



Linking the World, Connecting People.  
Yaskawa Group Newsletter  
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**YASKAWA**

## Let's enhance the feasibility of i<sup>3</sup>-Mechatronics and pursue further growth!

I am Masahiro Ogawa, recently appointed as president. This fiscal year marks the launch of Realize 25, our new medium-term business plan, which is the final chapter for achieving the Vision 2025. I would like to take this opportunity to share my resolution as the new Group president and the president's policies. Yaskawa celebrated its 100th anniversary in 2015, and as the first step in its next stage, the Group set forth the Vision 2025.

To achieve these goals, we have implemented the medium-term business plan twice: Dash 25 and Challenge 25 Plus. In the surrounding business environment, many unexpected events have occurred, and we have carried out what we are supposed to do as we rotate the PDCA cycle, taking additional countermeasures each time. As a result, we are steadily gaining momentum as we grow, and with last year's results on track to be the highest ever, the achievement of the Vision 2025 goals is now firmly in sight.

Realize 25, which begins this fiscal year, is truly aimed at realizing

the "Vision 2025." We will ensure we continue what we have built and improve our operational capabilities while putting what we have prepared into practice, ensuring we achieve the goals set forth in Vision 2025. To achieve this goal, it is extremely important to globally enhance the feasibility of the i<sup>3</sup>-Mechatronics solution concept, which was launched in 2017.

### **i<sup>3</sup>-Mechatronics, in itself, is the realization of the Group's Principles**

i<sup>3</sup>-Mechatronics is Yaskawa's concept to respond to customers as a solution that will lead them to solve the proposition that customers and the market demand, such as improvement and evolution, by using the Yaskawa Group's strengths in products and technologies ("integrated"), receiving objective awareness as "intelligent" using the digital data that inevitably exist there as the evidence and inducing the next improvement and evolution as "innovative" appropriately and quickly. And it is also our action guideline itself.

Masahiro Ogawa  
Representative Director  
president,  
Yaskawa Electric Corporation

*M. Ogawa*

The degree of contribution of our products and technology that are applied to solutions will greatly increase, and the added value of the products as an evaluation will increase the profit. This is exactly in line with the Yaskawa Group's values of "Quality, Profitability and Market," which are set forth in the Yaskawa Principles. In addition, YASKAWA Digital Transformation (YDX), built as a platform for business execution, and Yaskawa Technology Center (YTC) in Japan, which integrates all processes from development to prototyping, will further enhance the feasibility of i<sup>3</sup>-Mechatronics and make full use of it.

With this in mind, in the first year of our new medium-term business plan, Realize 25, we set forth the following four policies.

## **FY2023 President's Policy**

### **Policy1 Deploy "i<sup>3</sup>-Mechatronics" solutions to increase the value of components**

We will increase the feasibility of our approach to solutions through the continuous evolution of "production, sales, technology, quality and service", while expanding our demonstration efforts through customer projects.

### **Policy2 Capture global growth markets and expand business by introducing new products**

We vitalize IMM\* activities in growing markets such as EV, battery, semiconductor, and food and agriculture, while increasing our competitive advantage by launching strategic new products and expanding our global business.

### **Policy3 Maximize profits by strengthening production and sales management**

We accelerate the sales of backlog orders by strengthening procurement functions through the centralization of semiconductor and other core components at the headquarters, increasing the in-house production of components, and improving our ability to respond to fluctuations in production demand. We plan to improve added value through price pass-on in response to the effects of surging materials and labor costs, and further increase earnings through strict inventory control and indirect cost control.

### **Policy4 Strengthen management foundation based on "YDX-II" and the Yaskawa principles of management implementation**

Following YDX-I, which focuses on the visualization of management data, ongoing YDX-II aims to strengthen links among product development, manufacturing quality and market quality. We are expanding the use of data for the purpose of building a resilient supply chain, as well as enhancing market-ready capabilities, in order to fully restructure PLM.

Furthermore, we will promote a rational diversification of work styles, placement and organization through the visualization of human resources while deepening our understanding of the Yaskawa

Principles. Through this initiative, we build a sustainable management base in the global vision of One YASKAWA.

### **Yaskawa contributes to customer propositions such as improvement and evolution.**

I would like to express one more thing to share with you as well as my own aspirations for the presidency.

