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YASKAWA NEXT

Let us all work together as the Yaskawa Group to achieve our customers' true goals through i³-Mechatronics!

YASKAWA NOW

Interview with Marcus Mead, President of (YEU)

Cross
X Stories

Global Horizontal Development of our Cutting-Edge Manufacturing

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

Sep.
2023

No.35

YASKAWA



Let us all work together as the Yaskawa Group to achieve our customers' true goals through i³-Mechatronics!

Hello, everyone in the Yaskawa Group. The second half of FY2023 will begin. Various restrictions imposed by COVID-19 are phasing out, and the flow of people and businesses worldwide is increasing. Our company made a fresh start with the announcement of its new midterm business plan, 'Realize 25,' in May. To achieve our objectives, let us double-check our roles and make sure we execute them.

As for the situation in the first half of this fiscal year, sales revenue is expected to increase compared to the same period of the previous fiscal year due to continued global capital investment for advancing and automating production in the manufacturing industry in general. Profits are also expected to increase because profitability is improved by shifting higher raw material prices, along with increased production efficiency and operational efficiency.



Masahiro Ogawa
Representative Director
president,
Yaskawa Electric Corporation

M. Ogawa.

We appreciate your cooperation and efforts to make us more competitive in all sectors, such as technology development, manufacturing, procurement, sales, and services. Thank you.

Next, we shall look back by SBU.

(M): Although semiconductor and electronic components' demand remained weak in Asia, excluding the U.S. and China, revenue grew steadily as the effects of last year's lockdown in China resolved and production normalized.

(V): Sales were strong due to increased capital investment in oil and gas in the US, as well as the normalization of delayed production due to the impact of last year's lockdown in China. Sales revenue also grew as we continued to invest in energy savings with an interest in a carbon-neutral environment globally.

(R): In the general industrial sector, particularly in Europe and the U.S., demand remained strong because of continued investment aimed at advancing and automating production. Capital investment continued in the automotive market, particularly in the EV sector, whereas demand in the new energy sector, such as in the manufacturing of photovoltaic panels, remained strong in China.

Both sales revenue and operating profit are expected to increase as a result of the group's efforts to capture these overseas demands properly, and to improve production efficiency through improved operating capacity and in-house parts manufacturing.

Given this situation in the first half of the year, the President's policy measures for the second half of the year are as follows:

Policy 1: Implementing "i³-Mechatronics" solutions to improve the value of "our products"

In sales, we strengthen our account approach with an emphasis on deepening the understanding of customers' goals.

In manufacturing, we expand the area of automation at our own production sites through the practical implementation of i³-Mechatronics. This will accelerate QCD improvement in manufacturing.

In technology development, we use the Yaskawa Technology Center in Japan as a focal point to accelerate our efforts to fully reflect in our products based on a correct understanding of customers' goals.

To enhance quality and service, we align with a more global mindset, to understand and utilize customer quality and service information across regional boundaries.

Policy 2: Expanding business by capturing global growth markets and launching new products

In anticipation of resuming investments in the emerging semiconductor market, we tie in more closely with our customers. In addition, we will move forward with the launch of our new product, MOTOMAN NEXT, and cooperate with our partners to expand our business domain. The company also launched YRM controllers in the U.S. and European markets and uses them as the core of its i³-Mechatronics solution for global expansion.

Policy 3: Maximizing profits by strengthening operation of production and sales

The (V) (YAD) base in Japan, including the restructuring of business sites in the Yukuhashi district, will be completed as soon as possible and implemented promptly. We then link the backlog of orders with manufacturing to generate revenue and reduce inventory, particularly of raw materials. We also review the sales prices in response to the inflationary impact of increased parts and labor costs. In doing so, we maximize earnings by minimizing the negative impact on profits and strengthening indirect cost controls.

