



March 25, 2025  
Cosmo Energy Holdings Co., Ltd.

## Cosmo Energy Holdings Implements Wage Increases for the Third Consecutive Year ~Raises Starting Monthly Salary for New Graduates to ¥330,000~

Cosmo Energy Holdings Co., Ltd. (hereafter, "the Company") concluded the 2025 spring labor-management negotiations on March 24 by agreeing to a wage increase of 8.3%, exceeding the Cosmo Oil Labor Union's request for an average 6.3% increase for union members, including regular pay raises. The Company's overall average wage increase rate stands at 6.7%.

Guided by the Cosmo Energy Group Management Vision—"Striving for an infinite tomorrow, developing sustainably in harmony with humanity, society, and our planet"—the Company seeks to supply energy that will drive society regardless of the times. Realizing this vision requires fostering a talent pool consisting of autonomous individuals with diverse mindsets, who will continue to take on challenges, ensuring both the Group and its employees are able to grow together.

Based on this belief, and as part of efforts to support employees' growth aspirations and boost engagement, the Company has implemented a company-wide average wage increase of over 6%, maintaining the same level as the past two years.

Furthermore, to cultivate an environment that supports employee growth and attracts top talent, the Company will raise starting monthly salaries for new employees joining in April 2025 as follows:

- University (undergraduate) graduates: ¥330,000 (an increase of approx. ¥24,000)
- Technical college graduates: ¥278,250 (an increase of approx. ¥22,000)
- High school graduates: ¥248,250 (an increase of approx. ¥22,000)

Looking ahead, the Company remains committed to working toward the realization of a sustainable society (sustainability) through the stable supply of energy and the provision of related services. In keeping with its brand statement, "Filling Up Your Hearts, Too," the Company strives to be a firm that fills the hearts of everyone it serves, now and in the future.

(End)

(The official language for Cosmo Energy Group's filings with the Tokyo Stock Exchange and Japanese authorities, and for communications with our shareholders, is Japanese. We have posted English versions of some of this information on this website. While these English versions have been prepared in good faith, Cosmo Energy Group does not accept responsibility for the accuracy of the translations, and reference should be made to the original Japanese language materials.)