Manufacturing Quality

Furthermore, at Kioxia Corporation, FMEA is used to identify the risk of quality issues and determine those that need to be managed as a priority. The capacity of each manufacturing process is analyzed and improvements are implemented on areas found to have low process capabilities. A method known as Statistical Process Control is deployed during efforts to stabilize or improve manufacturing quality.

Disclosure of Information on Quality

Kioxia Corporation discloses information regarding product quality on its website.

➤ Reliability Information (Kioxia Corporation) [🔗](#)

- Quality Guidelines
- Reliability Handbook
- Handling Precautions and Requests
- List of Abbreviations

Quality Education

Kioxia Corporation has created its own in-house curriculum and conducts education and training for engineers in order to improve design and manufacturing quality. Basic training is conducted throughout the year, including an introduction to quality assurance, contract liability and product liability (including the Product Liability Act), statistical quality control, and quality management systems, along with special training on topics such as QC7 tools,² FMEA/DRBFM,³ failure studies, and why-why analysis.

² QC7 tools: A combination of seven techniques used in quality control to analyze the current situation. Specifically, pareto charts, characteristic factor diagrams, histograms, graphs, check sheets, scatter plots, and control charts.

³ DRBFM (Design Review Based on Failure Mode): A method of preventing quality defects that prioritizes design changes and modifications when conducting risk analyses.

Supporting Local Community Development

Basic Approach

As a good corporate citizen, Kioxia Group believes we have a responsibility to help address social issues through its business activities while coexisting in harmony with local communities. We aim to help realize a better society by leveraging our technology, products, services and expertise as well as the abilities of our employees. We engage in dialogue with local communities, governments and other public bodies, NPOs/NGOs, and academic organizations, to address community issues. We focus in particular on energizing local communities in the areas where we conduct business, and on fostering human resources in the fields of science and engineering.

Structure

At Kioxia Group, the administration divisions of group companies and operational sites are in charge of community engagement activities. We partner with local communities where we operate and engage in activities that are rooted in these areas. We also encourage employee participation in social activities.

Leave System Facilitating Volunteer Activities

Kioxia Corporation has introduced an annual leave system to make it easier for employees take part in community activities. They can use up to 25 days of accumulated leave for such purposes.

Main Activities (FY2024)

Fostering the Next Generation of Scientists and Engineers

Kioxia Group leverages its technological strengths to focus on making a contribution to local communities in the field of science. Kioxia Group sponsors opportunities for young people—the leaders of the future—to develop an interest in science, technology and manufacturing, as we believe it is important to support those aspiring to become outstanding scientists or engineers. In FY2024, we conducted science outreach classes, workshops and lectures in various locations in Japan. See below.

Yokkaichi Science Seminar for Children

In August 2024, Kioxia Corporation took part in the Yokkaichi Science Seminar for Children at the Yokkaichi City Cultural Center, held with the aim of raising children's interest in science.

In a seminar titled "Science Experience—Yokkaichi, a City of *Monozukuri*" (the art, science and craft of making things), the company delivered a presentation titled "The Secrets of Flash Memory" for roughly 120 children. The company explained how semiconductor memory works and ran a few quizzes on the subject of human memory. The children responded eagerly to the questions and especially enjoyed a virtual reality experience that simulated a cleanroom in a manufacturing facility. Many of them appeared genuinely engaged, moving their bodies as they explored the virtual space.



Yokkaichi Science Seminar for Children

Supporting Iwate Programming Education for Elementary School Students

Kioxia Iwate Corporation supports the Iwate Programming Education Project for elementary school students, an initiative devised by the Ministry of Education, Culture, Sports, Science and Technology.

In August 2024, the company hosted a programming workshop for elementary school students interested in programming but unsure about how to enter a contest or create a program. The event encouraged them to enter a programming contest in December. The day of the event also included a plant tour, giving the 43 participating elementary school students a hands-on experience with both programming and manufacturing. Employees helping run the event expressed surprise at the children's abilities.



Elementary school children take part in a programming workshop

The company will continue to support this initiative, believing that the free-thinking and creativity unique to elementary school students will contribute to the future development of manufacturing and various other fields.

Outreach Classes at Yokkaichi Municipal Junior High School

Since FY2008, Kioxia Corporation has been collaborating with Yokkaichi City to provide outreach classes as a part of students' career guidance. Apart from the general issue of children losing interest in science, there is an increasing need for schools to equip students with the necessary foundational skills to prepare them for future social and professional independence. To help address these issues, Kioxia Corporation employees give lectures at junior high schools to cultivate students' interest in science.

In FY2024, classes were held at Yamate Junior High School for approximately 400 students under the theme of "Working at a company." Students wore virtual reality goggles and took a virtual tour of a cleanroom, learning about semiconductor manufacturing processes and the type of work conducted at manufacturing plants. Students also had the opportunity to hold wafers¹ in their hands and to try on cleanroom suits. To encourage students to think about their own future careers, a workshop on the theme of "Preservation of the Natural Environment and the Use of Science and Technology" was held using waste reduction as an example of one of the environmental issues that the company's engineers are tackling.

¹ A disk made of silicon crystal that serves as the base material for semiconductor chips.



Junior high school students experience working in cleanroom suits

Participation and Career Counseling in the Summer School for Girls in Junior and Senior High School

As part of our efforts to promote women's active participation in the workplace, since 2018 Kioxia Corporation has supported the Summer School for Girls in Junior and Senior High Schools,² one of Japan's largest events promoting science and engineering careers.

In 2024, The company participated in a "Poster and Career Consultation" event. Building on the concept of "The World is Filled with Memory," The company gave a presentation explaining how flash memory works and the many ways it is used in our daily lives. The company's female engineers also spoke about their own careers.

Approximately 60 female junior and senior high school students asked questions about career development, the criteria for choosing a company, and other topics related to education and careers. The company's female engineers shared their excitement and the attraction of working on the front lines of semiconductor manufacturing, based on their own experiences, while also offering advice about the students' future careers.

The company will continue to actively provide career counseling to junior and senior high school students who are considering pursuing a career in science-related fields.

² Summer School for Girls in Junior and Senior High Schools is an event that aims to motivate girls to pursue science and engineering careers. It was sponsored by the Natsugaku ("summer school") Executive Committee in 2018, the National Women's Education Center in 2018 and 2019, and since 2019 has been sponsored by the NPO STEM Career Path Project for Girls.



Engineers provide career counselling to junior and senior high school girls

Company Donations Aimed at Fostering the Advancement of Women in STEM Fields

To increase the number of female engineers and researchers majoring in STEM fields (Science, Technology, Engineering, Mathematics), it is crucial to create opportunities for female students to explore these areas and to provide them with information that helps them consider their career paths after higher education.

In FY2024, Kioxia Holdings Corporation made donations to support various STEM events for female students and researchers organized by institutions such as the Institute for Solid State Physics at the University of Tokyo. These events included an initiative to encourage middle and high school girls to pursue STEM careers, a networking and career development event for female physics undergraduates and graduate students, and conference programs designed to support female researchers and graduate students in the field of materials science. A large number of students and researchers attended these events, and there was valuable interaction among the attendees.

Educational Collaboration between Universities and Other Institutes in the Tohoku-region and Kioxia Iwate Corporation

Kioxia Iwate Corporation has been pursuing educational collaboration with Iwate University since 2019. In 2024, the program was expanded to include Akita University, Yamagata University, and technical colleges and high schools in Iwate Prefecture, where semiconductor-related lectures were given to approximately 700 participants. The company gave lectures covering the history of the semiconductor industry as well as miniaturization technologies for logic devices and three-dimensional memory technologies, both drivers of semiconductor technology.³ The students asked many questions and lively discussions took place.

To foster mutual development between industry and academia, The company will continue to create opportunities to showcase the appeal of the semiconductor industry and help develop the next generation of talent.

³ Advanced processes and production technologies that are the driving force of next-generation devices and manufacturing technologies



Lecture on semiconductors at Iwate University

Collaboration with Graduate Schools and Other Educational Institutions

Kioxia Group hosts classes at graduate schools and other institutions in Japan to help foster the development of young scientists and engineers.

In FY2019, Kioxia Corporation entered a comprehensive collaboration agreement with the University of Electro-Communications under which engineers are fostered through personnel exchange, and the company encourages in various joint research activities. This initiative aims to promote semiconductor memory development and semiconductor manufacturing technologies. In FY2024, one of the company engineers conducted a lecture titled “Information Media System (Data Mining)” for approximately 100 master’s and PhD students at the University’s Graduate School of Informatics and Engineering.

The company also held a lecture titled “Semiconductor Data Storage Solutions Supporting Generative AI” at the University of Tokyo, and a lecture entitled “AI Utilization and R&D at Kioxia” at the Institute of Science Tokyo. Additionally, The company dispatched lecturers to seminars and lectures hosted by the Semiconductor Committee of the Japan Electronics and Information Technology Industries Association (JEITA). In FY2024, The company held 125 lectures at universities and graduate schools nationwide, which were attended by approximately 3,600 participants. Kioxia Group in Japan aims to continuously nurture talented engineers through collaboration with educational institutions. In so doing, the company aims to develop engineering as an academic discipline, and boost the semiconductor industry.

Other CSR Activities to Help Address Social Issues

Kioxia Group conducts community contribution activities in accordance with the needs of the local communities where it operates and the challenges they face.

Donations through a Charity Run: Kioxia Europe GmbH

In 2024, Kioxia Europe participated for the second time in B2Run, a charity running event aimed at supporting community engagement, employee health promotion, and teambuilding.

The B2Run vision is “A society united through sport and an awareness of health,” and their mission is “Supporting long-term health, teambuilding, and motivation in society by creating environments where people work together.” The B2Run was held as a 6 km race in Düsseldorf, Germany, with 14,500 people completing the course.

A highly motivated Kioxia Europe team of 14 employees took part. As a charity starter, the company also donated 5 euros per person from the participation fees to the German Bone Marrow Bank through B2Run.



Kioxia Europe team in matching T-shirts for the B2Run

Cultural Event Supporting Emerging Musical Talent: Solid State Storage Technology Corporation




Solid State Storage Technology Corporation (SSSTC) hosted a cultural event on June 8, 2024, at the Eslite Performance Hall in Taipei, aimed at fostering the development of the arts and culture. The event was organized in collaboration with One Song Orchestra, a Taiwanese musical ensemble dedicated to nurturing the next generation of musical talent. Ten the company's employees volunteered to help manage the event, which provided a valuable performance opportunity for 25 young musicians. A total of 353 participants—including customers, suppliers, employees, and their family members—attended the event, sharing memorable and inspiring cultural experience through music.

The company remains committed to strengthening community ties by continuing to support emerging artists.



A cultural event supporting emerging musical talent

For community engagement activities of Kioxia Corporation's Yokkaichi Plant, Kioxia Iwate Corporation, and SSSTC, please click on the links below.

