



February 6, 2026

Cosmo Energy Holdings Co., Ltd.

Cosmo Oil Marketing Co., Ltd.

Announcement of Organizational Changes (Effective April 1, 2026)

Cosmo Energy Holdings Co., Ltd. (hereafter, "Cosmo Energy Holdings" or "the Company"), together with Cosmo Oil Marketing Co., Ltd. (hereafter, "Cosmo Oil Marketing"), is pleased to announce the following organizational changes, effective April 1, 2026.

Details

1. Overview of Organizational Changes at Cosmo Energy Holdings

(1) Establishment of the New Business Development Department and Abolition of the New Energy Business Management Department

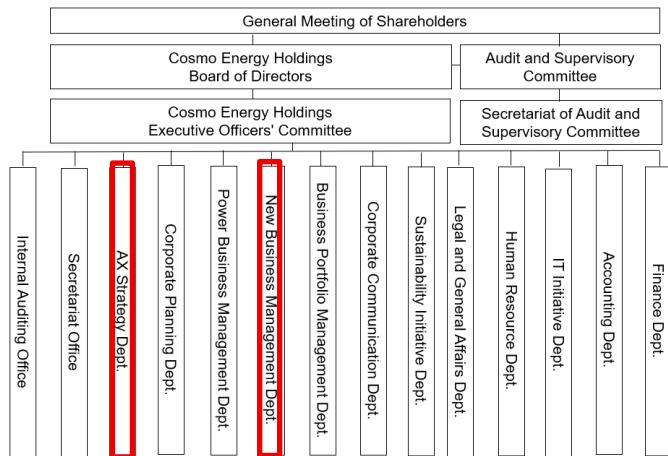
Cosmo Energy Holdings will establish the New Business Development Department with the aim of creating new business opportunities by fully leveraging the Group's assets and strengths, and by exploring opportunities not only within the new energy sector but also across a broad range of business domains. In conjunction with the establishment of the New Business Development Department, the New Energy Business Management Department will be abolished.

(2) Renaming of the Corporate DX Strategy Department to the AX Strategy Department※

Cosmo Energy Holdings will rename the Corporate DX Strategy Department to the AX Strategy Promotion Department with the aim of strategically incorporating rapidly evolving and increasingly widespread AI technologies into management, and—driven by the data foundation built through Cosmo's ongoing DX initiatives—realizing LEAN management through thorough strategic utilization of AI, thereby accelerating the refining of operations, business models, and organizational culture.

※AX : AI Transformation

■ Organizational Chart



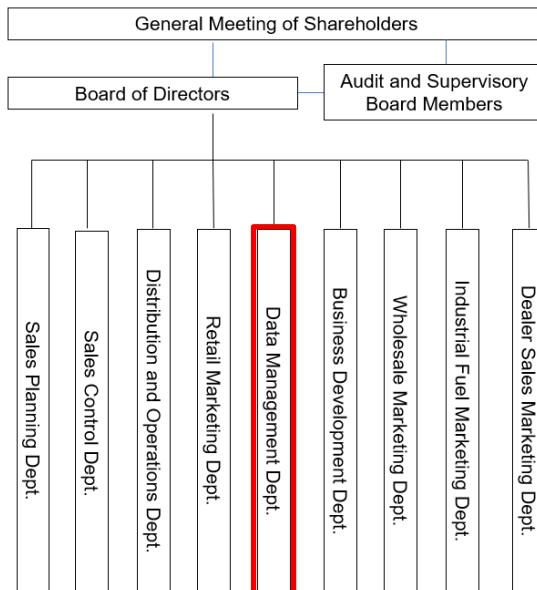
2. Overview of Organizational Changes at Cosmo Oil Marketing

Renaming of the Marketing Science Department to the Data Management Department

In order to focus on operating and promoting the advanced utilization of customer data platforms and restructuring back-office systems, Cosmo Oil Marketing will change the name of the Marketing Science Department to the Data Management Department.

With regard to digital-driven initiatives to expand revenue, the Digital Marketing Department, the Sales Department, and service station stores will continue to work together as one to advance these efforts.

■Organizational Chart



(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.)