Yaskawa's business domain is "motors and their applications," and we have been pursuing the idea of making this happen by driving motors for more than 100 years. This is at the core of a company that will never change. AC servos, AC drives, controllers, and even industrial robots derived from these technologies are the core products that support our business, and we are proud of world-class performance and achievements in all of these. In addition, we recognize that all of these are indispensable in the automation solutions that our customers and the market demand, and that we, the Yaskawa Group, are unique company in having "the world's leading products."

We will lead our customers to solutions by seamlessly connecting our products and technologies to proposition such as improvement and evolution. This is a true contribution to our customers, and earning the results as an added value (=profit) to our products will surely lead to our growth. I am fully confident that the Yaskawa Group will be able to grow further as a sustainable company by increasing the value of our contribution to solving our customers' proposition. The initiatives in Realize 25 will be an important cornerstone for the next decade and beyond as the Group pursues its Vision 2025. Let me put this in common with you.

Let's all of us, including me, be aware of ourselves as professionals and do our best to fulfill our organized functions and roles. I hope that all of you will contribute to the society through our work and spend meaningful time with your family, friends, and partners in your private lives. I hereby express my commitment to working together with all of you to develop Yaskawa Electric and Yaskawa Group even more strongly.

Let's all do our best together!

\* IMM (Industry Marketing Management): Efforts in sales by conducting cross-divisional marketing from a market perspective.



## Feature 1 Introduction of the new Group president

# A common understanding of i<sup>3</sup>-Mechatronics will lead to the sustainable growth of Yaskawa!

We interviewed Mr. Ogawa, who was appointed president and representative director on March 1, 2023, regarding his resolutions for the future.



Representative Director  
president,  
Yaskawa Electric Corporation  
**Masahiro Ogawa**

Joined Yaskawa Electric Corporation in 1987  
Executive Officer; Regional Manager, the Americas in 2012  
General Manager, Robotics division in 2016  
Director, Executive Officer in 2019.  
Representative Director, Senior Managing Executive Officer in 2022.  
Representative Director, president (to present)

### Please tell us about your feelings when you were named president.

Last November, when I visited the president's office for a business meeting, Mr. Ogasawara gave me an unsolicited tip. To be honest, I was surprised and felt more responsibility than I had ever experienced before. Strangely, however, the option to decline did not cross my mind at all. I prepared myself to say, "All right, let's do it!" and accepted it immediately.

### What will you work on as the new president?

We are never going to change anything drastically all at once, and will instead move forward with initiatives to increase the feasibility of i<sup>3</sup>-Mechatronics, which represents a concept that can serve as a code of conduct for implementing Yaskawa Principles. To achieve the Vision 2025, we must ensure that our individual actions are based on this concept.

## | What do you need to do this?

The Yaskawa Group must develop a common understanding of the purpose of i<sup>3</sup>-Mechatronics. The products that we manufacture maintain the best global presence in all AC servos, AC drives, and robots. Each product has its own uniqueness. Based on these excellent products and technologies, we are able to offer our customers a full range of high-quality solutions. To this end, starting with top management, we will further enhance the common understanding of i<sup>3</sup>-Mechatronics and promote it as a part of the Yaskawa Group's culture both in Japan and overseas.

## | Let us also introduce your personality.

### | What kind of experience has impressed you so far?

There are a lot, but if I had to choose, I would say two stories. The first memory is Honda's grand project, which I experienced when I was around 35 years old. It gave me a sense of my own perspective and the importance of facing customers. It all started when I complained bitterly about dealing with customers in the company, and I was assigned to lead the project, saying, "If that's what you say, do it yourself."

It was an important project to renew the production lines of factories both in Japan and overseas, and to create the new system first in Japan, and then spread it around the world. I sensed that if I did a half-baked job, Yaskawa would disintegrate, so I worked hard with a lot of determination, and although it wasn't perfect, I think it led to growth for both the company and myself.



At the MOTOMAN Center (Plant 1) with members of the workplace. Mr. Ogawa is in the back row, fifth from the right.(Taken about 90's)

The second is my experience as an expatriate in the United States. Because I have been working consistently with robots since I joined the company, I am generally familiar with them.

