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

Mar.
2021

No.27

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.

We are not going back to the way before Let's take flexible actions according to

The following is my message to all members of the Yaskawa Group for the start of fiscal 2021.

I would like to offer my sympathy to those affected by COVID-19 and sincerely hope they will recover and return as soon as possible.

Last year, we were at the mercy of the COVID-19 crisis. Global restrictions on our activities changed the way we work, through the expanded use of teleworking and remote customer service. At the beginning of the second half of the last fiscal year in September in Japan, I delivered the policy statement online. The fact that I could communicate the company policy directly and in real terms to our employees was an example of the "new normal" brought about by the COVID-19 crisis, and I have decided to continue in this way.

Looking back on our business environment, at the beginning of last year, there were great expectations for the hosting of the Tokyo Olympic and Paralympic Games in Japan. Even with the ongoing global effects of US-China trade friction, the market looked brighter, and we foresaw a V-shaped recovery for Yaskawa Group's business performance.

However, the COVID-19 outbreak spread throughout the world from early spring, and lockdowns and other incidents occurred in various regions. At the same time, the global movement of people stopped, capital investments dropped significantly, and the overall conditions were severe.

On the other hand, in China, in addition to the rapid normalization of economic activities ahead of the rest of the world, new infrastructure-related investments centered on the next generation "5G" communications standard were actively undertaken, which supported Yaskawa's financial performance. In other regions, although the COVID-19 crisis has not yet blown over, active capital investment has emerged, supported by rapid recovery in the semiconductor market as a whole and in global automobile sales.

Against this backdrop, Yaskawa was able to overcome fiscal 2020 by implementing thorough cost control on a global scale through

the visualization of management information realized by the promotion of YASKAWA Digital Transformation (YDX) and by streamlining its management structure. Compared with the previous fiscal year, our revenue is expected to decrease, while the operating profit is expected to increase. I would like to express my sincere appreciation for your understanding and cooperation.

We need to maintain and improve this streamlined management structure while responding at a speed that is competitive with other companies in a gradually recovering market. In particular, the success of our business depends on maintaining a stable supply, especially at a time when the volume of customer demand rapidly increases. It is important for us to work together on a global basis.

As fiscal 2021 marks the final year of the "Challenge 25" mid-term business plan, we will be forced to review the timing of our target achievements because we have been greatly affected by the rapidly changing market environment caused by the COVID-19 crisis. Although we will not make any significant changes to our strategy, we will review it as "Challenge 25 Plus" with a one-year extension. I will tell you the details in conjunction with the external announcement scheduled in April.

The fiscal 2021 policies in such circumstances are intended to strengthen integrated global management to accomplish the goals of the new "Challenge 25 Plus" mid-term business plan. We will surely recover the demand and reinforce our management structure through the promotion of "i³-Mechatronics" and "digital management".

In terms of sales activities, we will steadily capture emerging markets as they recover on a global scale and increase earnings by promoting i³-Mechatronics. Based on the full-scale launch of the YRM controller this fiscal year, we will work to spread our i³-Mechatronics solution concept throughout the world.

In particular, the semiconductor and automobile markets are rapidly rising, and we will promote

the COVID-19 outbreak the “new normal”!

global collaborative initiatives. In China, where rapid growth is expected, we aim to increase our market share by capturing the growing demand. In addition, we will reinforce our initiatives in new fields to establish a solid foundation for business expansion.

On the development side, our activities will be centered on the “YASKAWA Technology Center” (YTC), which will begin full-scale operations this fiscal year. This is the first time that the technology divisions of the Group will be integrated and work together from development through trial production to production line construction. We will make effective use of YTC to achieve timely technological development and build a system that will play a central role in global development, thereby contributing to the growth of the Yaskawa Group.

On the production front, we will accelerate the deployment of “Y’s Production 25,” not only in Japan but also at our overseas production sites. In the robotics business in particular, we will optimize our global production in Japan, China, and Slovenia to enhance profitability and competitiveness.

In the area of service, we will work to improve product quality and service on a global basis by integrating the technical, sales, and service divisions.

The Quality & Service Division in Japan will be located on the same floor as the Technology Division in YTC, and we will solve various problems by always responding quickly to customers, together with engineers. We will also collect and centralize market quality information on a global basis and ensure that this information is fed back to product development. In addition, we will increase the efficiency and added value of IT-based services and increase service revenues.

To reinforce our management structure, we are accelerating our efforts to realize digital transformation by promoting “YDX Project” globally.

