

Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Securities Code: 7820

June 5, 2026

To our shareholders:

Eiji Takahashi, Director and President  
**NIHON FLUSH CO., LTD.**  
5-26, Yokosu-cho, Komatsushima City, Tokushima  
Prefecture

## **Notice of the 62nd Ordinary General Meeting of Shareholders**

We hereby give notice that the 62nd Annual General Meeting of Shareholders of the Company will be held as follows:

When convening this General Meeting of Shareholders, the Company takes measures to provide information that constitutes the content of Reference Documents for the General Meeting of Shareholders, etc. (matters for which measures to provide information in electronic format are to be taken) in electronic format, and posts this information on the Company's website. Please access the website by using the internet address shown below to review the information.

The Company's website: <https://www.nfnf.co.jp/> (in Japanese)  
(From the above website, select "Investor Relations," "Shares," and then "General Meeting of Shareholders" from the menu.)

In addition to posting matters subject to measures for electronic provision on the Company's website, the Company also posts this information on the following website of Tokyo Stock Exchange, Inc. (TSE).

TSE website (Listed Company Search):

[https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do? Show=Show](https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show) (in Japanese)  
(Access the website by using the internet address shown above, enter "Nihon Flush" in "Issue name (company name)" or the Company's securities code "7820" in "Code," and click "Search." Then, click "Basic information" and select "Documents for public inspection/PR information." Under "Filed information available for public inspection," click "Click here for access" under "[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].")

If you are unable to attend the meeting in person, you may exercise your voting rights via the internet or in writing (postal mail). Please review the Reference Documents for the General Meeting of Shareholders, and exercise your voting rights by 5:30 p.m. on Thursday, June 25, 2026 (JST).

(Exercise of voting rights via the Internet)

Please access the website for exercising voting rights (<https://evote.tr.mufg.jp/>) (in Japanese) designated by the Company, and log in using the "Voting Rights Exercise Code" and "Password" indicated on the voting form included with this Notice. Please follow the instructions on the screen to enter your approval or disapproval of the proposals by the above deadline for exercising voting rights.

Furthermore, when exercising voting rights via the Internet, please review "Exercise of Voting Rights via the Internet, etc." on page 4 (in Japanese only).

(Exercise of voting rights in writing (postal mail))

Please indicate your approval or disapproval of each proposal on the voting form sent together with this notice and send it by postal mail to arrive at the Company no later than the deadline indicated above.

- 1. Date and Time:** Friday, June 26, 2026 10:00 a.m. (JST)  
**2. Venue:** Clement Hall 4F, JR Hotel Clement Tokushima  
1 Chome-61 Terashimahonchonishi, Tokushima

**3. Purpose of the Meeting**

**Matters to be reported:**

1. Business Report and Consolidated Financial Statements, as well as the report on the results of audit of the Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Committee for the 62nd Term (from April 1, 2025 to March 31, 2026)
2. Non-consolidated Financial Statements for the 62nd Term (from April 1, 2025 to March 31, 2026)

**Matters to be resolved:**

- Proposal No. 1** Election of Six Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)
- Proposal No. 2** Election of Four Directors Who Are Audit and Supervisory Committee Members

For those attending the meeting on the day, please submit the voting form sent together with this notice at the reception desk.

For this general meeting of shareholders, we have delivered paper-based documents stating the items subject to measures for electronic provision to all shareholders, regardless of whether or not they have requested them. In accordance with the provisions of laws and regulations and Article 15 of the Company's Articles of Incorporation, the following items are excluded from the paper-based documents delivered to shareholders.

- (i) "Consolidated Statement of Changes in Equity" and "Notes to Consolidated Financial Statements" in Consolidated Financial Statements
  - (ii) "Statement of Changes in Equity" and "Notes to Non-Consolidated Financial Statements" in Non-consolidated Financial Statements
- Consequently, Consolidated Financial Statements and Non-consolidated Financial Statements stated in the paper-based documents consist of part of the documents that were audited by the Accounting Auditor in preparing the Accounting Auditor's Report, and by the Audit and Supervisory Committee Members in preparing the Audit Report.

If there are any amendments to matters subject to measures for electronic provision, a notice of the revisions and the details of the matters before and after the revisions will be announced on the Company's aforementioned website (address: <https://www.nfnf.co.jp/>) (in Japanese), and on the website of the Tokyo Stock Exchange.

