

Skill Matrix of Directors

Open House Group Co., Ltd.

Revised on December 25, 2025

Open House Group Co., Ltd. (hereinafter the Company), has established a structure that allows for a balance of diversity and appropriate scale, by limiting the number of directors to the minimum necessary for performing duties. This ensures that our Board of Directors can make swift decisions while still fulfilling sufficient management functions.

From this perspective, to enable the Board of Directors to exercise swift decision-making and appropriate supervision of business execution, we have defined the important knowledge, experience, and capabilities (expertise) for our directors as "Management Experience, Business Strategy, and M&A," "Company Business and Industry Experience," "ESG," "Legal Affairs and Risk Management," "Finance and Accounting," and "Innovation and Technology." We will nominate director candidates who appropriately possess these skills, including the aforementioned knowledge, experience, and capabilities. We will review the above knowledge, experience, and capabilities as appropriate, taking into account our management strategy, business development, and management environment.

Name	Management Experience, Business Strategy, & M&A	Company Business and Industry Experience	ESG	Legal & Risk Management	Finance & Accounting	Innovation & Technology
Ryosuke Fukuoka	✓	✓				
Kazuhiko Kamata	✓	✓	✓			✓
Kotaro Wakatabi	✓	✓	✓		✓	✓
Kenta Kikuchi	✓	✓				
Hiroshi Munemasa	✓				✓	
Masaaki Arai	✓	✓				
Hitoshi Ishimura (Outside Director)	✓	✓			✓	
Yuko Omae (Outside Director)			✓	✓		
Maoko Kotani (Outside Director)			✓			

*To clarify the skill balance of the Board of Directors, this chart focuses on the relatively superior skills possessed by each director, and does not represent all the skills (expertise, knowledge, experience, abilities) they possess.