- ▶ [Kioxia Corporation's Yokkaichi Plant CSR and Cooperation with the Local Community](#) 
- ▶ [Kioxia Iwate Corporation CSR and Cooperation with the Local Community \(Japanese\)](#) 
- ▶ [SSSTC Community Involvement](#) 

Governance

Corporate Governance

Risk Management and Compliance

Information Security

Appointment and Dismissal of Directors and Executive Officers

In addition to discussing and examining the qualifications, experience, and achievements of candidates for directors and Audit & Supervisory Board members, the Board of Directors comprehensively considers the balance of knowledge, experience, and abilities that the Board of Directors should possess, as well as balancing diversity and appropriate size, and nominates persons who are considered suitable for the position.

The Board of Directors appoints executive officers based on comprehensive consideration of their character and insight, work experience and achievements, ability to perform their duties, and understanding of the company's business.

In the event that an executive officer engages in fraudulent or unfair conduct, or if it is found that there is a problem with their eligibility, the Board of Directors shall consider the matter and resolve to dismiss the officer if they are found to be incompetent.

The company has established the Nomination and Compensation Advisory Committee as a committee to deliberate on policies and criteria (independence criteria, term of office, qualification conditions, etc.) for the appointment and dismissal of directors, as well as policies for the selection and dismissal of the representative director, CEO & president and executive chairperson, and to consult the Board of Directors. The committee chairperson and a majority of the members of the Nomination and Compensation Advisory Committee are independent officers to ensure the committee's independence.

Composition of the Nomination and Compensation Advisory Committee

Chairperson	Hiroshi Suzuki (Independent officer)
Member	Michael R. Splinter (Independent officer)
Member	Nobuo Hayasaka (President, Chief Executive Officer and Representative Director)

Internal Control

The Group strives to enhance its internal control system for the purposes of ensuring the effectiveness and efficiency of management, the reliability of business and financial reporting, as well as legal compliance and risk management.

Group companies are required to establish internal control systems, regardless of whether they are large or non-large companies under the Companies Act, or their country of incorporation.

Basic View on Measures for Eliminating Anti-Social Forces and Status of Development

The company stipulates its basic approach to the elimination of anti-social forces in the Kioxia Group Standards of Conduct“ 2. Fair Business Operations, 2-1. Fair Competition, Prevention of Transactions with Antisocial Groups,” which stipulates that the Group will avoid any involvement or association with antisocial groups.

▶ **Kioxia Group Standards of Conduct 2. Fair Business Operations, 2-1. Fair Competition, Prevention of Transactions with Antisocial Groups**

Director Remuneration

Based on its Basic Policy on Corporate Governance, the company has established a remuneration system for officers designed to realize the continuous enhancement of corporate value, and to ensure that the functions of business execution and management supervision are appropriately fulfilled. This remuneration plan for officers will be updated periodically to reflect the company's business growth and the market environment.

View on remuneration level	The level of remuneration is designed to ensure appropriate remuneration competitiveness as a global company to attract and retain highly capable executive talent who drive the company's business. Specifically, the level is determined by referencing the remuneration levels of domestic and global companies in the semiconductor industry and other related industries.
Remuneration structure	<p>Remuneration for directors who concurrently serve as executive officers is structured as follows, to reflect their responsibility for medium- to long-term performance and for enhancing corporate value.</p> <p>Fixed remuneration: Monetary remuneration paid as the fundamental component of remuneration for officers in accordance with the responsibilities and roles to be fulfilled</p> <p>Performance-linked remuneration: Monetary remuneration that varies based on the degree to which performance targets are achieved for each fiscal year</p> <p>Continuous service stock-based remuneration: A deferred compensation stock-based remuneration plan paid subject to continued service for a certain consecutive period</p> <p>Performance-linked stock-based remuneration: A deferred compensation stock-based remuneration plan paid based on the degree of achievement of performance targets over a certain consecutive period</p> <p>Remuneration for directors who do not concurrently serve as executive officers is structured as follows.</p> <p>Fixed remuneration: Monetary remuneration paid as the fundamental component of remuneration for officers in accordance with the responsibilities and roles to be fulfilled</p> <p>Continuous service stock-based remuneration: A deferred compensation stock-based remuneration plan paid subject to continued service for a certain consecutive period</p>
Method of determining remuneration for officers	To ensure objectivity and transparency, the Board of Directors shall delegate the determination of individual remuneration amounts for directors to the Nomination and Compensation Advisory Committee, which is a voluntary committee chaired by an independent officer and composed of three or more directors, the majority of which are independent officers.
Malus and clawback provisions	In the event of serious misconduct or violation of laws and regulations on the part of a director, the company has established a "malus provision" under which, by resolution of the Board of Directors, all or a portion of the units of performance-linked remuneration and continuous service/performance-linked stock-based remuneration may be forfeit, and a "clawback provision" under which the company may request the return of all or a portion of money or shares paid.

Outside Directors

Name	Reasons for Appointment
Hiroshi Suzuki	He has been appointed as an outside director because he has extensive knowledge on management strategy and global management, having served as a director and President & CEO of HOYA Corporation for many years, and is receptive to opinions from a wide range of perspectives regarding the management of the Group. He has been designated as an independent director because it has been deemed that there is no matter that may cause a conflict of interest with the general shareholders of the company based on his background, etc., and that he can appropriately execute his duties as a third party that ensures independence.
Michael Splinter	In addition to having served for many years managing a global overseas listed company and having extensive experience in the international semiconductor industry, he has been appointed as an outside director because he is expected to make a valuable contribution to the discussions of the company's basic strategy and appropriately supervise the management of the company using his experience supervising listed companies as Chairman of the NASDAQ. He has been designated as an independent director because it was deemed that there is no matter that may cause a conflict of interest with the general shareholders of the company based on his background, etc., and that he can appropriately execute his duties as a third party that ensures independence.

The above two persons meet the standards of independence established by Japanese financial instruments exchanges such as the Tokyo Stock Exchange.

The Legal Affairs Division, which is the administrative office of the Board of Directors, provides outside directors with deliberation and explanatory materials in advance of important meetings such as the Board of Directors, and provides them with advance explanations on agenda items as necessary. Moreover, in addition to the Board of Directors, the Board of Directors Council, which is comprised of directors, including outside directors, is held with the purpose of sharing information related to the company's business that contributes to management decisions.

Please see the following link for further details on Kioxia Holdings Group's corporate governance initiatives.

Risk Management and Compliance

Kioxia Group enforces global compliance with relevant laws and regulations, social and ethical norms, and internal rules, and carries out risk management and compliance-related activities.

Risk Management and Compliance Policy and Structure

At Kioxia Group, we strive to ensure thorough compliance with all relevant laws and regulations based on the Kioxia Group Standards of Conduct, in order to ensure fair and open competition.

At Kioxia Holdings Corporation, the President and CEO is assigned lead responsibility for ensuring risk management and compliance. The officer in charge of Human Resources & Administration, the officer in charge of Legal Affairs and the officers designated by the President and CEO (hereinafter referred to as the "Designated Officers") have joint second-level responsibility. Kioxia Holdings Corporation has established a process whereby the Risk Management and Compliance Committee, chaired by the President and CEO, has complete authority and responsibility with regard to all risk management and compliance-related issues across the entire group. Our Audit & Supervisory Board members attend meetings of this committee as observers.

In line with its Risk Management and Compliance Regulations, Kioxia Group collects, analyzes and assesses all relevant risk-related information including compliance risks, for example, business risks and risks associated with disasters, accounting fraud, information security, and product quality. We also formulate priority measures for our risk management activities and implement countermeasures. Furthermore, we have constructed a framework that allows swift response to risks across the entire group when required.

For some risk categories, including finance/accounting-related risks, business risks, and information security risks, our risk management activities are carried out by delegating authority to subcommittees to enable agile management of these risks. The Risk Management and Compliance Committee, which meets semiannually or more often (as necessary), determines risks that should be properly managed, as well as the divisions responsible for managing those risks, related organizations, and "crisis risks,"¹ and reviews all matters related to group-wide risk management and compliance activities. Furthermore, the committee formulates, implements and supports risk and compliance management measures (priority measures), monitors the activities of each committee, and reports on these activities to the Board of Directors, which reviews them as appropriate.

When a crisis risk or an event that may develop into one occurs, the situation must be reported to the staff of the Risk Management and Compliance Committee at Kioxia Holdings Corporation immediately. The Officer Responsible for Risk Management and Compliance then issues instructions regarding the handling of the risk in consultation with the heads of each organization directly under the President and other appropriate parties, and implements measures to address the situation and prevent recurrences.

¹ Serious and immediate risk that cannot be addressed through usual decision-making channels and is of a severity that has the potential to significantly endanger the value of the company

Kioxia Group's Risk Management and Compliance Committee Structure



➤ [Kioxia Group Standards of Conduct](#)

Internal Audit

Kioxia Group has established an Internal Audit Division under the direct control of the President and CEO of Kioxia Holdings Corporation, with the aim of strengthening internal controls. In line with the Internal Audit Policy, the Internal Audit Division formulates and executes audits of each division and group company and reports the results to the President and CEO. During these audits, the Internal Audit Division conducts investigations to check business processes and trails, and when issues are discovered, the division monitors the progress and results of corrective measures until their completion. The issues are shared within the Group and utilized to help prevent their occurrence in other divisions. Through these internal audits, we regularly evaluate the status of compliance with relevant laws, regulations and internal rules, as well as the effectiveness of risk management activities, in order to improve them.

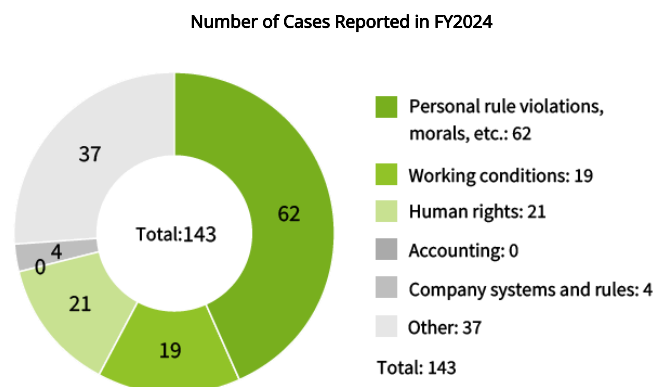
Whistleblower System

Risk Consultation Hotline for Employees

In order to create an open work environment and reduce risk, in addition to encouraging day-to-day communication within each workplace, Kioxia Group operates a whistleblower system. All employees are informed about this system through internal websites and other means. The system is designed to protect the anonymity of whistleblowers and ensure that they are not treated disadvantageously, which is also explained on internal websites. In addition, Kioxia Holdings Corporation has established a system that allows the company's officers or employees to provide information directly to an external lawyer in the event they become aware of any suspected violations of laws or regulations (including those related to accounting) by the company or by its officers or employees. The number of reports received and consultations undertaken through the whistleblower system in FY2024 was 143.

Of the reports received, those referencing inappropriate situations or concerns about inappropriate situations were reported to the relevant division so that instructions for improvement could be provided or alerts issued. In cases involving consultations and questions about the duties of the whistleblower themselves, we gave advice on how to deal with each situation.

For reports other than those that were anonymously submitted, in principle we explain the status of our responses to the whistleblowers. Except in cases where prior consent is obtained from the employees concerned, the names or contact details of whistleblowers are never disclosed. Additionally, since June 2022, Kioxia Group in Japan has started accepting reports from employees within one year of their retirement.



