as of February 1, 2026

- Board of Directors
  - Audit & Supervisory Board
    - Office of Audit & Supervisory Board Members
  - Management Meetings

<Business Strategy Division>

- Corporate Management Strategy Headquarters
  - Corporate Management Planning Department
    - New Business Strategy Office
  - Detached Housing Business Strategy Department
    - Customer Relationship Management Strategy Office
    - Skeleton and Infill Housing Business Strategy Office
  - Building Business Strategy Department
    - Corporate Real Estate Strategy Office
  - Regional Revitalization Strategy Department
    - Medical, Care, and Welfare Facilities Strategy Office
- Platform House Promotion Department
  - Product Planing Office
  - Product Development Office
- Communication Design Department
  - CX Design Office
  - Public Relations Office
- IT Design Department
  - IT Strategy Office
  - Information Systems Office
  - Information Security Systems Office
- General Policy Department

<ESG Division>

- ESG Management Promotion Headquarters
  - External Affairs Department
  - Diversity and Inclusion Promotion Department
  - Environment Improving Department
    - Global Warming Prevention Promotion Office
    - Environmental Management Office
  - Art Museum Project Office

<Finance Division>

- Accounting Department
- Group Corporate Management Control Department
- Finance Department
- Investor Relations Department

<Human Resources Division>

- Human Resources Development Department
  - Human Resources Development Office
  - Talent Acquisition Office
- Human Resources and General Affairs Department
  - Office of Personnel and Employee Relations
  - Promotion of Employment of Persons with Disabilities Office
  - General Affairs Planning Office

<Administration Division>

- Corporate Administration Headquarters
  - Corporate Institutional Management Department
  - Legal Department
  - Department of Global Legal Affairs and Special Projects
  - Human Rights and Compliance Promotion Department
  - Intellectual Property Department
  - Real Estate Department
    - Town Management Office
  - CS Promotion Departmen
  - Office of Directors of the Board

- Auditing Department
  - International Auditing Office
- Secretariat

<Division of Technology& Production>

- Research & Development Headquarters
  - Comprehensive Housing R & D Institute
  - SHIAWASE SUMAI Institute
  - Design & Planning Department
  - Detached Housing Product Design &Development Department
  - Building Product Design & Development Department
  - Remodeling Product Design & Development Department
  - Center for Global Product Design & Development
- Technology Management Headquarters
  - Technical Human Resources Development Department
  - Technical Information Management Department
  - Technology Systems Promotion Department
    - Design Degitalization Promotion Office
    - Design Quality Promotion Office
  - Technology Cost Management Department
    - Product Cost Management Office
    - Technical Improvements and Design Office
  - Technical Quality Management Department
- Construction Headquarters
  - Construction Management Department
  - Partner Contractors Alliance Department
  - Department of Geotechnical and Foundation Design
  - Department of Construction Innovation
- Production & Procurement Headquarter
  - Production General Affairs Planning Office
  - Production Management Department
    - Production Quality Management Office
    - Production Shipment Management Office
    - Production Cost Management Office
    - Higashinihon Product Center
      - Plant Management Department
      - Logistics Department
      - Kanto Factory
        - Manufacturing Department
      - Tohoku Factory
        - Manufacturing Department
    - Nakanihon Product Center
      - Plant Management Department
      - Logistics Department
      - Shizuoka Factory
        - Manufacturing Department
      - Hyogo Factory
        - Manufacturing Department
    - Nishinihon Product Center
      - Plant Management Department
      - Logistics Department
      - Yamaguchi Factory
        - Manufacturing Department
  - Procurement Department
    - Procurement Development Office
    - Procurement Execution Office
    - Procurement Management Office
  - Production Strategy Department
    - Production Planning Office
    - Production Digitalization Office
    - Global Production Planning Office
  - Technical Estimation Department
    - Estimation Planning Office
    - Production Design Office
    - Estimation Operation Office

<Division of Development Business>

- International Business Headquarters
  - International Development Department
  - International Strategy Department
    - Administration Office
    - Strategy and Planning Office
- Condominium and Development Strategy Headquarters
  - Condominium Headquarters
    - Tokyo Condominium Department
    - Nagoya Condominium Department
    - Osaka Condominium Department
    - Fukuoka Condominium Department
  - Development Department
    - Trip Base Business Promotion Office

<Division of Built-to-Order Business>

- TKC Project Department
  - East Japan Promotion Office
  - West Japan Promotion Office
- East Japan Building Sales Administration Headquarters
  - Regional Branches, Sales Office
- Tokyo Building Sales Administration Headquarters
  - Regional Branches
- Chubu Building Sales Administration Headquarters
  - Regional Branches
- Kansai Building Sales Administration Headquarters
  - Regional Branches, Sales Office
- Chugoku Kyushu Building Sales Administration Headquarters
  - Regional Branches
- Tohoku Sales Administration Headquarters
  - Regional Branches
- Tokyo Sales Administration Headquarters
  - Regional Branches
- Kanagawa Sales Administration Headquarters
  - Regional Branches
- Saitama Tochigi Sales Administration Headquarters
  - Regional Branches
- Higashi kanto Sales Administration Headquarters
  - Regional Branches
- Joshinetsu Sales Administration Headquarters
  - Regional Branches
- Chubu Daiichi Sales Administration Headquarters
  - Regional Branches
- Chubu Daini Sales Administration Headquarters
  - Regional Branches
- Kansai Daiichi Sales Administration Headquarters
  - Regional Branches
- Kansai Daiichi Sales Administration Headquarters
  - Regional Branches
- Chugoku Shikoku Sales Administration Headquarters
  - Regional Branches
- Kyushu Sales Administration Headquarters
  - Regional Branches