In the second half of the previous fiscal year, we were able to visualize major management information, such as orders, revenue, and profits,

of 70 global consolidated companies, in five business days. This was a great achievement and a huge step forward at YDX— This is the result of the hard work of the people involved. Thank you very much.

In the current fiscal year, we will accelerate the visualization of management information by consolidating global data on sales, production, and development, while working, at the same time, to improve operational efficiency through the thorough use of integrated data. In particular, along with the operation of YTC, we will standardize the development steps and centralize the data created to achieve true global sharing.

The end of the global spread of the COVID-19 is not yet in sight. However, along with the various restrictions imposed by each country, I think that wide-scale vaccination will gradually help restore stability.

On the other hand, our surrounding environment will not return to a pre-COVID situation. We must maintain the “new normal” way of working, such as wearing masks, social distancing, and making remote work a regular routine. At the same time, it is important to remember how to produce results.

It is essential for people to come together in different ways to generate knowledge and compete and survive in the market.

Each member of the Yaskawa Group should reconfirm their role and always act with overall optimization at top of mind. Let’s make this year a leap toward achieving our goals of “Challenge 25 Plus” while flexibly responding to changes.



Hiroshi Ogasawara
Representative Director
President,
YASKAWA Electric Corporation





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

Abbreviation of Organization and Facility Names:

(M) : Motion Control Div., (YEC)
 (R) : Robotics Div., (YEC)
 (S) : System Engineering Div., (YEC)
 (V) : Drives Div., (YEC)
 (Gihon):Corporate Technology Div., (YEC)

Notes:

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

The Yaskawa Technology Center Has —Let's Drive Innovation with Integrated Power!

On March 1, the Yaskawa Technology Center (YTC) began operating as a group technology development base. The YTC, which brings together the engineering departments and carries out the entire technological process from development to trial production, is a place that embodies the first "I" (integrated) of "i³-Mechatronics." At this time, we asked Ogasawara and Kumagae about their thoughts on YTC.

—Please tell us about the background of the decision to establish YTC

Ogasawara: Our company has many common technologies between (M) and (V), and (R) uses (M) motors and controllers for robots, but in the past, there was not as much interaction between divisions as there is now. I have been a member of the (S) division for nearly 20 years since I joined the company, but when I was transferred to another division (M) for the first time in 1999, I clearly remember being surprised at the completely different way of working and thinking even though I was working for the same

company.

In 2011, we began holding regular (M) and (V) technical communication meetings. Over the years, the exchange of human resources began; after that, the (M) and (R) technical communication meetings were organized, and (Gihon) were added to these meetings. As a result, the technological exchange became even more active.

I thought I should build YTC when I was the head of the Technology Development Division and it was Yaskawa's 100th anniversary. As the (Gihon) is located away from the business divisions at Kokura, I felt a critical sense that the division knew too little about the external world and our customers. At that time, I strongly felt that "we must incorporate the views of the business divisions into technology development." At that time, we found that we could lease land right next to the Yawatanishi Plant, and then we started talking about the specifics.

Gathering Yaskawa group engineers to YTC is the last step in deploying i³-Mechatronics' in-house integration. The first was the building of the Yaskawa Solution Factory to establish a global production system, and the second was the restructuring and integration of the Japanese sales network. The third is the YTC. This completes production, sales, and technological integration. It is the completion of the first and foremost "I" (integrated) "of i³-Mechatronics" in the company.

—What is the value of integrating R&D centers?

Kumagae: I joined the company in 1985 and was assigned to the FA Servo Development Center in 1986. At that time, many talented senior engineers specializing in various fields, such as driving, control, motor, and encoder, were working in the same section, and I was constantly inspired by them. We worked together with machine tool manufacturers to develop leading-



Finally Been Launched



Hiroshi Ogasawara
Representative Director
President, (YEC)

Akira Kumagae
Managing Executive Officer
General Manager
Corporate Technology Dept., (YEC)

edge technologies with the aim of becoming the best in the world. We also studied, discussed, prototyped, and manufactured products with people from both inside and outside the company. This is why I want to create a place where engineers and people outside the company can be connected beyond the boundaries of divisions at YTC. By gathering substantial wisdom and knowledge, we will be able to perform research and development at a higher level than we can now. I believe this is the most important reason for integrating our bases in YTC.