Harassment Consultation Desk for Employees

Kioxia Group has stipulated in the Kioxia Group Standards of Conduct that it must ensure healthy working environments free from discrimination and harassment. Moreover, it has established a Harassment Consultation Desk in each workplace and affiliate company in preparation for potential concerns regarding harassment. The desks respond to consultation requests from employees and others, confirm the facts of each case, and when harassment is confirmed, issue corrective instructions or warnings to the individuals involved.

All cases are handled with due consideration for privacy. Moreover, neither individuals making reports nor those otherwise involved will be subject to any disadvantageous treatment for seeking consultation, or for cooperating with fact-finding investigations, or engaging in other related actions.

In FY2024, a total of 33 cases were received by the harassment consultation desks.

Business Partner Hotline

Kioxia Corporation has established a Business Partner Hotline to enable business partners such as suppliers to report to us any violations or suspected violations of laws and regulations, Kioxia Group Standards of Conduct, the Kioxia Group Procurement Policy, business agreements, corporate ethics, or other applicable rules, standards and norms established by Kioxia Group in connection with procurement and other business transactions, and to help us rectify these issues.

We investigate and establish the facts and in principle notify the whistleblower of the results of our investigation. The personal details of the person who made the allegation are not disclosed to anyone outside the Business Partner Hotline Secretariat without their consent. Moreover, we ensure there is no unfair treatment of the whistleblower or their company arising from their allegation.

The number of reports received and consultations undertaken through the Business Partner Hotline in FY2024 was three. Of the reports and consultations we received, we confirmed the facts of the cases in which the company may have been involved. We then provided explanations and confirmation of the facts to the informants.

[Business Partner Hotline \(PDF: 136KB\)](#)

Establishment of the Kioxia Group Standards of Conduct and Compliance Training

Kioxia Group has established and disseminated the Kioxia Group Standards of Conduct in multiple languages as a set of ethical standards to be observed by all directors and employees. The Standards of Conduct constitute one of the most important sets of rules and regulations of the Group, and have been adopted by a resolution of the Board of Directors of Kioxia Holdings Corporation. All directors and employees receive introductory training covering the Standards of Conduct as part of their new employee training, and pledge to comply with them. To raise awareness of potential compliance issues, all directors and employees receive compliance training based on the Kioxia Group Standards of Conduct, and are thoroughly familiarized with the content.

Topics Covered at Kioxia Group's Compliance Training in Japan during FY2024

- Kioxia Group Standards of Conduct
- Accounting compliance, including internal control systems
- Mental health
- Export controls
- Product security
- Proper handling of information, including information security and personal information protection
- Intellectual property rights
- Brand guidelines
- Antitrust law and anti-bribery measures
- Disaster prevention
- Electrical Appliance and Material Safety Law
- Compliance with the Subcontract Act
- Spending and procurement management
- Sustainability management in general; also covers environmental issues and human rights
- Prevention of insider trading
- Technology ethics
- Legal compliance in subcontracting

Anti-Corruption Efforts

Kioxia Group categorizes risks related to compliance as priority risk management issues that have the potential to severely impact our business. We strive to prevent such risks and to respond swiftly in the event of an occurrence. The basic policies governing behavior are defined in the Kioxia Group Standards of Conduct, specifically 1. Sound Business Management, and 2. Fair Business Operations. Initiatives include the establishment of internal rules and operational frameworks aimed at ensuring compliance with anti-trust laws and regulations and with those related to the prevention of bribery or insider trading, or potential third-party risks such as those related to political donations and funding.

Compliance with Antitrust Law and Anti-Bribery Measures

In the light of recent global regulatory trends, Kioxia Group has been making rigorous efforts to prevent cartelization and bribery. In FY2024, we conducted voluntary audits at our major group companies that have adopted a compliance program and issued two related sets of guidelines regarding compliance with antitrust law and prevention of bribery with foreign public officials. These audits have allowed us to monitor the levels of compliance and compliance training at those companies.²

Kioxia Group promotes rigorous compliance with business-related laws and regulations by providing training, making effective use of relevant databases, and performing periodic self-audits. We implement improvements aimed at mitigating any risks found by internal audits in order to continue to enhance our risk management and compliance structure.

As part of our anti-bribery measures, we perform due diligence on our outsourcing partners and other business partners that may have relationships with public officials, in order to identify potential bribery risks and any other risks before commencing business with them. In addition to incorporating provisions that prohibit bribery in our contracts with the aforementioned parties, we also notify them about our anti-bribery policy, among other activities.

Furthermore, Kioxia Group is taking steps to raise compliance awareness among our staff based on our own Standards of Conduct. We conducted e-learning on antitrust law and anti-bribery for directors and employees from August 2024 through September 2024 at major companies of Kioxia Group in Japan and from August 2024 through November 2024 at major companies of Kioxia Group overseas. These sessions were aimed at raising the level of legal risk management capabilities for fair business operations.

² Six domestic and 14 overseas affiliates of Kioxia Group (as of March 2025)

Prevention of Insider Trading

To prevent insider trading and ensure proper management of all information, Kioxia Holdings Corporation and Kioxia Corporation have formulated Insider Trading Prevention Regulations and developed processes and regulations designed to manage the flow of potentially market-sensitive information. In FY2024, e-learning was conducted for directors and employees at major companies of Kioxia Group in Japan from December 2024 through January 2025, and for directors and employees at major companies of Kioxia Group overseas from November 2024 through February 2025. This initiative was aimed at ensuring that the content and objectives of the Insider Trading Prevention Regulations were thoroughly understood.

Political Contributions

As part of its contribution to society, and when deemed to be necessary, Kioxia Corporation makes transparent donations to political parties, in order to encourage the adoption of policies that will support our business and aid the healthy development of parliamentary democracy. When making donations to political parties in Japan, procedures are carried out in accordance with internal rules and strict compliance with Japan's Political Funds Control Law is ensured.

Donations and Provision of Funds

While Kioxia Corporation prohibits improper expenditures, it has established internal guidelines that allow for appropriate donations to relevant organizations. We therefore donate to a number of different organizations, taking into consideration factors such as the contribution they make to society, the causes they support, and the public nature of their activities.

Continued Commitment to Ensuring No Ties with Antisocial Groups

Kioxia Group in Japan has implemented various measures to ensure no ties with antisocial groups. In particular, we have developed and implemented Basic Public Relations Management Rules and appointed public relations management officers in each department. When conducting transactions with a new customer, the public relations management officers of that department confirm that the customer has no relations with any antisocial groups. If during those background checks the need arises for further investigation, our Human Resources and Administration Division will verify whether there is any evidence of a relationship between the customer and any antisocial groups. We also periodically conduct surveys on customers that we already have business relations with. Transaction contracts normally include a clause regarding the exclusion of organized crime syndicates, enabling a contract to be cancelled without notice when a business partner is identified as being part of an antisocial group.

We also continuously ensure that employees understand the importance of excluding antisocial groups from the business activities they conduct.

Ensuring Appropriate Tax Reporting

The basic policy of Kioxia Group is to fulfill its obligations to pay all due taxes through business activities conducted based on the principles of fairness, integrity, and transparency. Kioxia Group's tax policy stipulates that the Group must

- (a) comply with the guidelines of the Organization for Economic Cooperation and Development (OECD) and with the applicable laws and regulations of each country and region;
- (b) support the tax administration of local communities by recording sales and profits and paying taxes in accordance with the purpose and reality of our business activities;
- (c) develop our business while ensuring tax transparency; and
- (d) appropriately manage and reduce any tax risks.

These activities are carried out in accordance with the following.

1. Tax Governance (Structure)

The Chief Financial Officer of Kioxia Holdings Corporation has official responsibility for ensuring that the group complies with all relevant tax regulations and reports to the Board of Directors on its compliance with these, on its implementation of relevant initiatives, and on any other key issues. The Kioxia Holdings Group Tax Office periodically arranges internal training on tax policies in order to cultivate human resources who are familiar with the tax system of each country and region. It also identifies any potential tax issues, collects information, and shares knowledge. Group companies are required to report on any potential tax risks or other tax issues to the Chief Financial Officer.



2. Compliance

We comply with the OECD Transfer Pricing Guidelines and with the laws and regulations of each country and region, and undertake proper tax reporting and payment.

3. Tax Risk Management

We recognize the possibility of tax risks arising in situations where laws and regulations differ or are interpreted differently in different countries and regions. When a potentially significant risk is identified, we thoroughly scrutinize and analyze it, and then work to minimize it by obtaining advice from tax specialists, by making prior referral to tax authorities of each country and region, or by using advance pricing agreements.

4. Transfer Pricing

Transfer prices between group companies are decided in accordance with the arm's length principle. The functions and risks of all group companies are analyzed and periodically monitored to ensure profits are allocated on the basis of the contributions of each company.

5. Tax Incentives and Tax Havens

Tax deductions and incentives in each country and region are utilized in a manner that accords with our business objectives, and we strive to pay all appropriate levels of tax. Business activities are conducted in accordance with appropriate tax structures in line with our business objectives. We do not deliberately conduct transactions or other activities in low tax countries or tax havens.

In addition, we strive to eliminate double taxation by utilizing the prevailing relief systems and tax treaties in each country and region. Situations where the tax position is uncertain are documented in accordance with proper accounting standards.

6. Ensuring Tax Transparency

Kioxia Group supports the reform of international taxation proposed by the OECD and the G20. Furthermore, in accordance with the process by which information is exchanged between tax authorities in regions where group companies operate, we submit country-by-country reports and master files as required by each country or region. We strive to ensure tax transparency by providing the information required for tax reporting and payment in a timely and appropriate manner.

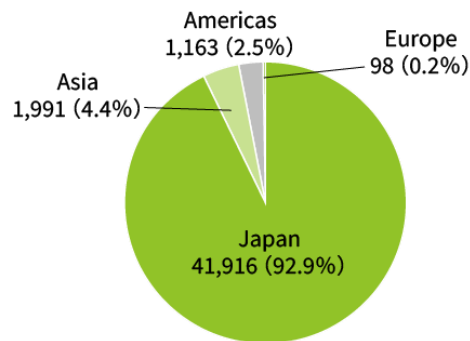
7. Relationships with Tax Authorities

We seek to maintain good relationships based on mutual trust with the tax authorities overseeing each country and region. We respond to requests from tax authorities with honest and accurate representations of the facts.

8. Kioxia Group Corporate Tax Payments by Region

We pay taxes in accordance with the actual business situation in each country and region.

Kioxia Group Corporate Tax Payments by Region (Millions of yen, FY2024)



Risk Management through Business Continuity Management (BCM)³

Kioxia Group identifies, analyzes and assesses business risks and ensures appropriate levels of risk management across all areas of our business in order to prevent interruptions to our operations in times of emergency, such as natural disasters, accidents, pandemics, or other geopolitical risks. The Group has devised business continuity management regulations in accordance with our BCM Policy, and implemented measures to ensure the safety of employees and their families and ensure disaster readiness at our business sites and factories. We conduct practical training and prepare for emergencies so that we can continue or quickly resume delivering products and services in the event of damage or loss.