Policy 4: Stabilizing the Management Base by Instilling YDX-II and Promoting the Yaskawa Principles

We steadily advanced the preparation process for the release of S4/HANA, which serves as the platform for data integration through YASKAWA Digital Transformation (YDX). In addition, in the first half of 2023, we conducted educational programs on the Yaskawa Principles for (YAI) (YEU) (China) and group companies in Japan. With the aim of building "One YASKAWA," we continue to pursue measures to instill the Yaskawa Principles in our group companies further.

Ultimately, no matter what kind of work is done, everything is connected to the customers. I ask you to think about "who is your customer" and "do you do a good job for your customer?" and focus on the kind of output that is expected to realize the needs and wants of your customers.

Every employee shall work with the Yaskawa Principles in mind and achieve the goals of our customers through i³-Mechatronics. True globalization can be accomplished when all parties have the same attributes and take on different responsibilities while adapting to regional characteristics. Let us work hard and achieve "One YASKAWA" together!

Abbreviation of Organization and Facility Names:

(M) : Motion Control Div.

(V) : Drives Div.

(R) : Robotics Div.

Notes:

1 The positions and posts indicated are based on personnel organization information of FY2023 first half.

2 See the back cover for company name abbreviations.



Interview with Marcus Mead, President of (YEU)

Collaborate globally and grow strongly for the entire Yaskawa Group

Marcus Mead, who was General Manager of Robotics at (YEU) until last fiscal year, has been appointed as the new President of (YEU) since FY2023. We asked about your aspirations as president of (YEU), which oversees the EMEA region.



President, YASKAWA EUROPE GmbH
Marcus Mead

First of all, how would you feel about being named president of (YEU)?

Firstly, it's a great honor and privilege, I have only worked at Yaskawa for five years, so I very much appreciated the trust shown in me to lead the EMEA region as President of (YEU).

Additionally, the feeling is of course one of great responsibility to support the 2000 or more people who are working across Yaskawa EMEA, as well as to develop our capabilities to achieve the goals of our Realize 25 mid-term plan. This plan will focus on increasing our "added value" by developing solution selling capabilities, so we can attract new customers and be successful with our i³-Mechatronics and our MOTOMAN NEXT product lines.

What is your intention to work on at new HQ of (YEU)?

The new European headquarter now offers us a world class facility to support collaboration and to highlight to our wide range of products and solution engineering capabilities. The most important aspect is that it is a place where various companies and departments can collaborate.

For example, we can develop solutions for i³-Mechatronics and propose them to customers through the collaboration between our Motion Control and Robotics businesses. In addition, by bringing together group companies in EMEA, we can communicate the business strategies efficiently, and share success stories and ideas for improvement to realize strong business synergies. And by linking various departments such as Engineering, Marketing, HR and Finance, we can continuously improve our operations. Various collaborations will improve the group's ability to execute its business and provide more valuable solutions to our customers.

We're very, very fortunate to have this building and I will use it to offer anyone who visits a full Yaskawa experience - from our Principles and values to our projects and people - making sure every who leaves understands what Yaskawa represents as a global industrial motion and control company.

How would you communicate and lead EMEA?

Strong communication is essential part of my role as President, since Yaskawa EMEA is a complex organization across so many different countries. Therefore, my own leadership style is to be as personal as possible in delivering my leadership messages. Knowing and meeting all our Yaskawa associates across EMEA and bringing a strong feeling of support, closeness, and intimacy between us is key to building commitment and a strong team culture for Yaskawa.

We need to grow market share in all countries, and my personal leadership objective is to ensure all our customers across EMEA enjoy the same consistent high-quality experience with Yaskawa, namely one of strong added value efficiency.

What are your initiatives to enhance the feasibility of i³-Mechatronics in the EMEA region?

i³-Mechatronics and the products that make it happen are still evolving rapidly. Our recent projects focused on automotive condition monitoring applications for weld processes to allow visualization of production rates and operating efficiency by deploying YASKAWA Cockpit. Customers are becoming more familiar with the data-driven motion control concept centered on our YRM controller, YCS digital twin and YASKAWA Cockpit capabilities.

We will improve customer productivity by strategically developing and supporting these products and technologies on an ongoing basis. Going forward, we will continue to offer customers broader solution engineering capabilities that combine Motion Control and Robotics functions and leverage our entire product portfolio for machine and cell optimization.