Sharing goals with teams is also important for good development. "i³-Mechatronics" does not simply provide individual products such as servos and robots. Instead, it integrates cell devices at production sites, collects and analyzes operational data, and uses this information to improve customer added value such as through productivity. To this end, it is necessary to share customers' opinions on what they really want to do, beyond the framework of divisions and products, and reflect them in their own products. If everyone comes together at YTC, we can share various types of information and use them for development.

Ogasawara: If you listen to customers and try to meet all their expectations, your efforts will increase. In my youth, I was thrown into an environment where I had no choice but to struggle, which is not suitable these days. We

don't force it to happen, but in order to be able to listen to our customers' voices, we have created this kind of an environment at YTC.

I anticipate that the YTC will also foster a sense of rivalry. You don't care how hard your colleagues work, if you only come across them once in a while. If you frequently see people close to you, who are also close to you in age and experience, working seriously, you will surely be inspired to think, "I can't be defeated. I have to work harder!" I want you to work harder and harder alongside your colleagues in the same company. I hope that such a beneficial cycle will continue.

—What is the aim of setting up an open innovation area?

Kumagae: I have heard that universities, while thinking that they want their research content to be used somehow or that they want to be useful to society, have not made much progress in collaborating with companies. Therefore, YTC will actively provide information such as "direction of our business," "need for technology," and "wish to conduct research" so that universities and partner companies can be informed. In other words, this is a kind of technology PR. By connecting with various external organizations and incorporating external knowledge, we will further advance our core technologies.

Ogasawara: I want to make YTC a place where

people and information gather through open innovation. It could be an important information platform that would make people want to be connected to Yaskawa. Let's promote this being acknowledged by those around us.

—Finally, please leave a message for our engineers.

Kumagae: YTC doesn't have a division boundary. YTC workers should also remove the barriers of "one's own mind" and "how to handle colleagues and customers." Rather than building a wall on your own, I want you to take on challenges in any situation and create the world's first and best technology and products.

Ogasawara: In the YTC environment, I hope that you will become an engineer who is respected by customers, engineers around the world, and our sales. In order to do so, I want you to make sure that you have confidence in yourself, trust your colleagues, and do what you have to do. As always, the important thing is a "change of consciousness." I want you to practice DIY (Do It Yourself) and become a person who has the strength of being undefeated in the specific field no matter what. A person who is able to work on his/her own and who knows that what he/she is doing will somehow lead to the world's first. I hope there will be as many engineers like that as possible.

YASKAWA NOW – NEWS & TOPICS –
events and news from the Yaskawa
Group



(YCR) YASKAWA (CHINA) ROBOTICS CO., LTD

(YCR) Celebrated the Achievement of 50,000 Units of Cumulative Robot Shipments

Reporter : (YCR) Zhou Yue



Shipment of the 50,000th robot

In November 2020, (YCR) celebrated the milestone of shipping a total of 50,000 industrial robots and held a commemorative ceremony on November 18. On the day of the event, all 270 employees gathered during a ceremony in balmy autumn weather. After congratulating words of Chairman Okahisa from (China) and Vice Mayor Lee of Changzhou City, the 50,000th robot was shipped amid applause.

In the seven years since the start of mass production in 2013, including rapid recovery last year in spite of the COVID-19, it received considerable support and cooperation from

the Chinese government, the Changzhou City government, suppliers, and the Yaskawa Group. (YCR) expresses sincere gratitude for these relationships.

In the future, advanced factory automation, labor-saving techniques, and efficiency improvement will be promoted in various manufacturing industries in China. In order to meet these demands, YCR will work as one to strengthen its robot technology, manufacturing, and supply capabilities. All employees will continue to work together to celebrate the next milestone, the achievement of 100,000 units, with everyone involved in (YCR).



The unveiling ceremony of the 50,000th robot



Greetings from Chairman Okahisa (China)

Abbreviation of Organization and Facility Names:

(Kouhousui): Corporate Communications Div.,
(YEC)

Notes:

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- 2 See the back cover for company name abbreviations.



Commemorative photo



(China) YASKAWA ELECTRIC (CHINA) CO., LTD.

