

May 13, 2025

To All Stakeholders:

Company	USS Co., Ltd.
Representative	Yukihiro Ando Chairman and Representative Director
Stock Code	4732
Listings	Prime Market, Tokyo Stock Exchange Premier Market, Nagoya Stock Exchange
Contact	Masafumi Yamanaka Executive Vice President, Officer, Supervisory Office (Tel +81-52-689-1129)

Notice Regarding Change of Directors and Corporate Auditors

We hereby announce that at the Board of Directors meeting held on May 13, 2025, we resolved the candidates for directors and corporate auditors to be submitted to the 45th Ordinary General Meeting of Shareholders scheduled to be held on June 24, 2025.

1. New management structure (planned) following the Ordinary General Meeting of Shareholders scheduled to be held on June 24, 2025.

Title	New/ Reelection	Name
Chairman and Representative Director, Chief Executive Officer (CEO)	Reelection	Yukihiro Ando
President and Representative Director, Chief Operating Officer (COO)	Reelection	Dai Seta
Executive Vice President	Reelection	Masafumi Yamanaka
Junior Managing Director	Reelection	Hiromitsu Ikeda
Outside Director	New	Etsuko Nishijima
Outside Director	New	Hisao Takahashi
Outside Director	New	Nobuko Sowa
Outside Corporate Auditor (Full-time)	Reelection	Kenichi Goto
Outside Corporate Auditor	Reelection	Keiji Miyake
Outside Corporate Auditor	Reelection	Jun Ogawa

- Notes: 1. If Etsuko Nishijima, Hisao Takahashi and Nobuko Sowa are elected as directors by shareholders, the Company plans to designate them as independent directors in accordance with rules of the Tokyo Stock Exchange and Nagoya Stock Exchange and notify these exchanges that they are independent directors.
2. The Company has designated Kenichi Goto, Keiji Miyake and Jun Ogawa as independent directors in accordance with rules of the Tokyo Stock Exchange and Nagoya Stock Exchange and has notified these stock exchanges that they are independent directors. If they are elected as corporate auditors by shareholders, the Company plans to designate them as independent directors.

2. Profile of the new candidates

Name (Date of birth)	Background	
Etsuko Nishijima (January 6, 1960)	Sep. 2004 Apr. 2009 Apr. 2014 Apr. 2015 Apr. 2018 Apr. 2019 Apr. 2022 Apr. 2023 Apr. 2024	Joined Mitsui Fudosan Retail Management Co., Ltd. Deputy Manager, Sales Department, Sales Section, Mitsui Fudosan Retail Management Co., Ltd. Senior Manager, Retail Properties Division, Mitsui Fudosan Co., Ltd. (Seconded) Director of LaLaport Tokyo-Bay, Mitsui Fudosan Retail Management Co., Ltd. Manager of Operations Office, Operations Division I, Mitsui Fudosan Retail Management Co., Ltd. Officer, Manager of Operations Office, Operations Division I, Mitsui Fudosan Retail Management Co., Ltd. Officer, D&I Planning Manager and Manager of Operations Office, Operations Division I, Mitsui Fudosan Retail Management Co., Ltd. Officer, D&I Planning Manager, Mitsui Fudosan Retail Management Co., Ltd. Counselor, Mitsui Fudosan Retail Management Co., Ltd.
Hisao Takahashi (February 24, 1961)	Apr. 1983 Jan. 1989 Apr. 2010 Apr. 2014 Apr. 2015 Apr. 2018 Apr. 2019 Apr. 2020 Apr. 2022 Apr. 2023 Aug. 2023 Mar. 2024 Jun. 2024	Joined Toyo Kogyo Co., Ltd. (currently Mazda Motor Corporation) Joined Honda R&D Co., Ltd. President of Honda R&D Asia Pacific Co., Ltd. Managing Officer of Honda R&D Co., Ltd. Representative of Production of Regional Operation (China) of Honda Motor Co., Ltd., Executive Vice President of Honda Motor (China) Investment Co., Ltd., and Executive Vice President of Honda Motor (China) Technology Co., Ltd. Director and Managing Officer of Honda R&D Co., Ltd. Director and Senior Managing Officer of Honda R&D Co., Ltd. Director of Honda R&D Co., Ltd. and Managing Officer of Honda Motor Co., Ltd. Director of Honda R&D Co., Ltd. and Senior Managing Officer of Honda Motor Co., Ltd. Senior Partner of CO-SAKU GK (at present) Specially Appointed Professor at Nagaoka University of Technology (at present) Outside Director of MARUKA FURUSATO Corporation (at present) Outside Director of Nitta Gelatin Inc. (at present)
Nobuko Sowa (November 2, 1962) (Name on the family register: Nobuko Kobayashi)	Apr. 1985 Jan. 2012 Mar. 2014 Jan. 2017 Jun. 2017 Oct. 2018 Apr. 2022 May 2023	Joined IBM Japan, Ltd. Associate Director, in charge of Financial Application Development, Global Business Service, IBM Japan, Ltd. President of IBM Japan Services Company, Ltd. In charge of Financial Strategy Projects, Global Business Service, IBM Japan, Ltd. Guest Professor, The University of Osaka, the Center for Gender Equality Promotion (currently the Center for Diversity & Inclusion) (at present) Officer, in charge of Insurance/Postal Group Services, Global Business Service, IBM Japan, Ltd. Senior Delivery Executive, IBM Consulting, IBM Japan, Ltd. (at present) Outside Director of YOSHINOYA HOLDINGS CO., LTD. (at present)

3. Departing outside directors (Scheduled retirement date: June 24, 2025)

Title	Name
Outside Director	Nobuko Takagi
Outside Director	Shinji Honda
Outside Director	Yoshiko Sasao