We do not prepare souvenirs for shareholders attending the General Meeting of Shareholders. We ask for your understanding.
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## Reference Documents for the General Meeting of Shareholders

### Proposal and Reference Information

**Proposal No. 1** Election of Six Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The terms of office of all six Directors (excluding Directors who are Audit and Supervisory Committee Members. Hereinafter, the same shall apply in this proposal.) will expire at the conclusion of this meeting.

Therefore, the Company proposes the election of six Directors.

This proposal is decided by resolution of the Board of Directors after deliberation by the voluntary Nomination and Remuneration Committee, which is composed of a majority of outside Directors.

The candidates for Directors are as follows:

Candidate no.	Name (Date of birth)	Career summary and position/responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
1	Eiji Takahashi (May 1, 1936) <u>Reelection</u>	Apr. 1965      Joined the Company May 1965      Director of the Company May 1970      Managing Director of the Company May 1975      Senior Managing Director of the Company May 1985      Director and President of the Company (current position) Aug. 2002      Chairman of Kunshan Nihon Flush Co., Ltd. General Manager of Kunshan Nihon Flush Co., Ltd. Dec. 2006      Chairman of Nihon Flush (Qingdao) Co., Ltd. (current position) Oct. 2008      Chairman of Nihon Flush (Shanghai) Trade Co., Ltd. Nov. 2011      Chairman of Nihon Flush (Jiangxi) Co., Ltd. (current position) Oct. 2012      Director of Kunshan Nihon Flush Co., Ltd. (current position) June 2016      Director of Lucky House (Yan Tai) Integration Building Technology Co., Ltd. (current position) July 2016      Director of Lucky House (Qing Dao) Home Furnishing Co., Ltd. (current position) Jan. 2025      Director of Nihon Flush (Shanghai) Trade Co., Ltd. (current position)	2,082,291 shares
(Reason for appointment) As Director and President of the Company, he has been in charge of the management of the Group for many years. He has demonstrated strong leadership record in leading the entire Group, as well as abundant insight and experience in overall management. Due to these qualities, he has been nominated as a candidate for Director because he will contribute to further strengthening the functions of the Board of Directors.			

Candidate no.	Name (Date of birth)	Career summary and position/responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
2	Kazunori Iida (February 1, 1968) <u>Reelection</u>	<p>Apr. 1990      Joined The Dai-Ichi Kangyo Bank, Limited (currently Mizuho Bank, Ltd.)</p> <p>July 2009      TAKE AND GIVE. NEEDS Co., Ltd. (Secondment)</p> <p>Jan. 2012      Branch Manager of Tokushima Branch of Mizuho Bank, Ltd.</p> <p>Oct. 2013      Counselor of Human Resources Department of Mizuho Financial Group, Inc.</p> <p>Apr. 2016      Branch Manager of Tanashi Branch of Mizuho Bank, Ltd.</p> <p>Apr. 2018      Branch Manager of Ogikubo Branch of Mizuho Bank, Ltd.</p> <p>June 2021      Director of the Company</p> <p>Feb. 2022      Manager of Tokyo Office of the Company</p> <p>June 2023      Managing Director of the Company (current position)</p> <p>Apr. 2024      General Manager of Planning &amp; Administration Department of the Company</p> <p>June 2024      Manager of Tokyo Office of the Company</p> <p>June 2025      General Manager of General Affairs Department of the Company (current position)</p>	35,696 shares
<p>(Reason for appointment)</p> <p>He has extensive experience and high level of insight gained through many years of service at financial institutions and business companies. Since he is expected to ensure the effectiveness and improve the functioning of the Board of Directors by applying his experience and knowledge to the Board of Directors, he has been nominated as a candidate for Director.</p>			