In response to various changes in the social environment, we are further reinforcing our supply chain management and strengthening ties between other committees, including the Information Security Committee and Quality Conference, in order to ensure business continuity planning that spans companies throughout the entire group.

In FY2024, we revised the contingency action plans prepared in FY2023 for countries and regions where any interruption to our operations would have a significant impact on our business, and conducted related drills.

³ Comprehensive and integrated management of business continuity during an emergency, including the formulation of countermeasures to minimize the impact of the emergency on the organization without suspending business (or restoring it in a short period of time even if business is suspended), and continuous improvement through its implementation, operation, and review

Information Security

Kioxia Group treats information as a critical asset and is committed to eliminating and reducing information security risks in our business activities in order to protect and utilize this valuable resource.

Information Security Management

Information Security Management Policy

The utilization of data and cloud services and the use of AI have increased in line with digital transformation, and we are also seeing more diverse working styles, such as a rise in telecommuting. With cyber-attacks becoming increasingly sophisticated and able to cause more serious damage to companies' businesses, cyber security measures have become more important each year.

Information security is a key management issue for Kioxia Group, and we recognize the sensitivity and value of all information handled during the course of our business activities, including personal information, customer and business partner information, management information, and technical and production information. Our basic policy is to manage such information in a confidential manner in order to protect it and prevent inappropriate disclosures, leaks or improper use. Furthermore, we are taking steps to enhance the reliability of our operations by obtaining, and through the activities to obtain, the information security certifications necessary for our business activities.

➤ **Kioxia Group Standards of Conduct 2. Fair Business Operations**

➤ **Privacy Policy**

Structure of Information Security Management

Kioxia Group has assigned its Executive of Information Security as the Chief Information Security Officer (CISO), whose responsibility is to oversee and ensure compliance with our Information Security Management Policy across the Group. We have also assigned responsibility for managing and implementing our information security measures to the General Manager of our Cyber Security Center. Information security management processes incorporating the protection of personal information have been implemented at each business site and organization at all Group companies. The Information Security Committee deliberates matters that are deemed key to ensuring information security throughout the Group.

In addition, the implementation status of relevant measures and specific issues arising in any of our Group companies are reported to our executive officers on a regular basis in order to standardize and improve the level of information security throughout Kioxia Group.



Information Security Measures

In FY2024, Kioxia Group implemented information security measures that included the reinforcement of networks and internal system monitoring from four perspectives.

Implementation of Information Security Measures

Category	Description
(1) Organizational measures: Establishing organizational structure and rules	<ul style="list-style-type: none"> • Periodic reviews of information security-related in-house regulations • Development and maintenance of information security management structure • Performance of audits
(2) Human resource and legal measures: Ensuring adherence to rules	<ul style="list-style-type: none"> • In-house regulation of information protection duties and disciplinary measures in the case of any breach of rules of employment • Provision of periodic employee education and training • Contractor information security evaluation and conclusion of confidentiality agreements
(3) Physical measures: Supporting implementation of rules from physical aspects	<ul style="list-style-type: none"> • Control of the carry-in/carry-out of information storage devices • Facility access control, room/building entry control • Control of access to highly sensitive information

Category	Description
(4) Technical measures: Supporting implementation of technology-related rules	<ul style="list-style-type: none"> • Encryption of recording media and measures to combat malware • Assessment of the vulnerability of devices such as servers that are accessible to the public and enhancement of relevant protective measures • Implementation of a system to detect unauthorized external access or data breaches
(5) Other measures	Promotion of information security enhancement in cooperation with national governments and related ministries and agencies, and incorporation of industry-wide best practices

Education, Inspection and Audit of Information Security Management

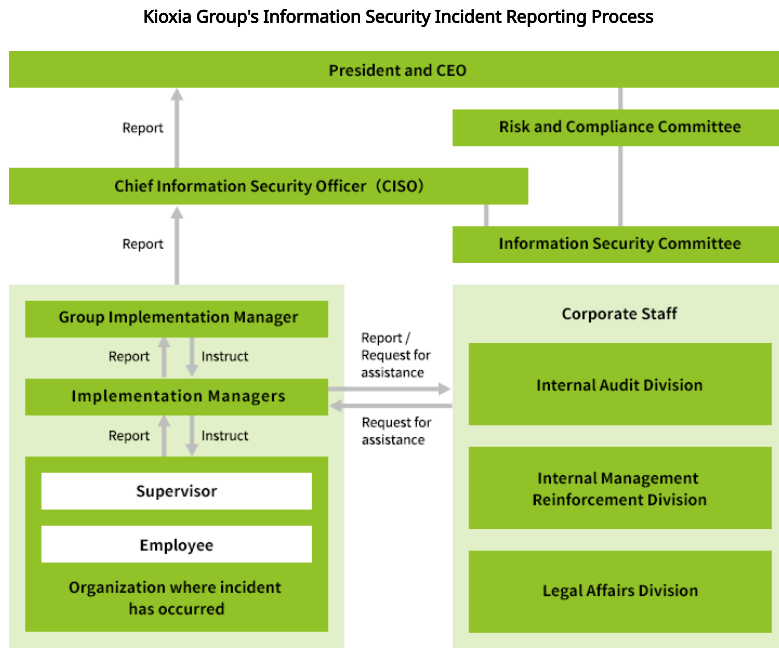
All Kioxia Group's divisions and organizations conduct annual self-inspections and self-audits of their compliance with information security policies and internal rules. They identify any issues and seek to address these in an effort to improve the level of information security within each of them.

Kioxia Group conducts annual training for all officers and employees and management communicates relevant messages regarding information security to all employees in order to ensure strict compliance with all in-house regulations.

Responding to Incidents such as Leakage of Confidential Information

In the event an information security incident such as a leakage of confidential information occurs, Kioxia Group responds promptly in accordance with its information security incident reporting processes.

When we become aware of the occurrence or potential occurrence of an incident involving a serious leakage of confidential information that may entail a violation of any laws or ordinances, we strive to respond promptly based on our risk and compliance management processes.



Status of Incidents such as Leakage of Confidential Information

In FY2024, there were no incidents of sensitive information held by Kioxia Group companies being leaked, nor were there any complaints from relevant external individuals or regulatory bodies concerning personal information. We will continue to work to prevent information security incidents and ensure we are fully prepared for any situation that might arise.

Product Security Management

Product Security Management Policy

Kioxia Group responds promptly to any cyber-security risks emerging in society at large, and to requests from customers and other stakeholders related to product security.

Kioxia Group defines “Product Security” as the prevention of any malicious information leaks, falsification, or unforeseeable faults in the products and services we sell or provide to our customers. Our basic policy is to establish a product security management framework that ensures the provision of secure and safe products and aims to minimize any cyber-security risks associated with them.

We have drawn up this basic product security policy and we ensure all employees and officers of the Group are fully aware of it.

➤ **Kioxia Group Standards of Conduct 3. Quality and Publications**

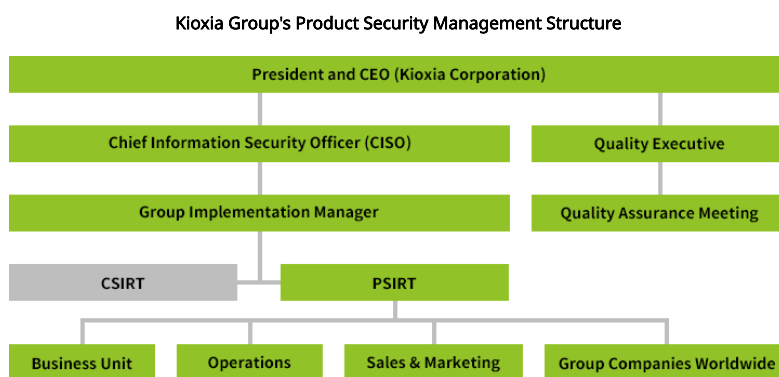
➤ **Kioxia Group Standards of Conduct 7. Risk Management**

Structure of Product Security Management

Kioxia Group has appointed a Chief Information Security Officer at Kioxia Corporation whose responsibilities include ensuring compliance with our Product Security Policy across the Group. In each business division we have formulated product security management processes that are strongly integrated with our quality management system. We have also established a special support service we call the Product Security Incident Response Team (PSIRT)¹ which enables us to respond promptly to inquiries and to address any security vulnerabilities in our products. In addition, we have established processes governing the operation of the Computer Security Incident Response Team (CSIRT),² which responds to incidents and inquiries about information assets.

¹ A team that responds to product security issues

² A team that addresses information security issues



Product Security Measures

In addition to the aforementioned organizational, process and legal measures, the following internal rules and regulations have been established to implement security measures for our products.

Category	Description
(1) Legal and regulatory compliance	<ul style="list-style-type: none"> Investigating and addressing security regulations and laws relevant to our products
(2) Secure development: establishing processes to ensure we provide secure products	<ul style="list-style-type: none"> Consistent maintenance and enhancement of security measures throughout product lifecycles Maintenance and enhancement of security measures in product supply chains
(3) Incident system development: dealing with product vulnerabilities, inquiries, etc.	<ul style="list-style-type: none"> Establishment of PSIRT Addressing security requirements and responding to inquiries from stakeholders

Response to Product-Related Security Incidents

In the event of a security incident caused by a cyber-attack, for example one targeting product vulnerabilities, Kioxia Group will strive to respond promptly, with PSIRT and the Group implementation manager assessing the situation based on our product security management processes and on our formulated responses to product incidents.

➤ **Formulating Responses to Product Issues at Kioxia Corporation**

Status of any Product Vulnerabilities and Our Responses

There were no serious incidents associated with vulnerabilities in any of our products in FY2024. We will continue to strive to prevent the risk of product vulnerabilities, and we will ensure swift detection and a prompt response to any that are found.

Performance Data

Performance data

Environmental data

Social data

Scope:
 Kioxia Corporation (Headquarters, Yokohama Technology Campus, Yokkaichi Plant),
 Kioxia Iwate Corporation
 Solid State Storage Technology Corporation (*excluded)

Due to changes in emissions unit values, calculation targets and methods, the data in this report may differ in part from the Sustainability Report for the fiscal year ending March 31, 2022, 2023 and 2024.