Please tell us about your memorable projects so far.

I have been fortunate to lead the robotic division for the last 5 years at (YEU), during this time I was committed to growing this business in all countries. I undertook many projects and tasks, but one of

the most memorable projects was to develop production at (YER) and make it an efficient factory. Now, with our most recent robotic automation investments in production, we can produce up to 80% of Europe's robot demand every month and we make strong operating margins. Another was to drive a significant diversification of our business towards growth markets and regions, we have now around 30% in Automotive, the remaining 70% across growth industries such as Metals, Agriculture, Food and Consumer goods.

When faced with difficult challenges, what are you trying to do to overcome them?

When faced with difficult challenges, I try not to make decisions too quickly, instead I make sure I make a full assessment of the root causes and think clearly about the outcomes of my decisions which of course must be sustainable. Naturally I work with a lot of very skilled and experienced people, so I consult with many people to attain a balanced perspective to ensure that I address the challenge in the best way – then set out the approach and ensure I deliver against it efficiently.

Finally, please leave your message to the employees of the Yaskawa Group globally.

(YEU) operates in EMEA regions but many of our customers are global and our operating challenges and objectives are common to other regional subsidiaries such as China, USA, Japan. My message is, let's work more closely together to meet these challenges and serve our global customers better. Europe is a great region to experience and to develop for Yaskawa, my wish is to strongly collaborate with our global colleagues to secure the best outcomes for Yaskawa as a global company and create a positive work experience for everybody as we collaborate.



(YEU) new European headquarters opened in April 2023

- i³-Mechatronics Evolution Never Stops! - Global Horizontal Development of our Cutting-Edge Manufacturing

The new mid-term business plan, "Realize 25" Policy 1, aims to create value through i³-Mechatronics solutions. To achieve this goal, we plan to increase the feasibility of i³-Mechatronics solutions at both our own production sites and globally by expanding cutting-edge manufacturing developed at our mother factory in Japan.

As a practical example of this, consider our efforts at Yaskawa Solution Factory (Y'sF) — the mother factory of the Motion Control Division — where in February 2023, we established a new No. C Line that enables AC servo drive Σ -X and Σ -7 to be assembled on a single production line. We also introduced the same line in (Shenyang) <the "No. 5 Line"> and began mass production in May. We here introduce the new production line so as to realize cutting-edge manufacturing, with the efforts of Y'sF and (Shenyang) aiming to be the "i³-Mechatronics fully practiced factory."

Features of the two new lines

1) Mixed flow manufacturing of different products

In Y'sF, Σ -X and Σ -7, and in (Shenyang), Σ -X and Σ -Mx (local products developed specifically for Chinese markets) are now able to be manufactured on a single production line. Even products with parts in different series can be produced with the proper arrangement of pallets running on a conveyor. We are also promoting the standardization of components used between Σ -X and Σ -7.

2) Installing the YRM-X controller in the assembly process of the servo motor

The latest controller, YRM-X, was installed during the servo motor assembly process at the two factories. The YRM-X controller collects and uses manufacturing process data to improve production quality and prevent maintenance needs.

3) Reducing non-operating hours by reviewing the number of material refills and process layout

Conventionally, lines are frequently stopped by refilling with sealants, adhesives, and materials; however, we have reduced the number of non-operating hours by reviewing the number of refills and the process layout.

Using these as examples, the lines showed an improvement in production capacity compared to conventional lines.

- Y'sF → **50% improvement in servo packs**
20% improvement in servo motors
- (Shenyang) → **70% improvement in servo motors**
(Expected effect, including installation effect of AGV/PGV)



No. C Line of Y's F

What is the YRM-X Controller?

The YRM-X controller collects data from each cell with a time axis in a time series, sends them to the higher-layer YASKAWA Cockpit (YCP), and feeds the data analyzed by the YCP back to the cell. The YRM-X controller collects data and provides feedback while integrating and controlling the MP and robot controllers for each cell. By collecting data along a time axis, it is possible to determine what happened in the event of a failure and how it occurred, leading to improvements in the equipment.

