



Wholesale Unit		
Wholesale Planning Dept.		
Region Project Promotion Dept.		
Supplier Business Development Dept.		
Corporate Business Division		
Large Corporate Business Division		
Tokyo Corporate Business Dept. I	Supplier Business Planning Dept.	
Tokyo Corporate Business Dept. II	Supplier Business Human Resources Dept.	
Tokyo Corporate Business Dept. III	Shutoken Supplier Business Dept. I	
Tokyo Corporate Business Dept. IV	Shutoken Supplier Business Dept. II	
Tokyo Corporate Business Dept. V	Shutoken Supplier Business Dept. III	
Nagoya Business Dept.	Kinki Supplier Business Dept. I	
	Kinki Supplier Business Dept. II	
Metropolitan Area Business Division		
Tokyo Business Dept.	Supplier Business Partner Dept. I	
Shimbashi Business Dept.	Supplier Business Partner Dept. II	
Shintoshin Business Dept.	Middle Equipment Business Dept.	
Tokyochoou Business Dept.	Supplier Business Operational Control Dept.	
Higashitokyo Business Dept.	Supplier Business Administration Dept.	
Jouunan Business Dept.	Customer Support Dept.	
Jouhoku Business Dept.	Supplier Business Credit Dept.	
Yokohama Business Dept.	Supplier Business Credit Administration Dept.	
Area Sales Dept.	Kitanihon Supplier Business Dept. (*3)	
Higashinihon Business Division		
Kitanihon Business Dept.	Higashinihon Supplier Business Dept. (*4)	
Hokkaido Business Dept.	Chubu Supplier Business Dept. (*5)	
Kitatohoku Business Dept.	Nishinihon Supplier Business Dept. (*6)	
Higashinihon Business Dept.	Kyushu Supplier Business Dept. (*7)	
Mito Business Dept.	Business Advisory Division	
Kitakanto Business Dept.	Business Promotion Dept.	
Niigata Business Dept.	Agrifood Business Promotion Dept.	
Koushin Business Dept.	O&D Business Promotion Dept.	
Chubu Business Dept.	Next Business Development Dept.	
Shizuoka Business Dept.	More Than Finance Promotion Dept.	
Hamamatsu Business Office	Remote Marketing Dept.	
Hokuriku Business Dept.	Telemarketing Dept.	
Toyama Business Dept.	Digital Marketing Dept.	
Keihanshin Business Division		
Osaka Corporate Business Dept. I	Risk Management Plan Promotion Dept.	
Osaka Business Dept.	Private Advisory Division(*4)	
Osakakita Business Dept.	Financial Advisory & Solutions Dept.	
Osakaminami Business Dept.	Digital Promotion Division	
Kyoto Business Dept.	Digital Promotion Promotion Dept.	
Kobe Business Dept.	Data Management Dept.	
Himeji Business Dept.	Nishinihon Business Division	
Nishinihon Business Dept.		
Okayama Business Dept.		
Shikoku Business Dept.		
Kyushu Business Dept.		
Okinawa Business Office		
Kumamoto Business Dept.		
Kitakyushu Business Dept.		
Minamikyushu Business Dept.		
Industry Solution Business Division		
Public and Financial Institution Business Dept.		
Mobility & Construction Equipment Business Dept.		
IT-Sales Solution Business Dept.		
Healthcare Business Dept.		

Global Business Unit	
Global Business Planning Dept.	
Aviation Business Development Dept.	
Capital Strategy Dept.	
Global Business Advisory Dept.	
Transportation Business Division	
Transportation Management Dept.	
Maritime & Logistics Business Dept.	
Aircraft Credit Dept.	
Overseas Office	
Dublin Branch	
Private Advisory Division(*8)	
Investor Business Dept.	
Marketing Support Dept.	
Transportation Business Dept. I	
Transportation Business Dept. II	
Structured Finance Dept.	
Aviation Product Solutions Dept.	
Leasing and Financial Services Division	
Overseas Office	
Thailand	
Malaysia	
Singapore	
Indonesia	
USA	
UK	
China Business Division	
Overseas Office	
Shanghai	
Guangzhou	
Hong Kong	

Global Environment Business Unit	
Strategic Business Planning Dept.	
Asset Management Planning Dept.	
IT Project Promotion Dept.	
Global Environment Business Sales Planning Dept.	
Environmental and Energy Business Division	
Environmental and Energy Business Promotion Dept.	
Environmental and Energy Business Development Dept.	
Global Environmental Business Development Dept.	
Environmental and Energy Asset Management Dept.	
Circular Economy Division	
Circular Economy Promotion Dept.	
Asset Sales Dept.	
Asset Administration Dept.	

Real Estate Business Unit	
Strategic Business Planning Dept.	
Asset Management Planning Dept.	
IT Project Promotion Dept.	
Real Estate Sales Planning Dept.	
Real Estate Business Solution Dept.	
Hotel Asset Sales Dept.	
Real Estate Business Advancement Dept.	
Real Estate Business Development Dept.	
Real Estate Business Promotion Dept.	
Real Estate Management Dept.	
Real Estate Asset Finance Dept.	

Investment & Finance Division	
Investment & Finance Strategy Dept.	
Corporate Investment & Finance Dept.	
Structured Finance Dept.	
Electronics Equipment Dept.	
Overseas Office	
Taipei Branch	

Corporate Staff	
Internal Audit Dept.	
Corporate Planning Dept.	
Corporate Communications Dept.	
Sustainability Promotion Dept.	
Strategic Planning Dept.	
Mobility Business Strategic Planning Dept.	
Asia Strategic Planning Dept.	
Group Company Management Dept.	
Secretariat	
Human Resources Dept.	
Human Capital Development Dept.	
Diversity Management Dept.	
Accounting Dept.	
Treasury Dept.	
International Treasury Dept.	
Compliance and General Affairs Dept.	
Global Compliance Dept.	
Administrative Services Dept.	
Legal Dept.	
International Legal Dept.	
Risk Management Dept.	
Credit Administration Dept.	
Credit Dept. I	
Credit Dept. II	
Business Investment & Finance Advisory Dept.	
Overseas Credit Dept.	
ICT Planning Dept.	
Security Planning Dept.	
Data Governance Dept.	
ICT Development Dept.	
ICT Infrastructure Operations Dept.	
Digital Laboratory	
Business Support Planning Dept.	
Business Support Dept. I	
Business Support Dept. II	
Business Affairs Dept.	

*1 To be changed to "Audit and Supervisory Board Member, and Audit and Supervisory Board" following approval at the General Meeting of Shareholders in June 2026.

*2 To be changed to "Office of Audit and Supervisory Board Members" following approval at the General Meeting of Shareholders in June 2026.

*3 "Kitanihon Supplier Business Dept.", "Higashinihon Supplier Business Dept." and "Chubu Supplier Business Dept." are jointly controlled by "Supplier Business Division" and "Higashinihon Business Division".

*4 "Nishinihon Supplier Business Dept." and "Kyushu Supplier Business Dept." are jointly controlled by "Supplier Business Division" and "Nishinihon Business Division".

*5 "Private Advisory Division" is jointly controlled by "Business Advisory Division" and "Transportation Business Division".