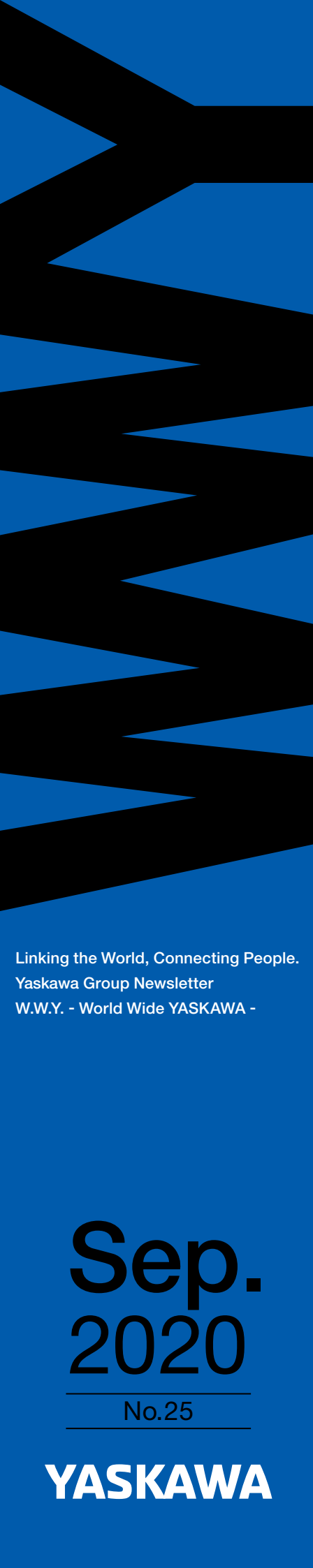
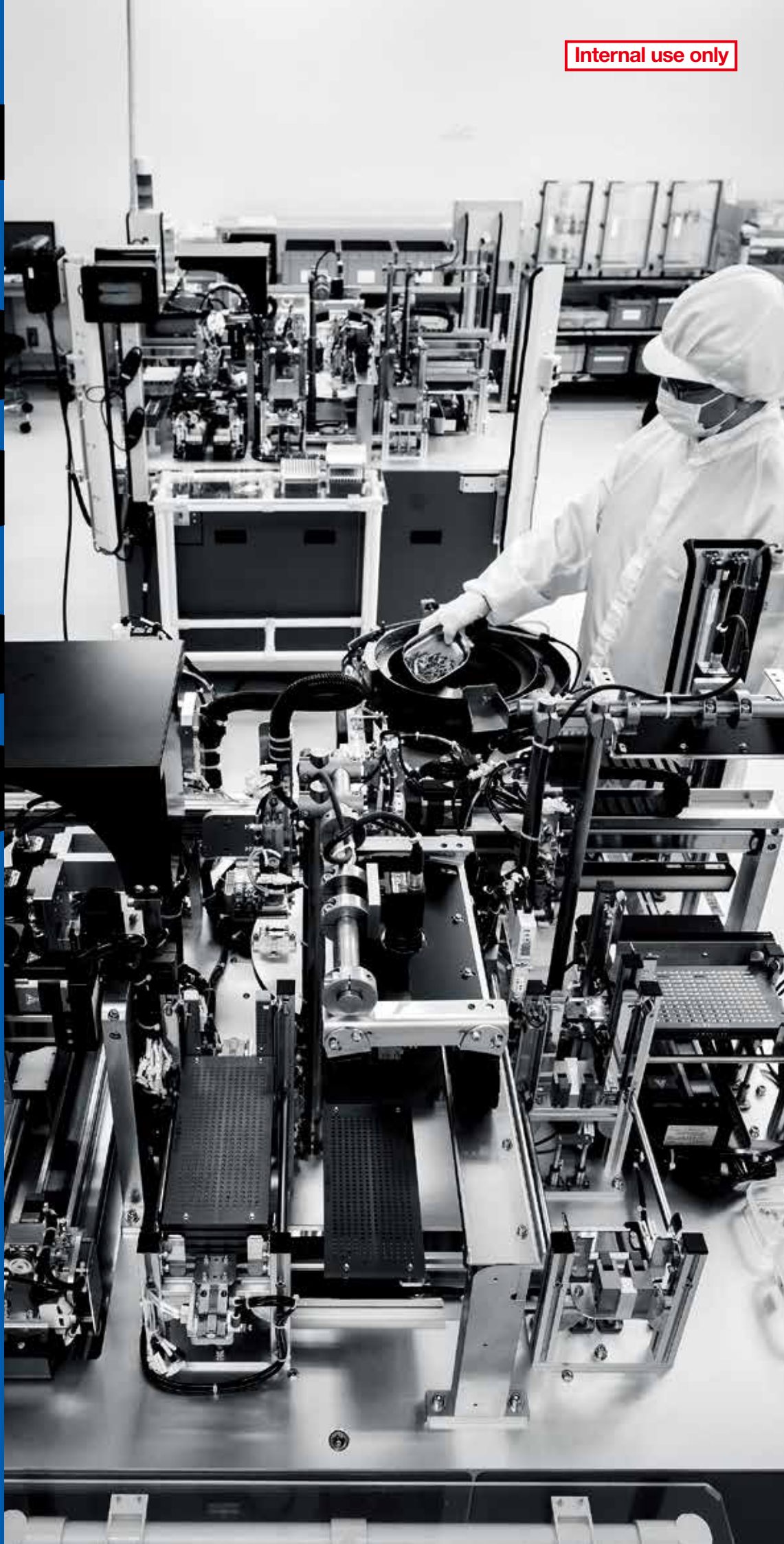


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Linking the World, Connecting People.
Yaskawa Group Newsletter
W.W.Y. - World Wide YASKAWA -

Sep.
2020

No.25

YASKAWA



This part of each issue will be reserved for top management of Yaskawa Electric to send a message to all employees of the Yaskawa Group.