Therefore, when I was stationed in the U.S., I spent 70-80% of my time learning what the business was like outside of robotics. While dealing with the internal affairs of the company, I was also able to experience the "global" business at the same time. In other words, I was able to see "Japan not from inside the country, but from outside." The five years I spent in the U.S. were quite intense.

## | Finally, please leave a message for employees.

Our customers' business environments are changing on a daily basis. In line with these changes, they expect a higher level of expectations and demands from us. I ask everyone of you, as professionals, to do your utmost to meet the expectations of the roles you are expected to play. I will lead the way, so let's work together for the further growth of Yaskawa Group!

## P R O F I L E

**Born:**

August 25, 1964

**Hometown:**

Kita-Kyushu City, Fukuoka Prefecture

**Graduation:**

Industrial Design, Kyushu Institute of Design  
(now Kyushu University)

**Family Structure:**

Wife, 2 children

**Motto:**

Life is always a matter of learning /  
There is no learning better than experience

**Hobbies:**

(I got hooked on American activities) Camping and barbecuing, of course golf!

**How do you spend your holidays:**

Golfing, shopping, sometimes simple cooking

**Favorite foods:**

Chocolate, fruit

**Least favorite foods:**

Broccoli, cauliflower



## Feature 2 Getting to know the Yaskawa Principles

# Let each of us understand the Yaskawa Principles and use them as a driving force for our sustainable growth!

The Yaskawa Principles serve as the core belief for decision-making in the hearts of all employees in the great cause of the Yaskawa Group's sustainable growth and development. Our origin is the essence of this and has not changed over time. This reveals the significance of our existence, core values, and daily codes of conduct. We must continue to be widely trusted by society through our business.

The Yaskawa Principles was originally formulated in 1979 as a codification of the company's corporate principles based on the "founding motivation" of its founder, Daigoro Yasukawa, because of a sense of danger in management during the confusion of the first oil shock in the 1970s. In 2022, the YEC's policy was to "foster a corporate culture that generates innovation by accelerating the reform of working practices and promoting global management through the implementation of the Yaskawa Principles."

In line with this, we have reclassified our principles into "Our Purpose", "Our Values" and "Our Actions" for all employee

to understand and practice the Principles in 2022. We will prepare for them in Japanese, English, Chinese, and Korean to deepen our understanding globally.

In Japan, YEC has been taking practical steps through educational training for new employees, young employees, managers, and general managers at headquarters and in business departments, in FY2022. The new mid-term business plan, Realize 25, will extend its penetration strategies to global locations outside Japan. Understanding and deepening our Principles is based on "know", "learn" and "practice." To make all employees aware of the first step, we convey this in our group newsletter, W.W.Y. To deepen the understanding it, we also plan to progressively share content and other materials that enable employees to study our history from the foundation.

Let us understand and work together to realize Vision 2025, with the Yaskawa Principles as a driving forces behind the group's sustainable future growth.

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## Yaskawa Principles

### Our Purpose

**Yaskawa's mission is to contribute broadly to social development and human welfare through the execution of our business.**

Since its inception, YASKAWA Electric has expanded its business with "electric motors and their applications" as a major business pillar. The spread of our Group's diverse technologies and products to society will help to improve the advancement of machinery and manufacturing.

Yaskawa innovation contributes to the advancement of social development, creating a safer, cleaner, more efficient and sustainable workplace to free the workforce from the 3Ds (Dangerous, Dirty, Dull). The purpose of the Yaskawa is to contribute to a society where people can live a safe, secure and humane life.

## Our Values

To achieve the mission, our group has set the following three objectives and work hard to achieve them.

### 1. Quality

Always developing and improving world-class technologies with a focus on quality

### 2. Profitability

Working to improve management efficiency and secure Profit necessary for the sustainable growth

### 3. Market

Serving the needs of our customers and pursuing customer satisfaction

## Our Actions

We respect our group's heritage and strive to realize our mission, and through this, we seek the group's prosperity and our own well-being by raising society's trust.

In particular, the following five items comprise our daily action guidelines.

- ✓ **Stay customer-focused.**
- ✓ **Pursue both high quality and high profitability.**
- ✓ **Work hard to overcome the competition with a fighting spirit.**
- ✓ **Broaden our perspective and change our thinking.**
- ✓ **Deepen mutual trust and strive for unity and cooperation.**



On the next page, we interviewed board members about our Principles.

