

ESTTA Tracking number: **ESTTA503356**

Filing date: **11/01/2012**

IN THE UNITED STATES PATENT AND TRADEMARK OFFICE
BEFORE THE TRADEMARK TRIAL AND APPEAL BOARD

Notice of Opposition

Notice is hereby given that the following party opposes registration of the indicated application.

Opposer Information

| | | | |
|---------|--|-------------|------------|
| Name | Kingston Technology Co., Inc. | | |
| Entity | Corporation | Citizenship | California |
| Address | 17600 Newhope Street Fountain Valley, CA 92708 UNITED STATES | | |

| | | | |
|----------------------|--|--|--|
| Attorney information | Aimee Drouin Law Offices of S.J. Christine Yang 17220 Newhope Street, Suite 101-102 Fountain Valley, CA 92708 UNITED STATES cyang@sjclawpc.com Phone:714-641-4022 | | |
|----------------------|--|--|--|

Applicant Information

| | | | |
|------------------------|--|------------------------|------------|
| Application No | 85613090 | Publication date | 10/02/2012 |
| Opposition Filing Date | 11/01/2012 | Opposition Period Ends | 11/01/2012 |
| Applicant | Tony Minh Nguyen 21 Sunset Circle Westminster, CA 92683 UNITED STATES | | |

Goods/Services Affected by Opposition

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|--|
| Class 020. All goods and services in the class are opposed, namely: Bed frames; Bed headboards; Bed pillows; Bed rails; Beds; Box springs; Floor pillows; Mattress foundations; Mattress toppers; Mattresses; Pillows; Rods for beds; Spring mattresses |
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Grounds for Opposition

| | |
|--------------------------------------|-----------------------------|
| Priority and likelihood of confusion | Trademark Act section 2(d) |
| Dilution | Trademark Act section 43(c) |

Mark Cited by Opposer as Basis for Opposition

| | | | |
|-----------------------|------------|-----------------------|------------|
| U.S. Registration No. | 1703005 | Application Date | 09/09/1991 |
| Registration Date | 07/28/1992 | Foreign Priority Date | NONE |
| Word Mark | KINGSTON | | |
| Design Mark | | | |

| | |
|---------------------|--|
| Description of Mark | NONE |
| Goods/Services | Class 009. First use: First Use: 1989/10/00 First Use In Commerce: 1989/10/00 computer equipment; namely, add-on enhancement boards and memory expansion boards for personal computers, portable hard disks and data storage devices |

| | |
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| Attachments | <p>12-1101 Opposition-Kingston Mattress-signed.pdf (7 pages)(708819 bytes)</p> <p>2006 Flyer fr China.pdf (1 page)(286045 bytes)</p> <p>2007 POSTER fr China.pdf (1 page)(1227155 bytes)</p> <p>2010-02-08 Kingston Sees \$4.1 Billion in 2009 Sales as Memory Market Improves - OCBJ.pdf (1 page)(16802 bytes)</p> <p>2010-05-26 Report - Kingston Grew Share to 40% in 2009 - OCBJ.pdf (1 page)(11887 bytes)</p> <p>2010-06-27 Kingston Could Grow Sales 45%, Hit \$6.0 Billion - Digitimes.pdf (3 pages)(23647 bytes)</p> <p>2011-03-14 Kingston Technology - Sales of \$6.5 Billion - OCBJ.pdf (1 page)(34063 bytes)</p> <p>2011-05-25 Kingston Extends Lead in 2010 DRAM Module Market, says DRAMeXchange - Digitimes.pdf (1 page)(25974 bytes)</p> <p>2012-06-04 Kingston Continues to Lead USB Drive Market in 2011 - Digitimes.pdf (1 page)(83869 bytes)</p> <p>2012-10-26 25th Anniversary Quotes.pdf (2 pages)(144897 bytes)</p> <p>2012-10-26 Accolades.pdf (2 pages)(121164 bytes)</p> <p>2012-10-26 Chronological History of Kingston.pdf (3 pages)(142431 bytes)</p> <p>2012-10-26 Market Share.pdf (1 page)(119545 bytes)</p> <p>2012-10-26 Why Choose Kingston - Breadth of Services.pdf (2 pages)(131800 bytes)</p> <p>About Kingston.pdf (1 page)(249674 bytes)</p> <p>Accolades _ Kingston.pdf (2 pages)(248455 bytes)</p> <p>History _ Kingston.pdf (3 pages)(256045 bytes)</p> <p>Inside Kingston - OCBJ 112607.pdf (3 pages)(28250 bytes)</p> <p>Kingston Preps Expansion in China - Digitimes 083107.pdf (2 pages)(51977 bytes)</p> <p>Kingston Technology Ranked No. 6.pdf (2 pages)(256478 bytes)</p> <p>Samples of Early Kingston Materials.pdf (6 pages)(2045414 bytes)</p> |
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Certificate of Service

The undersigned hereby certifies that a copy of this paper has been served upon all parties, at their address record by Overnight Courier on this date.

| | |
|-----------|--------------|
| Signature | /AD/ |
| Name | Aimee Drouin |
| Date | 11/01/2012 |

IN THE UNITED STATES PATENT AND TRADEMARK OFFICE

In the Matter of Trademark Application Serial No.: 85613090

Filed: May 1, 2012

For the mark: KINGSTON MATTRESS

Published in the Official Gazette: October 2, 2012

**KINGSTON TECHNOLOGY CO., INC.,
Opposer**

Opposition No.: _____

v.

**TONY MINH NGUYEN,
Applicant.**

NOTICE OF OPPOSITION

Opposer's Address:

KINGSTON TECHNOLOGY CO., INC.
c/o LAW OFFICES OF S. J. CHRISTINE YANG
17220 NEWHOPE ST STE 102
FOUNTAIN VALLEY, CA 92708-4260
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cyang@sjclawpc.com

Hon. Commissioner of Patents and Trademarks
Arlington, Virginia 22202-3541

Examiner Name: David Aaron Hoffman
Law Office Number: 107

Dear Examiner Hoffman:

The above-identified Opposer, Kingston Technology Company, Inc. ("Kingston" or "Registrant"), believes that it will be damaged by registration of the mark shown in the above-identified application by Tony Minh Nguyen ("Applicant"), and hereby opposes the same. The grounds for opposition are (1) trademark dilution and (2) likelihood of confusion, mistake, or deception between Applicant's mark and Registrant's mark, as explained more fully herein.

A. KINGSTON HAS STANDING TO OPPOSE THE INSTANT APPLICATION

Kingston has standing to oppose the registration of the mark KINGSTON MATTRESS because of its interest in the outcome beyond that of the public in general and threat of damage to its mark, KINGSTON (Reg. No. 1703005). There is no requirement that actual damage be pleaded and proved in order to establish standing or to prevail in an opposition or cancellation proceeding. *See Books on Tape Inc. v. Booktape Corp.*, 836 F.2d 519, 5 USPQ2d 1301 (Fed. Cir. 1987).

B. REGISTRATION OF APPLICANT’S MARK WILL CAUSE DILUTION OF KINGSTON’S MARK BY BLURRING

The Trademark Dilution Revision Act of 2006 (the “TDRA”) amended the Federal Trademark Dilution Act (the “FTDA”), which defined the term "dilution" as “the lessening of the capacity of a famous mark to identify and distinguish goods or services, regardless of the presence or absence of (1) competition between the owner of the famous mark and other parties, or (2) likelihood of confusion, mistake, or deception.” Pub. L. No. 104-98, 109 Stat. 985 (Jan. 16, 1996). *See also* 15 U.S.C. § 1125 *et seq.*

The TDRA entitles an owner of a famous mark that is distinctive to an injunction against another person who commences use of a mark or trade name, after it has become famous, in commerce in a manner that is likely to cause dilution by blurring or tarnishment, regardless of the presence or absence of actual or likely confusion, competition, or actual economic injury. *Trademark Dilution Revision Act of 2006*, Pub. L. No. 109-312, 120 Stat. 1730 (Oct. 6, 2006).

A mark is “famous” if it is recognized by the general consuming public as a designation of the source of the goods or services of the mark’s owner, and allows the court to consider all relevant factors when determining whether a mark is famous, including:

- (1) the duration, extent, and geographic reach of advertising and publicity of the mark;
- (2) the amount, volume, and geographic extent of sales of goods or services offered under the mark;
- (3) the extent of actual recognition of the mark; and
- (4) whether the mark was registered under the Act of March 3, 1881, or the Act of February 20, 1905, or on the principal register.

Id.

In this case, the mark KINGSTON is clearly famous. Kingston has been using the mark KINGSTON for 23 years (since October 1989). Over the last two decades, Kingston has become a major seller in the field of memory and flash drives, and the public recognizes the mark KINGSTON to designate Kingston as the source of the goods it sells under such mark. The

documents annexed as Exhibits to this opposition indicate (1) the duration, extent, and geographic reach of advertising and publicity of the mark, as well as (2) the high volume and geographic extent of sales Kingston has achieved using the mark KINGSTON. Additionally, the sales figures and advertising materials are indicative of (3) the fame achieved by the mark. Finally, (4) the mark was registered on the Principal Register on July 28, 1992.

The TDRA defines “dilution by blurring” as an association arising from the similarity between a mark or trade name and a famous mark that impairs the distinctiveness of the famous mark, and allows the court to consider all relevant factors when determining whether a mark or trade name is likely to cause dilution by blurring, including:

- (1) the degree of similarity;
- (2) the degree of inherent or acquired distinctiveness of the famous mark;
- (3) the extent to which the owner of the famous mark is engaging in substantially exclusive use of the mark;
- (4) the degree of recognition of the famous mark;
- (5) whether the user of the mark or trade name intended to create an association with the famous mark; and
- (6) any actual association between the mark or trade name and the famous mark.

1. THE MARKS ARE EXTREMELY SIMILAR

The Applicant’s mark encompasses Kingston’s mark KINGSTON entirely, so Applicant’s mark and Registrant’s mark are extremely similar. Furthermore, Applicant has not disclaimed use of the word “KINGSTON” apart from the word “MATTRESS”, so Applicant could use KINGSTON separately, which is identical to Kingston’s mark.

2. KINGSTON’S MARK IS INHERENTLY DISTINCTIVE

Trademarks are categorized as generic, descriptive, suggestive, and arbitrary or fanciful. *See Two Pesos, Inc. v. Taco Cabana, Inc.*, 505 U.S. 763, 768, 112 S.Ct. 2753, 120 L.Ed.2d 615 (1992). It has been long established that a generic mark is the least distinctive, and an arbitrary or fanciful mark is the most distinctive. *M2 Software, Inc. v. Madacy Entm’t*, 421 F.3d 1073, 1080 (9th Cir. 2005) (citing *GoTo.com, Inc. v. Walt Disney Co.*, 202 F.3d 1199, 1207 (9th Cir.2000)). Arbitrary or fanciful trademarks are those that have no logical relationship to the goods or services being sold, and they generally fall into two categories: (1) invented words (fanciful), or (2) descriptive words used for something totally unrelated (arbitrary). *See AMF, Inc. v. Sleekcraft Boats*, 599 F.2d 341, 349 (9th Cir. 1979). (“A strong mark is inherently distinctive, for example, an arbitrary or fanciful mark; it will be afforded the widest ambit of protection from infringing uses.”)

Kingston's mark KINGSTON is a fanciful word with no meaning; this type of mark is considered to be the "strongest" on the spectrum of distinctiveness. *See id.* Accordingly, KINGSTON is an inherently distinctive mark. The more distinctive a trademark, the greater the protection and the easier it is to enforce rights in the mark. *Id.* Kingston's mark KINGSTON should be afforded the strongest protection possible against dilution.

3. KINGSTON HAS EXCLUSIVE USE OF THE FAMOUS MARK

Over the last 23 years, the mark KINGSTON has become more and more famous in relation to the goods sold by Kingston (*see, e.g.*, Exhibits annexed to this Opposition), and since then, Kingston has become the exclusive user of the mark KINGSTON in the United States. Since the TRDA changed the standard from the FTDA's "actual confusion" to "likely to cause dilution by blurring or tarnishment, regardless of the presence or absence of actual or likely confusion", Kingston has become diligent in opposing marks will that are likely to cause dilution, such as the instant opposition.

