

January 15, 2026

To whom it may concern

Company name: MarkLines Co., Ltd.
Representative: Makoto Sakai, President and Representative Director
(Code: 3901 TSE Prime)
Inquiries: Kazuyo Arae, General Manager, Human Resources & General Affairs Dept.
Tel: 03-4241-3901

Notice regarding the results of a survey to evaluate the effectiveness of the Board of Directors

The Company conducted the following questionnaire survey to evaluate the effectiveness of its Board of Directors, and reported the results at the Board of Directors meeting held on January 15, 2026. The Company hereby provides an overview of the results.

Items

1. Implementation overview

(1) Subjects of survey: All directors and corporate auditors

(4 Directors, 2 Outside Directors, 1 Corporate Auditor, 2 Outside Corporate Auditors)

(2) Implementation date: December 2025

(3) Implementation Procedure: Survey questionnaire

<Outline of the questionnaire items>

A 20-item questionnaire was distributed in advance and survey conducted, primarily from the perspective of the roles and responsibilities, operations, and composition of the board of directors.

(4) Applicable Corporate Governance Code: Supplementary Principle 4-11 ③

"The board of directors should analyze and evaluate the effectiveness of the board as a whole every year, taking into account the self-evaluations of each director, and disclose a summary of the results."

2. Results of the evaluation of the effectiveness of the Board of Directors

The results of this evaluation confirm that the Company's Board of Directors as a whole is functioning effectively. High standards were maintained or improved in many areas,

including discussions based on the management philosophy, the supervisory function over management, and the provision of objective perspectives by outside directors.

3. Future initiatives

While this evaluation confirmed that the Company's Board of Directors is generally functioning appropriately, it also clarified issues for improvement, particularly in stimulating discussion. Going forward, we will work to stimulate discussion and further enhance the provision of information, including non-financial information, with the aim of increasing transparency and enhancing corporate value. By steadily implementing these initiatives, the Company will continue to improve the effectiveness of the Board of Directors.