## ● Dialogue: Thinking about our origin "Yaskawa Principles"

# Each and every one of us takes over the Principles and drives further evolution.

We interviewed Mr. Ogasawara, Chairman of the Board and Mr. Tsuda, Senior Adviser about the Principles, which are our origin.



Representative Director, Chairman of the Board,  
Yaskawa Electric Corporation  
**Hiroshi Ogasawara**

### Learn 100 years of history and identify "Our Purpose"

#### | What do you think about the Principles?

**Tsuda:** When corporate principles were initially formulated in 1979, it was a great turning point for Yaskawa Electric owing to the oil crisis. With mechatronics at its core, it was time to change the company for the bigger and better. At that time, we formulated our corporate constitution with corporate principles as well as action guidelines and firmly set the direction for Yaskawa Electric going forward.

The company made a major shift in its management policy from the 1980s to mechatronics; nevertheless, it was agreed and shared that although there was a major shift in management policy from the 1980s to mechatronics, the roots and the origin that had been cultivated would not change.

**Ogasawara:** When the corporate constitution was established, it was like a group of different companies with different divisions and completely different cultures.

Under such a situation, if the corporate principles were not properly defined as the "origin," everyone would work with completely different ideas, even if measures were executed based on the policies. Therefore, the corporate principles meant a great deal for the company in carrying out its business.

The Yaskawa Principles state that our mission is to contribute broadly to social development and human welfare through the execution of our business.

**Tsuda:** The roots of Yaskawa Electric lie in the fact that the founder started a variety of businesses with the development of Japan (the country itself becoming prosperous) in mind. The company's primary goal was contributing to industrial development, rather than making money. It is not certain whether this was intended or whether it happened to work, but the business of Yaskawa Electric has always matched the needs of society at that time, and the company has developed.

For example, our business of "automation and labor-saving to increase productivity and energy efficiency in the manufacturing industry so as not to burden humans and nature" matches the momentum of the SDGs demanded by the world today. I think the current i<sup>3</sup>-Mechatronics is also making good progress, matching the needs of society under Mr. Ogasawara's well-defined concept and strategies.

**Ogasawara:** Strategies and policies are important when you are going forward, but if you start making them too precise, sticking it out can seem like a wrong thing in itself. However, that's never been the case. At such time, I want you to double-check the Principles and think about what needs to be done.

#### | Our three values are Quality, Profitability and Market.

**Tsuda:** "Quality" comes first. Looking back, in the 1970s, steel was our No. 1 customer. The steel system had to run 24 hours a day. The steel companies that aimed to be "the best in the world" at that time required us to have "the best in the world" technology and quality, and we lived up to that. As a result, the company was recognized worldwide for its highest quality, and it had always wanted to make this an important value and culture of Yaskawa.

However, the pursuit of quality involves a trade-off with cost, so we should continue to keep appropriate quality at the core of Our Values, not excessive quality over time and cost.

**Ogasawara:** The second value is profitability. After all, we can't do anything new or what you want to do unless we make money. In that sense, I am sure that it is important for the company to yield profits. And the third is the market. We must always be market

conscious through our customers, and respond to the needs of the markets by watching the trends of the competitors from time to time.

Through the execution of the Principles, a corporate culture comes along as its strengths. On the occasion of 100 years anniversary in 2015, Tsuda proposed the following 6 categories for Yaskawa DNAs.

## 6 categories for Yaskawa DNAs.

- 1) Technology driven
- 2) Customer and application focused
- 3) Quality first
- 4) Mechatronics
- 5) Policy-based management
- 6) Glocal

**Tsuda:** These corporate cultures have developed over 100 years as a strength of Yaskawa Electric, but whether the company could continue to grow with these is another story.

For the company to grow sustainably in the future, we must keep adding new ones. For example, "Take the challenge," or maybe "Dialogue with stakeholders." I hope that a new word like this will be grown and established as a new DNA, and that we will become an even stronger company based on it.

### What are the ones we should cherish in the future?

**Tsuda:** What the company wants to foster is a culture of challenge based on the Principles. ongoing forward, I think this will be the most important keyword. I hope everyone acts with a consciousness of change little-by-little and nurtures a new DNA.

**Ogasawara:** Regarding the challenge that Mr. Tsuda mentioned, let me say that I want you to discover new customers. By taking advantage of Yaskawa's current position, environment, and strengths, I would like the company to create a corporate culture that discovers new customers in any field.