Index	Unit	FY2021	FY2022	FY2023	FY2024	Remarks
Climate Change						
Green House Gas Emissions: Direct Emissions (Scope 1)*	t-CO ₂	694,000	680,600	410,400	510,800	*Green House Gas Emissions: Direct Emissions* is the summary of CO ₂ equivalent value of CF ₄ , C ₂ F ₆ , CHF ₃ , SF ₆ , NF ₃ , CH ₂ F ₂ , CH ₃ F, CH ₄ , N ₂ O and CO ₂ .
Green House Gas Emissions: Indirect Emissions (Scope 2)*	t-CO ₂	1,848,000	1,899,400	1,870,400	1,951,000	
Green House Gas Emissions: Direct and Indirect Emissions (Scope 1+2)*	t-CO ₂	2,542,000	2,580,000	2,280,800	2,461,800	[Scope 1] Direct emissions from in-house fuel use and our business processes.
Green House Gas Emissions: Other Indirect Emissions (Scope 3)*	t-CO ₂	7,089,596	7,612,677	6,102,625	7,136,433	Greenhouse gases are converted to CO ₂ by multiplying greenhouse gas emissions from each site by global warming potentials. Global warming potentials are based on the fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC).
1. Purchased goods and services	t-CO ₂	4,796,560	5,170,414	4,596,026	5,489,294	[Scope 2] Indirect emissions from the production of electricity, heat and steam purchased by the company (market basis).
2. Capital goods	t-CO ₂	1,259,310	1,450,366	617,730	634,589	
3. Fuel- and energy-related activities not included in Scope 1 or 2	t-CO ₂	322,621	348,378	340,479	364,496	CO ₂ emissions from energy consumption are calculated by multiplying the quantity of electrical power, heat and fuel (including fuel for motor vehicles, etc.) by the CO ₂ conversion rate. CO ₂ conversion rates are based on the rate published each year by contracted power companies.
4. Upstream transport and delivery	t-CO ₂	9,056	8,113	6,343	7,023	
5. Waste generated in operations	t-CO ₂	20,353	35,283	26,472	22,267	[Scope 3] Other indirect emissions not covered by Scope 1 and 2.
6. Business travel	t-CO ₂	107	1,421	1,414	1,407	
7. Employee commuting	t-CO ₂	13,410	11,983	12,209	12,202	Kioxia uses the Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc. by Organizations Throughout the Supply Chain published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry (Japan) for CO ₂ Calculation.
8. Leased assets (upstream)	t-CO ₂	—	—	—	—	
9. Downstream transportation and delivery	t-CO ₂	—	—	—	—	1. Purchased goods and services: CO ₂ emissions are calculated by multiplying the monetary values of goods and services purchased by emissions unit values of each items.
10. Processing of sold products	t-CO ₂	—	—	—	—	2. Capital goods: CO ₂ emissions are calculated by multiplying the Cost of construction and manufacturing by emission unit values by price of capital goods.
11. Use of sold products	t-CO ₂	668,179	586,719	501,952	605,155	3. Fuel- and energy-related activities (not included in Scope 1 or Scope 2): CO ₂ emissions are calculated by multiplying the amount of electric power and heat usage by emissions unit value emission per usage of electricity and heat.
12. End-of-life treatment of sold products	t-CO ₂	—	—	—	—	4. Upstream transportation and distribution: CO ₂ emissions are calculated by multiplying amount of ton-kilometers transported by emissions unit value of applicable vehicle and average loading rate.
13. Downstream leased assets	t-CO ₂	—	—	—	—	5. Waste generated in operations: CO ₂ emissions are calculated by multiplying the amount of waste disposal by emissions unit value of waste type/processing method.
15. Investments	t-CO ₂	—	—	—	—	6. Business travel: CO ₂ emissions are calculated by multiplying the number of employees by emissions unit value per employee by business trip type.
		—	—	—	—	7. Employee commuting: CO ₂ emissions are calculated by multiplying the amount of expenditure for transportation fares by emission unit value per travel expense paid.
		—	—	—	—	11. Use of sold products: CO ₂ emissions are calculated by multiplying the assumed lifetime power consumption of products sold in the fiscal year of reporting by an emissions unit value. The hours of operation per year, standby time per year, and years of product use are calculated based on data obtained by various surveys.
Energy consumption in operation*	MWh	4,600,700	4,819,856	4,676,500	5,025,400	Purchased or obtained electricity, gases, fuels and heat.
Non-renewable energy	MWh	4,599,700	4,814,300	4,664,300	4,787,495	Renewable energy is the purchased electricity generated by renewable energy power plants or Non-fossil certificates.
Renewable energy	MWh	1,000	5,556	12,200	237,905	
Renewable energy ratio	%	0.02	0.1	0.3	4.7	
CO ₂ emissions from energy use per gigabyte (vs. FY2017)*	%	—	44.3	49.9	38.3	CO ₂ emissions from energy use in manufacturing process. Ratio per product capacity (annual) versus FY2017.
Contribution of PFCs abatement equipment to Scope 1 emission levels accumulated figure from FY2017	t-CO ₂	3,805,779	4,418,023	4,576,596	4,662,056	
Reduction of energy consumption by products per 1GB data processing (vs. FY2017)	%	19	27	31	38	
Environmental Consideration						
Waste generated*	t	105,737	101,604	85,765	101,282	Total weight of industrial and general wastes generated, including all amounts for reuse, recycling, and disposal.
Recycled waste*	t	75,025	72,932	64,331	84,445	Weight of waste reused or recycled as resources, including valuables.
Waste landfill*	t	23,609	20,863	15,593	15,150	Weight of waste landfilled without reuse.
Total of waste incinerated without heat recovery and not reused*	t	7,103	7,809	5,841	1,687	Weight of waste incinerated without recovering thermal energy and without reuse.
Total of waste reused after incineration with heat recovery*	t	1,128	1,083	771	965	Weight of reused waste after recovery of thermal energy during the incineration process.
Total of waste reused as raw material*	t	73,897	71,849	63,560	83,480	Weight of reused waste processed and reused as raw materials for products.
Recycled plastic waste*	t	2,545	2,430	2,027	2,491	Weight of wasted plastic products that are collected and recycled as resources.
Hazardous waste generated*	t	13,375	12,841	9,849	15,866	Weight of "Specially Controlled Industrial Waste" under Japan's "Act on Waste Management and Public Cleansing"(Waste Disposal and Cleaning Act).
Recycled hazardous waste*	t	12,233	11,194	8,792	15,093	Weight of hazardous wastes generated that was collected and reused.
Waste per gigabyte (vs. FY2017)*	t	—	40.4	43.0	35.8	Ratio per product capacity (annual) during manufacturing versus FY2017.
Waste per gigabyte including valuables (vs. FY2017)*	%	—	42.8	45.0	41.1	Ratio per product capacity (annual) during manufacturing versus FY2017.
Water intake*	km ³	24,488	25,275	24,785	27,755	Excludes conserved water. Total City water (fresh water) and Industrial water.
City water	km ³	71	122	112	141	
Industrial water	km ³	24,417	25,153	24,673	27,614	
Recycled water	km ³	30,232	33,196	34,782	37,404	
Waste water	km ³	18,445	18,923	18,381	19,315	
Public drainage (rivers)	km ³	13,405	12,390	11,181	11,332	
Public drainage (ocean area)	km ³	2,827	3,850	4,433	5,200	
Sewage system	km ³	2,213	2,683	2,767	2,783	
Water intake per gigabyte (vs. FY2017)*	%	—	42.1	51.3	40.9	Ratio per product capacity (annual) during manufacturing versus FY2017.
Release of chemical substances	t	625	535	424	452	
Release of chemical substances per gigabyte (vs. FY2017)*	%	—	21.4	21.5	17.1	Ratio per product capacity (annual) during manufacturing versus FY2017.
Release of volatile organic compounds (VOC)*	t	583	495	378	408	Volatile organic compounds. Causative agents of photochemical oxidants that cause photochemical smog, such as IPA, butyl acetate, and cyclohexanone.
Pollutant release (PRTR)*	t	2	2	13	22	Amount of hazardous chemical substances (such as water-soluble compounds of zinc, 2-aminoethanol, silver and its water-soluble compounds) released and transferred from workplaces under Pollutant Release and Transfer Register (Japanese law).
Release of NOx	t	26.6	32.5	35.8	32.4	
Release of SOx	t	0	0	0	0	
Environmental incidents (Regulatory violation)	number	0	0	0	0	

Performance data (Social)

"Kioxia Group in Japan" covers Kioxia Holdings Corporation and its consolidated subsidiaries in Japan. "Kioxia Corporation" includes employees seconded to Kioxia Holdings Corporation.
 *Due to changes in the data aggregation system, the classification of some items has been revised, and some data may differ between the Sustainability Report, Year ended March 31, 2023 and 2024 and this report.