Let's strengthen our core competence by viewing COVID-19 as a business

To everyone at the Yaskawa Group, as the second half of FY 2020 begins.

In the first half of FY 2020, the global trend to suspend equipment investment was strongly impacted by the coronavirus disease (COVID-19), which has continued since the end of FY 2019. Consequently, the operating result for the first half of FY 2020 is expected to be lower than the same period of FY 2019, largely due to a decline in orders. Although the spread of COVID-19 has globally halted the flow of people and brought telework to a steady state, the flow of information and manufacturing has remained uninterrupted, and the Yaskawa Group was able to continue its corporate activities. I am confident that this is not only thanks to good fortune but

also the stacked achievement of our daily practices. I express my gratitude to each of you for your continuous efforts to strengthen the competitiveness of technology, production, and sales by responding flexibly in the recovery phase of the market. Thank you very much.

Let us reflect on the first half of FY 2020 by division.

(M): The sales of products for electronic components and metal processing machines increased on the back of a growth in demand related to 5G in China, where COVID-19 has subsided. Increased demand for semiconductor-related products resulted in solid growth in Japan, the U.S., and

Hiroshi Ogasawara
Representative Director
President,
YASKAWA Electric Corporation



and grow larger opportunity!

South Korea.

(V): Sales in Japan remained steady, mainly in compressors and textile machinery, while orders for infrastructure equipment in China were also firm. However, the demand for oil and gas in the U.S. fell sharply, resulting in the division being laid amidst the challenging operating environment.

(R): The earnings of the division were significantly impacted by restrained equipment investment around the world in automotive-related industries, mainly in Europe and the U.S., as well as by the shutdown of customers' factories.

In the general industrial sector, there were temporal signs of a recovery in investment for automation, followed by the downwind of 5G-related demand in China. Nevertheless, sales were sluggish due to the continued inability to install robots because of the impact of COVID-19. On the other hand, sales of semiconductor robots were strong in Japan and South Korea.

(K): Although sales of power conditioners for photovoltaic power generation increased due to the launch of new products, sales of electrical equipment for large-scale wind power generation and electric systems for water supply and sewage systems were sluggish due to the impact of COVID-19.

Since 2017, the Yaskawa Group has proposed a solution concept called "i³-Mechatronics" that resolves customers' business challenges and has worked to penetrate the industry. It is important that the entire group works together to form an i³-Mechatronics business model. Keeping in mind the first i, "integrated," it is particularly important to contribute to maximizing customer benefits. With the second i for "intelligent" and third i for

"innovative," you can transform your business into a high-value-added business.

From a technological perspective, we will clarify the development structure of the Yaskawa Technology Center, which will commence operations at the beginning of FY 2021, and promptly develop a competitive technology infrastructure. We will integrate the development functions of each product, which were previously dispersed, and convert the facility into Yaskawa Group's global technology hub.

In terms of production, (M)'s Yaskawa Solution Factory uses "Y's Production25," and we will promote this production system at the global manufacturing sites horizontally.

Regarding quality, we accelerate quality improvement activities that reflect on the roots of the Group's principles of management emphasizing quality, while leveraging strengths of Yaskawa Engineering, which merged in the last fiscal year. With the prevention of recurrence of quality issue as the core, we will ensure thorough development quality in new products such as the "Σ-X" series and "YRM Controller," and build a strong quality assurance system where information is shared globally and reflected reliably and promptly in further product development.

The outlook for the manufacturing industry is uncertain due to factors such as the resurgence and expansion of US-China trade friction. Additionally, the spread of COVID-19 is unpredictable, and the degree of confusion is escalating. Even under such a situation, manufacturing sites are steadily advancing. IT-driven solutions are speeding up, in particular because of "DX (digital transformation)," a driving force whose direction has been gradually recognized during the threat

of COVID-19, "IoT / AI" well-utilized at manufacturing sites, and "VR / AR" etc.

DX in the Yaskawa Group is also promoting the "YDX Project" by "building a foothold for digital management." This year is positioned as the first year of YDX, and activities are being strengthened. We will accelerate the activities of each project and publish the management information of 70 consolidated companies in Japan and overseas as soon as possible. We will also complete the integration of our global code and thoroughly eliminate information leakage and waste.

For now, the global spread of COVID-19 remains unbearable. It is important not only for the company, but for each of you to protect yourselves. Please take care of your health as your top work priority. It is also important to respond flexibly and reliably to the rapidly changing markets and provide globally competitive high-value-added products to growth markets.

COVID-19 is certainly a crisis. However, these major changes will provide us with an excellent opportunity to strengthen our core competence and generate new growth. To this end, please review your role and try to act quickly with an awareness of total optimization. Let us do our best together!