Needless to say, "policy-based management" is very important. The key is to direct "Do" from the top down and carry on the business, instead of framing it as policy management like academics do. However, there is no meaning in the sense that even though we performed policy management properly, we did not make a profit.



Senior Adviser,  
Yaskawa Electric Corporation  
**Junji Tsuda**

**Be aware of challenges and change based on the Principles!**

Finally, please give your expectations and messages to employees.

**Tsuda:** Companies have to adapt to society or, in turn, lead society; otherwise, they will be marginalized and eventually collapse. The Principles are the heart and soul of the Yaskawa Group. I want you to always check the Principles and try to do whatever you want to without departing from them.

**Ogasawara:** From time to time, please learn about the company's history. It states "our mission is to contribute broadly to social development and human welfare through the execution of our business." We exist as a member of society as well as of the human race. I want each and every one of you to think about what you have to do to keep the company running, even from time to time. This is the shortest way to a strong company.

\* This interview took place on October 20, 2022.



## Feature 3 | Let's ask the global HR team!

# Aiming for Work Style Innovation in the EMEA Region

The COVID-19 pandemic has brought major changes to the way we work, including the adoption of remote work. Then, what has changed in our global base? We interviewed (YEU) Anna Beermann, who is responsible for HR as the head of EMEA (Europe, the Middle East and Africa).



(YEU) Anne Beermann

### What is your responsibility?

As EMEA's human resources and labor department, I am responsible primarily for HR across the EMEA region.

### What has the COVID-19 pandemic changed the way you work in the EMEA region?

Fortunately, we had a lot of members working remotely in our European base, so we set up an environment where members could work remotely, using ICT tools such as Teams and Windows 365 cloud PCs. However, employees engaged in maintenance and other products where remote work is not possible continued working on-site while giving maximum consideration to safety.

Each country has different laws and regulations which are allowed, so in order to comply with them, we have taken measures at our local responsibility. However, (YEU) prepared an encompassing guidance, such as a code of conduct, and we always talked to HR in each area to see what action we could take as the Yaskawa Group in EMEA.

### It's been three years since the pandemic started, but how do you work now?

More and more employees are returning to the office, but the conditions for working remotely have taken hold, so we will continue to promote a mixture of office and home working rather

than returning to a pre-pandemic environment. We will listen to employees' preferences for how they want to work, such as what proportion they want to work from home, and incorporate conditions for shorter working hours.

Recruiting top talent is also a challenge in Europe, and having flexible work arrangements is important in terms of recruitment. Work-life balance has become a global trend, especially for young people, and even our employees have a strong desire to work independently.

### It is commonly said that Germans have a high level of workforce productivity, but what is the key to this?

We try to make the work as efficient as possible by automating the work so that it doesn't repeat itself. In the ERM system, for example, once one step is completed, the next process is automatically generated. In addition, the HR system allows access even when you are not in the office. (YEU) to be a good role model for the EMEA region.

### How do you train employees from HR?

Human resource development in collaboration among EMEA regions was suspended due to the COVID-19, but has now restarted and we are in the process of rolling out the 'Leadership Program' for the next leader candidate, which began in Germany, to all regions in FY 22. In addition, the skill matrix of employees is managed through HR's system, which enables us to promote appropriate development and training for employees who will take on new tasks.

We have also created a "talent development program" for engineers in collaboration among EMEA regions. While it is possible to standardize the skills matrix, it is necessary to strike a balance between the different laws in each country, so the (YEU) is not setting it unilaterally, but rather by leaning on the local community. This program is expected to be completed by the end of 2024.

### How do you reflect employee feedback?

Every two years, we conduct a survey of employees in EMEA. We give feedback to our employees on the results, and if the working environment in a region is not satisfactory, we discuss with local HR to determine what action we should take next. Then, in a questionnaire two years later, we check whether it has improved.

# OUR PEOPLE

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



## Q What is the scope and focus of your work?

I am currently engaged in technical sales of electrical board systems that control high-frequency AC drives, servo drives, and PLCs. Currently, my team's big project is entering the HVAC (heating, ventilation, and air-conditioning) market in Brazil. Last year, we started supplying HVAC systems for large data centers to be installed in Brazil, which gave us the opportunity to showcase our new HV 600.

