

Skill Matrix of Directors

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 ensure that our Board of Directors can make swift decisions while still fulfilling sufficient management functions.

In December 2021, the Company identified five key skills for our directors: "Management Experience, Business Strategy, & M&A", "Company Business & Industry Experience", "ESG", "Legal & Risk Management", and "Finance & Accounting". We have recently added "Innovation & Technology" as a crucial skill for our sustained growth and will nominate director candidates who possess these skills. Please note that we will review these knowledge, experience and abilities as needed, taking into account the Company's business 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
Masaaki Arai	✓	✓				
Kazuhiko Kamata	✓	✓	✓			✓
Kotaro Wakatabi	✓	✓			✓	✓
Hitoshi Imamura	✓	✓			✓	
Ryosuke Fukuoka	✓	✓				
Hiroshi Munemasa	✓				✓	
Hitoshi Ishimura (Outside Director)	✓	✓			✓	
Yuko Omae (Outside Director)			✓	✓		
Maoko Kotani (Outside Director)			✓			