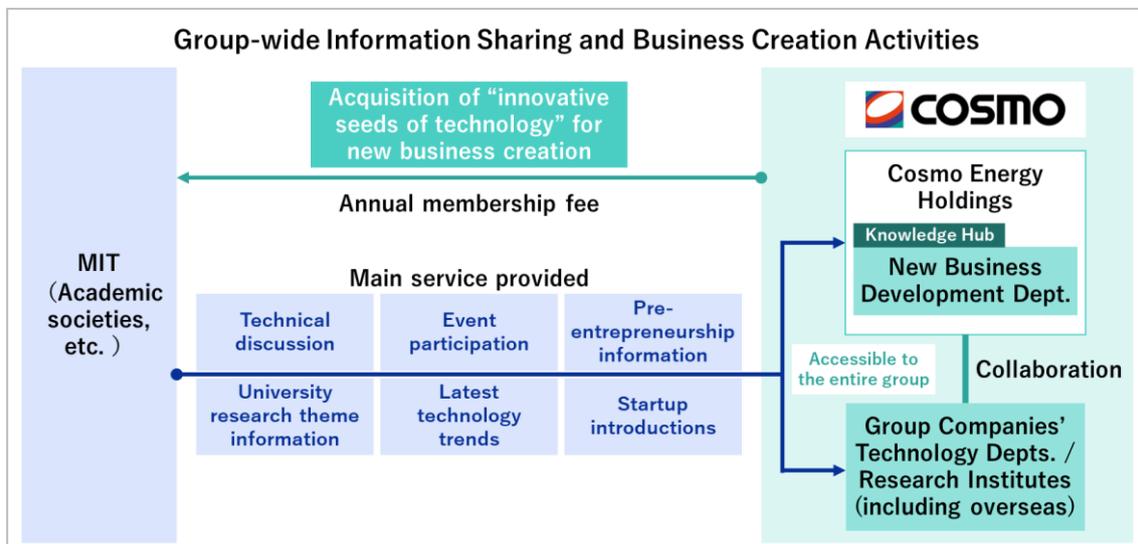


Cosmo Energy Holdings Joins the MIT Industrial Liaison Program (MIT ILP)
~Expanding Global Technology Discovery Networks
to Accelerate New Business Creation~

Cosmo Energy Holdings Co., Ltd. (hereinafter "Cosmo Energy Holdings") is pleased to announce its participation in the Industrial Liaison Program (MIT ILP) at the Massachusetts Institute of Technology (MIT) in the United States, effective April 1, 2026. This marks the first time the Cosmo Energy Group has joined an industry-academic program led by an overseas university. Founded in 1948, the MIT ILP is designed to forge stronger relationships with corporations globally. By strengthening access to global research and technology trends, the Group aims to increase the speed of identifying and commercializing new business opportunities.

■Background and Objectives

Under its 7th Consolidated Medium-Term Management Plan and long-term goal "Vision 2030," the Cosmo Energy Group is committed to "strengthening the competitiveness and decarbonization of its petroleum business" and "expanding its next-generation energy business". While the Group has already established a business discovery framework through partnerships with venture capital firms in Japan, against the backdrop of accelerating energy transition and increasingly sophisticated AI technologies, there is a growing need to expand global opportunities and enhance decision-making through direct dialogue with world-class researchers. Through its participation in the MIT ILP, Cosmo Energy Holdings seeks to identify and acquire innovative "technology seeds" in a wide range of fields—including energy, materials, biotechnology, and AI/IoT—that transcend existing business boundaries.



■Benefits and Key Activities

Key activities and benefits of participating in the program include:

- Access to World-Class Research: Strengthening the ability to identify new business seeds and rapidly grasp international technology trends through direct dialogue with MIT faculty and researchers, as well as participation in year-round conferences.
- Startup Matching: Expanding connections with leading startups through the MIT

Startup Exchange (STEX), a program that supports MIT-affiliated startups in growing, expanding, and forming relationships and partnerships for new business creation, including joint evaluations, demonstrations, and collaborations.

- Group-Wide Implementation: Establishing a system where Cosmo Energy Holdings serves as an "Information Hub," rapidly sharing and utilizing knowledge required by the technical and research departments of all group companies.
- Insights for Management: Gaining global management perspectives and suggestions on technology strategy through private Executive Briefings for senior leadership to inform strategic decision-making.

■Future Outlook

The Cosmo Energy Group will build an information-sharing framework centered on the New Business Development Department of Cosmo Energy Holdings to rapidly disseminate MIT's cutting-edge knowledge throughout the Group. By accelerating cross-organizational technology discovery and evaluation, the Group aims to foster and commercialize next-generation businesses.

(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.)