## Q What are your future goals?

More sales for HVAC. New buildings require high quality products. Yaskawa products are known for their high reliability. Therefore, we would like to introduce HV 600 to major engineering companies as a solution.

## Q What is Yaskawa proud of?

Different people have different backgrounds and cultures; therefore, it is important to embrace different ways of thinking and values, as well as teamwork. Yaskawa accepts all types of people; therefore, we feel properly valued and respected. I enjoy growing as a team and inspiring each other.

## Q How do you spend your time off?

I volunteer with my husband and daughter at church on weekends. I invite friends and family to my house for meals and trips. I frequently visit new places and countries to improve my English skills.



FILE 07  
Brazil

## I want to increase AC drive's sales for HVAC with a total solution

(YEB) YASKAWA ELETRICO DO BRASIL LTDA.  
Application Engineering & Sales

**Fabiana Barbosa**



With team members



Traveling with family



FILE 08  
South Korea

## I want to contribute to sales through early feedback and good test results

(YEK) YASKAWA ELECTRIC KOREA CORPORATION  
Technology Department, Daegu Robotics Center

**Choi Min-hong**

## Q What is the scope and focus of your work?

Currently, we are involved in the creation and management of a roadmap for the joining division, in-house testing of MIG, laser welding of aluminum, and on-site support. We focus on activities for application orders to produce battery case parts for electric vehicles.

## Q What are your future goals?

Our goal for 2023 is to sell aluminum MIG welder packages and small two-dimensional (2D) galvano laser packages. I am part of the technical team, so I am not directly involved in sales, but I work with the sales team to connect to sales through fast feedback and good test results.

## Q What is Yaskawa proud of?

Employees at Daegu Robot Centers get along well with each other and often socialize outside of work. This makes it easier for them to collaborate at work.

## Q How do you spend your time off?

Employees at Daegu Robot Centers get along well with each other and often socialize outside of work. This makes it easier for them to collaborate at work.



Scenes of robot testing



Stress relief with mountain climbing



(YEU)YASKAWA EUROPE GmbH

## Robotics Technology Center Opens in Istanbul, Turkey

Reporter: (YEU) Can Ertaç



Photo taken at the ceremony participants

A Turkish subsidiary, (YTR) opened a Robotics Technology Center to promote the sales of robots in Turkey. The center is the first facility in Turkey where customers can conduct sample tests using workpieces together with a demonstration machine. More than 200 people attended the opening ceremony on September 16, 2022, which featured speeches from the management of Yaskawa Europe, followed by ribbon cuttings, a show of Japanese drums, and traditional Turkish dance. Subsequently, industrial robots specifically developed for various applications, software solutions, and motion control were demonstrated.



A look at the Robotics Technology Center



Ribbon cuttings at the opening ceremony

Bruno Schneckenberger, Regional Manager, EMEA stated that "We are pleased to open this impressive Robotics Technology Center. We are expanding here in Istanbul because we believe the center is essential for our talented YTR members to perform high-quality work professionally and enhance customer service in Turkey."



A Turkish folk dance show

(YTW) YASKAWA ELECTRIC TAIWAN CORPORATION

## Exhibited at the 2022 Taipei International Automation Industry Grand Exhibition

Reporter: (YTW) Takato Katahira



(YTW) Booth view

The 2022 Taipei International Automation Industry Grand Exhibition, one of the largest industrial trade fairs in Taiwan, was held in Taipei from August 24th to 27th, with 770 companies and approximately 233,000 visitors. This was the first exhibition held by (YTW) in three years because of the cancellation or suspension of participation due to COVID-19.

(YTW) promoted Yaskawa through i<sup>3</sup>-Mechatronics,  $\Sigma$ -X, welding application by collaborative robot, carbon neutral solution by U1000 drive, and joint exhibition with the Mechatrolink

Association. It was the first exhibition for (YTW) members in a long time and was a valuable opportunity for them to communicate directly with many customers.