Abbreviation of Organization and Facility Names:

- (K) : Environmental & Social Systems Div.
- (M) : Motion Control Div.
- (R) : Robotics Div.
- (V) : Drives Div.

Notes:

- 1 The positions and posts indicated are based on personnel organization information of FY 2020 first half.
- 2 See the back cover for company name abbreviations.



YASKAWA NOW brings you all the hottest topics from the Yaskawa Group.

Toward Building a “Digital Management ~ What Will Change with the “Visualization of

As part of its President’s policy for FY 2020, Yaskawa Electric has adopted the slogan “building a foothold for digital management” promoted by the “YDX Project,” and is now actively engaged in various activities as “The first year of YDX (YASKAWA Digital Transformation).” In a special issue published in May, YDX’s first step “code integration” was introduced in the dialogue between Mr. Ogasawara, YDX General Manager, and Mr. Shimoike, YDX Project Leader (ICT).

In this issue, we interviewed Mr. Ichiki (Corporate Planning Div.), the leader of the Digital Management Board Project, and Yamaichi (Corporate Planning Div. DX promotion), the promotion leader of the project, about building a Digital Management Board to achieve the “visualization of management” that YDX aims to achieve.

— Please tell us about the Digital Management Board you are building to achieve the visualization of management?

Ichiki: When Ogasawara san talks about YDX, it is often said that, “Data will be global standard language.” Unless the same data are shared by the Group’s employees, they cannot be utilized as a standard language. The Digital Management Board is a system for sharing and visualizing information such as sales, profits, expenses, quality, and plant operation status throughout the Group. It consists of three main parts:

① Management Summary Report

The 70 consolidated companies of the Yaskawa Group are able to view monthly business conditions such as sales and profits by SBU, region, and company in a unified format.

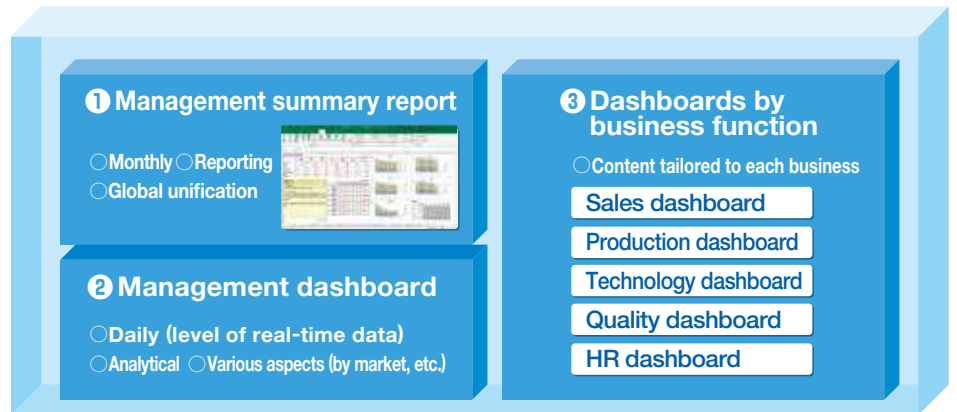
② Management Dashboard

A database of daily basis real-time data, such as sales and orders, can be analyzed in-depth from various perspectives by product or market, etc.

③ Dashboards by Business Function

Database categorized for each function, for example, production, sales, technology, quality, and HR.

Image of the digital management board



Overseas group initiatives

YEU



President & CEO
Bruno Schnekenburger



Fumio Ando



Josef Beiser

A1: The (YEU) group consists of 25 companies and has jurisdiction over a vast area covering approximately 115 countries in Europe, the Middle East, and Africa. Currently, there are 11 different enterprise resource planning (ERP) systems operating in these 25 companies, and our goal is to integrate them in the future. To this end, we are

Q1. What efforts are you currently maintaining?

focusing on the integration of ERP data into a Digital Management Board so that the necessary data can be automatically connected.

A2: This move is aimed at strengthening governance. In Europe, different countries have different languages and laws. It is a common language that allows data to be viewed in the same way. This is one of its most significant effects.

A3: The goal is to analyze the data and tailor the numbers to lead to the next action, however, a significant amount of time is spent gathering and aggregating the data. Automating these processes will enable us to allocate additional time to consider and improve the quality of the output. We are committed to building a foothold for YDX from the perspective of quality of life improvement.

Board” Management” That YDX Aims for?

— How will the Digital Management Board change our company’s management?

Ichiki: By centralizing group-wide data and making it visible on a daily basis, we will be able to share our management condition in real time among groups around the world. Because we can see what is happening in the region immediately, we can make swift management decisions. For example, if we can analyze each piece of depth data from various perspectives, such as SBUs, regions, and markets, we will be able to understand in real time which products are sold in which markets and how much profit is generated. We can utilize the resources to maximize profits. If the stock status of the products can be shared globally, we can choose the most efficient option, such as having the product supplied by an associated company that has the product in stock rather than producing from scratch in case of a short delivery order.

In the future, we will be able to improve the accuracy of upcoming market forecasts by incorporating external data such as market or competitor information into internal company data for analysis.

Yamaichi: By centralizing management data, costs can be visualized. If we can see how much profit each product is making and how much it costs, it will lead to a shift in the business model. In addition to “data becoming a global standard language,” the slogan of Digital Management Board is, “Cost will be a global standard language.”

— What kind of system is it under?

