16 November 2026

Company name: Pigeon Corporation
Representative: Ryo Yano
President and CEO
(Securities code: 7956, TSE Prime Market)
Contact: Nobuo Takubo
Director, Senior Executive Officer and Chief Strategy Officer (CSO)
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Notice Regarding Acquisition of Equity Interests in Eleeo Brands LLC (Making It a Subsidiary) and Change in Specified Subsidiary

Pigeon Corporation (the "Company") announces that its Board of Directors resolved at a meeting held on 16 November 2026 to acquire 100% of the equity interests in Eleeo Brands LLC ("Eleeo"), making Eleeo a consolidated subsidiary.
The acquisition is expected to be carried out through a subsidiary to be newly established in the United States. Details of the new subsidiary will be announced as required.
As Eleeo's capital is equal to or greater than 10% of the Company's stated capital, Eleeo is expected to become a specified subsidiary of the Company.

1. Reason for the Acquisition of Equity Interests

The Pigeon Group's Purpose is "We want to make the world more baby-friendly by furthering our commitment to understanding and addressing babies' unique needs," and the Group strives to provide products and services that support babies and their families worldwide.

Under its current 9th Medium-Term Business Plan, the Group aims to achieve sustainable, profitable growth and has set "accelerating growth in the Americas and Europe business area" as one of its regional strategies.

Founded in 2020 and headquartered in Cincinnati, Ohio, Eleeo has built a distinctive portfolio of strong brands in niche categories of mother and baby care, achieving rapid and highly profitable growth. Its business is closely aligned with the Company's Purpose.

By welcoming Eleeo into the Group, the Company will gain strong US sales channels, brand management expertise and agile product development capabilities, and expects to further accelerate growth in its US business. The Company also believes that combining these strengths with its global network and R&D capabilities will generate significant synergies, not only in the US but across the Group, and will contribute substantially to enhancing medium- to long-term corporate value and realising its Purpose. The Company has therefore decided to acquire the equity interests in Eleeo and make it a subsidiary.

2. Outline of the Subsidiary Subject to Change (Eleeo Brands LLC)

(1)	Name	Eleeo Brands LLC
(2)	Address	2150 Winchell Ave, Cincinnati, OH 45214, United States

(3)	Title and name of representative	Richard Palmer, Chief Executive Officer (CEO)	
(4)	Business	Development and sale of natural health and wellness products for mothers and babies	
(5)	Capital (*1)	US$25,610 thousand	
(6)	Date of establishment	25 January 2020	
(7)	Equity holders and ownership ratios	B&J Eleeo LLC: 76.77% Others: 23.23%	
(8)	Relationship between the listed company and Eleeo	Capital relationship	Not applicable
		Personnel relationship	Not applicable
		Business relationship	Not applicable

(9) Consolidated operating results and consolidated financial position of Eleeo for the last three fiscal years

(Unit: US$ thousand)	FY ended December 2023	FY ended December 2024	FY ended December 2025
Consolidated net assets	16,972	19,526	25,610
Consolidated total assets	46,111	68,043	70,886
Consolidated net sales	54,923	67,343	99,056
Consolidated operating profit	8,726	11,237	16,872
Profit attributable to owners of parent	7,175	9,820	14,234

(*1) As the company is a US LLC, the amount stated as capital represents total capital contributions.
Eleeo has the following wholly owned subsidiaries, which will also become consolidated subsidiaries of the Company upon completion of the acquisition:
(1) Little Busy Bodies LLC
(2) Eleeo Earth Mama LLC
(3) Dapple LLC
(4) Eleeo Proven LLC
(5) Eleeo Holding Company LLC

3. Outline of the Counterparties to the Acquisition of Equity Interests (1)

(1)	Name	B&J Eleeo LLC
(2)	Address	212 E. Third Street, Suite 300, Cincinnati, Ohio 45202, United States

(3)	Title and name of representative	Kim Jostworth, Treasurer, NAP Management LLC (the management company of B&J Eleeo LLC)	
(4)	Business	Holding company for equity interests in Eleeo Brands LLC	
(5)	Net assets	US$19,660 thousand (as of 31 December 2025)	
(6)	Total assets	US$54,419 thousand (as of 31 December 2025)	
(7)	Major equity holders and ownership ratios	North American Ventures LLC: 75.34%	
(8)	Relationship between the listed company and the company concerned	Capital relationship	Not applicable
		Personnel relationship	Not applicable
		Business relationship	Not applicable
		Related-party status	Not applicable

4. Outline of the Counterparties to the Acquisition of Equity Interests (2)
The remaining counterparties are two corporations and four individuals. Their details are not disclosed at their request. There are no capital, personnel or business relationships requiring disclosure between the Company and these equity holders.

5. Percentage of Equity Interests to Be Acquired, Acquisition Price and Equity Ownership Before and After the Acquisition

(1)	Ownership ratio before the acquisition	0%
(2)	Percentage of equity interests to be acquired	100%
(3)	Acquisition price (*2)	Equity interests in Eleeo Brands LLC: US$373 million (approx. ¥59,700 million) Advisory and other fees (estimate): US$8.3 million (approx. ¥1,300 million)

		Total (estimate): US$381.3 million (approx. ¥61,000 million) The acquisition is expected to be funded from cash on hand and bank borrowings.
(4)	Ownership ratio after the acquisition	100%

(*2) Includes net interest-bearing debt, etc., in addition to the consideration for the equity interests. The final acquisition price will be subject to the price adjustments provided for in the unit purchase agreement.
Yen equivalents in this release are calculated at an exchange rate of US$1 = ¥160.00.

6. Schedule

(1)	Date of Board of Directors resolution	16 November 2026
(2)	Date of signing of agreement	16 November 2026
(3)	Date of equity transfer (*3)	8 January 2027 (US time) (planned)

(*3) Subject to receipt of the required regulatory approvals and satisfaction of other closing conditions.

7. Future Outlook
Eleeo is expected to be consolidated from the fiscal year ending December 2027.
The impact on consolidated results for the fiscal year ending December 2026 is expected to be immaterial.

8. Financial and Legal Advisors
BDA Partners is serving as exclusive financial advisor to Pigeon Corporation, with Morrison Foerster as legal counsel.
Harris Williams is serving as exclusive financial advisor to Eleeo, with Taft Stettinius & Hollister serving as legal counsel.

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