

Panasonic |  BlueYonder

Panasonic to Acquire Blue Yonder

Accelerating The Autonomous Supply Chain™

Dear Blue Yonder customers and partners:

Four years ago, we envisioned a future where our customers would harness the edge. The edge is the point of true supply chain impact: the retail store shelf, the shipping dock, the warehouse worker, the delivery truck, the shop floor and the forecast planner. We wanted to build a company unlike any other in the supply chain software market. While most of our peers were occupied with taking applications from data centers to the sky, Blue Yonder's vision took us in the other direction - towards the edge, to the point of impact. Our vision was to harness the edge to drive an Autonomous Supply Chain where billions of data points from daily lives would shape the future delivery of food, water, clothing, medicines and other essential goods.

Delivering on our Autonomous Supply Chain™ Vision

We envision a future world of robust, intelligent automation at scale. The Blue Yonder Luminate Platform, with its Control Tower, real-time visibility, robotics enablement, warehouse tasking, and forecasting methodology is already helping to realize that vision.

To compute and drive business insights from these billions of IoT, social media, weather, and health data points, we applied best-in-class artificial intelligence (AI) and machine learning (ML) that is now pervasive across the world via our Luminate Platform. Leading retailers like Sainsburys, logistics providers like DHL, and manufacturers like Lenovo, are utilizing Blue Yonder's edge-aware, AI/ML capabilities. We were witness to these advances just this week at our [Wall Street Journal Logistics event](#) and at our ICON customer conference, where customers of all kinds shared their reimagined supply chains.

Modern supply chains are rapidly moving to the frontlines. The trifecta of IoT/edge, cloud and AI/ML innovation serves as the foundation for Blue Yonder's moonshot, the pursuit of an Autonomous Supply Chain.

This notion of the 'power of three' is what we intend to unite with [Panasonic's acquisition of Blue Yonder announced today](#). Blue Yonder brings leading AI/ML-driven intelligence and insights via our cloud-based solutions. Panasonic brings complementary edge devices, sensors, imaging, and mobility in the billions of devices and technologies they deploy across the world. The power of three – uniquely uniting edge, cloud and IoT together.

Digital Meets Physical: Combination Enhances our Roadmaps and Expands our Ecosystem

Blue Yonder and Panasonic coming together will accelerate new innovations as we seek to deliver this edge-to-cloud capability to supply chains from manufacturers to logistics providers to e-commerce retailers and others. And it ensures that existing product roadmaps will continue and thrive with added scale.

This acquisition will also further enhance and fuel our co-innovation with customers and partners of all types, including those partners at the edge like Panasonic. Combining forces accelerates our open platform strategy, and we'll continue to seek opportunities to jointly develop leading edge, IoT, AI/ML, and other value-added solutions on our platform. We remain deeply committed to supporting and enhancing existing partnerships and broadening our entire partner ecosystem presence.

Two Trusted Partners Advancing the Future of Supply Chain

Many of you know well that our culture, values, and relentlessness to deliver customer and associate success is integral to everything we do. We have collaborative, talented associates that have created the most formidable intellectual property portfolio in the market while also delivering high customer satisfaction.

Panasonic and Blue Yonder have come to know each other over the last three years. Panasonic is a customer, a joint-venture partner in Japan, and also an investor in our company. They have participated in ICON and other customer events with us. The Panasonic team knows our leadership team well and have developed relationships with many of our associates. The Blue Yonder management team and I are particularly excited about the cultural harmony we have experienced with the Panasonic team—

one of mutual respect, shared values and common vision. In an acquisition, culture – not necessarily strategy – is everything. We feel very good about the foundation of trust between the two companies.

Leading the Evolution of the Supply Chain to Advance Global Sustainability

As we celebrate Earth Day this week, we believe the scale of Panasonic coupled with Blue Yonder's innovative capabilities will be a potent combination to make the world more sustainable and livable for the generations ahead. Panasonic's rich 100-year history and resiliency and Blue Yonder's 36-year history and supply chain domain expertise will drive many years of human progress and prosperity. We believe supply chains can save the world, through our shared purpose of serving as the essential platform for essential times.

I am immensely excited about this coming together of Blue Yonder and Panasonic. With our new scale, you can be assured that we have a long runway ahead of delivering complementary technology capabilities that will be increasingly important for running more intelligent, resilient supply chains.

Upon closing, Blue Yonder will be a standalone subsidiary within Panasonic, aligned with their Connected Solutions Company. We will go to market as Blue Yonder, a Panasonic Company. Blue Yonder's entire management team, including myself, will be part of the company going forward in our respective roles.

The bar just got raised for us and I commit to you, our customers and our partners, that we shall continue to **fulfill your potential**.

In the days and weeks ahead, we will share more information on this strategic acquisition. You can review the press release and other materials including a video from me [here](#).

Regards,

Girish Rishi
CEO, Blue Yonder