REAL REMAX GROUP INC.
CORPORATE GOVERNANCE GUIDELINES

Real REMAX Group Inc. (the "Company") is managed under the direction of the Board of Directors (the "Board"). The primary responsibility of the Board is to protect and promote the best interests of the Company and its stockholders by providing advice, counsel and oversight to the Company's management. The day-to-day conduct of the business is delegated by the Board to the Company's Chief Executive Officer and Chief Financial Officer and other members of the management team. The following corporate governance guidelines have been adopted and approved by the Board. Along with the charters and key policies of the committees of the Board, these guidelines provide the framework for the governance of the Company.

Purpose

1. ***The Board.*** The Board is responsible for electing its Chair, for appointing the executive officers of the Company and, in general, for overseeing the management of the Company's business, finances, personnel and physical assets. To this end, the Board reviews and approves the business philosophy, policies, controls and goals recommended by management and ensures that they are properly implemented by management.

   The Board believes its effectiveness is enhanced by being comprised of individuals with diverse backgrounds, skills and experience that are relevant to the role of the Board and the needs of the business. Accordingly, the Board, through its Nominating and Corporate Governance Committee, will regularly review the changing needs of the business and the skills and experience of its members with the intention that the Board will be periodically "renewed" as certain directors rotate off and new directors are recruited. The Board's commitment to diversity and "renewal" will be tempered by the need to balance change with continuity and experience.

Membership

2. ***Independence of the Board.*** To the extent required by the rules of the Nasdaq Global Select Market ("Nasdaq"), it is the policy of the Board that a majority of its members be independent directors. The Board will affirmatively determine that each independent director has no material relationship with the Company (either directly or as a partner, shareholder or officer of an organization that has a relationship with the Company) and meets the standards for independence as defined by applicable law and the rules of Nasdaq. The Company will disclose such determinations in its annual proxy statement. Reference to listing standards of Nasdaq shall mean the Nasdaq's listing standards and listing requirements and rules of the SEC applicable to companies listed on Nasdaq.

3. ***Size of the Board.*** The exact number of Board members will vary from time to time, based on the Board's assessment of the skills and group dynamics necessary to balance the operational benefits of a small size with the need for a large enough group to ensure a broad range of talents and experience.

4. ***Selection of Directors.*** The Board will recommend to stockholders individuals who the Board believes have the skills, experience and expertise to successfully perform the role of a Company director, subject to the provisions of the Company's Certificate of Incorporation, Bylaws and any stockholders' agreement entered into by the Company. The Nominating and Corporate Governance Committee, with input from the Chair of the Board, the Lead Director, if any, and the Chief Executive Officer, shall evaluate all prospective directors, including any director candidates

recommended by Company stockholders. Directors will be nominated and elected in accordance with the Company's Certificate of Incorporation, Bylaws and any stockholders' agreement entered into by the Company. The Nominating and Corporate Governance Committee will consider whether a potential candidate for director has the time available, in light of other business and personal commitments, to perform the responsibilities required for effective service on the Board. After election to the Board, directors are required to discuss with the Chair of the Nominating and Corporate Governance Committee any potential conflict of interest or time commitment that may arise if the director desires to join another corporate board. The Board does not believe that it is necessary to establish a limit on the number of other boards on which a director may serve. A director may not simultaneously serve on the audit committees of more than three (3) public companies.

5. ***Board Leadership.*** The Board may designate an independent director (as determined under Nasdaq listing standards) to serve as Lead Director. If a Lead Director is designated, the Lead Director will preside over all meetings of the independent directors. In addition, if there is no Chair of the Board, the Lead Director will preside over, and be responsible for the agenda at, all meetings of the Board of Directors and, at the request of the Board of Directors, will preside over meetings of stockholders. The Lead Director will convey recommendations of the independent directors to the Board of Directors and will be the liaison between the independent directors and the management of the Company. The Lead Director will preview information sent to the Board as necessary and approve meeting schedules to assure that there is sufficient time for discussion of all agenda items. The Lead Director will have the authority to call meetings of the independent directors. If requested by major stockholders, the Lead Director will be available for consultation and direct communication with stockholders of the Company to discuss their concerns and expectations. If no Lead Director is designated, the independent Chair of the Board (or, if the Chair is not independent, a presiding director selected by the independent directors) shall perform the functions described in this section.

6. ***Compensation of Directors.*** The Board, upon the recommendation of the Compensation Committee, will establish the form and amount of compensation to be paid to the non-employee directors. Directors who are employees of the Company will receive no additional compensation for serving on the Board.

7. ***Director Orientation.*** The Company will make available to each new director an opportunity to discuss the Company and its business with senior executives and inform each new director of company policies which affect directors, including these Corporate Governance Guidelines.

8. ***Affiliations of Directors.*** Each director is required to advise the Corporate Secretary of any affiliation with public or privately held commercial enterprises and to call to the attention of the Board any such affiliation that may create a potential conflict of interest to the Company or possible inconsistency with Company policies or values.

Meetings

9. ***Number of Board Meetings.*** The number of Board meetings will vary with circumstances. It is anticipated that a minimum of four meetings will be held annually. Special meetings will be called as necessary. Meetings may be held virtually.

10. ***Meeting Attendance and Preparation.*** Absent extenuating circumstances, directors are expected to attend regularly scheduled Board and committee meetings and to participate virtually in

regularly scheduled Board and committee meetings when they are unable to attend in person. Each director is expected to be familiar with the agenda for each meeting, have reviewed the materials distributed in advance of the meeting and be prepared to participate fully in the consideration of all scheduled items of business.