PR collaborative robot



i<sup>3</sup>-Mechatronics exhibition

(YEK) YASKAWA ELECTRIC KOREA CORPORATION

## Exhibited at the 2022 Daegu International Machinery Industry Grand Exhibition

Reporter: (YEK) Kim Bo Ram



Mayor Taegu, President of the Korea Robot Industry Association and other VIPs visited the (YEK) booth

(YEK) exhibited at the "2022 Daegu International Machinery Industry Grand Exhibition", which was held for 4 days from November 15, 2022. This year marks the 23rd anniversary of this exhibition. It is one of the leading exhibitions in South Korea, which also holds the Daegu International Automated Machinery Exhibition and the International

Parts and Materials Industry Exhibition, where factory automation, machine tools, industrial and service robots are displayed. The number of companies exhibiting was 330, a significant increase from the previous year's 275. The exhibition attracted approximately 30,000 visitors, the highest number since COVID-19 began.

The (YEK) booth is well-received every year. This year, 2,717 people visited the booth, which was a great success. Our booth was the largest among participating companies. In addition to Digital Twin, the high-speed and high-precision conveyor synchronization system, and the sanding system, ten types of exhibitions were held, including Doolim Yaskawa's paint system, to promote the Yaskawa Group's products and technologies.



Sanding system



Doolim Yaskawa's paint system

(YAI) YASKAWA AMERICA, INC.

## (YAI) Robotics Division Headquarters Gets Facelift

Reporter: (YAI) Sarah Mellish



Outer appearance of (YAI) Robotics Division

(YAI) Robotics Division recently gave a facelift to its North and South American headquarters (Miamisburg, Ohio) by painting the building's exterior. To strengthen Yaskawa's corporate identity and contribute to our robot brand recognition in the United States, the 300,000 square foot, state-of-the-art manufacturing building was updated to feature Yaskawa's signature blue Pantone color, along with gray and white. The lobby area was recently refreshed to create a welcoming atmosphere for visitors and employees.

"Not only do these updates maintain our facility, but also, they help (YAI) Robotics Division stand out as a leader in the community," states Bart Suver, Chief Business Analyst, adding that "This positively impacts a variety of factors, including worker recruitment, robot sales and more."



Robby area

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

## (China) Family Day

Reporter: (China) Zhang Ai



Finishing the pudding by collaborative robot

In Shanghai, the first half of 2022 was a very difficult time during the COVID crisis due to telecommuting, but we owe it to our employees and their families to staying in business during this period. To thank everyone for their efforts and understanding, and to make the corporate culture and products of Yaskawa Electric known, we held a family day event at Shanghai Pudong Deika Campground on October 22, 2022, when COVID-19 subsided.

Collaborative robots and a demonstration machine for making can- badges were featured on the day, and the event was very well received. In addition to the lion dance performed by Mr. Okahisa, chairperson and general manager (currently the regional manager of our China headquarters), the expatriate staff member, prepared and managed the event, which was enjoyed by the local staff and their families, who we are indebted to. Many family mini-games were prepared and adults and children ate, drank, and had fun. We hope that this fun afternoon will remain in the hearts of the family for a long time.



