

## Postscript to Toshiba Group's 150th Anniversary Commemorative Issue



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The series commemorating the 150th anniversary of the Toshiba Group, which began with Volume 80, No. 4 (July 2025), concludes with this issue, Volume 81, No. 2. Beginning with our technology and innovation strategy in Volume 80, No. 4, we have presented our strategies and R&D initiatives across key areas, including energy and carbon neutrality and social infrastructure (Volume 80, No. 5); digitalization (Volume 80, No. 6); as well as devices and technology, production infrastructure, and advanced materials and innovations (Volume 81, No. 1). Through this series, we believe we have conveyed our unwavering commitment to the future—rooted in our founding 150 years ago. Since then, we have consistently embraced our mission to contribute to society and people's lives through advanced technological capabilities, while continuing to address increasingly complex and severe societal challenges.

In April 2025, we significantly evolved our research and development structure. We integrated three corporate laboratories—the Corporate Research and Development Center, the Corporate Manufacturing Engineering Center, and the Digital Innovation Technology Center—along with two works laboratories from our operating companies, to establish a new corporate laboratory (hereinafter “Soken”). Soken aims to create a structure capable of driving a seamless process from basic research through applied research to commercialization. By consolidating previously dispersed research functions, we will strengthen collaboration among researchers and engineers, thereby accelerating the fusion of knowledge and the creation of new value. Furthermore, to balance on-site problem-solving capabilities with cutting-edge R&D that anticipates the needs of society and customers, we will manage the organization to maximize the expertise and on-site capabilities of each field. In addition, we will promote open innovation and expand our global research network, bringing together the collective strength of the Toshiba Group to contribute to solving societal challenges.

In *TOSHIBA REVIEW Science and Technology Highlights 2026*, initiatives in the energy and carbon neutrality technology domain include an energy-saving support solution for buildings and offices; demonstration of the durability of iridium-saving catalysts for proton exchange membrane (PEM) water electrolysis; activities toward the restart of Kashiwazaki-Kariwa Nuclear Power Station Unit 6; and next-generation solar photovoltaic power generation technologies. In the social infrastructure technology domain, we introduce integrity assessment of bridge decks using acoustic emission (AE) sensing; anomaly detection technologies for infrastructure systems and equipment such as railway tracks; source code comprehension support technologies for infrastructure products; and battery monitoring service technologies for estimating battery degradation. In the digital technology domain, we present integrated quantum key distribution (QKD) technology. In the devices and technology domain, we showcase 1 200 V-class silicon carbide (SiC) trench metal-oxide-semiconductor field-effect transistor (MOSFET) technology; semiconductor models for model-based development (MBD) suitable for in-vehicle system verification; and 12-platter mounting technology for nearline hard disk drives (HDDs), highlighting our cutting-edge technological achievements.

With the introduction of our new business segment structure announced in October 2025, we will further align our technological and managerial directions to address societal challenges and achieve sustainable growth. By enhancing the autonomy and agility of each business area, we will remain flexible and resilient in this rapidly changing era, and continue to address the challenges faced by society and our customers.

Guided by the heritage of “restless curiosity and passion ” and “commitment to innovation” —cultivated over our 150-year history—we will continue to combine the power of technology and management to contribute to society and realize our vision of “Committed to People, Committed to the Future.”

We hope that you will enjoy reading *TOSHIBA REVIEW Science and Technology Highlights 2026*, and would appreciate your feedback, suggestions, and comments.