(China) Exhibited at the 22nd China International Industrial Exhibition

Reporter : (China) Zhang Ai

September 15–19, 2020



Commemorative photos taken by the exhibitor staff



Booth of (China) crowded with customers

The China Industrial Expo is an exhibition of cutting-edge technology and equipment in China and it is said to be the most influential exhibition for the Chinese manufacturing industry. The event was successfully held this year despite the impact of the COVID-19 with about 190,000 visitors, a 4.7% increase from the previous year. (China) exhibited the largest demo unit in the history of this exhibition under the concept of “i³-Mechatronics.” Based on the concept of creating high-added value

(integrated, intelligent, and innovative) using i³-Mechatronics as well as what customers can do because of the company products and what they can do by combining Yaskawa products, Yaskawa proposes cutting-edge smart factories that realize digital data management and the automation of manufacturing. During the exhibition, all (China) members came together to make an appeal and publicized the company’s capabilities for the many visitors.



Proposal of cutting-edge smart factories



(YEK) YASKAWA ELECTRIC KOREA CORPORATION

(YEK) Exhibited at the 2020 DAEGU International Robot Industrial Exhibition (ROBEX 2020)

Reporter : (YEK) Lee Chul Ho

November 24–27, 2020

For the 9th time, the International Robot Exhibition (ROBEX 2020) was one of the largest robot exhibitions this year in Korea; it is a large exhibition that attracts about 20 countries, 400 companies, and about 30,000 visitors every year. (YEK) showcased the Y-FAI BLUE*, which monitors the status of robots while they are

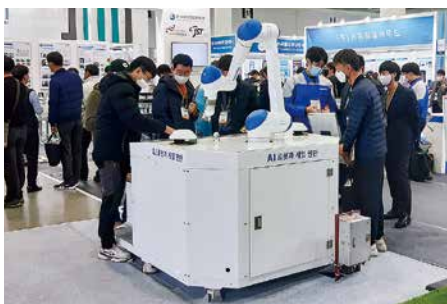
working and improves productivity and management efficiency, as well as BTO (built-to-order) robots using MotoMINI and the MOTOMAN-HC10 human-collaborating robot, which plays the five-in-a-row game, all of which were well received. Although the scale of the exhibition and the

number of visitors decreased by approximately 40% this year due to the impact of the COVID-19, more than 1,000 people visited the booth and it was a good opportunity to introduce Yaskawa’s new products and technologies.

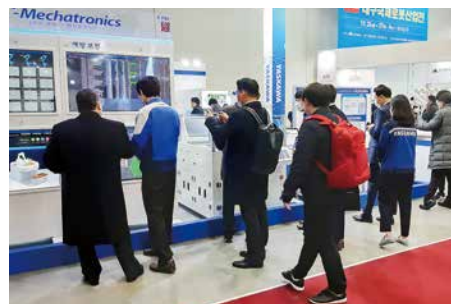
* : (YEK) independently developed robot status monitoring system



Booth at (YEK)



Robot displayed in the event booth



Monitoring the status of robots while they are working to increase productivity and efficiency



(YAI) YASKAWA AMERICA, INC.

Online Events Maintain Thought Leadership during Covid-19

Reporter : (YAI) Sally Fairchild

To maintain successful partnerships and build customer relationships during the global pandemic, (YAI)R has focused its efforts on creating and participating in online events. A series of monthly webinars offers advice and training on topics such as alternative joining methods, collaborative welding, press room automation, offline programming, networking communication, and more. Webinars for new product releases and technology updates have also been well attended by online participants. Presentations about the SG-series SCARA robots, HC20XP collaborative robot, and Smart Pendant 1.5 release have been given, and Smart Series technology updates from our partner companies have also been discussed. Virtual tradeshow such as IMTS Spark, Pack Expo Connects, and our first ever Yaskawa Direct LIVE event continue to be an efficient



Paint presentation cover slide

and productive way to promote Yaskawa robots and open the door to new business opportunities.



(YAPT) YASKAWA ELECTRIC (THAILAND) CO., LTD.

Private Exhibition at the (YAPT) Chonburi Office

Reporter : (YAPT) Ravisa Prapassorn



Customers, partners, and (YAPT) staff on November 13, 2020

(YAPT) introduced a newly developed, relocated Chonburi office in January 2020 to strengthen Yaskawa brand and services in Thailand. The new office has a large showroom that displays many YASKAWA products. On November 9–13, 2020, we held a private exhibition with the theme of YASKAWA Solution i³-Mechatronics. During this ceremony, we presented our solution and products that propose to add value to manufacturing sites through the i³-Mechatronics concept.