All preparations for opening the store was made by expatriate staff



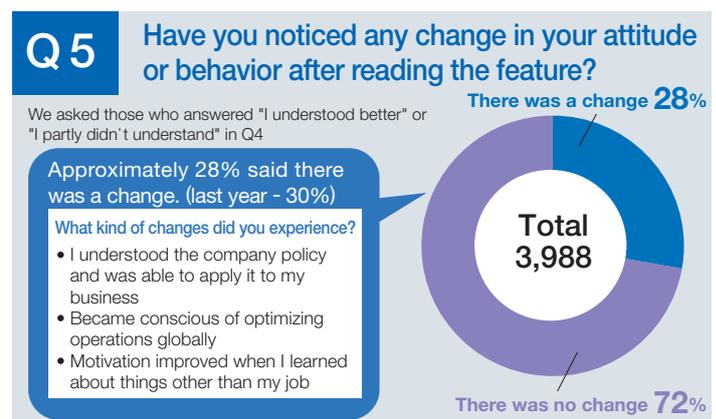
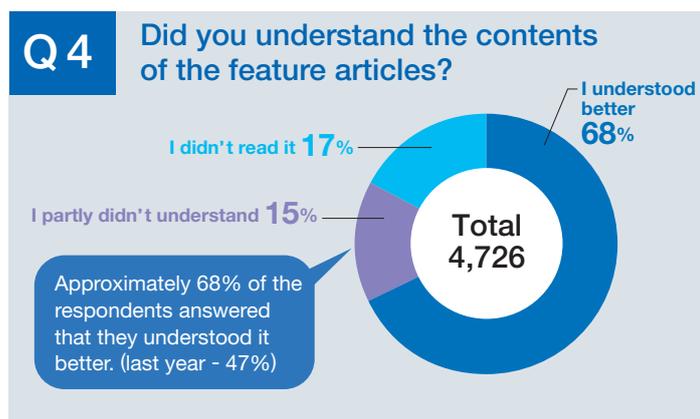
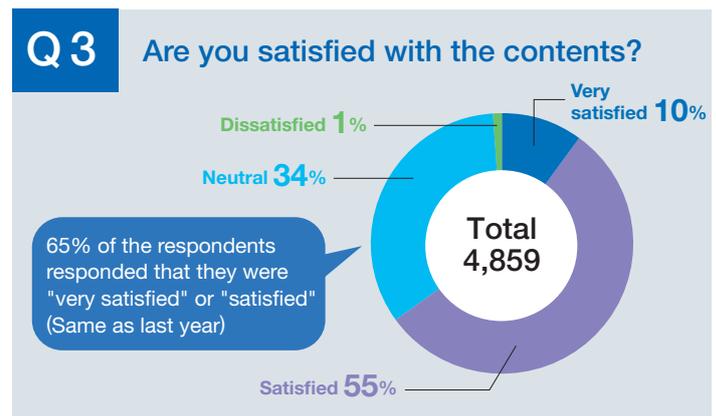
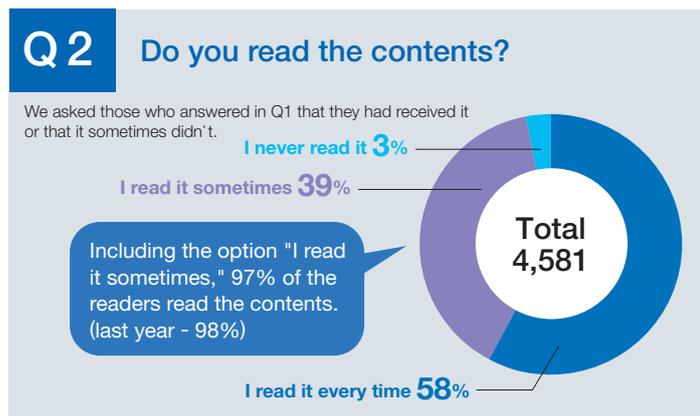
Tug of war competition



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

Number of respondents: 4,885; Response rate: 57%

This section presents the results of a W.W.Y. readers' survey conducted on delivery status and content with respect to Yaskawa Group employees during November–December, 2022. The purpose of this survey was to improve the content of the newsletter. Thank you for your cooperation in answering the questionnaire.



### Readers' voice for W.W.Y.

- Please include a case study of product, i<sup>3</sup>-Mechatronics
- I want to know how to respond to the trend (semiconductor shortages, supply chain problems, etc.)
- Please post the status of our company's product development
- I want to know the challenges of our company as seen from abroad
- More Global news, more information for employees

The Yaskawa Group Magazine is published to "Contribute to the realization of the management vision, by providing information that the Yaskawa Group employees should share, and to foster a sense of ONE Yaskawa." We will use your valuable opinions to create a more readable and satisfying edition of the magazine.

Please contact the corporate communication division to share your opinions and comments on World Wide YASKAWA.

You can e-mail them to [pr@yaskawa.co.jp](mailto:pr@yaskawa.co.jp).

## 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.
(YCZ)	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.
(YMCT)	YASKAWA MECHATREC (THAILAND) CO., LTD.

Note: Abbreviations of company names are shown in parentheses.

#### Cover photo: (YCR) Robot assembly line



(YCR) was established as a robot production base in China in 2013. In China, the demand for electric vehicles (EVs) is growing, and there is an increasing demand for robots to be used in EV and battery-manufacturing plants. (YCR) established a new dedicated conveyor assembly line in November 2022 to further improve the production capacity of large robots, for which there is a strong market need, resulting in a 150% increase in productivity per unit. The picture on the cover shows the arm unit assembled into the body in a new line.

Outer appearance



**Note** The Yaskawa group newsletter "W.W.Y." is for internal use only. Please refrain from distributing the copies to third parties.