Yamaichi: In Japan, we appoint personnel in charge of each business function—such as production, sales, technology, quality, and HR.



Yasushi Ichiki

Munehiro Yamaichi

In addition, all 70 consolidated companies in the Yaskawa Group have appointed IT personnel and personnel in charge of calculation management to work together. Currently, we are strengthening communication with Europe and the U.S. in particular, and hold a weekly follow-up meeting to evaluate progress. As it is difficult to gather in one place due to the impact of COVID-19, we also make effective use of IT tools such as Microsoft Teams.

— Could you tell us about the current progression?

Yamaichi: As of July, approximately 60 of the 70 consolidated companies in Yaskawa Group received daily updated data on orders and sales. By September, all 70 companies will be able to share data.

— Will the Digital Management Board change the way we work?

Ichiki: We believe that we can improve the efficiency of our work by eliminating unnecessary tasks caused by the lack of global status sharing. In addition, we aim to integrate dashboards step-by-step by business function, which are currently shared only with relevant divisions into management summary reports. By centralizing

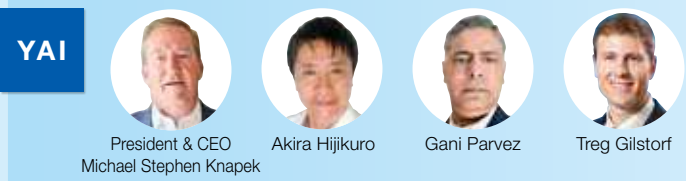
all management data, you can see how much your work is benefiting the company as well as the output of your work. As a result, each of our levels of awareness and working styles will change, which will also increase the efficiency of the entire company and lead to profits.

— Lastly, could you tell us about your future enthusiasm?

Ichiki: Our group is recognized as a world-class technology company. We aim to become the “world’s best business management” and receive a similar evaluation from the management side. The Digital Management Board will also lead to a reform in the way each employee works, and we request the continued cooperation of all relevant divisions.

Yamaichi: When I was first put in charge of YDX, I perceived that DX was a difficult issue. However, I understand now that the Yaskawa version of DX is not so, and it is simple to visualize data and use it to reduce costs and increase sales. As cost concerns all employees, YDX will continue to collaborate with all divisions under the motto, “Cost will be a global standard language.”

Q2. What do you expect from “Visualization of management”?



A1: The (YAI) Group has several different ERP systems. By successfully integrating these, we aim to provide necessary and accurate information in a timely manner from different perspectives in each company and division.

Q3. What are you enthusiastic about with regards to your future?

A2: We have 6 companies in 4 countries in the Americas. As the spread of COVID-19 could limit movement across the vast American continent, it is expected to be an alternative approach to face-to-face communication from the perspective of governance. The ability to share data quickly is also a great weapon for acquiring global customers.

A3: Even after the end of COVID-19, our business will change dramatically. By utilizing quantitative data, we aim to reduce operational risks and errors as well as improve operational efficiency, including cost reduction.



YASKAWA NOW brings you all the hottest topics from the Yaskawa Group.

The Yaskawa Group's Approach to the

COVID-19 is currently raging in many areas of the world, significantly impacting the world's economy as well as everyday life. Under the circumstances, we have introduced related activities for Yaskawa Group employees, such as volunteering and product sales expansion. Let us work together to overcome this challenging situation for the future of the Yaskawa Group!



YEU increases medical equipment production for the UK's National Health Insurance (NHS) program!

(YEU) R Richard Tontsch

Hospital Metalcraft Ltd. is based in Dorset, England, where (YEU) R sells welding robots and manufactures and sells medical equipment, including pump stands and care trailers, under the brand name Bristol Made. Given that COVID-19 has greatly increased the NHS program's need for these products, the European Group companies, including (YEU), have joined together to manufacture the pump stands for Hospital Metalcraft Ltd.

A new welding cell utilizing MOTOMAN-AR2010 was constructed for the process. The European Group has its own European-system

development facilities in Germany, Slovenia, and Sweden, which have helped to shorten the supply chain. As a result, the system was built in only 4 weeks—less than one third of the normal lead time.

The European Group has been working with Hospital Metalcraft Ltd. for many years. (YGB)'s sales and marketing manager Jonny Grey said that "YASKAWA offers a wide range of robotics systems, and I was happy to participate in this important project when asked to do so on a restricted schedule."



A constructed welding cell



A Bristol Made pump stand



(YEK) secures robot orders by successfully seeking opportunities amidst the crisis

(YEK) Jeon chang-min

The (YEK) Robot Division focused on the rapid increase in demand for masks in its efforts to find a breakthrough in the critical situation caused by the spread of COVID-19. It immediately searched for and approached the relevant companies, successfully securing an order for robots within

automation experience to propose modifications to some of its customers' equipment, thus improving productivity and reducing the defect rate. As a result, (YEK) received an order for 240 robots! In the FY2020, in addition to continued domestic demand for our line of products, more orders from overseas customers for the Sler systems are expected, along with additional orders for our company's products. Furthermore, we are currently in the process of proposing (M) products to expand our solutions. (YEK) will continue to identify opportunities amidst the global crisis.



The current line to which the robot is applied. The defect rate was reduced to 1% or less and productivity increased by approximately 1.5 times.

a short period of time from Sler, which manufactures a mask production system.