4. THE FAMOUS MARK IS WIDELY USED AND RECOGNIZED

As the annexed Exhibits demonstrate, Kingston has become a major seller in the field of memory and flash drives, and the public recognizes the mark KINGSTON to designate Kingston as the source of the goods it sells under such mark. The documents annexed indicate the duration, extent, and geographic reach of advertising and publicity of the mark, as well as the high volume of sales Kingston has achieved using the mark KINGSTON. Additionally, the sales figures and advertising materials are indicative of the fame and recognition achieved by the mark KINGSTON.

5. ASSOCIATION BETWEEN THE MARKS

It is unknown whether the Applicant intends to create an association with Kingston's mark KINGSTON, but there is certainly no actual association between the Applicant's mark and the famous mark KINGSTON, which is why the Applicant's mark is likely to cause dilution. Furthermore, registration of the Applicant's mark would result in a likelihood of consumer confusion, as discussed further below.

C. REGISTRATION OF APPLICANT'S MARK WILL CAUSE A LIKELIHOOD OF CONFUSION WITH KINGSTON'S MARK

In addition to the issue that the registration of Applicant's mark will dilute Kingston's mark KINGSTON, the registration of Applicant's mark will also cause a likelihood of consumer confusion. Likelihood of confusion has been characterized as a factual question, and there is no litmus test that can be universally applied; every case must be determined on its specific facts. *In re E. I. DuPont de Nemours & Co.*, 476 F.2d 1357, 1361 (C.C.P.A., 1973) (citing *Coca-Cola Company v. Snow Crest Beverages, Inc.*, 162 F.2d 280, 73 USPQ 518 (1st Cir. 1947), cert. den. 332 US 809, 75 USPQ 365 (1947)). A complete analysis of likelihood of confusion under Sec. 2(d) necessitates consideration of the following factors:

- (1) The similarity or dissimilarity of the marks in their entireties as to appearance, sound, connotation and commercial impression.
- (2) The similarity or dissimilarity and nature of the goods or services as described in an application or registration or in connection with which a prior mark is in use.
- (3) The similarity or dissimilarity of established, likely-to-continue trade channels.
- (4) The conditions under which and buyers to whom sales are made, i.e. “impulse” vs. careful, sophisticated purchasing.
- (5) The fame of the prior mark (sales, advertising, length of use).
- (6) The number and nature of similar marks in use on similar goods.
- (7) The nature and extent of any actual confusion.
- (8) The length of time during and conditions under which there has been concurrent use without evidence of actual confusion.
- (9) The variety of goods on which a mark is or is not used (house mark, “family” mark, product mark).
- (10) The market interface between applicant and the owner of a prior mark...
- (11) The extent to which applicant has a right to exclude others from use of its mark on its goods.
- (12) The extent of potential confusion, i.e., whether de minimis or substantial.
- (13) Any other established fact probative of the effect of use.

Id. Not all of the *Du Pont* factors are relevant to every case; only those factors of relevance to each case need to be weighed and considered. In considering these factors, “[t]he fundamental inquiry mandated by § 2(d) goes to the cumulative effect of differences in the essential characteristics of the goods [or services] and differences in the marks.” *Federated Foods, Inc. v. Fort Howard Paper Co.*, 544 F.2d 1098, 1103 (CCPA 1976). However, the Trademark Board has observed that in applying § 2(d), two key considerations are the similarities between the marks and the similarities between the goods.

1. THE MARKS ARE EXTREMELY SIMILAR AND/OR IDENTICAL

The first *Du Pont* factor, the similarity or dissimilarity of the marks themselves, should be dispositive of the issue. Based solely on the similarity of the marks, there would be a high likelihood of confusion as to the origin of KINGSTON MATTRESS. The Applicant’s mark

encompasses Kingston's mark KINGSTON entirely, so there is a fundamental likelihood of confusion between Applicant's mark and Registrant's mark. Furthermore, Applicant has not disclaimed use of the word "KINGSTON" apart from the word "MATTRESS", so Applicant could use KINGSTON on its own, which is identical to Kingston's mark.

2. THE NATURE OF THE GOODS IS SIMILAR ENOUGH THAT THE SAME PURCHASER IS LIKELY TO ENCOUNTER BOTH GOODS AND ASSUME THERE IS A RELATIONSHIP BETWEEN THEM

In a Section 2(d) analysis, the goods "need not be identical or even competitive in order to support a finding of likelihood of confusion," but they must be "related in some manner or [the] circumstances surrounding their marketing are such that they would be likely to be seen by the same persons under circumstances which could give rise, because of the marks used thereon, to a mistaken belief that they originate from or are in some way associated with the same producer." See *In re Melville Corp.*, 18 U.S.P.Q.2d 1386, 1388 (TTAB 1991) (emphasis added) (affirming refusal to register the mark "ESSENTIALS" for women's shoes in view of a registered mark of the same name for women's pants, blouses, shorts and jackets because the goods are too closely related in the eyes of the relevant purchaser). Therefore, the test is not whether Kingston's goods are similar enough to Applicant's goods, but whether the *same* purchaser is likely to encounter *both* goods and assume that there is some relationship between them.

In this case, Registrant sells computer equipment; namely, add-on enhancement boards and memory expansion boards for personal computers, portable hard disks and data storage devices. Kingston sells many of these goods on general goods websites like Amazon.com. Essentially, its purchasing public consists of the general public. Applicant's goods are "Bed frames; Bed headboards; Bed pillows; Bed rails; Beds; Box springs; Floor pillows; Mattress foundations; Mattress toppers; Mattresses; Pillows; Rods for beds; [and] Spring mattresses", so its purchasing public would also be the general public. If Applicant sells its products on general websites like Amazon.com, there is a good chance that the *same* purchaser is likely to encounter *both* goods and assume that there is some relationship between them. Furthermore, the International Class 020 in which Applicant seeks to register its mark includes office furniture and cable holders, which are related to Kingston's goods. If Kingston decided to sell such goods, which is a possibility in the future, there would certainly be a likelihood of confusion by consumers.

3. THE TRADE CHANNELS OF THE GOODS ARE SIMILAR

The analysis of trade channels involves considerations of how and to whom the parties' respective goods are sold. In both cases, the trade channel will likely be in the form of Internet sales to the general public. Additionally, the Applicant is located in the town adjacent to Registrant's town in California, so any onsite sales could cause consumer confusion. The trade channels are similar, which would also cause a likelihood of confusion by consumers.

4. CONSUMERS OF THE GOODS ARE LIKELY NOT SOPHISTICATED BUYERS

Consumers who purchase Registrant's products may purchase them from online sites, which may result in impulse purchases, especially for the lowest priced items. Likewise, many of Applicant's goods (such as pillows) are not likely to be purchased by careful, sophisticated buyers, which would contribute to a likelihood of confusion by consumers.

5. KINGSTON'S MARK IS FAMOUS

As previously mentioned, and as the annexed Exhibits demonstrate, Kingston has become a major seller in the field of memory and flash drives, and the public recognizes the mark KINGSTON to designate Kingston as the source of the goods it sells under such mark. The annexed Exhibits indicate the duration, extent, and geographic reach of advertising and publicity of the mark, as well as the high volume of sales Kingston has achieved using the mark KINGSTON. Additionally, the sales figures and advertising materials are indicative of the fame and recognition achieved by the mark.

CONCLUSION

In view of the cumulative effect of the above dilution factors, Kingston's mark KINGSTON is clearly famous, and there is a distinct likelihood of dilution if the Applicant's mark is registered. Additionally, there is a likelihood of confusion among relevant purchasers between Applicant's mark and Registrant's mark within the meaning of Section 2(d) of the Lanham Act. Accordingly, Applicant's application for registration of the mark KINGSTON MATTRESS should be rejected.

Respectfully submitted,



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Enclosures: Exhibits



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Kingston Sees \$4.1B in 2009 Sales as Memory Market Improves

By SARAH TOLKOFF - 2/8/2010

Orange County Business Journal Staff

Kingston Technology Co., the Fountain Valley-based maker of memory products for computers and consumer electronics, reported a small rise in 2009 sales after a year of rebounding prices for memory chips and improving demand.

The company on Monday reported 2009 sales of \$4.1 billion, roughly flat from \$4 billion in sales for 2008.

Privately held Kingston has around 800 workers here. It doesn't disclose profits.

The company said the small revenue gain was due to better prices for memory chips and stronger demand for computer products from corporations and consumers.

Kingston buys memory chips and assembles them into modules and cards for computers and consumer electronics.

"The memory market saw some financial recovery last year like many other industries and Kingston was able to benefit from the general rise in (memory chip) pricing," cofounder and President John Tu said.

Tu also attributed some of the gain to Kingston's entrance into the market for solid state drives, which use flash memory chips and have no moving parts.

During the third quarter, average prices for dynamic random access memory, the most common type of memory chip, jumped 21% from the second quarter, according to data from El Segundo-based market tracker iSuppli Corp.

The market "is emerging from what has been a long and painful slump," said Mike Howard, a senior analyst at iSuppli.

A year ago, Kingston got squeezed as the market saw a steep drop in prices for memory chips.

Chips from Asian and European suppliers are the building blocks for memory modules—circuit boards loaded with memory chips that speed the performance of computers and consumer electronics.

Falling prices crimp profits and lower the value of the inventory of chips bought earlier.

"A year ago at this time, we were bracing for a bad year," cofounder and operations chief David Sun said. "Our company was lucky to catch some good breaks along the way that worked in our favor. We are very happy to be where we are."

2009 marked Kingston's second-highest yearly sales record. In 2007 it saw \$4.5 billion in sales.

Kingston managed to grab market share during the downturn, according to some estimates.

During the first half of 2009, Kingston claimed about 38% of the market for memory modules.

That was up from 28% a year earlier, according to In-Stat, a market research unit of Reed Elsevier Group PLC.

The company's closest competitor, Taiwan's A-Data Technology Co., had 8% of the market.

Northern California's Smart Modular Technologies Inc. came in third at 7.7%.

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Report: Kingston Grew Share to 40% in 2009

By [Sarah Tolhoff](#)

Wednesday, May 26, 2010

Fountain Valley's Kingston Technology Co., the biggest maker of memory products for computers and consumer electronics, widened its market share lead last year.

In 2009, Kingston grew its share to 40% of the market for what's called memory modules—circuit boards loaded with memory chips that speed the performance of computers and consumer electronics.

That's up from 33% market share in 2008 and 28% in 2007, according to data from El Segundo-based market researcher iSuppli Corp.

The company's closest competitor, Taiwan's A-Data Technology Co., had 7.4% of the market.

Northern California's Smart Modular Technologies Inc. came in third at 7.1%.

Kingston sold nearly \$3 billion worth of memory modules in 2009, iSuppli's data showed.

Part of the gain was due to rebounding prices for memory chips and improving demand for computers from corporations and consumers.

Kingston reported 2009 sales of \$4.1 billion, roughly flat from \$4 billion in sales for 2008.

Roughly a quarter of its sales are from flash memory products, mostly portable drives and cards that go into computers, cell phones and digital cameras.

A year ago, Kingston got squeezed as the market saw a steep drop in prices for memory chips.

Falling prices crimp profits and lower the value of the inventory of chips bought earlier.

Privately held Kingston has around 800 workers here. It doesn't disclose profits.

Kingston Could Grow Sales 45%, Hit \$6 Billion

TECHNOLOGY: Co. added memory market share in recession

By [Sarah Tolkoff](#)

Sunday, June 27, 2010

Fountain Valley's Kingston Technology Co., the biggest maker of memory products for computers and consumer electronics, is on track to see record sales this year.

The company's cofounder and President John Tu said recently that the company is setting its sights on growing sales by about 45% to roughly \$6 billion in 2010.

"We expect about 40% to 50% growth for 2010 with a global revenue target of around \$6 billion for this year," Tu said in a report by CyberMedia India Online Ltd., an online magazine that covers business news in India.



Tu: recently in India where company plans a plant

Kingston reported 2009 sales of \$4.1 billion, roughly flat from the \$4 billion in sales for 2008.