Candidate no.	Name (Date of birth)	Career summary and position/responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
3	Songbiao, Yang (August 7, 1963) <u>Reelection</u>	<p>Sept. 2002      Joined Kunshan Nihon Flush Co., Ltd.</p> <p>June 2006      Director of the Company (current position)</p> <p>Dec. 2006      Director and General Manager of Nihon Flush (Qingdao) Co., Ltd. (current position)</p> <p>Oct. 2008      General Manager of Nihon Flush (Shanghai) Trade Co., Ltd.</p> <p>May 2010      Director and General Manager of Kunshan Nihon Flush Co., Ltd.</p> <p>Sept. 2011      Director and General Manager of Nihon Flush (Shanghai) Trade Co., Ltd.</p> <p>Nov. 2011      Director and General Manager of Nihon Flush (Jiangxi) Co., Ltd. (current position)</p> <p>Oct. 2012      Chairman and General Manager of Kunshan Nihon Flush Co., Ltd. (current position)</p> <p>June 2016      Director of Lucky House (Yan Tai) Integration Building Technology Co., Ltd. (current position)</p> <p>July 2016      Chairman of Lucky House (Qing Dao) Home Furnishing Co., Ltd. (current position)</p> <p>June 2024      Chairman of NIHON FLUSH (KUNSHAN) TECHNOLOGY CO.,LTD (current position)</p> <p>Jan. 2025      Chairman and General Manager of Nihon Flush (Shanghai) Trade Co., Ltd. (current position)</p>	55,835 shares
<p>(Reason for appointment)</p> <p>As the person in charge of the Company's overseas business and having a track record of overseeing business in China and a wealth of experience through working for Japanese companies (financial institutions, etc.), he has been nominated as a candidate for Director. He is expected to ensure the effectiveness of the Board of Directors and improve its functions by utilizing his experience and global knowledge in the Board of Directors.</p>			
4	Katsuhiko Okada (March 18, 1970) <u>Reelection</u>	<p>Oct. 1994      Joined the Company</p> <p>July 2007      General Manager of Hokkaido Business Department of the Company</p> <p>Apr. 2012      Group Leader of Production Purchasing Department of the Company</p> <p>Nov. 2018      Meister in charge of special directives of the Company</p> <p>Apr. 2019      General Manager of Production Department of the Company</p> <p>June 2020      Director and General Manager of Manufacturing Department of the Company (current position)</p>	19,681 shares
<p>(Reason for appointment)</p> <p>Considering his track record and extensive professional experience in overseeing the Hokkaido Business Division and the Manufacturing Department as the person in charge of the Company's manufacturing, he has been nominated as a candidate for Director as he is expected to ensure the effectiveness of the Board of Directors and improve its functions by utilizing his experience and knowledge in the Board of Directors.</p>			

Candidate no.	Name (Date of birth)	Career summary and position/responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
5	Yasuyuki Ishimoto (April 16, 1975) <u>Reelection</u>	Nov. 2006      Joined the Company Feb. 2011      Manager of Accounting Section, Administration Supervisory Department of the Company Apr. 2012      Manager of Planning Section, Administration Supervisory Department of the Company Apr. 2013      Manager of Operations Section, Operations Planning Office of the Company Apr. 2014      Manager of Sales Section, Osaka Office of the Company Oct. 2016      Manager of General Affairs Section, Administration Supervisory Department of the Company Nov. 2021      Acting General Manager of General Affairs Department of the Company Feb. 2022      General Manager of General Affairs Department of the Company June 2024      Director of the Company (current position) June 2025      General Manager of Finance and Accounting Department of the Company (current position) Sept. 2025      Auditor of Kunshan Nihon Flush Co., Ltd. (current position)	13,011 shares
(Reason for appointment) Considering his track record and extensive work experience in overseeing the Finance and Accounting Department as the person in charge of the Company's finance and accounting, he has been nominated as a candidate for Director as he is expected to ensure the effectiveness of the Board of Directors and improve its functions by utilizing his experience and knowledge in the Board of Directors.			

Candidate no.	Name (Date of birth)	Career summary and position/responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
6	Takahiro Matsumoto (December 18, 1961) <u>Reelection</u>	<p>May 1993      Joined the Company</p> <p>Apr. 2008     Manager of Fukuoka Sales Office of the Company</p> <p>Apr. 2013     Manager of Fukuoka Office of the Company</p> <p>June 2014     Director in charge of Western Japan Sales of the Company</p> <p>Oct. 2015     Manager of Osaka Office of the Company</p> <p>June 2018     Retired from Director of the Company</p> <p>Apr. 2019     In charge of Sales Promotion, Osaka Office of the Company</p> <p>Apr. 2021     General Manager in charge of Western Japan Sales and in charge of receiving orders at Osaka Office of the Company</p> <p>Feb. 2022     General Manager in charge of Sales, Osaka Office of the Company</p> <p>Apr. 2025     Manager of Osaka Office of the Company (current position)</p> <p>June 2025     Director of the Company (current position)</p>	15,972 shares
<p>(Reason for appointment)</p> <p>Considering his extensive experience and track record as the person in charge of the Company's sales, he has been nominated as a candidate for Director as he is expected to ensure the effectiveness of the Board of Directors and improve its functions by utilizing his experience and knowledge in the Board of Directors.</p>			

- Notes:
1. There is no special interest between any of the candidates and the Company.
  2. The number of shares of the Company held by each candidate includes his or her equity interest in the Nihon Flush Directors' Shareholding Association.
  3. The Company has entered into a directors and officers liability insurance policy with an insurance company for directors as provided for in Article 430-3, paragraph (1) of the Companies Act. The policy will cover losses incurred in cases where an insured receives a claim for damages arising from the performance of duties as an officer or from the receipt of claims related to the pursuit of such liabilities. If each candidate is elected and assumes office as a director, he or she will be the insured under the relevant insurance policy. In addition, at the next renewal, the Company plans to renew this insurance policy under the same conditions.