(YEK) utilized its extensive

Abbreviation of Organization and Facility Names:

(Shakaisui) : Social Contribution Promotion Sec., General Affairs Dept., Human Resources & General Affairs Div., (YEC)

Notes:

- 1 The positions and posts indicated are based on personnel organization information of FY 2020 first half.
- 2 See the back cover for company name abbreviations.

COVID-19 Pandemic



(YEK) presents support kits to medical staff

(YEK) General Affairs Div., Corporate Planning HQ.



A ceremony to present support kits to hospitals in Daegu (2nd from left) Dr. Cho Sung Youb, Director of the Robot Center; Mr. Lee Kang Jun, Chairman of the Labor Union Committee; Mr. Shiina, President; and hospital staff.



Employees packing support kits

On June 22, (YEK) organized a volunteer activity to honor medical staff who are making efforts to respond to COVID-19. Under the catchy tagline "SEPARATE & TOGETHER," each site is connected via the internet, and

in order to express their gratitude and send an uplifting message of support, all employees packed support kits (500 boxes of health foods, snacks, hygiene products, etc.) containing items that medical staff need.

(YEK)'s president, Mr. Shiina, accompanied by other employees, delivered the support kits to two hospitals in Daegu, where the robot center is located. In addition to this volunteer activity, (YEK) is developing other social contribution activities in various fields, with plans to continue them in the future.



(YAI) R develops a program to check employees' body temperatures with MOTOMAN-HC10DT

(YAI) R Sarah Mellish

To adhere to government temperature-check recommendations while maintaining social distancing requirements during the COVID-19 pandemic, Yaskawa America is now utilizing an HC10DT collaborative robot to take employees' temperatures. Named Covie, the robotic solution's design, fabrication, and software are products of the combined effort of Yaskawa America's Technology Advancement Team (TAT) and Product Solutions Group (PSG), as well as a group of robotics students from the University of Dayton.

An employee simply enters the work envelope, stands on a designated spot, and scans his/her ID using a standard badge reader, which allows the employee's temperature to be recorded. Using a webcam with infrared depth-sensing and facial detection software, the HC10DT activates independently, without physical contact. The robot's camera "sees"



MOTOMAN-HC10DT, which takes employees' temperatures

objects, while its software detects human faces. Then, the robot quickly takes the employee's temperature by aiming the infrared temperature sensor and scanning the employee's forehead. A green light will flash to indicate a "safe" temperature, whereas a red light will show if the individual's temperature is considered high.



Donations of COVID-19 response supplies

(Shakaisui) Tomomi Namura

(YEC) → Kitakyushu City

(YEC) donated protective clothing, goggles, and medical masks to Kitakyushu City, where the items were used by medical institutions.



Donation from Wushin-ku, Changzhou City (100,000 masks)



Donation of protective clothing and goggles

Wushin-ku, Changzhou City, China

→ **(YEC)** → **Kitakyushu City**

With (YEC)'s support, 100,000 masks have been delivered from Wushin-ku, Changzhou, China to Kitakyushu City. The local government where (YCR) is based in China expressed gratitude for the contribution to local business and is keen on deepening the cooperative relationship.

(YEC) → **Miyoshi City, Aichi Prefecture**

(YEC) donated medical protective masks and general masks to the health center in Miyoshi City, Aichi Prefecture, where its Nagoya sales location is based.

(YEC) will continue to offer support for the local community.



We would like to introduce results of a W.W.Y. readers' survey.

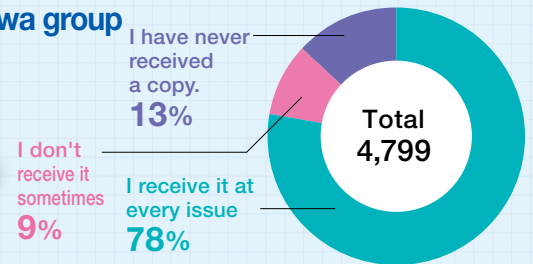
The Yaskawa Group Newsletter World Wide YASKAWA (W.W.Y.) Readers' Survey Results

This section presents the results of a W.W.Y. readers' survey on delivery status and content with respect to Yaskawa Group employees during the period January–February 2020. The survey was conducted with the goal of issuing an improved newsletter. Thank you for your cooperation in answering the questionnaire.

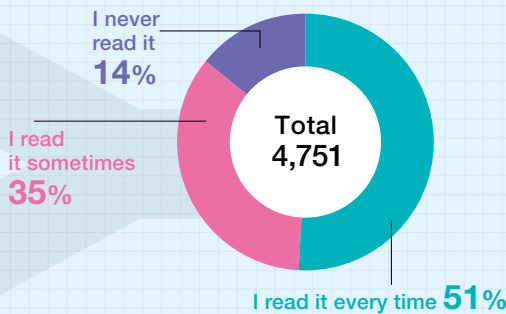
Number of respondents: 4,853; Response rate: 58%

Q1 Do you receive Yaskawa group newsletter "W.W.Y."?