Privately held Kingston has about 800 workers here. It doesn't disclose profits.

The company's bread-and-butter business is memory modules—circuit boards loaded with memory chips that speed up the performance of computers and consumer electronics.

It also makes flash memory products, including thumb drives and storage cards for cameras, cell phones and computers.

Kingston is the second-biggest maker of flash products in the U.S. after No. 1 SanDisk Corp. In other countries, it's No. 1 in flash and Milpitas-based SanDisk takes the second spot.

Some \$6 billion in sales would be a high for Kingston and would put it ahead of Newport Beach's Pacific Life Insurance Co. for the title of largest private company in Orange County.

Pacific Life had \$5.3 billion in 2009 revenue, which was up 2% from a year earlier.

At \$6 billion in yearly sales, Kingston also would rival the largest public companies.

If Kingston were public, it would rank among the top five companies here, somewhere alongside Irvine's Broadcom Corp. with projected 2010 yearly sales of \$6 billion and Irvine-based Allergan Inc. at about \$5 billion.

The county's largest company of any type by sales is Santa Ana's Ingram Micro Inc., with projected 2010 sales of \$34 billion.

Kingston is benefiting from a rebound in memory chip prices—which pushes up the price on its products—a rebounding economy and market share gains in the downturn.

“When we faced the downturn, a lot of our competitors barely survived,” said Kevin Wu, vice president of business development at Kingston. “It allowed Kingston to get stronger and bigger and to get into new retail and sales channels that we weren't in before.”

Market Share

In 2009, Kingston grew its share to 40% of the market for memory modules, according to data from El Segundo-based market researcher iSuppli Corp.

That's up from 33% in 2008 and 28% in 2007.

The nearest competitor, Taiwan's A-Data Technology Co., had 7.4% of the market last year. Northern California's Smart Modular Technologies Inc. was third at 7.1%.

Kingston remains on track but still is cautious, according to Wu. He said the company might not hit the \$6 billion sales mark this year.

“I think we will probably run a bit short of that,” he said. “Average selling prices went up nicely during the first quarter, but in the second quarter we fell short a bit on our target.”

The second quarter saw a slight oversupply of chips, which crimps Kingston's sales and profits and pushes down the value of its chip stockpiles.

Kingston also saw its European sales slide on the strengthening U.S. dollar against the euro and the region's debt crisis.

“To sell our products in Europe is harder,” Wu said. “It costs more for Europeans to buy U.S.-made products. It's the reverse from two years ago” when the euro was strong against the dollar.

Kingston is going after growing markets. The company is planning to expand operations in Brazil, Russia, India and China, according to Wu.

“We want to have those four countries covered,” he said.

Wu is heading the effort to set up a sales office in Moscow and is scouting contract manufacturers to produce Kingston's products in Brazil.

CyberMedia India Online reported that Kingston has plans in the next few years to set up a plant in India to meet increasing demand for memory products, citing a statement from Vishal Parekh, a marketing manager for Kingston's Asia Pacific region.

Wu declined to elaborate.

India is one of its fastest-growing markets, according to the CyberMedia India report. The company expects to see sales in the region grow 10% to 15% this year, Parekh said.

Kingston Technology: 2010 Sales of \$6.5 Billion

By [Sarah Tolhoff](#)

Monday, March 14, 2011

Fountain Valley-based Kingston Technology Co., the top maker of memory products for computers and consumer electronics, reported a big boost in 2010 sales after a year of rebounding prices for memory chips and improving demand.

The company on Monday reported 2010 sales of \$6.5 billion, up from \$4.1 billion in 2009.

Privately held Kingston has some 800 workers here. It doesn't disclose profits.

The bulk of its sales come from buying up memory chips and assembling them into modules and cards for computers.

It also makes flash memory products, including thumb drives and storage cards for cameras, cell phones and computers.

"Our company was able to take advantage of an improving global economy as well as catch some lucky breaks to achieve our best sales year ever in 2010," said David Sun, cofounder and operations chief.

The sales record makes Kingston the biggest private company in Orange County.

Kingston leapfrogged Newport Beach's Pacific Life Insurance Co., which reported \$5.6 billion in 2010 revenue.

The third-biggest is Irvine's Golden State Foods Corp., which saw \$4.6 billion in 2010 sales.

Kingston said the sales gain was due to better prices for memory chips and stronger demand for computer products from corporations and consumers.

"Kingston saw a rise in average selling prices for most of its product lines in 2010, particularly during the first quarter," the company said in a statement. "Demand was also healthy from both corporate end customers and consumers."

2010 was a high watermark for Kingston. It's second-highest yearly sales record was in 2007, when it recorded \$4.5 billion in sales.

Kingston first reached the \$1 billion mark in 1995. It doubled to \$2 billion in 2004 and reached \$3 billion in sales in 2005.



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Kingston extends lead in 2010 DRAM module market, says DRAMeXchange

Jessie Shen, DIGITIMES, Taipei [Wednesday 25 May 2011]

US-based Kingston Technology US further consolidated its dominance in the DRAM module market with its global share rising to more than 50% in 2010 from 39% in 2009, according to figures released by DRAMeXchange.

The worldwide DRAM module market generated revenues of US\$9.3 billion in 2010, up about 54% on year, DRAMeXchange said. The growth was driven by a recovery in demand from PCs and resulting price hikes for memory chips.

Kingston sold US\$4.8 billion worth of DRAM modules in 2010, compared to the combined US\$3.7 billion produced by the next nine largest DRAM module houses, DRAMeXchange said. Kingston's DRAM module business also outperformed the industry average in 2010, enjoying a 95% rise in overall sales, DRAMeXchange added.

Taiwan's Adata Technology retained its second-place ranking but saw its share slide from 8.5% in 2009 to 7.9% in 2010, while Ramaxel Technology of China followed close behind with a 7.7% share, according to DRAMeXchange.

In addition, DRAMeXchange observed a growing number of module companies have diversified into the markets for industrial-, military- and server-use memory products, while finding it difficult to grow further their aftermarket upgrade module sales. They have also put a greater emphasis on the NAND flash-based devices and solid-state drives (SSD).

| DRAMeXchange: Global top-10 DRAM module houses, 2010 (US\$m) | | | | | | | |
|--|-----------|----------------------------|----------|--------|----------|--------|-------------|
| 2010 rank | 2009 rank | Company | 2010 | | 2009 | | Revenue Y/Y |
| | | | Revenues | Share | Revenues | Share | |
| 1 | 1 | Kingston Technology | 4,800 | 51.40% | 2,460 | 39.20% | 95.12% |
| 2 | 2 | Adata Technology | 740 | 7.92% | 532 | 8.48% | 39.10% |
| 3 | 3 | Ramaxel Technology | 719 | 7.70% | 503 | 8.02% | 42.92% |
| 4 | 4 | Crucial Technology | 581 | 6.22% | 430 | 6.85% | 35.12% |
| 5 | 5 | Smart Modular Technologies | 411 | 4.40% | 366 | 5.83% | 12.30% |
| 6 | 8 | Corsair Memory | 322 | 3.45% | 235 | 3.74% | 37.02% |
| 7 | 9 | MA Labs | 310 | 3.32% | 225 | 3.59% | 37.78% |
| 8 | 7 | Transcend Information | 242 | 2.59% | 294 | 4.68% | (17.58%) |
| 9 | 6 | Apacer Technology | 219 | 2.35% | 302 | 4.81% | (27.33%) |
| 10 | 12 | Kingmax Semiconductor | 160 | 1.71% | 135 | 2.15% | 18.52% |
| Others | | | 835 | 8.94% | 794 | 12.65% | 42.59% |
| Total | | | 9,339 | 100% | 6,276 | 100% | 53.90% |

Source: DRAMeXchange, compiled by Digitimes, May 2011

Related stories:

[Kingston revenues climb to record US\\$6.5 billion in 2010 \(Mar 16\)](#)

[Transcend looks to industrial memory products for growth \(Feb 14\)](#)

[Apacer diversifying away from standard memory modules \(Dec 28\)](#)

[Adata lowering proportion of DRAM-module sales \(Dec 6\)](#)

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Kingston continues to lead USB drive market in 2011

Josephine Lien, Taipei; Jessie Shen, DIGITIMES [Monday 4 June 2012]

Gartner has ranked Kingston Technology as the world's number one supplier of USB drives in 2011. The US memory-module firm took an almost 30% market share, followed by SanDisk with 21.7%.

In the flash card market for 2011, however, Kingston was ranked fifth by Gartner. The US firm took a 5.5% market share following Taiwan-based Transcend Information with 6.1%. Transcend settled into fourth place for the first time.

SanDisk remained the leader of the flash card segment in 2011 with a 39.7% share, followed by Samsung Electronics with a 15.3% share and Toshiba with 10.9%, according to Gartner.

The global USB drive and flash card markets have reached their saturation points. Sales of USB drives and flash cards totaled about US\$2.51 billion and US\$8.4 billion, respectively, in 2011. Both figures registered on-year decreases, according to Gartner.

The flash card segment, which managed growth over the past several years driven by sales of microSD cards, has now encountered a slowdown due to growing demand for smartphones that come with 16GB and larger internal memory. Suppliers are all gearing up for embedded multimedia cards (eMMC) and other embedded storage devices to mitigate the impact of sluggish demand in the traditional flash card market.

As for USB drives, suppliers expect the penetration rate for devices with USB3.0 to accelerate following Intel's launch of Ivy Bridge CPU - a positive catalyst for the USB drive market.



Kingston was the USB drive market leader in 2011
Digitimes file photo

Categories: [Bits + chips](#) [Memory chips](#)

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2012 Corporate Press Release

Kingston Technology 25th Anniversary Executive Quotes

A brief interview with John Tu, co-founder & CEO:

1) How do you feel about Kingston turning 25 years old?

David (Sun) and I wanted to create a good and happy place for people to work. We wanted to add a human touch to the company. It puts a smile on my face to see that people are proud and enjoy being a part of the Kingston family.

2) Did you ever imagine the company would be successful?

When David (Sun) and I started Kingston, we were totally broke. A lot of our early success was due partially to luck, and people who dealt with us before liked us and gave us a lot of help. David and I feel very fortunate and are truly amazed at the thought of where we started and where we are today.

3) What is your secret to success?

Success is the result of a positive attitude, hard work, patience, learning from failures and above all being fair. Much of Kingston's growth can be attributed to how we treat those we work with. Being fair to our customers, partners, vendors and employees creates strong working relationships, which then results in successfully producing quality products each day.

4) What would you like to say to Kingston's vendors, partners and customers?

Kingston wouldn't be where it's at today without the support of our customers, partners and our vendors. These 25 years have been a journey which we feel quite honored to have shared with you and hope to continue for 25 more. Thank you for your friendship, dedication and loyalty. Together, we all make up the Kingston family.

5) What do you see for the next 25 years?

The underlying technology behind a memory module remains very simple. There will always be a need for memory. Every business faces threats as new technologies emerge. The cloud, for example, may affect our storage business. But at the same time, we have exciting products such as server memory and server SSDs that are major components of the cloud infrastructure. Flexibility and being able to adapt are the keys to continued success. This is what David and I believed when we started this little company 25 years ago and that is what we still follow today.

Reflections on 25 years in the memory business from Kingston's Global Executives

The following Kingston employees are featured in the company's 25th anniversary corporate video which can be found [here](#). Below are additional quotes from the executives:

Darwin Chen, VP of Flash Memory:

"Our company's culture really reflects the fundamental rule which is treating people more important than business itself. We will continue to be very focused on excellence, quality, the relationship between our employees, vendors and producing a quality product with the best value in mind."

Scott Chen, VP of Sales & Marketing, Asia-Pacific:

"The company's success is because we have such great people working here. It's not unusual to see people that have worked here for 10 years, 20 years and even the entire 25 years we have been in business. I believe this is a rare attribute of a company to have so many employees stay for so long."

John Ho, VP of Operations:

"Since our founding, Kingston is the only company to provide a total solution from product design, validation, manufacturing, logistics and after-sale service. Our test engineers are constantly developing new test methodologies to improve our product quality."