Index	Scope	Unit	FY2021	FY2022	FY2023	FY2024	Remarks	
Diversity								
Number of employees	Kioxia Group	total	person	14,199	15,231	15,249	15,042	As of end of March, each fiscal year.
		total	person	12,056	13,137	13,361	13,231	
	Kioxia Group in Japan	(temporary employees)	person	200	279	211	174	
		male	person	10,924	11,823	11,977	11,835	
		female	person	1,132	1,314	1,384	1,396	
	Kioxia Corporation	total	person	10,257	10,697	10,720	10,306	
		(temporary employees)	person	177	147	82	40	
		male	person	9,306	9,667	9,656	9,293	
	female	person	851	1,030	1,064	1,023		
Number of employees by region	Japan	person	12,064	13,137	13,361	13,231	As of end of March, each fiscal year.	
	Asia (except Japan)	person	1,437	1,448	1,422	1,293		
	other	person	698	646	566	518		
Number of employees by age group	Kioxia Group in Japan	ages below 30	person	2,250	2,754	3,065	3,070	As of end of March, each fiscal year.
		ages 30-39	person	2,774	2,710	2,915	2,919	
		ages 40-49	person	3,374	3,796	3,466	3,256	
		ages 50-59	person	3,462	3,920	4,124	4,089	
		ages over 60	person	403	557	691	798	
	Kioxia Corporation	ages below 30	person	1,673	2,000	2,193	1,968	
		ages 30-39	person	1,886	1,788	1,704	1,686	
		ages 40-49	person	3,374	3,217	2,892	2,705	
ages 50-59		person	2,869	3,241	3,391	3,326		
	ages over 60	person	343	441	540	621		
Average years of service	Kioxia Group in Japan	total	year	—	—	16.7	16.9	As of end of March, each fiscal year.
		male	year	—	—	17.3	17.5	
		female	year	—	—	11.4	11.8	
	Kioxia Corporation	total	year	—	17.2	17.5	18.1	
	male	year	—	17.7	18.0	18.6	As of end of March, each fiscal year. The data of FY2022 is for regular employees, and the data of FY2023 and FY2024 includes temporary employees.	
	female	year	—	12.2	13.0	13.7		
Percentage of female employees	Kioxia Group	%	14.1	14.0	14.0	14.1	As of end of March, each fiscal year.	
	Kioxia Group in Japan	%	9.4	10.0	10.4	10.6		
	Kioxia Corporation	%	9.3	9.6	9.9	9.9		
Number of managers (2019 baseline)	Kioxia Group in Japan	total	person	—	—	2,245	2,262	Female Managers (section manager level and above) as of end of March, each fiscal year.
		male	person	—	—	2,147	2,157	
			female	person	—	—	98	
	Kioxia Corporation	total	person	—	—	1,976	2,064	
		male	person	—	—	1,882	1,963	
			female	times	78(1.59)	89(1.82)	94(1.92)	
						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.		
Percentage of female managers	Kioxia Group in Japan	%	—	4.3	4.4	4.6	As of end of March, each fiscal year.	
	Kioxia Corporation	%	—	4.5	4.8	4.9		
Percentage of female on Board of Directors	Kioxia Group in Japan	%	0	4.3	3.3	3.4	As of end of March, each fiscal year.	
	Kioxia Corporation	%	0	0	0	0		
Gender pay gap	Kioxia Corporation	total employees	%	—	77.8	79.7	76.3	As of end of March, each fiscal year.
		regular employees (temporary employees)	%	—	77.7	79.4	76.2	
Number of new graduate hires (ratio)	Kioxia Group in Japan	total employees	person	369	368	454	307	Regular employees with a college or graduate degree in each year.
		male	person (%)	315(85.4)	309(84.0)	403(88.8)	270(87.9)	
			female	person (%)	54(14.6)	59(16.0)	51(11.2)	
	Kioxia Corporation	total	person	298	303	379	229	
		administrative: male	person (%)	8(40.0)	7(46.7)	15(62.5)	16(69.6)	
		administrative: female	person (%)	12(60.0)	8(53.3)	9(37.5)	7(30.4)	
	technical: male	person (%)	246(86.5)	250(86.8)	324(91.3)	186(90.3)		
	technical: female	person (%)	32(11.5)	38(13.2)	31(8.7)	20(9.7)		
Number of mid-career hires (ratio)	Kioxia Group in Japan	total	person	363	419	54	106	Regular employees in each year.
		male	person (%)	314(86.5)	360(85.9)	41(75.9)	77(72.6)	
		female	person (%)	49(13.5)	59(14.1)	13(24.1)	29(27.4)	
	Kioxia Corporation	total	person	280	282	25	63	
male		person (%)	236(84.3)	241(85.5)	16(64.0)	46(73.0)		
	female	person (%)	44(15.7)	41(14.5)	9(36.0)	17(27.0)		
Disability Employment Rate	Kioxia Group in Japan	%	1.63	2.37	2.44	2.80	As of end of March, each fiscal year.	
	Kioxia Corporation	total	%	1.80	2.21	5.16		2.73
		male	%	1.70	2.03	5.14		2.69
	female	%	2.70	3.95	5.38	3.13		
Average annual actual total working hours per employee	Kioxia Corporation	hour	—	2,070	1,920	2,024		
Average annual overtime hours worked per employee	Kioxia Corporation	hour	—	390	264	353	Standard working hours at Kioxia Corporation are 7 hours and 45 minutes, excess of these hours are counted as non-scheduled working hours.	
Number of paid annual leave days taken	Kioxia Corporation	day	18.1	18.4	20.3	20.2		
Percentage of paid annual leave taken	Kioxia Corporation	%	75.7	77.1	84.3	84.2		
Childcare leave utilization rate	Kioxia Corporation	male	person	—	30.0	44.1	54.3	Number of male regular employees who took childcare leave / Number of male employees whose spouses gave birth in each fiscal year.
		female	%	—	137.1	83.7	133.3	
						The figure may exceed 100% because it includes employees who gave birth in the previous fiscal year but took childcare leave in the current fiscal year.		
Number of employees using childcare leave	Kioxia Group in Japan	male	person	—	—	—	105	
		female	person	—	—	—	51	
	Kioxia Corporation	male	person	—	78	82	94	
		female	person	—	48	36	44	
Number of employees using short-time work for childcare	Kioxia Group in Japan	male	person	—	—	—	5	
		female	person	—	—	—	5	
	Kioxia Corporation	male	person	—	—	—	91	
		female	person	—	—	—	—	
Return-to-work rate after childcare leave	Kioxia Group in Japan	total	%	—	—	—	100	Percentage of regular employees who returned to work after childcare leave in FY2024.
		male	%	—	—	—	100	
			female	%	—	—	—	
	Kioxia Corporation	total	%	—	—	—	100	
		male	%	—	—	—	100	
			female	%	—	—	—	
Retention rate after return from childcare leave	Kioxia Group in Japan	total	%	—	—	—	96.2	Percentage of regular employees who returned to work from childcare leave in FY2023 and were still employed by the end of FY2024.
		male	%	—	—	—	96.6	
			female	%	—	—	—	
	Kioxia Corporation	total	%	—	—	—	95.8	
		male	%	—	—	—	96.1	
			female	%	—	—	—	
Number of employees using family care leave	Kioxia Group in Japan	male	person	—	—	6	4	
		female	person	—	—	0	1	
	Kioxia Corporation	male	person	—	—	4	3	
		female	person	—	—	0	1	
Percentage of employees who are labor union members	Kioxia Corporation	%	81.6	81.3	80.6	80.0	Percentage in regular employees (as of the end of March, fiscal year). Employees who are managers and supervisors under the Labor Standards Law and those who are non-union members in the collective labor agreement are excluded from the labor union.	

Talent Development							
Total participants in selective or mandatory training programs (cumulative)		person	98,236	115,070	123,120	111,927	
Total hours of selective or mandatory training programs (cumulative)	Kioxia Group in Japan	hour	118,435	137,075	153,153	123,606	
Total participants in self-development training programs (cumulative)		person	1,934	1,346	1,375	5,780	
Total hours of self-development training programs (cumulative)		hour	1,396	1,422	1,322	2,845	
Employee engagement survey participation rate	Kioxia Group	%	92	89	—	88	Participation rate among the target employees.
Health and Safety							
Number of lost-time injuries (contractors)		number	10 (9)	3 (10)	5 (3)	6 (1)	
Days lost due to injuries	Kioxia Group in Japan	day	545	12	231	132	
Lost-time injury frequency rate (per 1,000,000 working hours)		point	0.3	0.08	0.15	0.18	
Lost-time injury severity rate (per 1,000 working hours)		point	0.02	0.00	0.01	0.00	
Number of work-related fatalities (contractors)		number	0(0)	0(0)	0(0)	0(0)	
Percentage of employees undergoing annual health check-ups		%	100	100	100	100	
Percentage of employees with abnormal findings from health check-ups		%	33.2	31.1	31.9	30.8	
Percentage of employees undergoing detailed examinations after annual health check-ups		%	—	39.4	79.2	78.3	
Percentage of employees receiving health guidance		%	—	68.4	100	100	
Percentage of employees with metabolic syndrome (aged 40 and over)		%	20.5	19.0	20.2	20.5	
Percentage of employees with appropriate body weight (BMI 18.5-25)		%	61.0	61.7	62.6	61.9	
Percentage of employees with regular exercise habits (at least 5,000 steps per day)		%	35.5	36.7	44.4	50.5	
Percentage of employees getting sufficient rest through sleep		%	73.6	75.2	72.9	71.0	
Percentage of employees who smoke		%	23.2	20.8	21.6	21.3	
Percentage of employees undergoing stress check examinations		%	96.8	95.7	97.2	97.1	
Percentage of employees classified as high-stress (based on company standards)	Kioxia Corporation	%	4.8	5.0	4.4	4.3	The percentage of employees identified as having high stress levels during stress checks (based on company-devised standards).
Percentage of employees absent from work for one month or more due to mental illness		%	—	1.24	1.29	1.62	
Absenteeism		%	—	10.6	9.2	9.5	The percentage of employees who took 8 or more days off due to illness or health-related issues.
Presenteeism		%	—	85.7	84.7	84.1	A self-assessment of work performance over the past four weeks, with 100% being the performance achievable when not experiencing illness or injury.
Work engagement		point	—	—	2.45	2.44	Average scores based on respondents' level of agreement with the following two statements: "I feel energized when I am working" and "I take pride in my work" during stress checks. Responses were scored as follows: Strongly Agree: 4 points, Agree: 3 points, Disagree: 2 points, Strongly Disagree: 1 point.
Health literacy		point	—	3.46	3.48	3.52	The average score using the Communicative and Critical Health Literacy scale.
Job satisfaction		point	—	2.23	2.29	2.25	Average scores based on respondents' level of agreement with the statement "I am satisfied with my job" during stress checks. Responses were scored as follows: Strongly Agree: 1 point, Agree: 2 points, Disagree: 3 points, Strongly Disagree: 4 points.
Respect for human right							
Percentage of employees who completed human rights training (basic course)	Kioxia Group	%	—	—	100	100	Percentage of training completion among the target employees.
	Kioxia Group in Japan	%	100	100	100	100	
Sustainable supply chain							
Number of RBA assessments conducted at our manufacturing sites (coverage rate)	Kioxia Group	site (%)	3(100)	3(100)	3(100)	3(100)	
Quality Control							
Number of serious quality incidents	Kioxia Corporation	number	0	0	0	0	

"Kioxia Group in Japan" covers Kioxia Holdings Corporation and its consolidated subsidiaries in Japan.
 "Kioxia Corporation" includes employees seconded to Kioxia Holdings Corporation.

Index	Scope	Unit	FY2021	FY2022	FY2023	FY2024	Remarks
Corporate Governance							
Number of directors	Kioxia Holdings Corporation	total	person	—	—	—	As of June 2025. The data before listing is omitted.
		outside directors	person	—	—	—	
		male	person	—	—	—	
		female	person	—	—	—	
	Non-Japanese nationals	person	—	—	—	2	
Risk Management and Compliance							
Percentage of employees who completed compliance training (basic course)	Kioxia Group in Japan	%	100	100	100	100	
Number of reports received through the "Risk Consultation Hotline" for employees	Kioxia Group	number	158	239	217	143	
Number of reports received through the "Harassment Consultation Desk" for employees	Kioxia Group in Japan	number	—	—	25	33	
Number of reports received through the "Business Partner Hotline"	Kioxia Corporation	number	1	0	4	3	
Information security							
Number of serious leakage incidents of confidential information	Kioxia Group	number	0	0	0	0	
Number of serious incidents associated with product vulnerabilities	Kioxia Group	number	0	0	0	0	

GRI Content Index

This report is prepared in reference to the "GRI Standard" by the Global Reporting Initiative.