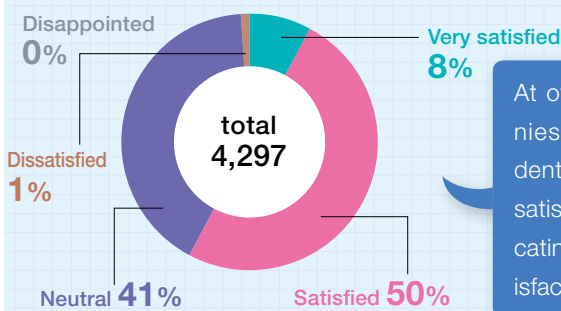
Group company employees tended to indicate that the issues "Have not arrived" or that they "Sometimes do not reach."



Q2 Do you read the contents?



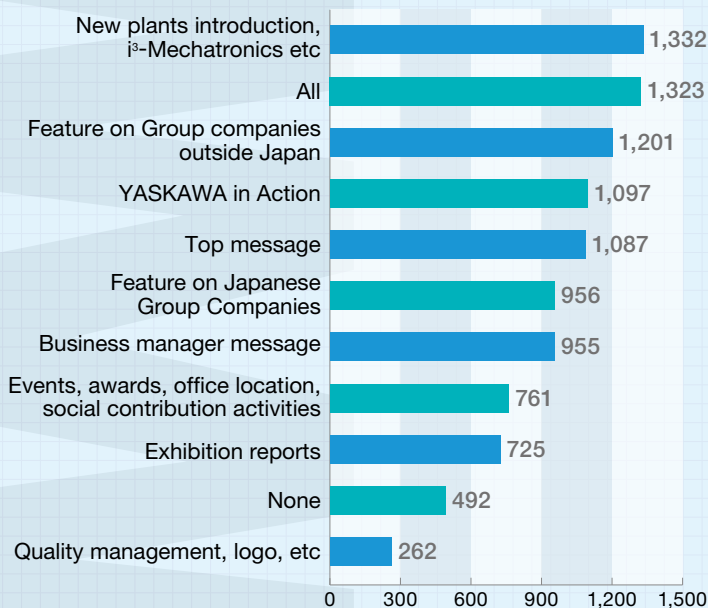
Q3 Are you satisfied with the contents?



At overseas Group companies, 75% of the respondents said they were "Very satisfied" or "Satisfied," indicating a high degree of satisfaction.

Q4 What is your preferred contents?

Note: The contents FY2018 and FY2019



Q5 Other comments / inquiries

- Larger text and visuals
- More information on Group companies
- More fulfillment of "YASKAWA in ACTION" content
- Stop distributing the paper edition and deliver the newsletter only via PDF or e-mail
- More frequent publication

The Yaskawa Group newsletter is published with the goal of "supporting the realization of the management vision by sharing important information that should be shared with the Yaskawa Group employees and driving a sense of one Yaskawa."

Based on feedback, we have reconfigured distribution. We have also received respondents' valuable opinions on matters such as in-demand content. We will utilize the questionnaire results with respect to other issues.

Please contact the (YEC) Corporate Communication Division to share your opinions and comments on World Wide YASKAWA
Email to : pr@yaskawa.co.jp



(YEC) YASKAWA ELECTRIC CORPORATION

YASKAWA Receives “Derwent Top 100 Global Innovators 2020” for the Fifth Straight Years

Reporter : (Kouhou) Miho Yokosuka



Clarivate Analytics (Japan) Co., Ltd. President Sakurai Satoshi (left) presents trophy President Mr. Ogasawara (right)

Yaskawa Electric Corporation was selected as a “Derwent Top 100 Global Innovators 2020” by Clarivate Analytics for the fifth straight years since 2015.

Clarivate Analytics, a global information service company, selects the 100 most innovative companies and organizations in the world based on their intellectual property and patent data. It

independently analyzes intellectual property and patent trends with four criteria to evaluate this award: “the volume of patent” “success rate” “Globalization” and “Influence of the patent in citation”. Of these criteria, YASKAWA received a particularly high rating to “influence” which indicates the number of patents cited in other companies’ inventions.

In keeping with its founding spirit of “technology company”, YASKAWA is dedicated to research and development that is the best in the world and the world first. Going forward, YASKAWA continues to develop technologies on a global scale that supports the sustainable development of the business. Through these technologies, YASKAWA will create new value for society and continue to increase the corporate value.



(YMC) YASKAWA MECHATREC CORPORATION

The Installation of the Dual-arm Robot System at Mitsui Fudosan Logistics Park

Reporter : (YMCGM) Koji Yamada



An external view of the MFLP bridge



The opening ceremony

On Feb. 13, 2020, one of Japan’s largest real estate developers Mitsui Fudosan opened MFLP Bridge, which is the industry’s first fully-automated distribution warehouse, equipped with state-of-the-art automation system. (YMC)’s Mr. Kawai attended the opening ceremony. (YMC) was in charge of the robot cell that unpacks and re-packs the foldable container box; the company also supplied the MOTOMAN-SDA10 dual-arm robot and its complete system. Meanwhile, YE DIGITAL was in charge of the warehouse’s control system.



The dual-arm robot’s unpacking motion

an area in which demand is expected to grow. MPL and HC 10 have also been adopted in the palletizing and picking process, and the YASKAWA brand, including YE DIGITAL, has a large presence in that arena.

Abbreviation of Organization and Facility Names:

(YMCGM) : General Motion Promotion Dept., Sales Div., (YMC)
(Kouhou): Corporate Communications Div., (YEC)

Notes:

- 1 The positions and posts indicated are based on personnel organization information of FY 2020 first half.
- 2 See the back cover for company name abbreviations.