Highlighted solutions and products:

- Wheel & Seat Handling Assist Demo
- High Speed Small Robot Handling Demo
- New SCARA Robot
- 2D Vision Pick & Place Conveyor Synchronize
- HC10DT Collaborative Robot with 3D Vision
- Arc Welding
- Painting Lab Test
- YASKAWA Cockpit
- MECHATROLINK Network



GP160 with Handguide Function Wheel & Seat Handling Assist Demo



Motomini SCARA High speed small robot handling demo



MOTOMAN-MPX2600 + MOTOFEEDEER Painting lab test

To capture the attention of many potential clients and partners, we invited 530 guests, including customers, partners, academics, and members of the government to the private exhibition. We took this opportunity to show a wide variety of solution ideas to penetrate the automation industry and provide customer satisfaction in Thailand.



(YAPV) YASKAWA ELECTRIC VIETNAM CO., LTD.

Lecture at Yaskawa Mechatronics Laboratory in Ho Chi Minh University of Technology

Reporter : (YAPV) Nguyen Thuong An



A class with 30 students



Group work
(on the left is Nguyen Le Hoang Vuong)



Scene of the students

Established in October 2019 at Ho Chi Minh University of Technology (HCMUT), the "YASKAWA MECATROLAB" is now playing an important role in the teaching and practical training of the Department of Automation and Control at the university. In its 2020 educational program, HCMUT plans to train 240 students in the laboratory.

Thirty students attend the lecture at a time. The

professor provides the topic and the students discuss and practice in a group of four to five using Yaskawa's servo, AC drive, and robot demonstration machine.

Nguyen Le Hoang Vuong, the only female student, said that after studying at a university in Canada for six months, she returned to Vietnam to practice at Yaskawa Mechatrolab and that she no longer felt that there was a gap with Canadian universities. She is passionate about power electronics and aims to become a project manager or supervisor to improve the electrical efficiency of industrial machinery in the future. The opportunity to practice with the demonstration machine in Yaskawa is very interesting, and she thinks it will greatly help them to fully understand automation.

(YAPV) hopes that lectures at Yaskawa products will help students who will become members of society to gain a good impression of the company.



(YEC) YASKAWA ELECTRIC CORPORATION

Completion Ceremony Held for the YASKAWA Technology Center

Reporter : (Kouhousui) Jiro Itoyama



A view of the completion ceremony



Mr. Ogasawara offering a branch of the sacred tree to the gods

On January 18, the completion ceremony of the YASKAWA Technology Center (YTC) was held even though the execution time was shortened because of the emergency status related to COVID-19 in Fukuoka Prefecture. Mr. Tsuda, the chairman, Mr. Ogasawara, the president, Mr. Murakami, from corporate planning and finance, and other Yaskawa executives attended the ceremony, as well as officials from design and construction companies. The ceremony took place in

the office area on the 4th floor, following the tradition of Shinto rituals.

YTC will finally begin operations on March 1. This includes the establishment of a new base in which the Yaskawa Group aims to become the world's first and best by integrating the brains and functions of its development with production technology. It will be a place where the Yaskawa Group can create new innovations that we cannot achieve alone.



YASKAWA Technology Center

With YASKAWA in ACTION, we introduce cases where our products are used in various countries around the world. The fifth report is from Japan.

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This is a project, called "GUNDAM GLOBAL CHALLENGE", that creates moving Gundam of 18 meters which is the same as animation. On December 19, 2020, public viewing of the completed Gundam started at Yamashita Pier in Yokohama (open until March 31, 2022).

As a technical partner, Yaskawa supplied servomotors, controllers, AC drives, and power regeneration converters and was in charge of the control systems. Twenty-six servomotors have been built into the joints of the body of Gundam, enabling it to bend its knees, squat, walk, and move its arms and neck. High positioning accuracy allows for natural and smooth movements despite its large size.



Σ - V Series
AC servo drive



MP3300
Machine controller



A1000
High performance
vector control drive



D1000
Power regenerative
converter

GUNDAM GLOBAL CHALLENGE

Web site



<https://gundam-challenge.com/en/index.html>

For more information on the public facility "GUNDAM FACTRY YOKOHAMA" and making videos, please check the link above.

"Mobile Suit Gundam" is a robot cartoon that was broadcasted in Japan in 1979. It realistically depicted battles in an age when humans live in space, and it had a great influence on later robot animations.

