



May 10, 2022

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

The board of directors of USS Co., Ltd. approved a resolution on May 10, 2022, to nominate candidates for new outside directors. The proposal to elect new outside directors will be submitted at the 42nd Annual General Meeting of Shareholders scheduled on June 21, 2022.

1. Selection of outside director candidates (as of June 21, 2022)

(1) Profile of the candidates

Name (Date of birth)	Background	
Shinji Honda (May 26, 1958)	April 1981 June 2008	Joined Takeda Pharmaceutical Company Limited. General manager of Overseas Business Dept., Takeda Pharmaceutical
	April 2009	President and CEO of Takeda Pharmaceuticals North America Inc.
	June 2013	Director and general manager of Corporate Planning Dept., Takeda Pharmaceutical
	June 2014	Senior managing director and general manager of Corporate Planning Dept., Takeda Pharmaceutical
	Oct. 2014	Senior managing director and CSO (until June 2017), Takeda Pharmaceutical
	Jan. 2018	Corporate officer for corporate planning, Nisshin Foods Holdings Co., Ltd.
	June 2018	Managing Executive Officers and Chief Strategy Officer, Nisshin Foods Holdings
	July 2021	Executive adviser of Nisshin Foods Holdings (at present)

Yoshiko Sasao (April 2, 1960)	April 1984	Joined Recruit Co., Ltd.
	April 2006	Joined Tokyo Electric Power
	Nov. 2007	Managing director, Tepco Partners Co.,Inc.
	June 2012	President, Tepco Partners Co.,Inc. (until June 2015)
	May 2018	Executive officer, manager of Working Style Reform Office, JDC Corp.
	June 2019	Managing officer, manager of Working Style Reform Office, JDC Corp.
	Aug. 2019	Outside director of Sanki Service Corp. (at present)
	April 2021	Member of Advisory Board, Japan Corporate Governance Research Institute (at present)
June 2021	Managing officer, deputy manager (for personnel strategy) of Strategy Division and manager of Working Style Reform Office, JDC Corp. (at present)	

(2) Departing outside directors (Due to the expiration of their terms of office)

Name (Date of birth)	Background	
Hitoshi Tamura (June 11, 1946)	April 1971	Joined Ricoh Company, Ltd.
	Oct. 2002	Corporate Councilor of the said company
	April 2010	Adviser to the President, Ricoh Japan Corporation
	July 2011	President, Customer Satisfaction Research Institute (at present)
	June 2014	Director of the Company (at present)
	June 2015	Outside Director, Kitamura Co., Ltd. (Retired in June 2019)
	June 2022	Scheduled to retire from the Director of the Company
Akihiko Kato (June 18, 1947)	April 1970	Joined Bank of Japan
	May 1994	Senior Examiner, Examination Department of the said bank
	May 1995	Director of Gifu Shinkin Bank
	Oct. 1998	Managing Director of the said Bank
	June 2007	Full-time Auditor of the said Bank
	June 2010	Corporate Auditor of Gifu Shinkin Credit Guarantee Corporation(Retired in June 2012)
	June 2014	Director of the Company (at present)
June 2022	Scheduled to retire from the Director of the Company	

Note: The Company has set the maximum term of office for outside directors and outside corporate auditors at eight years in accordance with internal regulations.

2. New management team following the 42nd Annual General Meeting of Shareholders scheduled on June 21, 2022. (planned)

Title	Name
Chairman and Representative Director, Chief Executive Officer (CEO)	Yukihiro Ando
President and Representative Director, Chief Operating Officer (COO)	Dai Seta
Executive Vice President	Masafumi Yamanaka
Junior Managing Director	Hiromitsu Ikeda
Outside Director	Nobuko Takagi
Outside Director (New appointment)	Shinji Honda
Outside Director (New appointment)	Yoshiko Sasao
Outside Corporate Auditor (Full-time)	Kenichi Goto
Outside Corporate Auditor	Keiji Miyake
Outside Corporate Auditor	Jun Ogawa

- Note: 1. The Company has designated Nobuko Takagi as an independent director in accordance with rules of the Tokyo Stock Exchange and Nagoya Stock Exchange and has notified these stock exchanges that she is an independent director. If Ms. Takagi is reelected as a director by shareholders, the Company plans to designate her as an independent director.
2. If Shinji Honda and Yoshiko Sasao 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.
3. 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.