11. ***Board Agendas.*** Board agendas shall be set by the Chair (or if there is no Chair or if the Chair is not independent, by the Lead Director, if any) of the Board with input from the Chief Executive Officer and the other directors. Each Board member may raise, at any Board meeting, subjects that are not on the agenda for the meeting.

12. ***Conduct of Meetings.*** The Board will conduct its meetings in a manner that ensures open communication, objective and constructive participation and timely resolution of issues. To the extent possible, relevant materials will be distributed to Board members well in advance of each meeting.

13. ***Executive Sessions.*** Non-management directors will meet at regularly scheduled executive sessions without any directors who hold management positions with the Company. To the extent possible, such executive sessions will be held in conjunction with regularly scheduled meetings of the Board. The Lead Director of the Board, if any, shall preside at executive sessions. If no Lead Director is designated, the independent Chair of the Board shall preside; if the Chair of the Board is not independent, the non-management directors may appoint one of the independent non-management directors to preside.

Responsibilities

14. ***Succession Planning and Management Development.*** The Chief Executive Officer will report not less frequently than annually to the Board on succession planning and management development. The Board shall develop and periodically update a plan of action for implementation should the Chief Executive Officer retire or become unexpectedly unable to continue to serve the Company as Chief Executive Officer.

15. ***Evaluation of the Chief Executive Officer***. The Compensation Committee, on behalf of the Board, will conduct an evaluation of the performance of the Chief Executive Officer annually and communicate the results of this evaluation to the Chief Executive Officer and to the full Board. The evaluation will include an assessment of corporate performance, development of management, the accomplishment of annual objectives and long-term strategic goals and such other criteria as the Compensation Committee may determine to be appropriate. As part of this process, the Chief Executive Officer will also complete a self-assessment of his or her performance for review with the Committee.

16. ***Evaluation of Board Performance.*** In coordination with the Nominating & Corporate Governance Committee, the Board will conduct an annual self-evaluation to determine whether it and its committees are functioning effectively.

Committees

17. ***Board Committees.*** Certain Board responsibilities are delegated to the Audit, Compensation and Nominating and Corporate Governance committees, subject to the provisions of Company's Certificate of Incorporation, Bylaws and any stockholders' agreement entered into by the

Company. All significant committee actions will be reported to the Board. Other committees, including ad hoc committees, may be established by the Board.

18. ***Committee Charters.*** Each committee will have its own charter that sets forth the purposes, goals and responsibilities of the committee as well as qualifications for committee membership, procedures for committee member appointment and removal, committee structure and operations. Each charter shall be reviewed annually by each respective committee; and changes, if any, will be recommended to the Board for consideration.

19. ***Committee Composition.*** To the extent required by Nasdaq listing standards, committees will be comprised of independent directors.

20. ***Rotation of Committee Chair and Membership.*** Committee membership and leadership may be rotated periodically, taking into account the need for continuity and expertise.

21. ***Committee Meetings and Agendas.*** Committee chairs, in consultation with committee members, will determine the frequency and length of committee meetings. Committee chairs, in consultation with committee members and appropriate members of management, will develop the committees' agenda. Materials related to agenda items are provided to committee members sufficiently in advance of meetings where necessary to allow the members to review and prepare for discussion of the items at the meeting.

Resources

22. ***Board Advisors.*** The committees of the Board shall have the authority to retain such independent advisors and/or consultants to the extent provided in the respective committee charters or as otherwise may be approved by the Board.

23. ***Board Access to Senior Management.*** Board members may have access to the Company's executive officers. Board members will use their reasonable judgment to be sure that contact with management is not distracting to the Company's business operations.

24. ***Corporate Support.*** The Corporate Secretary will serve as secretary to the Board and its committees and, at the request of the Chair of the Board or the committee chairpersons, will provide administrative support to the Board and its committees.

Directors Emeriti

25. ***Directors Emeriti***. The Board may designate one or more former directors to be Directors Emeriti. A Director Emeritus will not be a director of the Company, will not have any of the oversight or other obligations of a director of the Company and will not have any of the rights of a director of the Company; provided, however, that nothing herein is intended to waive any duties that may arise under applicable law by reason of such Director Emeritus's role. A Director Emeritus may attend Board meetings in an advisory capacity at the invitation of the Chair of the Board or the Lead Director, if any. It is anticipated, but not required, that a Director Emeritus normally will be invited to attend Board meetings other than those meetings, or portions of meetings, at which the Lead Director, if any, or other chair of the meeting expects that there will be discussion of matters requiring heightened confidentiality. A Director Emeritus may attend meetings of Board committees if and when invited to do so by the chairs of the committees; provided, however, that a Director Emeritus will not be entitled to vote at Board or committee

meetings and will not be counted in determining whether a quorum is present at a Board or committee meeting. A Director Emeritus will serve in that capacity until such status is terminated by the Board or by the Director Emeritus. A Director Emeritus will receive compensation as determined by the Board from time to time and will be reimbursed for expenses he or she incurs in attending Board or committee meetings. A Director Emeritus is entitled to enter into an indemnification agreement with the Company in substantially the form of the indemnification agreement entered into with officers and directors of the Company.

General

26. ***Periodic Review of this Statement.*** These Corporate Governance Guidelines will be reviewed annually by the Nominating and Corporate Governance Committee; and changes, if any, will be recommended to the Board for consideration.

Approved by the Board of Directors on August 24, 2026