The dual-arm robots have been favorably received as icons in the facility, and they will be used in the logistic robotics field in the future—



(YEU) YASKAWA EUROPE GmbH

Collaborative Anti-dust and Drip-proof Robot MOTOMAN-HC10DT Receives Red Dot Award for Product Design 2020

Reporter : (YEU) R Richard Tontsch



MOTOMAN-HC10DT
IP67

The MOTOMAN-HC10DT collaborative anti-dust and drip-proof robot has received the Red Dot Award for Product Design 2020. The award is an international design award that is sponsored by the Nordrhein Westfalen Design Center in Germany. The award is composed of three elements, namely product design, brand and communication design, and design concept, and contenders are evaluated on functionality as well as design. In 2020, designers and companies from 60 countries entered more than 6,500 products in the contest.

(YEU) received the MOTOMAN-GP8 award in 2018 and the MotoMINI award in 2019, with the latter win marking the company's third consecutive year of receiving the award.

By virtue of the MOTOMAN-HC10DT's anti-

dust and drip-proof specification, which belongs to a dust and drip-proof protection class*¹ and has an IEC-standard IP67*² anti-dust and drip-proof structure, the product can be used even in harsh environments in which it may be exposed to dirt and liquids. Like the base model MOTOMAN-HC10DT, it can collaborate with humans because it is functional and easy to teach. This functionality was closely evaluated, and it constituted the primary merit that earned the award.

* 1 : The product's anti-dust and drip-proof protection rating was defined by the International Electrotechnical Commission (IEC).

* 2 : Dust does not enter, and the product can be protected against temporary submergence.



(YAI) YASKAWA AMERICA, INC.

(YAI) R Wins BBB's 11th Annual Torch Award; MOTOMAN-HC20DT's Anti-dust and Drip-proof Specifications Win the 2020 RBR 50 Robotics Innovation Award

Reporter : (YAI) R Sarah Melish



BBB's 11th annual Torch Award

On July 28, 2020, the Better Business Bureau (BBB) of Dayton and the Miami Valley Region honored the company with the 11th Annual Torch Award. Dedicated to the legacy of

innovation and leadership, this award recognizes significant contributions to local-area business as well as strong support for community causes. The award commends the efforts of

Yaskawa America's employees, affirming their commitment to excellence.



2020 RBR50 Robotics Innovation Award

In June 2020, Robotics Business Review announced Yaskawa as the recipient of the 2020 RBR50 Robotics Innovation Award for Product, Technology & Services Innovation, acknowledging the release of the HC20XP platform, which is the industry's first IP67-rated collaborative robot. This award highlights critical robotics innovations and is used as an

indicator of robotics sector growth. Editors from Robotics Business Review, The Robot Report, and Collaborative Robotics Trends collectively selected Yaskawa for this honor, and each publication, along with Design World magazine, has recognized the company for its success.



MOTOMAN-HC20XP



In YASKAWA FAMILY, staff members from Yaskawa group affiliates introduce their own companies. In this issue, we have reports from (YAD) and (Suekyu).



As a COVID-19 safety measure, partitions were placed in the workplace.



Head office: the sales and operations floors of the Mechatronics Systems Department, the Industrial Equipment Department, and the Environmental Systems Department



A New Year's party in January 2020



(YAD) YASKAWA AUTOMATION & DRIVES CORP.



Head Office Location Yukuhashi, Fukuoka, Japan

Company Foundation 2018

Number of Employees 460

Business Description Design, sales, safety features, maintenance, and modifications of industrial electrical equipment and systems



Reporter : Yukina Fujita

Position : Sales Promotion Division, Corporate Planning Department

Hobbies : Gospel, enjoys watching trains with family

What kind of company is (YAD)?

"The company provides a one-stop service, from motors to system equipment, system sales, production, and engineering services, through experienced sales and advanced technology."

What are (YAD)'s strengths?

We support a wide range of industries, based on the proven track record of "industrial electricity," "steel," and "crane," by building flexible systems that make full use of our unique technologies. A new development division was added in the FY2020 to make it easier to respond to customers' needs.

Where is (YAD) located?

We have bases in Yukuhashi, Yahata, Tokyo, Nagoya, Osaka, and Kokura. The head office is located in Yukuhashi on the second and third floors of the new Howa Kaikan building, which was completed in May 2018.

What are the unique characteristics of the (YAD) working environment?

As part of what has become a common culture for the Yaskawa Group, the company is a very open and friendly workplace, where people address each other as "<name> san."

(Suekyu) SUEMATSU KYUKI CO., LTD.



Head Office Location Fukuoka City, Fukuoka, Japan

Company Foundation 1914

Number of Employees 302

Business Description Trading company in a specific fields such as an electric, electronics and machine as well as those systems with own engineering capability



Reporter : Ryo Kaneko

Position : General Affairs Division, Administration Department

Hobbies : Golf, manga, movies

What kind of company is (Suekyu)?

(Suekyu) is "a company with 106 years of solid technology and experience."

What are (Suekyu)'s strengths?

There are a lot of passionate employees. I think it is an environment in which it is easy to consult both intra-departmentally, and among different departments and offices. Each and every employee makes an individual decision to be a good partner to customers, and each person works hard to complete his/her daily work, with a premium on effective communication.

Where is (Suekyu) located?

