

**Summary of the Analysis and Evaluation Results
of the Overall Effectiveness of the Board of Directors**

Open House Group Co., Ltd (hereafter referred to as "the Company") is committed to ensuring swift and precise decision-making by the Board of Directors, recognizing future challenges for its implementation, and conducting an analysis and evaluation of the overall effectiveness of the Board of Directors in accordance with our Corporate Governance Basic Policy. At the recent Board of Directors meeting, an analysis and evaluation of the overall effectiveness of the Board of Directors for the fiscal year ending in September 2023 (the 27th term, hereinafter referred to as "this fiscal year") was conducted, and have compiled the results. This report provides an overview of the findings and results of this analysis and evaluation.

1. Method of Analysis and Evaluation

We conducted a named survey consisting of the following items, including issues recognized during the fiscal year ended September 2022 (26th fiscal year, hereinafter referred to as the "previous year"), for all nine directors and all three auditors. The survey, which consisted of 50 questions on a five-point scale and included open-ended questions, covered a range of topics, including issues identified as challenges in the previous fiscal year. The responses were collected and then analyzed by the Board of Directors. This analysis served as the basis for discussions and a self-evaluation of the effectiveness of the Board of Directors.

I. Composition of the Board of Directors

- (1) Role and responsibilities of the Board of Directors
- (2) Composition and scale of the Board of Directors
- (3) Use of optional committees

II. Status of the Convening and Operation of the Board of Directors

- (1) Advance dispatch and explanation of Board of Directors materials
- (2) Necessity and sufficiency of the information presented
- (3) Number of items for deliberation, frequency of meetings, planning of schedules
- (4) Duration of deliberation, method of deliberation, attendance and status of executives' remarks
- (5) Utilization of Outside Directors and support system

III. Significant individual topics of discussion

- (1) Risk management and compliance system for strengthening group governance
- (2) Initiatives related to sustainability and ESG
- (3) Labor management and improvement of customer satisfaction
- (4) Succession planning

2. Overview of Evaluation Results

As a result of the deliberations at the Board of Directors meeting held in December 2023, the evaluation of the survey items was overall high, leading to the conclusion that the effectiveness of the Board of Directors is high. The summary of the evaluation results and reasons for each survey item are as follows.

I. Composition of the Board of Directors

(1) Role and responsibilities of the Board of Directors

A. Evaluation result

Generally good.

B. Reason

Under the structure of a pure holding company, it was confirmed that the roles and responsibilities of the Board of Directors are clearly shared among the officers, and that the delegation of authority to the management team based on these roles and responsibilities is being appropriately carried out.

Opinions were expressed hoping for improvements in the standards and monitoring methods regarding delegation of authority, and this item has been recognized as an issue for future consideration. At present, there are no concrete problems, and the majority of opinions positively evaluated this item.

Based on these facts, we evaluated this item as generally good.

(2) Composition and scale of the Board of Directors

A. Evaluation result

Good.

B. Reason

The number of directors, balance of skills and diversity, and the number, ratio, concurrent positions and contributions of outside directors were confirmed to be appropriate.

In addition, for this item, generally positive opinions were expressed throughout.

Based on these facts, we evaluated this item as good.

(3) Use of optional committees

A. Evaluation Results

Generally good.

B. Reasons

Regarding the Nomination and Remuneration Committee (*), a discretionary committee established by the Company, it has been verified that the committee is adequately executing its roles and responsibilities, with its assembly and operations being conducted appropriately.

Feedback was received expressing the desire for further enhancements in the committee's operations. This feedback was acknowledged as an area for future deliberation. However, there are currently no specific issues associated with this aspect, and the majority of feedback received was positive.

Based on these facts, we evaluated this item as generally good.

(*) The Company operates the Nomination and Remuneration Committee as one of the "optional committees" that constitute the corporate governance structure of the entire Group. This committee has roles and responsibilities such as nomination of key officers and the determination of directors' remuneration amounts.

II. Status of the convening and operation of the Board of Directors

(1) Advance dispatch and explanation of Board of Directors materials

A. Evaluation Results

Good.

B. Reasons

It was confirmed that the advance dispatch of the materials for the Board of Directors' meetings is generally appropriate, and the pre-briefing session conducted prior to the board meetings is deemed significant. Overall, positive opinions were expressed on this item including the view that improvements have been seen from the previous fiscal year.

Based on these facts, we evaluated this item as good.

(2) Necessity and sufficiency of the information presented

A. Evaluation Results

Generally good.

B. Reasons

It was confirmed that the content and volume of the materials presented to the Board of Directors are generally appropriate, and the system for officers to smoothly access additional information and materials is generally well prepared.