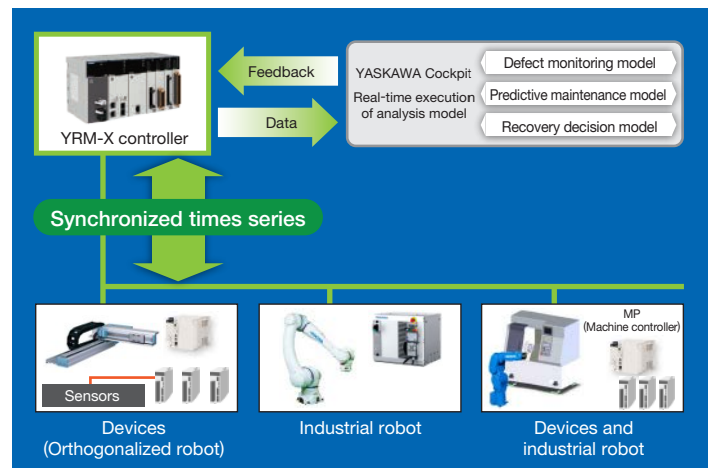


Image showing the role of the YRM-X controller



Here are examples of data utilization at each plant!



YASKAWA ELECTRIC CORPORATION (Y'sF)

Factory Manager, Motion Control Plant, Motion Control .Div.

Kenji Watanabe



YASKAWA ELECTRIC (SHENYANG) CO., LTD.

Director, General Manager

Kazunori Ueno

Q. Please tell us the most recent examples of data utilization.

Watanabe: The first was the maintenance of the ball screw used in the robotic hand. It is now possible to use YCP to monitor abnormal values caused by screw wear and to replace them before locking up-

The second is to automate the testing process of the servo motors and improve the accuracy of the determination. Until now, workers have used auscultation rods for testing; however, frequency analysis using accelerometers and comparisons with AI models have improved the accuracy of the determination.

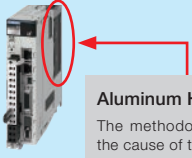
The third approach is to identify the causes of defects in development and design. In the fitting of the resin case of the servo pack and the aluminum heat sink, we were able to identify the cause by analyzing the image when the defect occurred and were

able to tracing the data to the time of assembly, feeding back the cause of the defect to the development and design department for structural changes, thereby reducing the defect rate.

Ueno: When the screw was tightened during the motor assembly, a defect occurred because the screw interfered with the board of the device. On the other hand, by monitoring the torque of screw tightening with YCP, it is now possible to notify an abnormal value, identify the cause, and correct it as soon as possible.

In addition, the introduction of AGV/PGV for the transportation of half-finished products and components between processes resulted in savings of 10 personnel. The distance that one person walks between processes is approximately 7 km/day, which reduces the burden on workers.

Examples of Data Utilization by Y'sF




- 1) Maintenance of ball screw of robot hand (Utilization of YCP)
- 2) Automation of servo motor tests and improvement in judgment accuracy (analysis of sound frequency and utilization of AI)
- 3) Reflections on the failure factors in terms of development and design

Aluminum Heat Sink
The methodology identifies the cause of the malfunction of the fitting between the resin case of the servo pack and the aluminum heat sink, reducing the defect rate by changing the structure.

Examples of Data Utilization by (Shenyang)

- 1) Improving screw tightening defects (using YCP)
- 2) Introduction of AGV/PGV for inter-process transport

➡ **Manpower-saving effect for 10 personnel**



Q. What are your future initiatives?

Watanabe: At the Y'sF plant, we have already achieved automation in the parts supply and assembly process for servo motors and servo packs. This year, we plan to launch an automatic assembly line for encoders. In the future, we will promote automation in parts loading and unloading, inspection, and packaging processes, as well as data analysis for the YRM-X controller and its deployment to other core products.