GRI 2: General Disclosures 2021

1. The organization and its reporting practices

Content Index	Disclosure	Location
2-1	Organizational details	› Company Information
2-2	Entities included in the organization's sustainability reporting	› Sustainability Reporting Policy › Annual Securities Report: I. Consolidated Financial Statements and Related Notes
2-3	Reporting period, frequency and contact point	› Sustainability Reporting Policy › Contact Us
2-4	Restatements of information	-
2-5	External assurance	› Third-party Verification › Performance Data

2. Activities and workers

Content Index	Disclosure	Location
2-6	Activities, value chain, and other business relationships	› Company Information › Major Sustainability Issues and Initiatives in the Value Chain › Stakeholder Engagement › Sustainable Supply Chain › Annual Securities Report (Japanese)
2-7	Employees	› Company Information › Diversity Promotion › Performance Data (Social) › Corporate Governance Report: I. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes, and Other Key Information
2-8	Workers who are not employees	› Performance Data (Social)

3. Governance

Content Index	Disclosure	Location
2-9	Governance structure and composition	<ul style="list-style-type: none"> › Sustainability Management › Corporate Governance
2-10	Nomination and selection of the highest governance body	<ul style="list-style-type: none"> › Corporate Governance
2-11	Chair of the highest governance body	<ul style="list-style-type: none"> › Corporate Governance › Corporate Governance Report: II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight
2-12	Role of the highest governance body in overseeing the management of impacts	<ul style="list-style-type: none"> › Sustainability Management › Corporate Governance › Risk Management and Compliance
2-13	Delegation of responsibility for managing impacts	<ul style="list-style-type: none"> › Environmental Management › Respect for Human Rights › Sustainable Supply Chain
2-14	Role of the highest governance body in sustainability reporting	<ul style="list-style-type: none"> › Sustainability Management › Corporate Governance
2-15	Conflicts of interest	<ul style="list-style-type: none"> › Corporate Governance Report: II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight › Corporate Governance
2-16	Communication of critical concerns	<ul style="list-style-type: none"> › Corporate Governance › Risk Management and Compliance
2-17	Collective knowledge of the highest governance body	<ul style="list-style-type: none"> › Sustainability Management › Corporate Governance
2-18	Evaluation of the performance of the highest governance body	<ul style="list-style-type: none"> › Corporate Governance › Corporate Governance Report: II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight
2-19	Remuneration policies	<ul style="list-style-type: none"> › Corporate Governance › Corporate Governance Report: II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight
2-20	Process to determine remuneration	<ul style="list-style-type: none"> › Corporate Governance › Corporate Governance Report: II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight
2-21	Annual total compensation ratio	-

4. Strategy, policies and practices

Content Index	Disclosure	Location
2-22	Statement on sustainable development strategy	<ul style="list-style-type: none"> › Messages to Stakeholders › Integrated Report: Message from Senior Management
2-23	Policy commitments	<ul style="list-style-type: none"> › Mission & Vision › Standards of Conduct / Policies › Kioxia Group Initiatives in Support the Achievement of SDGs › Environment › Social › Governance
2-24	Embedding policy commitments	<ul style="list-style-type: none"> › Sustainability Management › Environment › Social › Governance
2-25	Processes to remediate negative impacts	<ul style="list-style-type: none"> › Major Sustainability Issues and Initiatives in the Value Chain › Environment › Respect for Human Rights › Health and Safety › Sustainable Supply Chain › Quality Control › Risk Management and Compliance › Information Security
2-26	Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none"> › Risk Management and Compliance › Respect for Human Rights
2-27	Compliance with laws and regulations	<ul style="list-style-type: none"> › Risk Management and Compliance › Environment › Quality Control › Performance Data
2-28	Membership associations	<ul style="list-style-type: none"> › Sustainability Management › Climate Change › Respect for Human Rights › Sustainable Supply Chain

5. Stakeholder engagement

Content Index	Disclosure	Location
2-29	Approach to stakeholder engagement	<ul style="list-style-type: none"> › Stakeholder Engagement › Respect for Human Rights
2-30	Collective bargaining agreements	<ul style="list-style-type: none"> › Stakeholder Engagement › Performance Data (Social)

GRI 3: Material Topics 2021

Content Index	Disclosure	Location
3-1	Process to determine material topics	<ul style="list-style-type: none"> › Sustainability Materiality › Integrated Report: 3. Kioxia Group's Value Creation Initiatives
3-2	List of material topics	<ul style="list-style-type: none"> › Sustainability Materiality
3-3	Management of material topics	<ul style="list-style-type: none"> › Sustainability Management › Environmental Management › Climate Change › Respect for Human Rights › Health and Safety › Sustainable Supply Chain › Risk Management and Compliance

Economic

GRI 201: Economic Performance 2016

Content Index	Disclosure	Location
201-1	Direct economic value generated and distributed	› Annual Securities Report I. Consolidated Financial Statements and Related Notes
201-2	Financial implications and other risks and opportunities due to climate change	› Climate Change
201-3	Defined benefit plan obligations and other retirement plans	› Diversity Promotion
201-4	Financial assistance received from government	-

GRI 202: Market Presence 2016

Content Index	Disclosure	Location
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	-
202-2	Proportion of senior management hired from the local community	-

GRI 203: Indirect Economic Impacts 2016

Content Index	Disclosure	Location
203-1	Infrastructure investments and services supported	› Supporting Local Community Development
203-2	Significant indirect economic impacts	-

GRI 204: Procurement Practices 2016

Content Index	Disclosure	Location
204-1	Proportion of spending on local suppliers	› Sustainable Supply Chain

GRI 205: Anti-corruption 2016

Content Index	Disclosure	Location
205-1	Operations assessed for risks related to corruption	› Risk Management and Compliance
205-2	Communication and training about anti-corruption policies and procedures	› Risk Management and Compliance
205-3	Confirmed incidents of corruption and actions taken	› Risk Management and Compliance

GRI 206: Anti-competitive Behavior 2016

Content Index	Disclosure	Location
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	› Risk Management and Compliance

GRI 207: Tax 2019

Content Index	Disclosure	Location
207-1	Approach to tax	› Risk Management and Compliance
207-2	Tax governance, control, and risk management	› Risk Management and Compliance
207-3	Stakeholder engagement and management of concerns related to tax	› Risk Management and Compliance
207-4	Country-by-country reporting	› Risk Management and Compliance

Environmental

GRI 301: Materials 2016

Content Index	Disclosure	Location
301-1	Materials used by weight or volume	-
301-2	Recycled input materials used	› Effective Use of Water Resources › Current Status of Environmental Impact and Environmental Targets and Outcomes › Reducing Environmental Impact
301-3	Reclaimed products and their packaging materials	› Current Status of Environmental Impact and Environmental Targets and Outcomes › Reducing Environmental Impact

GRI 302: Energy 2016

Content Index	Disclosure	Location
302-1	Energy consumption within the organization	› Climate Change › Performance Data (Environment)
302-2	Energy consumption outside of the organization	› Climate Change › Performance Data (Environment)
302-3	Energy intensity	› Climate Change › Performance Data (Environment)
302-4	Reduction of energy consumption	› Climate Change › Performance Data (Environment)
302-5	Reductions in energy requirements of products and services	› Reducing the Environmental Impact through Our Products

GRI 303: Water and Effluents 2018

Content Index	Disclosure	Location
303-1	Interactions with water as a shared resource	<ul style="list-style-type: none"> › Current Status of Environmental Impact and Environmental Targets and Outcomes › Effective Use of Water Resources
303-2	Management of water discharge-related impacts	<ul style="list-style-type: none"> › Effective Use of Water Resources
303-3	Water withdrawal	<ul style="list-style-type: none"> › Current Status of Environmental Impact and Environmental Targets and Outcomes › Effective Use of Water Resources › Performance Data (Environment)
303-4	Water discharge	<ul style="list-style-type: none"> › Current Status of Environmental Impact and Environmental Targets and Outcomes › Natural Capital and Biodiversity › Performance Data (Environment)
303-5	Water consumption	<ul style="list-style-type: none"> › Current Status of Environmental Impact and Environmental Targets and Outcomes › Effective Use of Water Resources › Performance Data (Environment)

GRI 304: Biodiversity 2016

Content Index	Disclosure	Location
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<ul style="list-style-type: none"> › Natural Capital and Biodiversity
304-2	Significant impacts of activities, products, and services on biodiversity	<ul style="list-style-type: none"> › Natural Capital and Biodiversity
304-3	Habitats protected or restored	<ul style="list-style-type: none"> › Natural Capital and Biodiversity
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	-

GRI 305: Emissions 2016

Content Index	Disclosure	Location
305-1	Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> › Climate Change › Performance Data (Environment)
305-2	Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> › Climate Change › Performance Data (Environment)
305-3	Other indirect (Scope 3) GHG emissions	<ul style="list-style-type: none"> › Climate Change › Performance Data (Environment) › Integrated Report: Non-Financial Highlights
305-4	GHG emissions intensity	<ul style="list-style-type: none"> › Climate Change › Performance Data (Environment)
305-5	Reduction of GHG emissions	<ul style="list-style-type: none"> › Climate Change › Performance Data (Environment)
305-6	Emissions of ozone-depleting substances (ODS)	-
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	<ul style="list-style-type: none"> › Current Status of Environmental Impact and Environmental Targets and Outcomes › Performance Data (Environment)

GRI 306: Waste 2020

Content Index	Disclosure	Location
306-1	Waste generation and significant waste-related impacts	<ul style="list-style-type: none"> › Current Status of Environmental Impact and Environmental Targets and Outcomes › Reducing Environmental Impact › Performance Data (Environment)
306-2	Management of significant waste-related impacts	<ul style="list-style-type: none"> › Current Status of Environmental Impact and Environmental Targets and Outcomes › Reducing Environmental Impact › Performance Data (Environment)
306-3	Waste generated	<ul style="list-style-type: none"> › Current Status of Environmental Impact and Environmental Targets and Outcomes › Reducing Environmental Impact › Performance Data (Environment)
306-4	Waste diverted from disposal	<ul style="list-style-type: none"> › Current Status of Environmental Impact and Environmental Targets and Outcomes › Reducing Environmental Impact › Performance Data (Environment)
306-5	Waste directed to disposal	<ul style="list-style-type: none"> › Current Status of Environmental Impact and Environmental Targets and Outcomes › Reducing Environmental Impact › Performance Data (Environment)

GRI 308: Supplier Environmental Assessment 2016

Content Index	Disclosure	Location
308-1	New suppliers that were screened using environmental criteria	› Sustainable Supply Chain
308-2	Negative environmental impacts in the supply chain and actions taken	<ul style="list-style-type: none"> › Sustainable Supply Chain › Climate Change

Social

GRI 401: Employment 2016

Content Index	Disclosure	Location
401-1	New employee hires and employee turnover	<ul style="list-style-type: none"> › Diversity Promotion › Performance Data (Social) › Annual Securities Report: I. Consolidated Financial Statements and Related Notes
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	-
401-3	Parental leave	<ul style="list-style-type: none"> › Diversity Promotion › Performance Data (Social)

GRI 402: Labor/Management Relations 2016

Content Index	Disclosure	Location
402-1	Minimum notice periods regarding operational changes	-

GRI 403: Occupational Health and Safety 2016

Content Index	Disclosure	Location
403-1	Occupational health and safety management system	> Health and Safety
403-2	Hazard identification, risk assessment, and incident investigation	> Health and Safety
403-3	Occupational health services	> Health and Safety
403-4	Worker participation, consultation, and communication on occupational health and safety	> Health and Safety
403-5	Worker training on occupational health and safety	> Health and Safety
403-6	Promotion of worker health	> Health and Safety
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	> Health and Safety
403-8	Workers covered by an occupational health and safety management system	> Health and Safety
403-9	Work-related injuries	> Health and Safety > Performance Data (Social)
403-10	Work-related ill health	> Health and Safety > Performance Data (Social)

GRI 404: Training and Education 2016

Content Index	Disclosure	Location
404-1	Average hours of training per year per employee	> Talent Development
404-2	Programs for upgrading employee skills and transition assistance programs	> Talent Development
404-3	Percentage of employees receiving regular performance and career development reviews	> Talent Development

GRI 405: Diversity and Equal Opportunity 2016

Content Index	Disclosure	Location
405-1	Diversity of governance bodies and employees	> Management > Integrated Report: 5. Governance > Corporate Governance Report: I. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes, and Other Key Information > Diversity Promotion > Performance Data (Social)
405-2	Ratio of basic salary and remuneration of women to men	> Performance Data (Social)