Abbreviation of Organization and Facility Names:

(MS-gi): System Technology Sec., Solution Technology Dept., Motion Control Div., (YEC)
(RS-ou-tou): Eastern Application Technology Sect., Application Technology Dept., Solution Technology Dept., Robotics Div., (YEC)
(Tou-ei-E): Engineering Sales Sect., Eastern Japan Sales Dept., Tokyo Branch Corporate Sales & Marketing Div., (YEC)

Notes:

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

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Message from the engineer



① (MS-gi) Ebihara san, ② (RS-ou-tou) Kuramoto san, ③ (RS-ou-tou) Mita san, ④ (Tou-ei-E) Kuroki san

The background of this inquiry is that we manage not only the sale of the product but also the engineering. Yaskawa's motion control technology has enabled the possibility of the smooth and natural movement of Gundam, and the people involved in the project expressed their gratitude to us.

Although we held several meetings and ran many tests, there was a discrepancy in the on-site test run and it was very difficult to make adjustments. However, with the help of many internal staff members, we were able to safely reach the goal on opening day.



In YASKAWA FAMILY, staff members from Yaskawa group affiliates introduce their own companies. In this issue, we have reports from (i3D) and (YIND).



Since I work in the same office building as YE DIGITAL, we have access to a nice facility for lunch!



There is a variety of free drinks and sweets for employees



We received an award from GREAT PLACE TO WORK as a company where it is rewarding to work.



Vegetarian Indian lunch box (recently, this has been provided in disposable lunch boxes as a counter-measure against COVID-19)



(i3D) i3 DIGITAL CORPORATION



Head Office Location	Kitakyushu, Fukuoka, Japan
Company Foundation	2020
Number of Employees	67
Business Description	IoT solutions for factory automation and logistics



Reporter : Liu Nian

Position : Designing and developing software applications for specific customers
Hobbies : Traveling, gaming

What kind of company is (i3D)?

"A company that uses IoT / AI to automate and optimize production sites"

What are (i3D)'s strengths?

(i3D) is the most recently established company in the Yaskawa Group. I think it is an environment where everyone started at the same time, and it has a sense of unity and openness and it is easy to ask for and exchange advice. I recommend YE DIGITAL's expansive shared space in the same building where you can also make use of our company and its extensive facilities.

Where is (i3D) located?

The head office is located in an office building that was newly built in 2020 and that is a 7-minute walk from Kokura Station. The downtown area

of Kokura is a place where you can work in a comfortable environment with convenient transportation.

What is currently an interesting topic in (i3D)?

There are two big ginkgo trees in the temple next to the company. In autumn, the leaves turn bright yellow and are healed when commuting in the morning. One day, I encountered a mysterious scene in which one of the ginkgo trees was beautiful while the other had almost fallen leaves.



Ginkgo tree near the office

(YIND) YASKAWA INDIA PRIVATE LIMITED



Head Office Location	Bengaluru, India
Company Foundation	2010
Number of Employees	251
Business Description	Manufacturing and sales of AC drives and sales and service of servos and robots



Reporter : Bhumika Bangera

Position : Personnel and General Affairs Division
Hobbies : Dancing, watching movies

What kind of company is (YIND)?

"An employee-friendly and growing company"

What do you like about (YIND)?

(YIND) is a company with many excellent engineers and human resources with a pleasant and friendly atmosphere. Aiming to improve customer satisfaction and market share, on a daily basis, we strive to improve quality and technology to create systems that can support customers more effectively and efficiently.

We are encouraged to make suggestions to improve the work environment and are involved in many areas of work and have opportunities to develop skills and knowledge. This gives us the motivation to work happily and enthusiastically in the workplace.

What is the most popular lunch menu?

(YIND) offers free vegetarian lunches in the cafeteria. The menu includes roti (thin bread), two types of curry, rice, cards (yogurt), and fruits. Indian sweets also appear on Friday's lunch menu. At lunch time, we sit around the table with colleagues and enjoy a healthy lunch.

How is your commute to work?

(YIND) provides a shuttle bus service for all employees commuting from the city. Fortunately, I live within 3km of the office, so I try to walk to work for my health.

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.
(HKS)	HK SHEET METAL TECH 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.

| 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: (YIND) AC Drive production line at the Bengaluru Plant

(YIND) is a global AC drive production base (others are in Japan, the United States, Europe, China, and India) with the Yukuhashi Plant as its mother plant. In March 2011, we began manufacturing AC drives (A 1000, V 1000, L 1000 A [max. 362 A]) on production lines. In 2018, GA 700 was added, and in 2020, a new A 1000/GA 700 large-capacity (675 A max.) line was newly installed to begin production.

Outer appearance



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