**Proposal No. 2** Election of Four Directors Who Are Audit and Supervisory Committee Members

The terms of office of all four Directors who are Audit and Supervisory Committee Members will expire at the conclusion of this meeting.

Therefore, the Company proposes the election of four Directors who are Audit and Supervisory Committee Members. The consent of the Audit and Supervisory Committee has been obtained for this proposal.

Candidates for Directors who are Audit and Supervisory Committee Members are as follows:

Candidate no.	Name (Date of birth)	Career summary and position/responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
1	Shinichi Kakiuchi (October 29, 1944) Reelection Outside Independent officer	<p>Apr. 1967      Joined The Tokushima Mutual Bank, Ltd.                     (currently, Tokushima Taisho Bank, Ltd.)</p> <p>June 1991      Director of Tokushima Taisho Bank, Ltd.</p> <p>Mar. 1993      Managing Director of Executive Director of                     Tokushima Taisho Bank, Ltd.</p> <p>June 1997      Representative Director and Executive                     Director of Tokushima Taisho Bank, Ltd.</p> <p>June 2003      Representative Director and President of                     Tokushima Taisho Bank, Ltd.</p> <p>June 2011      Chairperson &amp; Representative Director of                     Tokushima Taisho Bank, Ltd.</p> <p>June 2020      Director &amp; Chairman of Tokushima Taisho                     Bank, Ltd.</p> <p>June 2020      Director (Audit and Supervisory Committee                     Member) of the Company (current position)</p> <p>June 2022      Advisor of Tokushima Taisho Bank, Ltd.                     (current position)</p> <p>(Significant concurrent positions outside the Company)</p> <ul style="list-style-type: none"> <li>• Advisor of Tokushima Taisho Bank, Ltd.</li> </ul>	—
<p>(Reason for appointment and outline of expected roles)</p> <p>The Company expects Mr. Shinichi Kakiuchi to provide advice on management decisions based on his extensive experience and superior insight as a manager over many years.</p> <p>He has abundant experience and a wide range of insight as a financial institution business manager, and the Company believes he will be able to appropriately perform his duties as an outside Director who is an Audit and Supervisory Committee Member of the Company.</p>			
2	Yuji Nakata (March 17, 1952) Reelection Outside Independent officer	<p>Apr. 1979      Registered as an attorney at law</p> <p>Apr. 1979      Established Nakata Law Office</p> <p>Feb. 2008      Established Nakata &amp; Shimao Law Office                     Representative Partner (current position)</p> <p>Oct. 2008      Established Tokyo Office of Nakata &amp;                     Shimao Law Office</p> <p>June 2024      Director (Audit and Supervisory Committee                     Member) of the Company (current position)</p> <p>(Significant concurrent positions outside the Company)</p> <ul style="list-style-type: none"> <li>• Representative Partner, Nakata &amp; Shimao Law Office</li> </ul>	—
<p>(Reason for appointment and outline of expected roles)</p> <p>Mr. Yuji Nakata has professional knowledge and broad experience in all aspects of law, including corporate legal affairs as an attorney-at-law, and the Company expects him to provide high-level legal advice in management decision-making. If he is elected, he will be involved as a member of the Nomination and Remuneration Committee from an objective and neutral standpoint in the selection of candidates for the Company's Directors and in the determination of Directors' remuneration and other matters.</p>			