There is no finished form of the Y'sF. We will continue to evolve by building a production line that utilizes the latest products and practicing i³-Mechatronics every day. As the mother plant of (M), we will work to further improve productivity and provide products that satisfy customers during upon delivery.

Ueno: We have been able to manage the warning signs of equipment failure and defective products by setting data thresholds; however, ideally, in the future, when warning signs are detected, the equipment will adjust them autonomously.

The switch to Σ-X is expected to be faster in China than in Japan, with almost 100% switching in the second half. In the future, we will share the production data of Σ-X in (Shenyang) with Y'sF, and work together to promote improvement activities. To ensure that China's high demand for servos is captured, we will further develop customers and work to meet the QCD requirements. To achieve this, we share the concept of i³-Mechatronics with our employees and leap forward together with (Shenyang).



Let's ask the global HR team!

From U.S.A.

Respecting Each Other with Diverse Values and Aiming to Be a Sustainable Company

Industrial automation, the use of AI and the promotion of DX are changing the way we work. Here, we introduce how Yaskawa Group employees around the world work.

We asked (YAI) Cory McHugh, who oversees HR in the Americas, about efforts to utilize human resources in highly diverse environments.



(YAI) Cory McHugh

Please tell us what job responsibilities you are in charge of.

I am responsible for overseeing Human Resources and Labor (HR) for the Drive and Motion Control Division in the Americas, Canada, and South America, and dotted line responsibility for the Robotics Division.

What initiatives do you take to encourage diverse employees to work together?

(YAI) employees, called associates, are part of the organization's strategic differentiation and are highly diverse in terms of age, gender, and country of origin. To help our diverse employees work well together, we team up with cross-functional members and create opportunities to work with people of different types. We also organize a variety of events to encourage interaction among employees. Since the pandemic subsided, we have held a luncheon for managers and interns, as well as a picnic called "Better Together," and a baseball game, as well as a social gathering for employees both on and off the job. Any organization with diverse values is very good in terms of broadening the talent base.

It is said that Japanese companies are slow to see women in action, but what is the situation at (YAI)?

Most people recruited by (YAI) are electrical and mechanical engineers; therefore, there are more men. However, many female

engineers are also active, and the corporate division has more females, with a higher percentage of women in procurement, marketing, and finance.

How do you promote the use of young talent?

(YAI) has a low turnover rate and it's great that they want to work longer. However, the senior management is focusing on the development of successors because many of our leaders will be retiring within ten years. Starting this fiscal year, we launched a "rotation program" in which young leaders learn operational and leadership skills by working with veteran managers. This is a system in which selected young employees work with multiple managers for six months each on a rotational basis, and then pass on one of the positions from their final job experience. Additionally, we have invested more in leadership development, through offsite leadership training and cohort development.

Please tell us the meaning behind the HR slogan "It's personal" at (YAI).

The slogan "It's personal" was created through internal discussions. It is not just a job but also means that we pay attention to each other's personalities and do more than what is required of us. We encourage associates to understand the culture and values of (YAI) by asking questions such as "What is the joy of work?" and "What does it mean to go above and beyond what is required?" while simultaneously encouraging them to respect each other. (YAI) is creating videos and posters and conducting a campaign to communicate these values.

Please tell us what you would like to do as an HR representative.

Our primary goal for the next few years is a succession plan, also in terms of sustainability, according to the Yaskawa Principles. At (YAI), there are many seniors who retire in the coming years, so it is important to ensure that we have the right talent to influence business strategies. HR is an important job that can contribute to the business by supporting people. I am happy to work as an HR representative at YASKAWA.

OUR PEOPLE

OUR PEOPLE introduces employees in the Yaskawa Group around the world.

Q What is the scope and focus of your work?

As a field service professional, I travel around Canada for repairs, troubleshooting, programming, and robot installation. I am also responsible for the annual preventive maintenance of over 230 robots at Toyota Canada, Inc.*. I work to improve my knowledge of programming and robot vision and aim to improve the efficiency of system design, including that of vision cameras.

* Toyota Steel Corporation's production base in Canada

Q What are your future goals?