Mark Leathem, VP of Corporate Marketing:

"Kingston is a unique company because we handle adversity well. We are never afraid of change and we are able to quickly adapt to most circumstances. We deal with hard times, failures and challenges by picking ourselves up, dusting ourselves off and then moving forward. We learn from our mistakes but then we put it all in the rear-view mirror."



Carolina Maldonado, VP of Latin America Sales & Marketing:

"Kingston is an organization that grew a lot and very rapidly during these 25 years. This was mainly due to its persistence in the marketplace and most importantly the hard working individuals that Kingston employs."

Thomas Marschner, VP Sales & Marketing, EMEA:

"Kingston's empowering work environment and open atmosphere encourages employees to come up with ideas and enables implementation."

Vishal Parekh, Marketing Director, India:

"One who does not grow will die. When I think of Kingston and its growth over these 25 years, an old saying comes to mind, 'There's a difference between knowing the path and walking the path.' We at Kingston, being the leader, believe in creating the path."

AI Soni, Senior VP of Strategic Alliances:

"We have always tried to understand our vendors' needs. When we can do that then there's a level of trust that starts to build. Trust and loyalty is the essence of how we do business at Kingston."

Kevin Wu, VP of Sales & Development, Eastern Europe:

"Everyone here is very close. We work hard together and have fun together. The strong family environment is really a tribute to what John Tu and David Sun created 25 years ago and continue to foster to this day. I am honored to work with such great people here that I consider my family. It's just like a family business."

About Kingston Technology Company, Inc.

Founded in 1987, Kingston Technology Corporation offers a wide range of quality memory products and services designed for increased productivity and overall system performance. Through its ownership of Kingston Technology Company, Inc. and Kingston Digital, Inc., Kingston Technology Corporation is one of the world's leading manufacturers of memory modules and digital media products.

Editor's Note:

For additional information, evaluation units or executive interviews, please contact David Leong, Kingston Technology Company, Inc., 17600 Newhope Street, Fountain Valley, CA USA 92708, 714-438-1817 (Voice). Press images can be found in Kingston's press room at kingston.com/company/press/

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Distinctions

Since 1997, Kingston has consistently garnered awards and accolades as an employer and for its products, services and innovations. Below are some of the honors received.

Accolades and Distinctions

| Year | Description |
|------|---|
| 2010 | iSuppli - Applied Market Intelligence iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market |
| 2009 | Forbes Magazine Kingston ranked #97 in "Forbes 500 Top Private Companies in the United States," marking the tenth time Kingston has ranked in the top 500 and the fourth time in a row ranking in the top 100. iSuppli - Applied Market Intelligence iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market Inc.com Inc.com's "Top 100 Inc. 5000 Companies" ranks Kingston #5 in total revenue and #1 revenue in the computer hardware category |
| 2008 | Publicease - Tech Evolution Award The Tech Evolution Awards recognize Kingston among an elite group of companies that offer exceptional technologies that are transforming the technology industry DRAMeXchange Listed as #1 Worldwide DRAM Module House Memory Maker for 2008 Inc. Magazine Inc.com's "Top 100 Inc. 5000 Companies" ranks Kingston #2 in both gross dollars of growth and total revenue iSuppli - Applied Market Intelligence iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market |
| 2007 | DRAMeXchange Listed as #1 Worldwide DRAM Module House Memory Maker for 2007 GTDC Summit Kingston receives distribution industry Rising Star Award, which recognizes the IT Distributions industry's fastest-growing manufacturers and publishers Inc. Magazine Inc. ranks Kingston as the #1 fastest growing private company by revenue iSuppli - Applied Market Intelligence iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market The Times Kingston Technology crowned winner of The Times Leadership Challenge, 2007, United Kingdom |
| 2006 | DRAMeXchange Listed as #1 Worldwide DRAM Module House Memory Maker for 2006 Intel Kingston receives Intel's Outstanding Supplier Award for Exceptional Support, Quality and Timely Delivery of FB-DIMM Products iSuppli - Applied Market Intelligence iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market Orange County Business Journal John Tu and David Sun Awarded Business People of the Year |

Joint Venture with San Antonio Business People of the Year
 Kingston leads OC County's Top Minority-Owned Businesses with Posted Gain in Revenue for 2005

- 2005 iSuppli - Applied Market Intelligence
iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market
- 2004 AMD
AMD Recognizes Kingston for Outstanding Partner Contributions to Athlon 64 and Opteron Launches

Computer Trade Shopper
Memory Manufacturer of the Year, United Kingdom Financial Times
Best Workplaces, United Kingdom

iSuppli - Applied Market Intelligence
iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market
- 2003 Computer Trade Shopper
Memory Manufacturer of the Year, United Kingdom

Dell Supplier Award
Kingston receives Diverse Supplier Award for Best Overall Performance based on Kingston's relationship supporting Dell's base memory business

Financial Times
Best Workplaces, United Kingdom
- 2002 Computer Trade Shopper
Memory Manufacturer of the Year, United Kingdom

Fortune Magazine
Kingston Ranked #63 of the "100 Best Companies to Work for in the United States," marking the for the fifth year in a row ranking in the top 100
- 2001 BusinessWeek
Kingston ranked #8 on BusinessWeek's Top Private Info Tech Companies
- 2000 United States Secretary of Labor visits Kingston
U.S. Secretary of Labor Elaine Chao visits Kingston Headquarters to discuss its formula as a successful technology company in America
- 1999 AEA
Kingston receives Best Employers Award, Hi-Tech Industry

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The Kingston Redhead Evolution



1989

Ad agency develops "improve your memory" ad that features hands installing memory into a partial head.



1990

First Kingston logo is developed. Using the ad for inspiration, it features a line drawing of modules going into an open head.



1992

An artist named Fraser is commissioned to create a simple yet powerful version of the head that also reflects technology. He creates three of four comps; the one with a single head surrounded by computer equipment is chosen for the logo.



2003 to present

His forehead has been modified and the computer equipment in the background removed but the Kingston Redhead, or "Rex," as he is known to his friends, hasn't changed much over the years. People everywhere recognize this icon as the symbol of the world's independent memory leader.

The History of Kingston Technology Company

1987 - Beginnings

Kingston Technology grew out of a severe shortage of surface-mount memory chips in the high-tech marketplace in the 1980s. Determined to find a solution, founders John Tu and David Sun combined their unique engineering expertise and designed a revolutionary new Single In-Line Memory Module (SIMM) that utilized readily available, older through-hole components. This meeting of minds gave birth to a new technology, a new industry standard and on October 17, 1987, a new company.

1989

Kingston differentiates itself from its competitors with 100-percent testing, resulting in quality assurance and a leadership position in the market.

1990

Kingston branches out into its first non-memory product line, processor upgrades.

1992

Kingston is ranked #1 by Inc. magazine as the fastest-growing privately held company in America.

1993

Kingston expands into networking and storage product lines.

1994

Kingston introduces DataTraveler® and DataPak™ portable products.

Kingston achieves the rare feat of becoming ISO 9000 certified on its first assessment attempt.

Forbes magazine lists Kingston as number 367 on its list of "The 500 Largest Private Companies in the U.S." Kingston is listed with revenue of \$489 million.

1995

Kingston joins the Billion-Dollar Club as the company's 1995 sales exceed \$1.3 billion. Ads run in the Wall Street Journal, Orange County Register and LA Times with the headline "Thanks a Billion!" and a listing of all Kingston employees.

1996

On August 15, Softbank® Corporation of Japan acquires 80 percent of Kingston for a total of \$1.5 billion.

Kingston and Toshiba co-Market memory upgrades for Toshiba PCs. This was the first time that a PC OEM and a memory manufacturer teamed up to create a co-branded module.

In December, John Tu and David Sun allocate \$100 million for employee bonuses as a result of the acquisition.

1997

Kingston opens its European headquarters in the United Kingdom.

1998

Kingston is ranked #2 by Fortune Magazine of the "100 Best Companies to Work for in the United States".

1999

In July, John Tu and David Sun buy back the 80 percent of Kingston owned by Softbank for \$450 million.

2000

Forbes magazine lists Kingston as number 141 on its list of "The 500 Largest Private Companies in the U.S." Kingston is listed with revenues of \$1.5 billion for 1999.

2001

Kingston is honored by Industry Week as a "Top 5 Global Manufacturing Company".

2002

In January, Kingston makes Fortune's list of "100 Best Companies to Work For" for the fifth year in a row.

In July, Kingston launches a patented, industry-leading memory tester.

2003

In April, Kingston receives the "Diverse Supplier Award for Best Overall Performance" from Dell.

In June, Kingston is honored for "Excellence in Fairness" by the Great Place to Work Institute.

In October, Kingston launches "Green Initiative" for module manufacturing.

2004

iSuppli ranks Kingston as world's number-one memory module manufacturer for the third-party memory market.

In August, Kingston increases Flash memory cards' warranty to "lifetime".

2005

iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market for a second consecutive year.

In July, Kingston is granted a U.S. patent on a dynamic burn-in tester for server memory.

In September, Kingston opens the world's largest memory module manufacturing facility in Shanghai, China.

2006

iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market for a third consecutive year.

In March, Kingston introduces the first fully secure, 100% privacy USB drive with 128-bit hardware-based encryption and later in the year, 256-bit hardware encryption.

In April, Kingston launched Fully-Buffered Dimms (FBDIMMs), breaking the 16GB barrier.

In September, Kingston receives Intel's Outstanding Supplier Award for Exceptional Support, Quality and Timely Delivery of FB-DIMM Products.

2007

iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market for a fourth consecutive year.

Forbes lists Kingston as #83 on its list of "The 500 Largest Private Companies in the U.S."

Inc. ranks Kingston as the #1 Fastest Growing Private Company By Revenue.

2008

iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market for a fifth consecutive year.

In August, Inc.com's "Top 100 Inc.5000 Companies" ranks Kingston #2 in both Gross Dollars of Growth and Overall Revenue.

In November, Forbes lists Kingston as #79 on its list of "The 500 Largest Private Companies in the U.S."

2009

Kingston reports revenues of \$4.0B for 2008, the third-highest in company history. Volume increased 41% in memory units shipped from 2007.

iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market for a sixth consecutive year.

In August, Inc.com's "Top 100 Inc.5000 Companies" ranks Kingston #5 in Private Companies by Revenue.

In October, Forbes lists Kingston as #97 on its list of "The 500 Largest Private Companies in the U.S.," and #1 in the computer hardware category.

2010

Kingston reports revenues of \$4.1B for 2009, the second-highest in company history.

iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market with 40.3% market share, up from 32.8% in 2008 and 27.5% in 2007.

2011

Kingston reports revenues of \$6.5B for 2010, the highest in company history.

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Kingston Marketshare – The Latest

Independent Market Research Company iSuppli reports that Kingston owned 44.6% of the DRAM market share in 2011:

iSuppli: Top 5 third-party* DRAM module suppliers by revenues, (US\$M)

| Rank | Company Name | 2011 | Share |
|------|----------------------------|-------|-------|
| 1 | Kingston Technology | 3,201 | 44.6% |
| 2 | Ramaxel Technology | 580 | 8.1% |
| 3 | Smart Modular Technologies | 515 | 7.2% |
| 4 | Crucial Technology | 474 | 6.6% |
| 5 | A-Data | 304 | 4.2% |
| | Others | 2,098 | 29.3% |
| | Total | 7,172 | 100% |

Source: iSuppli, March 2012
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Why choose Kingston?

- **Superior Quality:** Kingston® qualifies all components and tests all modules in all stages of production.
- **Guaranteed Compatibility:** Kingston customizes its memory and guarantees 100-percent compatibility.
- **Convenience:** Kingston provides a complete range of memory solutions at competitive prices for thousands of systems.
- **Stability:** Established in 1987, Kingston has grown to be the largest independent memory module manufacturer in the industry.
- **Reliability:** Its commitment to using the highest-quality components and to 100-percent testing makes Kingston memory the most reliable on the market.
- **Expertise:** Kingston is involved in the DRAM process from the dicing of the wafer to encasing the integrated circuits to assembling the module to testing the finished product.
- **Warranty:** Kingston offers a lifetime warranty on all memory modules and Flash cards, a three-year warranty on SSDNow drives and a five-year warranty on DataTraveler® USB Flash drives. Visit the Kingston warranty statement page

Kingston Technology Company

Kingston has grown to be the world's largest independent manufacturer of memory enhancement products. Founded in 1987 by John Tu and David Sun, Kingston has grown from offering a single in-line memory module into an international company with over 2,000 products that support over 20,000 systems with sales exceeding \$6.5 billion in 2010.