The head office is a 15-minute walk from Hakata Station and is very conveniently situated with respect to Fukuoka Airport.

What is (Suekyu)'s unique story?

1) The company is often referred to externally as

"Suekyu," but internally, it is called "Suematsu."

2) When we speak to our customers by telephone, they very often cannot understand the name "kyuuki Suematsu," perhaps due to its challenging pronunciation.



Fishing in Itoshima City, Fukuoka Prefecture in 2019

YASKAWA GROUP

Japan

(YEC)	YASKAWA ELECTRIC CORPORATION
(YAD)	YASKAWA AUTOMATION & DRIVES CORP.
(YMC)	YASKAWA MECHATREC CORPORATION
(Suekyu)	SUEMATSU KYUKI CO., LTD.
(FAMS)	FOOD & AGRI MECHATRO SOLUTION INC.
(AI3)	AI CUBE INC.
(RBI)	ROBOTIC BIOLOGY INSTITUTE INC.
(BT)	BESTACT SOLUTIONS INC.
(i3D)	i3 DIGITAL CORPORATION
(C)	YASKAWA CONTROLS CO., LTD.
(YL)	YASKAWA LOGISTEC CORPORATION
(YEM)	YASKAWA MANUFACTURING CORPORATION
(Ei)	DOEI CORPORATION
(YOC)	YASKAWA OBVIOUS COMMUNICATIONS INC.
(YEM-ho)	YASKAWA ENGINEERING FACTORY SERVICE CO., LTD.
(YT)	YASKAWA TRANSPORT CORP.
(YLP)	YASKAWA PACKAGING CORP.
(Fukka)	FUKUOKA KASEI INDUSTRIES CO., LTD.
(BB)	YASKAWA BUILDING SERVICES LTD.

EMEA

(YEU)	YASKAWA EUROPE GmbH
(YNR)	YASKAWA NORDIC AB
(YGB)	YASKAWA ELECTRIC UK LTD.
(YET)	YASKAWA EUROPE TECHNOLOGY, LTD.
(TSW)	THE SWITCH ENGINEERING OY
(YER)	YASKAWA EUROPE ROBOTICS D.O.O.
(YEUK)	YASKAWA UK LTD.
(YIT)	YASKAWA ITALIA S.R.L.
(YFR)	YASKAWA FRANCE SARL
(YIB)	YASKAWA IBERICA S.L.
(YBE)	YASKAWA BENELUX B.V.
(YSL)	YASKAWA SLOVENIJA D.O.O.
(YRS)	YASKAWA RISTRO D.O.O.
(Y CZ)	YASKAWA CZECH S.R.O.
(YSA)	YASKAWA SOUTHERN AFRICA (PTY) LTD.
(YTR)	YASKAWA TURKEY ELEKTRIK TICARET LTD. STI.
(YFI)	YASKAWA FINLAND OY
(YPL)	YASKAWA POLSKA SP. Z O.O.

The Americas

(YAI)	YASKAWA AMERICA, INC.
(SOL)	SOLECTRIA RENEWABLES, LLC
(YEB)	YASKAWA ELETRICO DO BRASIL LTDA.
(YCA)	YASKAWA CANADA INC.
(YMX)	YASKAWA MEXICO S.A. DE C.V.
(MIB)	MOTOMAN ROBOTICA DO BRASIL, LTDA

Asia

(China)	YASKAWA ELECTRIC (CHINA) CO., LTD.
(YEK)	YASKAWA ELECTRIC KOREA CORPORATION
(YAP)	YASKAWA ASIA PACIFIC PTE. LTD.
(SYD)	SHANGHAI YASKAWA DRIVE CO., LTD.
(YTW)	YASKAWA ELECTRIC TAIWAN CORPORATION
(Shenyang)	YASKAWA ELECTRIC (SHENYANG) CO., LTD.
(YSR)	YASKAWA SHOUGANG ROBOT CO., LTD.
(YCR)	YASKAWA (CHINA) ROBOTICS CO., LTD
(YIND)	YASKAWA INDIA PRIVATE LIMITED
(Tsusho)	YASKAWA TSUSHO (SHANGHAI) CO., LTD.
(YAPT)	YASKAWA ELECTRIC (THAILAND) CO., LTD.
(YAPI)	PT. YASKAWA ELECTRIC INDONESIA
(YAPV)	YASKAWA ELECTRIC VIETNAM CO., LTD.
(YAPM)	YASKAWA MALAYSIA SDN. BHD.
(Toei)	DONGYING YASKAWA CONTROLS CO., LTD.
(YMCT)	YASKAWA MECHATREC (THAILAND) CO., LTD.
(YMCV)	YASKAWA MECHATREC VIETNAM CO., LTD.

Note: Abbreviations of company names are shown in parentheses.

Cover Photograph: the Bestact (BT) assembly line

The power-reed switch Bestact is a glass-sealed contact switch that is widely used in many important facets of our daily lives, such as in the railway field, including in the Shinkansen, as well as in the electric power field. The photo on the front cover depicts the assembly process, specifically the connecting pins for the terminal parts inside the Bestact.

(BT) strives to eliminate work that relies on human resources and implement skill-less manufacturing innovation through "automation and visualization" in order to further strengthen competitiveness in response to market demands. By pursuing high-quality, high-efficiency production lines, we aim to increase order volumes and establish a stable supply system.



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