While there were opinions expressed anticipating further enhancements in the system for accessing information and materials, this item will be acknowledged as a topic for future discussions. However, it was determined that no specific issues are currently arising in this regard. Additionally, the majority of feedback were positive, noting improvements observed from the previous fiscal year.

Based on these facts, we evaluate this item as generally good.

(3) Number of items for deliberation, frequency of meetings, planning of schedules

A. Evaluation result

Good.

B. Reason

It was confirmed that the number of items for discussion at the Board of Directors' meeting, the frequency of meetings, the planning of the annual schedule, and the timing of agenda items were appropriate. In addition, overall positive opinions were expressed on this item.

Based on these facts, we evaluate this item as good.

(4) Duration of deliberation, method of deliberation, attendance and status of executives' remarks

A. Evaluation result

Generally good.

B. Reason

It was confirmed that the deliberation time of the board of directors' meeting, the status of discussions, and the creation of the minutes were appropriate.

Although there were opinions expressed expecting further ingenuity in the organic connection between the pre-briefing session and the board of directors' meeting, this item will be recognized as a discussion for the future. However, including this item, no specific problems are currently arising in this regard, and the majority of opinions were positive.

Based on these facts, we evaluate this item as generally good.

(5) Utilization of Outside Directors and support system

A. Evaluation result

Good.

B. Reason

It was confirmed that opportunities and systems for Outside Directors to obtain necessary information are appropriately secured, and the connection between outside directors and Audit & Supervisory Board Members/internal audit departments is appropriately secured. In addition, overall positive opinions were expressed on this item.

Based on these facts, we evaluated this item as good.

III. Significant individual topics of discussion

(1) Risk management and compliance system for strengthening group governance

A. Evaluation result

Generally good.

B. Reason

The Board of Directors has been found to conduct necessary discussions and supervision on major business risks and the company-wide risk management system. It also exercises necessary oversight for

transactions involving conflicts of interest and transactions between related parties. An objective and transparent procedure is ensured for determining executive compensation. The internal audit department has an appropriate system in place to report directly to the Board of Directors. As for the internal control of overseas subsidiaries, given its importance, opinions were expressed expecting further improvements. This will be recognized as an issue for future consideration, but including this point, no specific problems have arisen at present, and the majority of opinions were positive.

Based on these facts, we evaluated this item as generally good.

(2) Initiatives related to sustainability and ESG

A. Evaluation result

No significant issues.

B. Reason

It was confirmed that the Board of Directors conducts necessary discussions and supervision on matters such as the basic policy on sustainability and ESG, initiatives related to human capital management and gender, and disclosure of information related to sustainability and ESG.

On the other hand, opinions were expressed expecting further improvements on these matters, as well as pointing out the need for more discussion and supervision on initiatives related to climate change and respect for human rights in the supply chain.

Based on these facts, while no significant issues are seen in the current situation for this item, it has been recognized as a challenge for the future.

(3) Labor management and customer satisfaction improvement

A. Evaluation results

No significant issues.

B. Reason

It was confirmed that the Board of Directors conducts necessary discussions and supervision on matters such as the overall labor management of the Group, prevention of misconduct and scandals by employees, and improvement of customer satisfaction.

On the other hand, opinions were expressed pointing out the need for further discussion and supervision on initiatives related to improving employee motivation and retention, and responses to disputes and complaints related to customers.

Based on the facts, while no significant issues are seen in the current situation for this item, it has been recognized as a challenge for the future.

(4) Succession Plan

A. Evaluation Result

No significant issues.

B. Reason

The Board of Directors has been confirmed to be conducting timely and appropriate personnel evaluations for securing suitable personnel as successors, as well as supervising them. However, there were opinions pointing out issues regarding the state of discussions on the succession plan.

Based on these factors, it has been recognized that there are no significant issues in this item at present, but it has been recognized as an issue for the future.

3. Status of Initiatives Based on the Results of the Previous Fiscal Year

The Company conducted a survey on the effectiveness evaluation of the Board of Directors in the previous fiscal year as well. The evaluation of the survey items was generally high, and no significant problems were identified. However, some items were recognized as challenges, or opinions were presented to expect improvements. In this fiscal year, the Company has carried out initiatives to enhance and review these matters. The results of the survey on the status of these initiatives are as described in the aforementioned "2. Overview of Evaluation Results".

4. Future Challenges and Responses

Future challenges and responses: Based on the above evaluation results, the Board of Directors will continue to have discussions aimed at improving the identified challenges and will strive to further strengthen corporate governance.