Reliability is the cornerstone of Kingston's product strategy and contributes to the high degree of trust between Kingston and its customers. Kingston is dedicated to exceeding the industry standard when it comes to detail, product quality and product reliability.

Kingston Reliability and Experience

An important step to ensure memory reliability is to screen memory components thoroughly and guarantee only the highest-quality components are used. Kingston is one of the few memory manufacturers that require qualification of the components and tests modules at all stages of production.

Kingston has also developed one of the most stringent and trusted testing processes in the memory industry. Kingston makes continual investments in the world-class manufacturing facilities it operates throughout the world.

International Organization for Standardization

ISO 9001

The ISO program is the international standard for overall quality business processes. ISO 9001 guides companies to create a foundation for conducting business procedures in a way meant to ensure companies conduct the highest caliber of workmanship possible. The framework comprises the entire span of delivering a product or service: purchasing raw materials or components, contract review, quality control product inspection, design, development, handling, delivery, employee training, and customer service and support. The purpose is to create a standard for overall quality business processes.

Kingston has developed a quality system that meets the requirements specified by ISO 9001 standards and was certified in 1994 after its first audit. According to ISO assessors, only 30 percent of the companies that apply for certification pass on the first attempt. Kingston has maintained its certification by continually passing audits performed every six months. [Learn more \(link to ISO page\)](#)

Industry Standards

Kingston is extremely careful to manufacture its products within specification. In fact, Kingston is a member of the JEDEC (Joint Electron Device Engineering Council) Solid State Technology Association, and also holds a Vice Chairman seat on the JEDEC board. JEDEC has been the foremost standards development organization for the semiconductor industry since 1958. Kingston is one of the 300 companies that work closely together developing standards to meet industry and user needs.

DRAM Suppliers

Kingston has developed long-term relationships with the leading DRAM manufacturers. Our DRAM chips are purchased directly from these manufacturers, which include Elpida, Hynix, Infineon, Renesas, Samsung, Toshiba and others. The components are shipped directly from the manufacturer's facility to Kingston's facility minimizing handling and exposure to damage.

All DRAM chips delivered to Kingston are scrutinized to ensure that only premium, qualified, and tested DRAM is accepted. As a leading DRAM customer, Kingston receives excellent quality and availability of DRAM chips. This availability allows Kingston to offer a wide variety of memory modules from those for legacy systems to the latest systems.

Kingston Quality

Kingston Quality

Kingston takes pride in its proactive role in verifying the quality and reliability of the components used in Kingston products. Kingston memory is designed and built with components that are purchased from qualified suppliers that meet Kingston's high quality standards. Kingston has been ISO 9001 certified since 1994. Kingston has not only obtained this high standard certification, but it has maintained and improved its process to adapt to the demanding memory industry.

Design

To guarantee 100-percent reliability and compatibility, Kingston modules are designed to meet the specific requirements of the system or class of systems in which the module will be installed. Kingston engineers test the memory on the system motherboard and with the applications and operating systems most commonly used with the system. Since memory performance varies slightly between brands of DRAM, Kingston's design standards call for in-system qualification of every new module design.

Components

Kingston's proactive Supplier Quality Program certifies and monitors DRAM chips, boards (PCBs), and passive components. Kingston has established strict control requirements that subject component lots received to testing for compliance. For example, the latest DDR technology memory chips are sample tested using Agilent® 83000 testers to verify DDR compliant timing characteristics. If the design of a DDR chip is altered in any way, it must go through the qualification process again.

Assembly

All memory chips are sent directly from the DRAM manufacturer to Kingston assembly plants to minimize handling and reduce the chance of damage. Numerous steps are taken throughout the entire assembly process to eliminate the possibility of electro-static discharge, which is the leading cause of memory failure.

Testing

Kingston employs a multi-tiered testing system to ensure quality control throughout the manufacturing process. In addition to the rigorous tests performed on DRAM and other components, Kingston subjects all new module designs to signal-quality testing, software stress testing, thermal testing, and system-specific, long-term reliability testing. Kingston has also continued its long-standing practice of 100-percent production testing of all finished goods.

At Kingston, we believe that quality is based on the synergy of all four areas: Design, Components, Assembly and Testing (DCAT).

Compatibility

Many other memory module companies use a generic module for a variety of systems. Kingston takes design to a higher level and manufactures system-specific memory. This means the design is customized to meet the memory requirements of the computer system for which the module is designed. The design is fine-tuned to match the timing of the system, to reduce noise and heat, and allow for the most efficient communication between the memory and the CPU. Kingston also tests the module in the system using popular applications, operating systems and the original equipment manufacturer's diagnostic program.

Convenience

Buying Kingston is convenient. Kingston supports many major systems and offers many different types of memory technologies making Kingston an excellent single source for all your memory needs. We offer memory for servers, desktops, telecommunication and network devices, workstations, printers, even digital appliances and cameras. Our free technical support is available to help with memory questions you may have. All Kingston memory modules are backed by a lifetime warranty ([please visit the Kingston warranty statement page for detailed warranty information](#)) and guaranteed compatibility.

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Kingston Technology Company

In 1987, Kingston® entered the market with a single product. Founders John Tu and David Sun fulfilled a severe shortage of surface mount memory chips with a memory module that would serve to redefine industry standards for years to come.

Combining one of the most extensive and stringent testing processes in the memory industry, an exceptional free tech support center and a consistent roll-out of innovative technologies, Kingston Technology has continually set industry standards of quality and reliability throughout its history.



Reliability is the cornerstone of the Kingston product strategy. It has played a key role in maintaining the long-term relationships developed over the years with customers. Kingston remains committed to exceeding industry standards with every new development while maintaining the signature reliability of its products.

Kingston Today

Kingston has grown to be the world's largest independent manufacturer of memory products. With global headquarters in Fountain Valley, California, Kingston employs more than 4,000 people worldwide. Regarded as one of the "Best Companies to Work for in America" by Fortune magazine, Kingston's tenets of respect, loyalty, flexibility and integrity create an exemplary corporate culture. Kingston believes that investing in employees is essential and that each individual employee is a vital part of the company's success.

Kingston serves an international network of distributors, resellers, retailers and OEM customers on six continents. The company also provides contract manufacturing and supply chain management services for semiconductor manufacturers and system OEMs.

General Contact Information

Kingston Technology Company, Inc.

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Toll-Free +1 (877) KINGSTON
Ph: +1 (714) 435-2600
Fx: +1 (714) 435-2699
[Map/Directions](#)

Press

May 8 - Kingston expands device support for Wi-Drive

April 10 - Kingston Releases HyperX 3K Solid-State Drive

June 3 - Kingston Technology to Ship Ultra-fast 2666MHz HyperX Memory to Support New Third-Generation Intel Core 'Ivy Bridge' Processors



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Distinctions

Since 1997, Kingston has consistently garnered awards and accolades as an employer and for its products, services and innovations. Below are some of the honors received.

| Accolades and Distinctions | |
|----------------------------|--|
| Year | Description |
| 2010 | iSuppli - Applied Market Intelligence iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market |
| 2009 | Forbes Magazine Kingston ranked #97 in "Forbes 500 Top Private Companies in the United States," marking the tenth time Kingston has ranked in the top 500 and the fourth time in a row ranking in the top 100. iSuppli - Applied Market Intelligence iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market Inc.com Inc.com's "Top 100 Inc. 5000 Companies" ranks Kingston #5 in total revenue and #1 revenue in the computer hardware category Publicease - Tech Evolution Award The Tech Evolution Awards recognize Kingston among an elite group of companies that offer exceptional technologies that are transforming the technology industry |
| 2008 | DRAMeXchange Listed as #1 Worldwide DRAM Module House Memory Maker for 2008 Inc. Magazine Inc.com's "Top 100 Inc. 5000 Companies" ranks Kingston #2 in both gross dollars of growth and total revenue iSuppli - Applied Market Intelligence iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market |
| 2007 | DRAMeXchange Listed as #1 Worldwide DRAM Module House Memory Maker for 2007 GTDC Summit Kingston receives distribution industry Rising Star Award, which recognizes the IT Distributions industry's fastest-growing manufacturers and publishers Inc. Magazine Inc. ranks Kingston as the #1 fastest growing private company by revenue iSuppli - Applied Market Intelligence iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market The Times Kingston Technology crowned winner of The Times Leadership Challenge, 2007, United Kingdom |
| 2006 | DRAMeXchange Listed as #1 Worldwide DRAM Module House Memory Maker for 2006 Intel Kingston receives Intel's Outstanding Supplier Award for Exceptional Support, Quality and Timely Delivery of FB-DIMM Products iSuppli - Applied Market Intelligence iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market Orange County Business Journal John Tu and David Sun Awarded Business People of the Year Kingston leads OC County's Top Minority-Owned Businesses with Posted Gain in Revenue for 2005 |
| 2005 | iSuppli - Applied Market Intelligence iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market |
| 2004 | AMD AMD Recognizes Kingston for Outstanding Partner Contributions to Athlon 64 and Opteron Launches |

| | |
|------|---|
| | <p>Computer Trade Shopper Memory Manufacturer of the Year, United Kingdom Financial Times Best Workplaces, United Kingdom</p> <p>iSuppli - Applied Market Intelligence iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market</p> |
| 2003 | <p>Computer Trade Shopper Memory Manufacturer of the Year, United Kingdom</p> <p>Dell Supplier Award Kingston receives Diverse Supplier Award for Best Overall Performance based on Kingston's relationship supporting Dell's base memory business</p> <p>Financial Times Best Workplaces, United Kingdom</p> |
| 2002 | <p>Computer Trade Shopper Memory Manufacturer of the Year, United Kingdom</p> <p>Fortune Magazine Kingston Ranked #63 of the "100 Best Companies to Work for in the United States," marking the for the fifth year in a row ranking in the top 100</p> |
| 2001 | <p>BusinessWeek Kingston ranked #8 on BusinessWeek's Top Private Info Tech Companies</p> |
| 2000 | <p>United States Secretary of Labor visits Kingston U.S. Secretary of Labor Elaine Chao visits Kingston Headquarters to discuss its formula as a successful technology company in America</p> |
| 1999 | <p>AEA Kingston receives Best Employers Award, Hi-Tech Industry</p> |



| | | | | | |
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The Kingston Redhead Evolution



1989

Ad agency develops "improve your memory" ad that features hands installing memory into a partial head.



1990

First Kingston logo is developed. Using the ad for inspiration, it features a line drawing of modules going into an open head.



1992

An artist named Fraser is commissioned to create a simple yet powerful version of the head that also reflects technology. He creates three of four comps; the one with a single head surrounded by computer equipment is chosen for the logo.



2003 to present

His forehead has been modified and the computer equipment in the background removed but the Kingston Redhead, or "Rex," as he is known to his friends, hasn't changed much over the years. People everywhere recognize this icon as the symbol of the world's independent memory leader.

The History of Kingston Technology Company

1987 - Beginnings

Kingston Technology grew out of a severe shortage of surface-mount memory chips in the high-tech marketplace in the 1980s. Determined to find a solution, founders John Tu and David Sun combined their unique engineering expertise and designed a revolutionary new Single In-Line Memory Module (SIMM) that utilized readily available, older through-hole components. This meeting of minds gave birth to a new technology, a new industry standard and on October 17, 1987, a new company.

1989

Kingston differentiates itself from its competitors with 100-percent testing, resulting in quality assurance and a leadership position in the market.

1990

Kingston branches out into its first non-memory product line, processor upgrades.

1992

Kingston is ranked #1 by Inc. magazine as the fastest-growing privately held company in America.

1993

Kingston expands into networking and storage product lines.

