

INDONESIA'S MARKET MELTDOWN

FORTUNE



THE AI TIPPING POINT

How to keep your balance in the global AI frenzy

THE GREAT SOFTWARE SHAKE-UP

Winners could outnumber losers

CROSSROADS FOR CURSOR

Could a \$30 billion startup become a casualty?

A MANAGER'S GUIDE TO AI

How to adapt, lead, and thrive

KEN GRIFFIN'S BIG BET

The hedge fund billionaire's blueprint for success

ROBOTAXI RACE

Pony AI's CEO on the driverless future

WHERE INDUSTRY COMES TOGETHER

Tools and machinery trader **Toyo Corporation** is taking Japanese quality global, bringing the best technologies together.



IICHIRO HAGA
PRESIDENT,
TOYO CORPORATION

Toyo's brand essence focuses on "Linking the Best." In a world more interconnected and accessible than ever before, the company seeks to link products and information that provide value to all stakeholders. One tangible aspect of this philosophy is the Toyo One-Man Show. This annual trade convention specializes in the automotive industry, showcasing the latest manufacturing technologies and, increasingly, products related to automation, digital transformation, and energy conservation. Now in its 51st year, the 2026 Toyo One-Man Show brought together more than 70 manufacturers and nearly 5,000 visitors over two days. "The One-Man Show is a platform where people, technologies, and ideas come together to promote collaboration across the entire industry," says Toyo's president Iichiro Haga.

As the industry gradually shifts toward electric vehicles and places greater emphasis on sustainability, the company is also actively pursuing carbon neutrality. "Carbon dioxide reduction is now one of the most critical challenges we face. From a carbon-neutral perspective, we aim to support our customers and contribute to the future of the industry," adds Haga. Toyo now offers a permanent showroom where visitors can experience cutting-edge carbon-neutral equipment firsthand and hold exhibitions on a regular basis.

While continuing to build on its automotive foundation, the company has also been exploring opportunities in growing sectors, such as semiconductors and new energy. Regardless of the field, maintaining consistent Toyo quality remains a priority. "We make sure we can support our clients, whatever the price point or tool type," explains Haga. "With a network of more than 30,000 suppliers, from small components to large-scale machinery, we're able to deliver reliable solutions to customers around the globe." ■

JAPAN'S SHŌSHA BUSINESS MODEL—BALANCING trading, financing, and logistics—has long underpinned the country's position as one of the world's leading manufacturing nations. While the large trading house conglomerates are the most visible players, specialized *senmon shōsha* play an equally vital role, providing deep expertise and tailored solutions for clients in Japan and, increasingly, around the world.

Based in Aichi, Toyo Corporation has been a key player in this space for more than 70 years. With roots in Japan's automotive heartland, Toyo has long supported major automakers by supplying essential parts and components, linking the best with the best. The company has been proactive in its overseas expansion, starting with its entry into the U.S. in 1988. Toyo has now established 70 locations across nine countries, solidifying its position as a global partner for manufacturers around the world.

For more information:
www.toyo-tos.co.jp
webinfo_corporate@toyo-tos.com
+81 566 23 1040

