

December 24, 2003

For Immediate Release:

**USS Co., Ltd.**  
Futoshi Hattori  
President and Representative Director  
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### **USS Announces Personnel Changes**

USS Co., Ltd. today announced the personnel changes detailed below, effective January 1, 2004.

#### **1. Background to Changes**

In order to create a more rapid decision-making framework capable of responding quickly to changes in the operating environment, USS began putting in place an executive officer system in June 2001. The appointment of the following six individuals to the post of executive officer is designed to reinforce operational execution.

#### **2. Personnel Changes**

<b>New Position</b>	<b>Name</b>	<b>Former Position</b>
Executive Officer; Manager, Financial Affairs Dept., Head Office	Masafumi Yamanaka	Manager, Financial Affairs Dept., Head Office
Executive Officer; Vice-Manager, Nagoya Office	Dai Seta	--
Executive Officer; Manager, Operation Dept., Nagoya Office	Hiromitsu Ikeda	Manager, Operation Dept., Nagoya Office
Executive Officer; Manager, Vehicle Inspection Dept., Nagoya Office	Hiroaki Inoue	Manager, Vehicle Inspection Dept., Nagoya Office
Executive Officer; Manager, Customer Support Dept., Nagoya Office	Masayuki Akase	Manager, Customer Support Dept., Nagoya Office
Executive Officer; Manager, Customer Support Dept., Kyushu Office	Yasuhisa Koga	Manager, Customer Support Dept., Kyushu Office

### **3. Date of Effect**

January 1, 2004

On condition of approval at the annual general meeting of shareholders scheduled for June 2004, the above six individuals will also be appointed to the position of director.