1994

Kingston introduces DataTraveler® and DataPak™ portable products.

Kingston achieves the rare feat of becoming ISO 9000 certified on its first assessment attempt.

Forbes magazine lists Kingston as number 367 on its list of "The 500 Largest Private Companies in the U.S." Kingston is listed with revenue of \$489 million.

1995

Kingston joins the Billion-Dollar Club as the company's 1995 sales exceed \$1.3 billion. Ads run in the Wall Street Journal, Orange County Register and LA Times with the headline "Thanks a Billion!" and a listing of all Kingston employees.

1996

On August 15, Softbank® Corporation of Japan acquires 80 percent of Kingston for a total of \$1.5 billion.

Kingston and Toshiba co-Market memory upgrades for Toshiba PCs. This was the first time that a PC OEM and a memory manufacturer teamed up to create a co-branded module.

In December, John Tu and David Sun allocate \$100 million for employee bonuses as a result of the acquisition.

1997

Kingston opens its European headquarters in the United Kingdom.

1998

Kingston is ranked #2 by Fortune Magazine of the "100 Best Companies to Work for in the United States".

1999

In July, John Tu and David Sun buy back the 80 percent of Kingston owned by Softbank for \$450 million.

2000

Forbes magazine lists Kingston as number 141 on its list of "The 500 Largest Private Companies in the U.S." Kingston is listed with revenues of \$1.5 billion for 1999.

2001

Kingston is honored by Industry Week as a "Top 5 Global Manufacturing Company".

2002

In January, Kingston makes Fortune's list of "100 Best Companies to Work For" for the fifth year in a row.
In July, Kingston launches a patented, industry-leading memory tester.

2003

In April, Kingston receives the "Diverse Supplier Award for Best Overall Performance" from Dell.
In June, Kingston is honored for "Excellence in Fairness" by the Great Place to Work Institute.
In October, Kingston launches "Green Initiative" for module manufacturing.

2004

iSuppli ranks Kingston as world's number-one memory module manufacturer for the third-party memory market.
In August, Kingston increases Flash memory cards' warranty to "lifetime".

2005

iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market for a second consecutive year.
In July, Kingston is granted a U.S. patent on a dynamic burn-in tester for server memory.
In September, Kingston opens the world's largest memory module manufacturing facility in Shanghai, China.

2006

iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market for a third consecutive year.
In March, Kingston introduces the first fully secure, 100% privacy USB drive with 128-bit hardware-based encryption and later in the year, 256-bit hardware encryption.
In April, Kingston launched Fully-Buffered Dimms (FBDIMMs), breaking the 16GB barrier.
In September, Kingston receives Intel's Outstanding Supplier Award for Exceptional Support, Quality and Timely Delivery of FB-DIMM Products.

2007

iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market for a fourth consecutive year.
Forbes lists Kingston as #83 on its list of "The 500 Largest Private Companies in the U.S."
Inc. ranks Kingston as the #1 Fastest Growing Private Company By Revenue.

2008

iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market for a fifth consecutive year.
In August, Inc.com's "Top 100 Inc.5000 Companies" ranks Kingston #2 in both Gross Dollars of Growth and Overall Revenue.
In November, Forbes lists Kingston as #79 on its list of "The 500 Largest Private Companies in the U.S."

2009

Kingston reports revenues of \$4.0B for 2008, the third-highest in company history. Volume increased 41% in memory units shipped from 2007.
iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market for a sixth consecutive year.
In August, Inc.com's "Top 100 Inc.5000 Companies" ranks Kingston #5 in Private Companies by Revenue.
In October, Forbes lists Kingston as #97 on its list of "The 500 Largest Private Companies in the U.S.," and #1 in the computer hardware category.

2010

Kingston reports revenues of \$4.1B for 2009, the second-highest in company history.
iSuppli ranks Kingston as the world's number-one memory module manufacturer for the third-party memory market with 40.3% market share, up from 32.8% in 2008 and 27.5% in 2007.

2011

Kingston reports revenues of \$6.5B for 2010, the highest in company history.



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Orange County Business Journal

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Inside Kingston

By Sarah Tolkoﬀ - 11/26/2007

Orange County Business Journal Staff

The founders of Kingston Technology Co., one of Orange County's biggest private companies, treat their 800 Fountain Valley workers like a big, raucous family.

"I don't think John Tu and David Sun's management style has changed at all over 20 years," said Mark Leatham, Kingston's director of business development and marketing for flash memory. "We are a patriarchy with the dynamics of a family. Everybody has a voice and everybody has the ability to influence. And we have two guys at the top of the company who make sure we all behave and play nice."

Kingston is the largest maker of memory products that go into computers, networking gear and consumer gadgets with sales of \$3.7 billion last year. It sells to computer makers, Fortune 500 companies and consumers.

But size is deceiving when it comes to Kingston's corporate culture.

"Kingston is probably the biggest module manufacturer in the world," said Rick Webb, vice president of consumer products. "But you would never know it from the managers. Everyone is very humble. We don't go to our customers and say, 'Hey, we are No. 1.'"

Chief Operating Officer Sun, and Tu, who's president, set the tone. They're known for humility and generosity.

"I'm not intimidated by them and I feel as if I can talk to them any time," said Cindi Kipers, customer service manager. "They are just average Joes, like me."

Kingston isn't big on org charts. Some executives and managers have to stop and think when asked what their titles are.

And there isn't a clear No. 2 to the Sun-Tu team.

"There is always a (succession) plan, because the guys at the top are very smart," Leatham said. "I've never heard the plan articulated, but there is a plan."

The company has a number of rising leaders who get mentoring from more senior executives.

Mentoring "is becoming routine," said Vimal "Al" Soni, senior vice president of strategic alliances. "It's a part of our culture. These young folks are now closest to the market and to the problems, much more so than John, David and myself. They have a much closer view of the issues and needs. We have to encourage them to make decisions. It's a natural process that is happening now at Kingston."

But there's no sense of urgency, according to Soni.

"John and David have not set any timeline," he said. "Right now they are both enjoying the work and the people and where the company is."

Sun and Tu give their workers room and let them do things their own way, according to Webb.

"It's not the typical business setting where there is so much pressure to perform," he said. "The culture is, 'Hey, do your best.' I want to perform well for them because they trust me in that role."

"There's not much oversight," said John Holland, vice president of U.S. sales. "People feel that they are trusted by the company. John and David don't have auditors sniffing around your mistakes. Trust is a big thing here. I look up to them as father figures."

Tu, who is from China, and Sun, who's Taiwanese, bring their backgrounds to Kingston.

"I learned something my first year here, 14 years ago," Kipers said. "I felt like I was stepping on people's toes and being aggressive. They pulled me aside and said, in Asian culture, saving face is as high up there as telling the truth. I learned never to walk into a meeting or up to another person and say, 'You did this wrong.'"

Kingston doesn't obsess on worker performance and productivity statistics.

"The fact that I'm allowed to do my job is very important to me," said Kerstin Andreano, director of customer service. "Some tech support environments are very concerned about numbers, like how many calls each technician takes. That's not what we think about on a daily basis. We worry about taking care of the customer and doing what's right."

It's a luxury Kingston can afford.

The company has about 20% of the market for memory boards that go into computers, the biggest part of the market. It has a healthy lead over U.S. and Taiwanese rivals.

But the company's accepting, generous culture is part of what made it what it is today. Suppliers are well-treated. Bills are paid on time, if not early. And Sun and Tu won't turn away shipments of chips if the market price falls below prearranged contract prices.

"David has set a precedent here of making sure his employees, vendors and customers are taken care of," Webb said. "It's a simple concept. If you take care of the vendors, you can take care of your customers."

Holland, who helped Kingston expand into the Middle East and Europe, took the philosophy abroad when he set up offices in Britain and Germany.

"We tried to encourage people to roll up their sleeves, act as entrepreneurs with responsibility and act without permission," he said.

"Family" comes up a lot at Kingston.

"John and David have found this really unique way of treating us as individuals, but also as though we are their family members," Kipers said.

The duo made global headlines in 1996 when they handed out \$100 million in bonuses to workers after selling 80% of Kingston to Japan's Softbank Corp. (They bought the company back in 1999 for a fraction of what Softbank paid.)

The bonuses didn't go out all at once. Some money was put aside for charitable works and the rest was paid out to workers over several years.

"That is always something that I will never forget," Andreano said. "That was a life-changing event for me. It allowed me to buy a house here."

This year, Kingston expects sales of \$4 billion. About \$1 billion is from sales of flash memory for digital cameras and other consumer electronics.

The company has been a late comer to flash memory, in part because some at Kingston were skeptical about the market.

"The culture is if the employee has an idea, they are generally willing to let the employee try it," Holland said. "If it doesn't work, they don't point fingers or criticize."

Executives make "a ton of mistakes," Leathem said.

"If we are not making mistakes we are not doing anything," he said. "The ability to recognize that you need to make a change and the ability to execute that change is what makes the company successful."

A few years ago, Kingston released the K-PEX 100, a flash memory device that played digital music and videos. It bombed with U.S. customers.

"There was no hand-wringing, no six-month investigations afterward," Leathem said. "It happens. We got on with the next project."

Sun and Tu have been right more often than not.

"What makes Kingston successful is the two people at the top have a fantastic instinct for when and what to do," Leathem said. "Their track record is difficult to argue with. They'd be great baseball players with good batting averages."

Kingston's executives are adept at the company's biggest task—buying enormous amounts of memory chips, the building blocks of memory boards and flash cards, from chipmakers in Asia.

Company buyers must make constant bets on shifting prices. There's the potential to make big profits or sink them within a single transaction.

"The prices can fluctuate very fast depending on supply and demand, so it is a thing where you can't take your eyes off of the market," Soni said. "Wrong choices can be very painful."

Buying memory is a series of "calculated risks," he said.

Behaving Small

But being nimble—a Kingston trait—is key.

"By no means are we small, but we still act and behave much like a small company," Soni said. "Our thinking is fast and flexible. We study the situation as carefully as possible. But that doesn't mean we get it right all the time."

If there's an executive culture to speak of at Kingston, it's the lack of a formal one.

"That makes a statement," Holland said. "This company doesn't have the traditional status symbols that other companies have. It's a very humble, straight-forward business."

There are no special parking spots, corner offices or glitzy conference rooms.

Sun and Tu sit at desks overflowing with clutter in the middle of a room full of salespeople. They don't have assistants.

Meeting rooms have modular, Ikea-inspired furniture. As a concession to the graphic designers who do Kingston's packaging, the walls are painted purple, red and mint green.

The company's headquarters, with the exception of its manufacturing plant, looks like it's run on a shoestring.

"We are a cheap company," said Darwin Chen, director of global flash operations. "We keep everything very lean and mean as a commodity organization."

Sun and Tu stick to their roots and keep the atmosphere light.

The company hosts a big golf tournament for workers one weekend a year in Las Vegas. There's a big company picnic in the summer, holiday parties and dinners for workers who have been there for more than a decade.

Tu, a drummer, has a band that practices in the mail room.

Kingston's longtime workers have an extreme love of the founders.

"If John and David walked up to me and handed me toothbrush and said, 'Can you go clean the toilets?' I would do it without question," Kipers joked.

Loyalty runs deep at Kingston. Many workers have been there for more than 10 years.

"I think we have done a really good job evolving over the years," Kipers said. "It's hard for a company this large to hold on to their culture. Kingston has been able to do that."

THE TEAM

- John Tu: 66, cofounder, president, heads global sales, marketing. Started Camintonn with David Sun in early 1980s, sold to AST Research. Started Kingston in 1987, after losing millions in stock market crash. Plays drums in own band, JT and California Dreamin'.

- David Sun: 56, cofounder, chief operating officer, heads U.S. operations, including sales, marketing, engineering, manufacturing, logistics, shipping,

human resources, procurement. Avid golfer. Hosts annual golf tournament for workers in Las Vegas.