By deepening my understanding of Yaskawa's robot technology, I hope to strengthen my ability to support customers in installing and using robots.

Q What is Yaskawa proud of?

I am proud of the latest technology and innovation program (YCA). Our excellent relationships with customers, along with our teamwork, ensure that projects are completed on time. I truly believe that YASKAWA is a leading robotics company.

Q How do you spend your time off?

I ride my motorcycle during the warmer months, explore the city near my home, and ice fish with friends and family at the lake during the colder months. On long vacations, I travel worldwide and visit Hungary to see my family.



FILE 09
Canada

I want to deepen my understanding of robot technology for the customer support capability

(YCA) YASKAWA CANADA INC.
Customer Service Group

Christopher Thomas Kerekes



Program pick and place applications for customers



Ice fishing in lakes



FILE 10
Singapore

Aiming to strengthen the Yaskawa brand in the ASEAN region

(YAP) YASKAWA ASIA PACIFIC PTE. LTD.
Marketing Department

Catrina Koh

Q What is the scope and focus of your work?

As a marketer, I support the building of relationships with partner companies and customers. In addition to participating in trade shows at (YAP), I hold seminars and workshops with partner companies to impart a great deal of product knowledge to users. Through this, we can learn about competitors and how YASKAWA stands in the ASEAN market.

Q What are your future goals?

In the ASEAN region, YASKAWA is not as well-known as its competitors; therefore, we want to increase our exposure and brand awareness. When we hear "YASKAWA," we want our customers to know that it is a good and reliable brand.

Q What is Yaskawa proud of?

Since the 1960s, the idea of "mechatronics" advocated by YASKAWA Electric has spread around the world and revolutionized the automation industry. Today, "i³-Mechatronics" is also revolutionizing the industry. I am honored to have been a part of the industrial automation revolution by promoting this solution so that many customers can understand it.

Q How do you spend your time off?

I enjoy eating various dishes with my family and friends during the holidays. I recommend Singapore because you can eat a wide variety of dishes while there.



With (YAP) members at an exhibition



I enjoy meals on holidays

(YIB) YASKAWA IBERICA S.L.

(YIB) Opening Ceremony Held at the New Building

Reporter: (YEU) Kosuke Nishida / Kei Matsushita



(YIB) Exterior of the new building

held at the invitation of the Ambassador of Japan to Spain, the Consul General of Japan to Barcelona, representatives of Barcelona government agencies, the Mayor of Viladecance, and other dignitaries from Japan and Spain as well as European customers.

Relocation will expand the robotic system capability of (YIB) from 700 m² to 2,400 m². We will expand our systems business in terms of revenue, where we have jurisdiction, and further expand our business by expanding the value of i³-Mechatronics to our customers.

(YIB) YASKAWA IBERICA S.L., located approximately 15 km southwest of Barcelona, Spain, completed its new building, with an opening ceremony held on May 11 with more than 200 guests. The hotel is conveniently located 10 km northwest of the Barcelona El Prat International Airport. The ceremony was



(YIB) President Bodine's Greetings



(YIB) (YEU) Ribbon Cutting by the Guest Representative

(YEK) YASKAWA ELECTRIC KOREA CORPORATION

Donating Supplies for the Great Turkish Earthquake [Volunteer Activities]

Reporter: (YEK) Kim Ji Young

(YEK) and Doolim-Yaskawa Co., Ltd. sent 30 boxes to help Turkey — devastated by an earthquake in February 2023 — with employees soliciting donations of "winter clothing, blankets, gloves, mufflers, heating pads and other cold protection items, as well as sanitary items such as diapers."

Historically, Turkey and South Korea have had a close relationship. In the past, we have helped one another in times of disaster, deepening trust and friendship through World Cup soccer games, etc. Given this shared history, each employee thought, "We should give a little bit of ourselves to the people of Turkey who are shivering in the cold because the foundation of their lives was lost in the sudden disaster."

We hope that this donation has helped Turkey recover everyday life.