GRI 406: Non-discrimination 2016

Content Index	Disclosure	Location
406-1	Incidents of discrimination and corrective actions taken	> Risk Management and Compliance > Respect for Human Rights

GRI 407: Freedom of Association and Collective Bargaining 2016

Content Index	Disclosure	Location
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	> Stakeholder Engagement > Sustainable Supply Chain

GRI 408: Child Labor 2016

Content Index	Disclosure	Location
408-1	Operations and suppliers at significant risk for incidents of child labor	<ul style="list-style-type: none"> › Respect for Human Rights › Sustainable Supply Chain

GRI 409: Forced or Compulsory Labor 2016

Content Index	Disclosure	Location
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<ul style="list-style-type: none"> › Respect for Human Rights › Sustainable Supply Chain

GRI 410: Security Practices 2016

Content Index	Disclosure	Location
410-1	Security personnel trained in human rights policies or procedures	› Respect for Human Rights

GRI 411: Rights of Indigenous Peoples 2016

Content Index	Disclosure	Location
411-1	Incidents of violations involving rights of indigenous peoples	N/A

GRI 413: Local Communities 2016

Content Index	Disclosure	Location
413-1	Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> › Supporting Local Community Development › Natural Capital and Biodiversity
413-2	Operations with significant actual and potential negative impacts on local communities	N/A

GRI 414: Supplier Social Assessment 2016

Content Index	Disclosure	Location
414-1	New suppliers that were screened using social criteria	› Sustainable Supply Chain
414-2	Negative social impacts in the supply chain and actions taken	<ul style="list-style-type: none"> › Sustainable Supply Chain › Respect for Human Rights

GRI 415: Public Policy 2016

Content Index	Disclosure	Location
415-1	Political contributions	› Risk Management and Compliance

GRI 416: Customer Health and Safety 2016

Content Index	Disclosure	Location
416-1	Assessment of the health and safety impacts of product and service categories	› Quality Control
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	› Quality Control

GRI 417: Marketing and Labeling 2016

Content Index	Disclosure	Location
417-1	Requirements for product and service information and labeling	<ul style="list-style-type: none"> › Quality Control › Reducing the Environmental Impact through Our Products
417-2	Incidents of non-compliance concerning product and service information and labeling	-
417-3	Incidents of non-compliance concerning marketing communications	-

GRI 418: Customer Privacy 2016

Content Index	Disclosure	Location
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	› Information Security

SASB Content Index

This report is prepared in reference to the sustainability reporting standards defined by the Sustainability Accounting Standards Board (SASB).

Greenhouse Gas Emissions

Accounting Metric	(1) Gross global Scope 1 emissions and (2) amount of total emissions from perfluorinated compounds
Code	TC-SC-110a.1
Kioxia Metric/Qualitative Disclosure	(1) Scope 1 (Direct emissions): 510,800t-CO ₂ (2) 401,800t-CO ₂
Location	> Greenhouse Gas Emissions Across Entire Value Chain

Accounting Metric	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets
Code	TC-SC-110a.2
Kioxia Metric/Qualitative Disclosure	<p>In April 2023, Kioxia Group announced that by FY2050 we aim to achieve net-zero Scope 1 emissions (direct emissions from our business sites) and Scope 2 emissions (indirect emissions from our use of purchased energy) across our global operations by offsetting greenhouse gas.</p> <p>Regarding direct emissions from our manufacturing sites, since 2011 we have installed abatement equipment in 100% of our targeted facilities, aiming to eliminate during our manufacturing processes the emission of PFCs with high global warming potential. We are striving to improve the efficiency of operations through the introduction of online monitoring via the Internet of Things (IoT) and to enhance the performance of abatement equipment in cooperation with our suppliers. The reduction effect of this abatement equipment on PFCs in FY2024 was 4.66 million t-CO₂. We have also started using carbon-neutral city gas.</p> <p>We have additionally set a target of procuring 100% of our energy from renewable sources by FY2040. Since January 2023, we have installed three solar power generation systems at our Kitakami and Yokkaichi plants, the largest of their kind at any semiconductor plant in Japan (based on our own research, as of November 2023), and the third generation system commenced its operation in July 2024. While we continue to expand the use of these systems, we are also moving forward with the procurement of non-fossil certificates to boost our use of renewable energy.</p>
Location	> Climate Change

Energy Management in Manufacturing

Accounting Metric	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable
Code	TC-SC-130a.1
Kioxia Metric/Qualitative Disclosure	(1) 5,025,400MWh (2) 92.0% (3) 4.7%
Location	> Achievements in the areas of energy consumption and greenhouse gas emissions

Water Management

Accounting Metric	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress
Code	TC-SC-140a.1
Kioxia Metric/Qualitative Disclosure	<p>(1) Total water withdrawn: 27,755 thousand m³ (city water: 141 thousand m³ and industrial water: 27,614 thousand m³)</p> <p>(2) Total water consumed: 8,440 thousand m³ Percentage of each in regions with High or Extremely High Baseline Water Stress: 0%</p> <p>Kioxia Group has commissioned external experts to evaluate water-related risks at manufacturing sites globally from the perspective of current and future water supply and demand risks; these are assessed using tools such as the “Aqueduct” developed by the World Resources Institute (WRI) and the “Water Risk Filter” developed by the World Wide Fund for Nature (WWF). We use these assessments to analyze risks such as water stress levels and seasonal variations in water supplies through the year 2040 in order to understand the potential impact on our business activities.</p> <p>The assessments of the Group’s manufacturing sites, including Kioxia Corporation’s Yokkaichi Plant, Kioxia Iwate Corporation and Solid State Storage Technology Corporation, confirmed that they are not exposed to any water risk likely to have practical financial or strategic impact prior to the year 2040. This assessment was based on investigations into such factors as water supply and demand risks (driven by seasonal changes, the frequency of droughts, water storage capacity and water source protection levels), the risk of water-related disasters such as flooding or landslides, and regional vulnerability to water pollution that might endanger public health or ecosystems.</p>
Location	> Current Status of Environmental Impact

Waste Management

Accounting Metric	Amount of hazardous waste from manufacturing, percentage recycled
Code	TC-SC-150a.1
Kioxia Metric/Qualitative Disclosure	<p>(1) Wastes generated amount: 15,866t</p> <p>(2) Recycled rate: 95%</p> <p>The above hazardous wastes are aggregated as “specially-controlled industrial wastes” under the Waste Management and Public Cleansing Act in Japan.</p>
Location	> Current Status of Environmental Impact

Employee Health & Safety

Accounting Metric	Description of efforts to assess, monitor, and reduce exposure of employees to human health hazards
Code	TC-SC-320a.1
Kioxia Metric/Qualitative Disclosure	Kioxia Group has obtained the occupational health and safety management systems certification (ISO 45001:2018) for its manufacturing and R&D sites. As it moves to comply with the requirements for this certification, Kioxia Group is making efforts to continuously reduce health and safety risks through risk assessment and compliance with relevant laws and regulations, and is making its health and safety management measures more visible.
Location	> OHS Management System
Accounting Metric	Total amount of monetary losses as a result of legal proceedings associated with employee health and safety violations
Code	TC-SC-320a.2
Kioxia Metric/Qualitative Disclosure	-
Location	-

Recruiting & Managing a Global & Skilled Workforce

Accounting Metric	Percentage of employees that are (1) foreign nationals and (2) located offshore
Code	TC-SC-330a.1
Kioxia Metric/Qualitative Disclosure	The Kioxia Group operates globally and employs people of many different nationalities. With offices in 10 countries and regions, the Kioxia Group has 1,694 employees working at our overseas locations (excluding those temporarily dispatched from Kioxia Group in Japan). Kioxia Group in Japan employs 139 non-Japanese people from 15 countries and regions (As of March 31, 2025).
Location	> Diversity Promotion

Accounting Metric	Percentage of employee engagement
Code	TC-SI-330a.2
Kioxia Metric/Qualitative Disclosure	In order for the Kioxia Group to enhance its competitiveness and grow in step with society, it is essential to enhance the engagement of each employee. Kioxia Group regularly conducts employee engagement surveys as a starting point from which to enhance employee engagement and revitalize the organization. The survey results are used in conjunction with opinions voiced separately by employees to identify any problem areas, and formulate and implement measures to resolve issues. In FY2024, we conducted an anonymous worldwide survey targeting about 14,800 employees and received responses from 88% of them. In Kioxia Group, the results of these surveys are reported to the President & CEO, Executive Officers and department heads, and the findings are used to help improve employee engagement. In FY2024, Kioxia Corporation held three dialogue sessions between managements and employees—one at each business site—as a part of ongoing efforts to further improve communication between senior managers and employees, which is an issue identified in the previous survey. We also shared the latest survey results with employees, and are promoting company-wide measures and workplace activities to address the issues that emerged.
Location	> Employee Engagement Survey

Product Lifecycle Management

Accounting Metric	Percentage of products by revenue that contain IEC 62474 declarable substances
Code	TC-SC-410a.1
Kioxia Metric/Qualitative Disclosure	-
Location	-

Accounting Metric	Processor energy efficiency at a system-level for: (1) servers, (2) desktops, and (3) laptops
Code	TC-SC-410a.2
Kioxia Metric/Qualitative Disclosure	-
Location	-

Materials Sourcing

Accounting Metric	Description of the management of risks associated with the use of critical materials
Code	TC-SC-440a.1
Kioxia Metric/Qualitative Disclosure	Kioxia Group has been promoting the responsible minerals sourcing based on the Kioxia Group Responsible Minerals Procurement Policy. Our policy stipulates that Kioxia Group will prohibit use as raw materials of tin, tantalum, tungsten, gold and cobalt obtained from the Democratic Republic of the Congo or neighboring countries and other conflict-afflicted and high-risk areas (commonly known as CAHRAs) where inhumane acts such as human trafficking, slavery, forced labor, child labor, abuse, or war crimes are suspected.
Location	> Responsible Minerals Sourcing

Intellectual Property Protection & Competitive Behavior

Accounting Metric	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations
Code	TC-SC-520a.1
Kioxia Metric/Qualitative Disclosure	-
Location	-

Third-Party Verification

In order to improve the reliability of this report, Kioxia Group requested the Japan Audit & Certification Organization for Environment & Quality to provide third-party verification of its greenhouse gas emissions information. The following are FY2024 results, which were verified in FY2025.

1. Scope of the verification: Greenhouse gas emissions generated in five sites of Kioxia Corporation and its subsidiaries (Scope1, 2 and 3)

2. Period:
FY2024 (April 1, 2024 to March 31, 2025)

3. Verified greenhouse gas emissions:

Scope1: 510,800t-CO₂

Scope2: 1,951,000t-CO₂

Scope3:

Category 1: 5,489,294t-CO₂

Category 2: 634,589t-CO₂

Category 3: 364,496t-CO₂

Category 4: 7,023t-CO₂


Category 5: 22,267t-CO₂

Category 6: 1,407t-CO₂

Category 7: 12,202t-CO₂

Category 11: 605,155t-CO₂



Independent verification report by Japan Audit
Certification Organization for Environment and Quality
(PDF : 152KB) 

KIOXIA

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