- John Holland: 43, vice president, U.S. sales. Heads team of 50 that sells to Fortune 500 companies through resellers and distributors (reports to Tu). Helped set up offices in Britain, Germany. Fifteen years at Kingston. Enjoys skiing.
- Vimal "Al" Soni: 56, senior vice president, strategic alliances. Heads buying, logistics for purchasing of memory chips from chipmakers around the world (reports to Sun). Eleven years at Kingston. Plays golf.
- Kerstin Andreano: 38, director of customer service. Heads group of 30 that does tech support and manages warranties, replacements (reports to Sun). Fifteen years at Kingston. Enjoys horseback riding.
- Rick Webb: 40, vice president, consumer products group. Manages team of 14 in charge of relationships with stores and online retailers (reports to Soni). Three years at Kingston. Coaches soccer, baseball.
- Darwin Chen: 34, director of global flash operations. Pioneered Kingston's flash business five years ago. Heads research, marketing, product development, customer relations for consumer flash (reports to Sun and Tu). Seven years at Kingston. Enjoys cooking, wine, cigars.
- Mark Leatham: 40, director of business development, marketing for flash. Develops new markets (reports to Chen). Started at Kingston 15 years ago in London. Plays golf, coaches soccer.
- Cindi Kipers: 46, customer service manager. Heads group that takes all U.S. calls and e-mails for customer support, manages rebate programs (reports to Sun). Fourteen years at Kingston. Enjoys hiking, volunteering. Working on a nonprofit Web site to help rebuild New Orleans.

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Kingston preps expansion in China

Josephine Lien, Shanghai; Esther Lam, DIGITIMES [Friday 31 August 2007]

While stressing its solid DRAM module and NAND flash market share in China, Kingston Technology is preparing to expand its capacity in the region, citing tightening capacity, according to company executives.

Having extended its presence in the China market since 2001, Kingston has seen its DRAM module market share reach 21-25% in China, said MF Kuo, company representative for the Greater China region. Citing research from channels, Kingston has also taken the number one position in NAND flash application sales in China, she highlighted.

Although the problem of counterfeit memory modules still exists in the market, Kuo said the situation has improved a lot in 2007, as evident in Kingston's regain in market share, Kuo said. As the China government is exhaustively probing counterfeit issues, many distributors have found the confidence to re-approach Kingston for potential partnerships. Currently Kingston has five distributors in China, she updated.

With its Shanghai production hub now accounting for half of Kingston's global capacity, and capacity is tightening, Kingston is planning for further expansion, Kuo indicated. Kingston houses 18 production lines at the Shanghai site with monthly capacity hitting 5.36 million units, mostly DRAM modules, she detailed.

Since Kingston has only utilized one-third of the land area at the Shanghai site, the company plans expansion into the remaining area, Kuo said. However, she noted that Kingston is not rushing for expansion in the second half of 2007 as construction of a new plant takes at least 1-2 years. The company will rather consider outsourcing to feed demand, she said.

Besides the Shanghai plant, Kingston also houses a production plant at Shenzhen. This plant was established by China-based Greatwall via a technology transfer. This plant started producing NAND flash drives from 2007 and there are eight production lines currently, Kuo detailed.

Kingston saw 40% of its sales from Asia contributed by China in the first half of 2007, while total sales contribution from Asia reached 25%, according to Scott Chen, company vice president, APAC business division. Chen expects Kingston to generate sales of US\$5 billion in 2007, up from US\$3.7 billion in 2006.



MF Kuo, Kingston Greater China representative (left) and Scott Chen, company vice president, APAC business division

Photo: Josephine Lien, Digitimes

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2010 Corporate Press Release

Kingston Technology Ranked No. 6 in Revenue on Inc. Magazines Top 5000 Fastest Growing Private Companies

Rankings for U.S. Companies Based on Three-Year Comparison

Fountain Valley, CA -- August 31, 2010 -- Kingston Technology Company, Inc., the independent world leader in memory products, was ranked No. 6 in total revenue on Inc. magazine's 2010 listing of America's fastest-growing private companies. Kingston's 2009 revenues finished at \$4.1 billion (U.S.), the second-highest in company history. Inc.'s top 10 listing by revenue is a subset of the Inc. 5000 listing that ranks the top 5,000 private U.S. companies by three-year revenue growth from 2006 to 2009.



"Kingston is grateful to have made the Inc. 5000 list again. David (Sun) and I are happy that Inc. continues to publish this list as it demonstrates their support of private companies and the strong commitment to the entrepreneurial spirit which is necessary in today's difficult and competitive environment," said John Tu, co-founder, Kingston®.

"We are fortunate to have come out strong after the downturn in the memory industry and the general state of the economy of the past few years. For us to continue growing during this weak economy, we will need to keep a very strong focus on process improvement. It is the only way," said David Sun, co-founder, Kingston.

Kingston was also ranked 20th in gross-revenue growth for the three years from 2006 to 2009. During that period, Kingston's revenue grew 12 percent as revenues increased from \$3.7 billion in 2006 to \$4.1 billion in 2009.

"The leaders of the companies on this year's Inc. 5000 have figured out how to grow their businesses during the longest recession since the Great Depression," said Inc. president Bob LaPointe. "The 2010 Inc. 5000 showcases a particularly hardy group of entrepreneurs."

In 1992, Kingston was crowned No. 1, as the fastest growing private company by Inc. magazine for previous-year revenue of over \$140 million and a workforce of 130 employees. In 2007, Inc. magazine honored Tu and Sun with the inaugural Distinguished Alumni Goldhirsh Award, for leadership, guidance and the embodiment of the American entrepreneurial spirit which were the core values of Inc. founder Bernie Goldhirsh.

The Top 10 Inc. 5000 Companies Ranked by Total Revenue

| Top 10 Rank | Overall Inc. 5000 Rank | Company | Location | Industry | 2009 Revenue |
|-------------|------------------------|----------------------------|----------------------------|------------------------------|----------------------|
| 1 | No. 4,512 | HCA | Nashville, TN | Health | \$30.1 billion |
| 2 | No. 4,929 | 7-Eleven | Dallas, TX | Consumer Products & Services | \$15.1 billion |
| 3 | No. 4,932 | Toys "R" Us | Wayne, NJ | Retail | \$13.6 billion |
| 4 | No. 4,819 | Univar | Redmond, WA | Business Products & Services | \$7.2 billion |
| 5 | No. 3,247 | Booz Allen Hamilton | McLean, VA | Business Products & Services | \$5.1 billion |
| 6 | No. 4,708 | Kingston Technology | Fountain Valley, CA | Computer Hardware | \$4.1 billion |
| 7 | No. 3,626 | Mansfield Oil | Gainesville, GA | Energy | \$2.9 billion |
| 8 | No. 3,294 | LPL Investment Holdings | Boston, MA | Financial Services | \$2.7 billion |
| 9 | No. 1,018 | Vizio | Irvine, CA | Consumer Products & Services | \$2.5 billion |
| 10 | No. 4,288 | AMC Entertainment | Kansas City, MO | Media | \$2.4 billion |

For the complete Inc. 5000 list visit www.inc.com/inc5000/2010/index.html.

About Kingston Technology Company, Inc.

Founded in 1987, Kingston Technology Corporation offers a wide range of quality memory products and services designed for increased productivity and overall system performance. Through its ownership of Kingston Technology Company, Inc. and Kingston Digital, Inc., Kingston Technology Corporation is one of the world's leading manufacturers of memory modules and digital media products.

Editor's Note:

For additional information, evaluation units or executive interviews, please contact David Leong, Kingston Technology Company, Inc., 17600 Newhope Street, Fountain Valley, CA USA 92708, 714-438-1817 (Voice). Press images can be found in Kingston's press room at kingston.com/company/press/

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A Sure Cure For Amnesia.

Okay. Maybe your system hasn't exactly lost its memory. The fact is, it never had enough to do the things that memory hungry software like Windows needs.

As industry experts will tell you, adding memory to your system is the single best way to improve your system's performance—and your efficiency. Which is

great if you're willing to pay around \$200 per megabyte to your system's manufacturer for a memory upgrade.

We offer an option. Kingston Technology makes over 350 memory upgrades for industry leading PCs, laser printers and workstations like the ones shown here. Chances are good that we have the memory upgrade your system needs.

Our memory is reliable, guaranteed completely compatible, warranted for at least five years and individually tested. Add our technical support, and you'll know that when you upgrade with Kingston, you won't get let down. And all this for a fraction of what you would have paid for an original part.

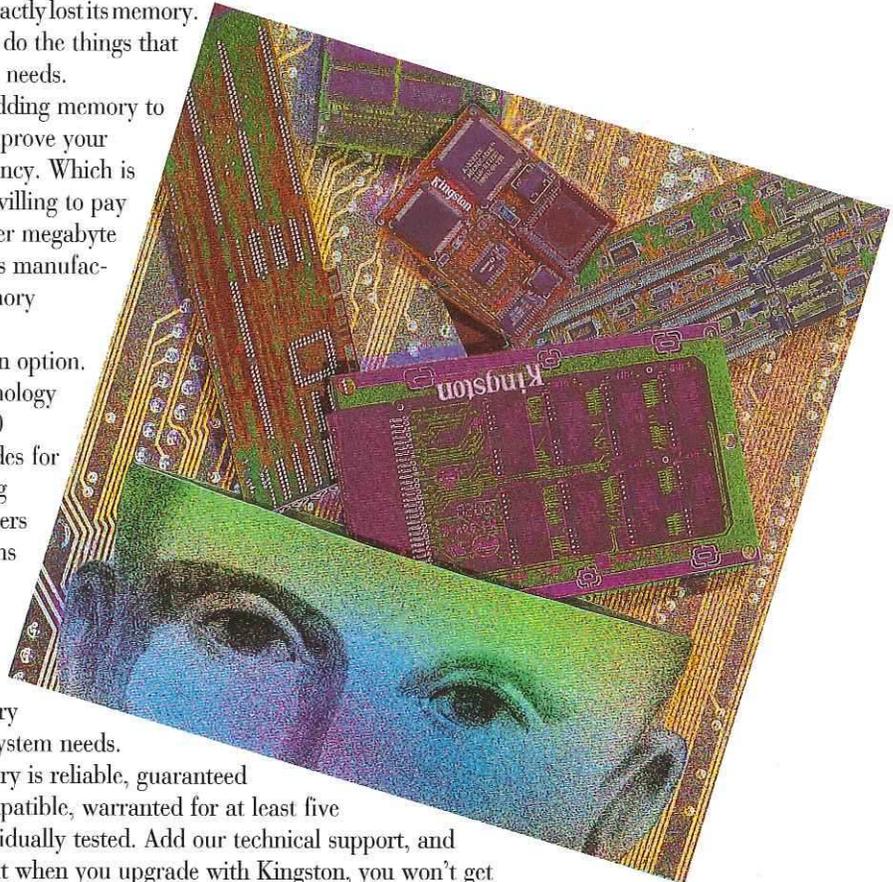
Maybe that's why Fortune 500 companies, universities and government agencies staffed with people like you choose Kingston for the memory they need to get the most from today's software.

And we don't just make memory. Our SX/Now! family of processor upgrades give your 286 systems a future by replacing the outdated processor with a Windows and OS/2 ready 386SX.

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SX/Now!

386SX Microprocessor Upgrade

Kingston is broadening its product line with the introduction of the SX/Now!, a processor upgrade that turns a 286-based personal computer into a 386SX. "To use OS/2 and Windows applications, people really need the processing power of a 386," said Steven Weinberg, Kingston's VP of Sales. "A lot of people have already invested heavily in their 286-based machines. By replacing the original processor with our SX/Now!, they get true 386SX performance at a fraction of the cost of replacing their system."

Huge Installed Base

The SX/Now! offers Kingston's distributors and resellers an opportunity to broaden their sales. Weinberg noted, "In the present state of the economy, companies have less money to spend on new systems, but they still need more computing power and efficiency. That means they have to upgrade the systems they already have. The installed base of Model 50s and 60s alone is well over a million and a quarter machines, according to InfoCorp. That makes SX/Now! a red hot product."

Cache, Clock, Math-Co, and No Slot

Kingston's SX/Now! replaces the 286 processor without taking up a Micro Channel or an AT expansion slot; it breaks the 16-bit bus bottleneck by



The latest in the Glass Head ad campaign, the SX/Now! ad.

offering cache memory and an on-board clock; and it supports the Intel 80387SX math co-processor.