Candidate no.	Name (Date of birth)	Career summary and position/responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
3	Katsuhiro Torii (December 15, 1954) Reelection Outside Independent officer	Apr. 1978      Joined ALPS ELECTRIC CO., LTD. (currently ALPS ALPINE CO., LTD.) Aug. 1991      Joined Nichia Corporation Mar. 2012      Director of Nichia Corporation Mar. 2016      Managing Director of Nichia Corporation Mar. 2021      Standing Audit & Supervisory Board Member of Nichia Corporation June 2024      Director (Audit and Supervisory Committee Member) of the Company (current position)	230 shares
(Reason for appointment and outline of expected roles) The Company expects him to provide advice on improving the Group's corporate value by utilizing his extensive experience and superior insight as a manager in a business company over many years. If he is elected, he will be involved as a member of the Nomination and Remuneration Committee from an objective and neutral standpoint in the selection of candidates for the Company's Directors and in the determination of Directors' remuneration and other matters. Mr. Katsuhiro Torii has abundant experience and a wide range of insight as a business manager over many years, which the Company believes will enable him to appropriately perform his duties as an outside Director who is an Audit and Supervisory Committee Member of the Company.			
4	Akane Takashi (August 11, 1983) New election Outside Independent officer	Dec. 2007      Joined Ernst & Young ShinNihon LLC Sept. 2011      Registered as certified public accountant Oct. 2013      Joined Sakura Tax Accountant Corporation / Uzushio Kansa Hojin Dec. 2013      Registered as a tax accountant Apr. 2020      Partner of Uzushio Kansa Hojin (current position) Jan. 2021      Partner of Sakura Tax Accountant Corporation (current position) (Significant concurrent positions outside the Company) • Partner of Uzushio Kansa Hojin • Partner of Sakura Tax Accountant Corporation • Council Member of the Public Interest Corporation Commission of Tokushima Prefecture • Member of Tokushima Branch Council of Japan Health Insurance Association • Tokushima City Administrative Complaint Review Board • Member of Council for the Promotion of Education	—
(Reason for appointment and outline of expected roles) Ms. Akane Takashi has professional knowledge and broad experience as a certified public accountant and a tax accountant, and the Company expects her to provide high-level financial advice in management decision-making. If she is elected, she will be involved as a member of the Nomination and Remuneration Committee from an objective and neutral standpoint in the selection of candidates for the Company's Directors and in the determination of Directors' remuneration and other matters.			

- Notes:
1. There is no special interest between any of the candidates and the Company.
  2. All candidates are candidates for outside Director.
  3. Mr. Shinichi Kakiuchi, Mr. Yuji Nakata and Mr. Katsuhiro Torii are current outside Directors who are Audit and Supervisory Committee Members. Mr. Shinichi Kakiuchi will have been in office for six years and Mr. Yuji Nakata and Mr. Katsuhiro Torii will have been in office for two years at the conclusion of this meeting.
  4. The Company has entered into an agreement with Mr. Shinichi Kakiuchi, Mr. Yuji Nakata and Mr. Katsuhiro Torii, pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, to limit their liability for damages under Article 423, Paragraph 1 of the same act. Based on the relevant agreement, the maximum amount of liability for damages is the amount stipulated in laws and regulations, and the Company plans to continue the relevant agreement with each if their appointment is approved. If the election of Ms. Akane Takashi is approved, the Company plans to enter into the same limited liability agreement with her.
  5. The Company has entered into a directors and officers liability insurance policy with an insurance company for directors as provided for in Article 430-3, paragraph (1) of the Companies Act. The insurance company will cover losses incurred in cases where an insured receives a claim for damages arising from the performance of duties as an officer or from the

receipt of claims related to the pursuit of such liabilities under the insurance policy. If the election of each candidate for Director who is an Audit and Supervisory Committee Member is approved in this proposal, each candidate will be included as an insured under the insurance policy. The term of the insurance policy is one year, and the Company plans to renew the policy upon resolution at a meeting of its Board of Directors prior to the expiration of the said term.

6. The Company has submitted notification to Tokyo Stock Exchange, Inc. that Mr. Shinichi Kakiuchi, Mr. Yuji Nakata and Mr. Katsuhiro Torii have been designated as an independent officer as provided for by the aforementioned exchange. If the election of each of these persons is approved, the Company plans for their designation as independent officers to continue. If the election of Ms. Akane Takashi is approved, the Company plans to submit notification to Tokyo Stock Exchange, Inc. concerning her designation as an independent officer as provided for by the aforementioned exchange.
7. Mr. Yuji Nakata is a representative partner of Nakata & Shimao Law Office, and the Company has an advisory agreement with the said law firm, but the amount of the advisory fee and remuneration does not constitute a significant amount of money. Ms. Akane Takashi is a partner of Sakura Tax Accountant Corporation, and the Company has an advisory agreement with the said tax accountant corporation, but the amount of the advisory fee and remuneration does not constitute a significant amount of money.
8. The number of shares of the Company held by each candidate includes his or her equity interest in the Nihon Flush Directors' Shareholding Association.