(As of April 1, 2025)

General Meeti	ng of Shareholders		
	Nominating Committee		
Board of Directors	Compensation Committee		
	Audit Committee		
	Audit Committee Secretariat		
Executive Committee	Disclosure Committee		
Investment and Credit Committee	Business Unit Strategy Meeting		
Information Technology Management Committee	Group Executive Officer Committee		
Sustainability Committee			

Group Strategy Business Unit	CEO's Office
	New Business Development Department
	Osaka IR Project Office
	Information Security Control Department
	Technology Department
	Asia and Australia Business Group
	- Credit Evaluation Department
	Investment Evaluation Department
	Real Estate Appraisal Department
	Credit and Investment Information Management Department
	Transactions and Contract Documents Administration Department
	ERM Department
Corporate Function Unit	Secretariat of The Board of Directors
	Corporate Planning Department
	Investor Relations and Sustainability Department
	Group Accounting Department
	Business Accounting Department
	Group Accounting Advisory & Control Department
	- Treasury Department
	- Transaction Legal Department
	Corporate Legal Department
	Regulations Management Department
	Financial Law Support Department
	Group Human Resources Department
	Group Corporate Administration Department
	Corporate Communications Department
Legal Function Unit	Global General Counsel Office
	Group Compliance Department
	Group Internal Audit Department

	Corporate Business Headquarters	Domestic Business Promotion Department	1			
	corporate business neadquarters	Business Succession Solution Department				
		Health & Wellness Department				
		Sales Promotion Department	]			
		Digitization & Digitalization Office	i			
		IT Solution Office	-			
			_			
		Financial Institution Marketing Department				
		Inside Sales Department	]			
		OQL Coordination Office	1 I			
		OQL Sales Department	1			
		Group Administration Center				
		Corporate Business Administrative office				
		Corporate Business Department I	1			
		Corporate Business Department II	ñ			
			-			
		Corporate Business Department II				
		Information and Communication Business Department	]			
		Project Finance Department	٦.			
		Business Consulting Business Department	1			
			-			
		Amusement Sales Department				
		Steel Sales Department	]			
		Finance and Investment Department	1			
		Hokkaido Area		Sapporo Branch Office	Asahikawa Branch Office	Doto Branch Office
		Tohoku Area	т	Sendai Branch Office	Aomori Branch Office	Akita Branch Office
			Ц	Morioka Branch Office	Yamagata Branch Office	Koriyama Branch Office
		Saitama and Kita Kanto Area	1	Utsunomiya Branch Office	Mito Branch Office	Maebashi Branch Office
		·	11	Saitama Branch Office		
		Chuo Area		Chuo Branch Office	Chiba Branch Office	]
		Shinjuku Area	-	Shinjuku Branch Office	Tama Branch Office	Kofu Branch Office
		Minato Area	i—	Minato Branch Office		
		Kanagawa Area	-	Yokohama Branch Office	Atsugi Branch Office	1
		- Ranagawa Area		Tokonama Branch Onice	Addig Branch Office	1
		Hokuriku and Shinetsu Area	$\mathbf{H}$	Nagano Branch Office	Matsumoto Branch Office	Niigata Branch Office
			- Ц	Toyama Branch Office	Hokuriku Branch Office	Fukui Branch Office
		Tokai Area	n i	Shizuoka Branch Office	Numazu Branch Office	Hamamatsu Branch Office
		Total Arca	Т	Nagoya Branch Office	Mikawa Branch Office	Gifu Branch Office
					Mikawa Branch Office	Gifu Branch Office
			- 4	Mie Branch Office		
		Osaka Project Finance Department	1			
		Osaka Sales Department I	ī			
		Osaka Sales Department I	-			
		Amusement Western Japan Sales Department				
		Kinki Area	$\mathbb{H}$	Hanwa Branch Office	Kobe Branch Office	Himeji Branch Office
			- L	Hanna Branch Office	Kyoto Branch Office	Shiga Branch Office
		Chugoku/Shikoku Area		Hiroshima Branch Office	Okavama Branch Office	Sanin Branch Office
		Unugoku/ Snikoku Area	Т			
			Ц	Fukuyama Branch Office	Takamatsu Branch Office	Matsuyama Branch Office
		Kyushu and Okinawa Area	Н	Fukuoka Branch Office	Kita Kyushu Branch Office	Nagasaki Branch Office
			- L	Oita Branch Office	Kumamoto Branch Office	Miyazaki Branch Office
				Kagoshima Branch Office	Okinawa Branch Office	]
			-	regostima pranon office	Skinawa branch Office	1
H		Real Estate Sales Department	]			
		Greater China Group	1			
	Global Transportation Services Headquarters	Ship and Marine Project Group	1			
	Giobal mansportation dervices rieadquarters		1			
		Aviation and Investment Group				
H	Energy and Eco Services Headquarters	Business Development Department	]			
		Electric Power Business Department	1			
			-			
		Energy Service Management Department	1			
		Asset Management Department				
		Global Business Development Department	]			
		Eco Services Business Promotion Department	1			
		Technology and Engineering Department	i			
			1			
		Strategic Planning Department	1			
		Business Administration & Planning Department				
		Technical Administration Department	1			
	Investment and Onerstine Mondacent		1			
L	Investment and Operation Headquarters	Business Development and Investment Group I	1			
L	Investment and Operation Headquarters	Business Development and Investment Group I Business Development and Investment Group II	5			
L	Investment and Operation Headquarters	Business Development and Investment Group I	5			
L	Investment and Operation Headquarters	Business Development and Investment Group I Business Development and Investment Group II Concession Business Development Department	5			
L	Investment and Operation Headquarters	Business Development and Investment Group I Business Development and Investment Group II	5			