Conserving expansion slots is crucial. Video, network, modem, communications, and tape backup cards all compete for these slots. The SX/Now! replaces the 286 processor by plugging directly into the processor socket on the system board.

Faster than a Speeding 65SX

With cache memory and the on-board clock, the upgraded system becomes a true 386SX—and its performance more than doubles (as measured by the Landmark Speed Test; please see chart on page 2). For example, with the installation of SX/Now!, an IBM PS/2 Model 50 becomes even faster than a 65SX.

(Continued on page 2 - SX/Now!)

The Glass Head Ad Campaign

Kingston's 1991 advertising campaign features our most exciting new products displayed inside the Glass Head. These ads play upon our original "Improve Your Memory" head ad, but they are also designed to introduce readers to a particular product or line. So far, we've designed ads for the IBM Micro Channel memory expansion boards, for our NEC, Toshiba, laptop and workstation memory, and for the new SX/Now! processor upgrade.

An important part of our strategy is to advertise in end-user publications like PC Week, Byte and PC Magazine. This serves two important functions. The first is to build brand-name recognition for Kingston products. The second is to help attract new customers. We've recently added telemarketing staff to answer inquiry calls, qualify new customers, and refer them back to the appropriate distributor or reseller. This will result in more business for everyone.



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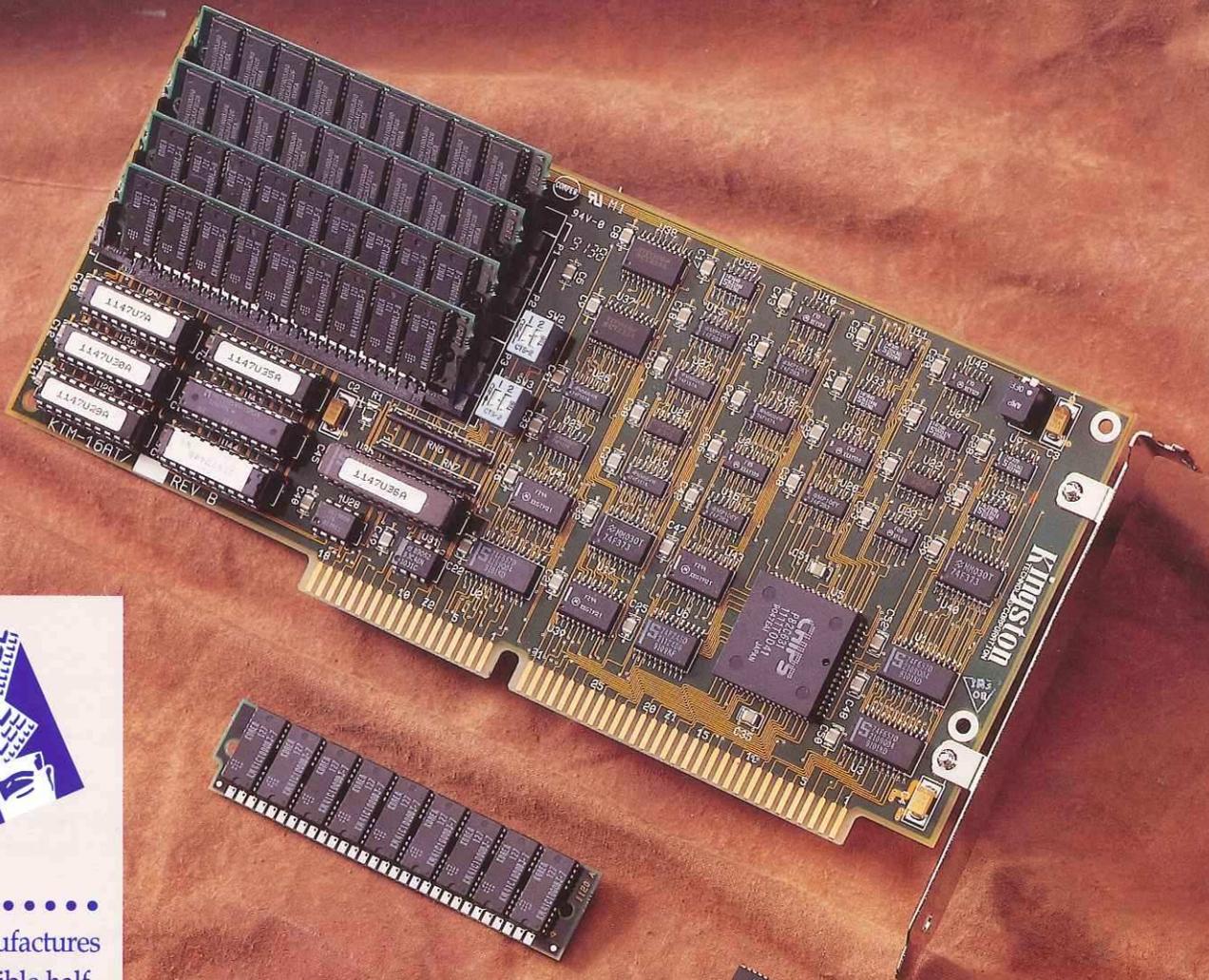
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Aboard!

AT Memory Expansion Board



.....
Kingston manufactures
an AT compatible half-
length memory
expansion board that
can expand your
personal computer up
to 16MB.



ATboard! Specifications

ATboard!

AT compatible memory expansion board for ISA personal computers, including:

- 386SX
- AT 286
- AT 386SX

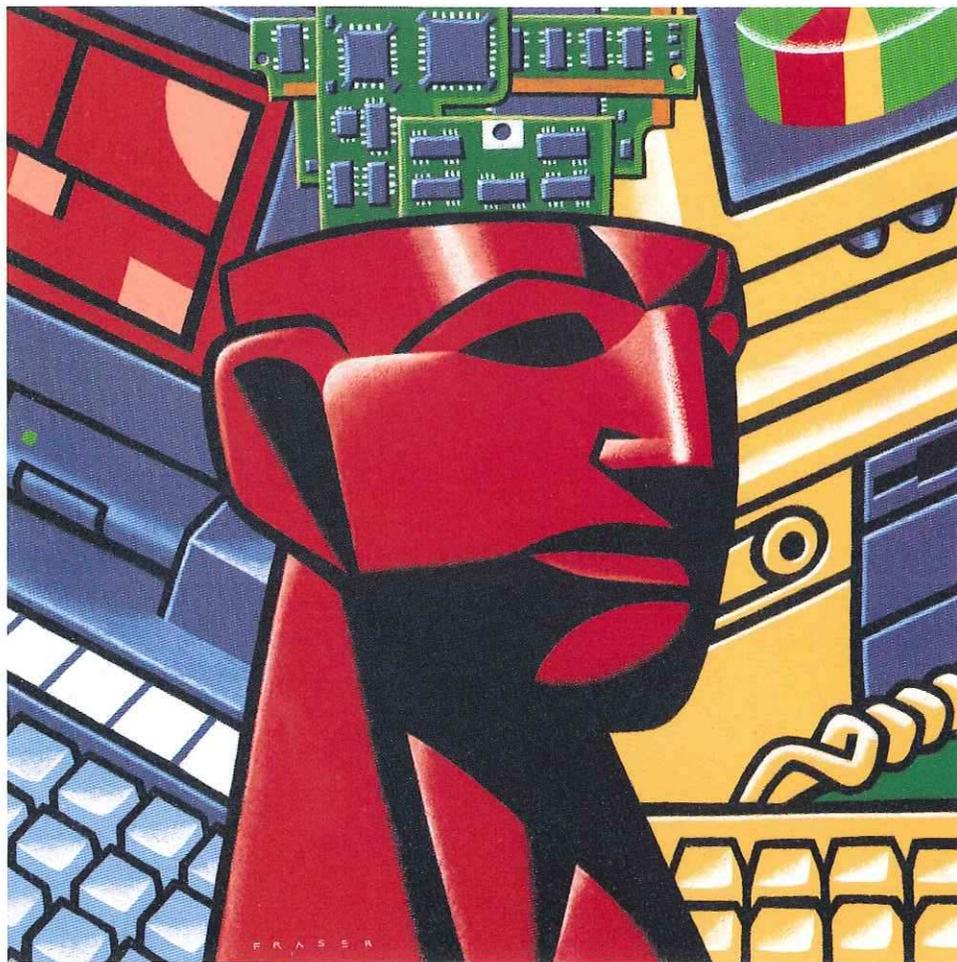
| Systems Supported | Capacity | Kingston Part Number |
|--|---|--------------------------------|
| IBM and compatible 386SX, AT 286 and AT 386SX personal computers | <i>Expansion Boards</i> | |
| | 2-16MB 8-16MB | KTM-16AT/2 KTM-16AT/8 |
| | <i>Memory Upgrades (order in pairs)</i> | |
| | 1MB 4MB | KTM1000/9-80s KTM4000/9-80s |

| | |
|----------------------------|--|
| Compatibility: | Kingston Technology's ATboard! is fully compatible with ISA (Industry Standard Architecture) systems. It is fully compatible with the hardware, software and diagnostics of 16-bit (AT) ISA systems. |
| Size: | Half-length board |
| Configurations: | ATboard! supports backfill, extended and expanded memory configurations. |
| EMS Support: | Hardware EMS supports LIM 4.0 |
| Installation: | ATboard! installs in any ISA bus slot. Kingston's installation software makes configuration easy. ATboard! has four industry-standard SIMM sockets that accept pairs of 1MB or 4MB SIMMS for up to 16MB of expansion memory. |
| Reliability: | Kingston's ATboard! is fully compatible with all AT class machines. Each board is fully tested and backed by a 24-hour exchange policy. |
| Warranty: | 5 years |
| Companion Products: | Kingston Technology manufactures a broad line of compatible memory upgrades for leading microcomputers, workstations, and laser printers. Kingston also manufactures processor upgrades and data storage enclosures. |

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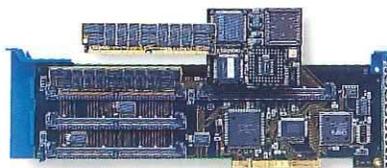
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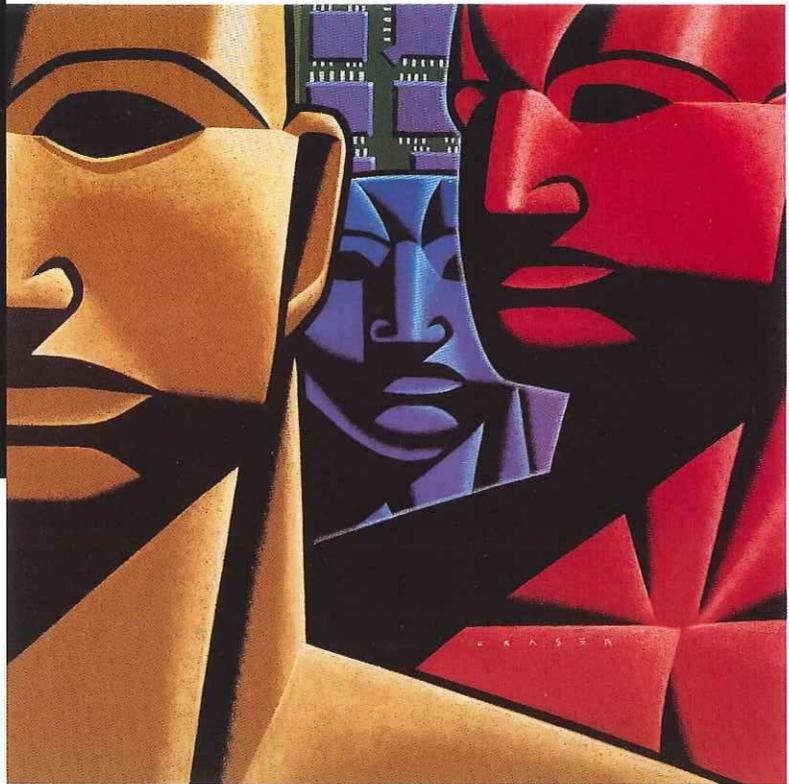


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