Employees pack items into boxes



Donations collected at a robot center in Taegu

(YAI) YASKAWA AMERICA, INC.

The Positive Impact of Women in Robotics

Reporter: (YAI) Sarah Mellish



Left to Right: Lisa Tidball, Mikayla Wear and Samantha Jarmusevich

It takes a committed team to fulfill a strategic plan that produces and maintains high-quality robotic systems for long-term customer success. Helping to make this happen for (YAI)Robotics Division is a growing, internal workforce of women.

These women and many more continue to impact (YAI) Robotics Division, enabling the design, assembly, use and support of robotic systems.

Lisa Tidball – Supervisor of Standard Engineering

Born into a family of engineers, Lisa grew up knowing that she would become one. Today, she evaluates new designs, conducts product testing and manages her dedicated team at (YAI)Robotics Division to meet diverse project deliverables.

Mikayla Wear – Process Engineer of Material Handling

Inspired in seventh grade to work with robots, Mikayla pursued an education in Mechatronics and Robotics. Today, she builds and maintains tradeshow workcells and customer demos, as well as provides internal and external technical support.

Samantha Jarmusevich – Robotics Instructor

After seeing her first robot, Samantha knew she wanted to work in robotics. Good at skilled trades, she learned multiple welding methods, before taking robot programming through Yaskawa Academy. This opened the door to new opportunity, and today, Samantha teaches for the training facility.

(YAD) YASKAWA AUTOMATION & DRIVES CORP.

(YAD) Umibe participated in the Men's Softball U-23 World Cup

Reporter: (W-shisu-ei-kyu)Takuya Ishimatsu

(YAD) Umibe participated in the Men's U23 Softball World Cup (April 15–23) in Argentina as a member of Japan's national team. Japan finished in first place in the league and narrowly lost to Australia at 0-1 in the final, finishing second. Umibe pitched four games and gave up two runs over 16 innings.



He started against Mexico in the Super Round and pitched a shutout with 12 strikeouts in seven scoreless innings.

Comments from Umibe

Thank you for your support. I was very nervous just before the pitch, but I was able to pitch while enjoying the atmosphere of a uniquely foreign venue. As we finished in second place, which was a disappointing result, I will continue to work hard on pitching and daily training so that I can get revenge by being selected for the national team again.

Comments from Coach Kawanaka

Thank you for your understanding and support of the softball club's activities on a regular basis. I was selected for the national team because of my outstanding performance in our department, and I think that this tournament proved that Umibe could play around the world. I look forward to growing up with members of the Yaskawa Group and playing as a TOP national team player the next time.

Abbreviation of Organization and Facility Names:

(W-shisu-ei-kyu): Kyushu Social Systems Sales Sect. Social Systems Sales Dept. Social Systems Sales Div. (YAD)

Notes:

1 The positions and posts indicated are based on personnel organization information of FY2023 first half.

2 See the back cover for company name abbreviations.

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.
(YLP)	YASKAWA PACKAGING CORP.
(Fukka)	FUKUOKA KASEI INDUSTRIES CO., LTD.
(HKS)	HK SHEET METAL TECH CO., LTD.
(Kyoan)	KYOAN KOGYO CO., LTD.
(SYMEX)	SYMEX Co.,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 SAS
(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
(YCM)	YASKAWA (CHANGZHOU) MECHATRONICS SYSTEM 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.

Note: Abbreviations of company names are shown in parentheses.

Cover photo: (Shenyang) Servo Motor and Servo Pack Production Line (No. 5 Line)



(Shenyang) was established in 2008 to manufacture Σ -X, Σ -7, and Σ -Mx servo motors and servo packs, as well as amplifier board and core assembly. In June 2022, five million units were produced to meet the high demand in China. In May 2023, the No. 5 line, which uses the same production method as the C line of Y'sF, was newly built (details on pages 5 and 6). The picture on the cover shows the assembly of a servo motor via the No. 5 line. (Shenyang) is working to further improve productivity in order to realize the "Y's Production25 plus" concept in the production department.

Outer appearance



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