USEC
A Global Energy Company

Fueling the **Future.**
Making the World **Safer.**

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Making the World **Safer.**

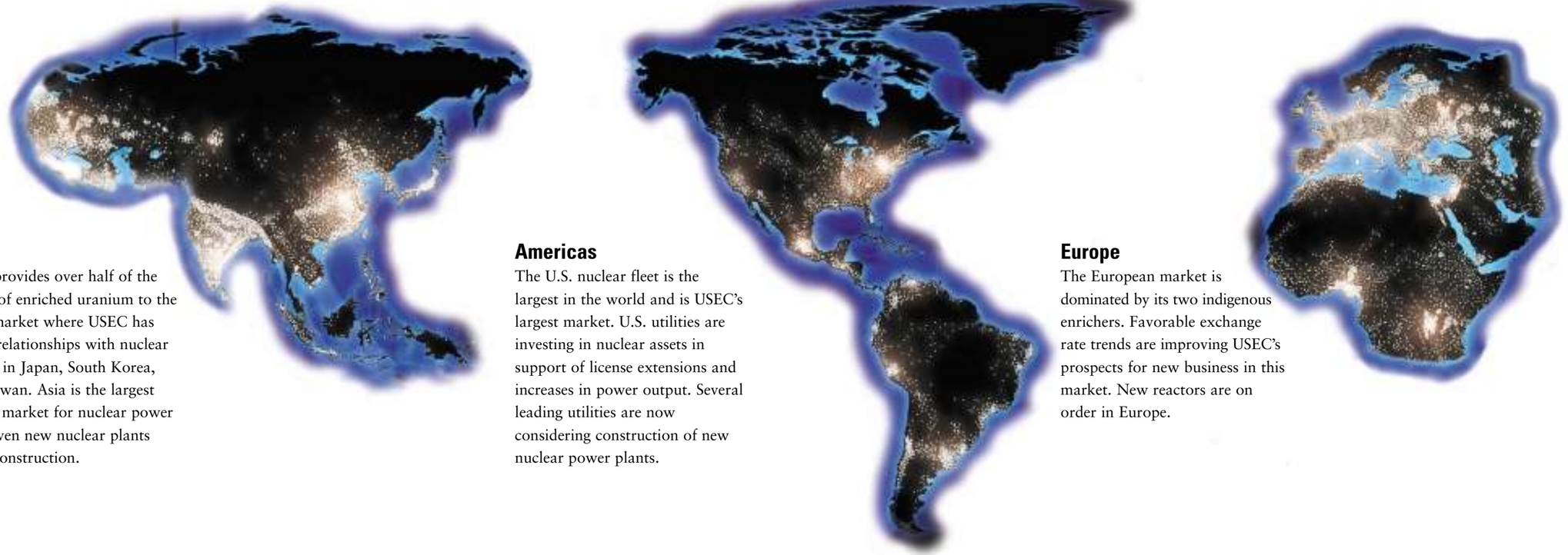
ANNUAL REPORT 2003

USEC Inc. (NYSE: USU), a global energy company, is the world's leading supplier of enriched uranium fuel for commercial nuclear power plants. Total revenue in 2003 exceeded $1.4 billion.

USEC operates the only American uranium enrichment facility, which is located in Paducah, Kentucky. The Company is also demonstrating next-generation enrichment technology, the American Centrifuge, in Piketon, Ohio, with plans to operate a commercial plant there later this decade. Approximately half of USEC's low-enriched uranium is from recycled Russian nuclear warhead material, eliminating more than 8,000 nuclear warheads thus far. Nuclear power plants using this fuel generate about 10 percent of America's electricity.

Uranium enrichment is a key step in the production of nuclear fuel used around the globe to generate 16 percent of the world's electricity, and more reactors are being built today. Nuclear power is the clean-air answer to the growing demand for electricity, and USEC is leading the way.

Our Global Customers— *USEC supplies 160 reactors in 9 countries. International sales account for over 35% of our revenue.*



Asia

USEC provides over half of the supply of enriched uranium to the Asian market where USEC has strong relationships with nuclear utilities in Japan, South Korea, and Taiwan. Asia is the largest growth market for nuclear power with seven new nuclear plants under construction.

Americas

The U.S. nuclear fleet is the largest in the world and is USEC's largest market. U.S. utilities are investing in nuclear assets in support of license extensions and increases in power output. Several leading utilities are now considering construction of new nuclear power plants.

Europe

The European market is dominated by its two indigenous enrichers. Favorable exchange rate trends are improving USEC's prospects for new business in this market. New reactors are on order in Europe.

The Nuclear Fuel Cycle— *Converting a powerful ore into the most efficient fuel for electric generation*

MINING AND MILLING

Uranium is removed from the earth in the form of ore and then crushed and concentrated.

CONVERSION

Uranium is combined with fluorine gas to produce uranium hexaflouride (UF_6), a powder at room temperature and a gas when heated. UF_6 is next shipped to an enrichment plant.

ENRICHMENT

Process that increases the concentration of U^{235} atoms from its natural state of 0.7% to 3–5%, which is usable as fuel for commercial nuclear power reactors. USEC has the only enrichment operation in the United States.

FUEL FABRICATION

Enriched UF_6 is converted to uranium oxide and formed into small ceramic pellets. These pellets are loaded into metal tubes that form fuel assemblies, which are shipped to nuclear power plants.

NUCLEAR POWER PLANT

Using the energy created from nuclear fuel, these facilities generate about 16 percent of the world's electricity.

Spent fuel in the U.S. is stored on site pending placement in long-term storage at Yucca Mountain.

CONSUMERS

A broad array of consumers have come to rely on the steady, baseload electricity supplied by nuclear power plants that emit no greenhouse gases.

2003 Highlights

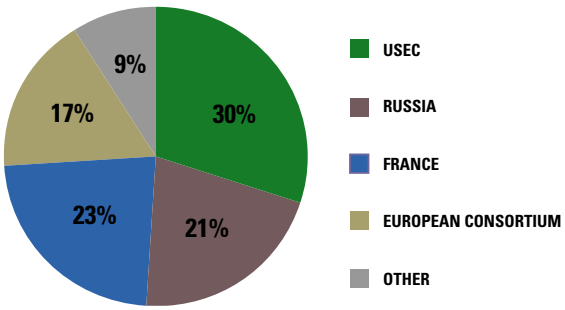
- Revenue exceeded $1.4 billion. Gross profit improved by 79%.
- Total return to shareholders exceeded 50%, outperforming the Dow Jones Industrial Average, the S&P 500, and the NASDAQ composite index.
- Signed $2.1 billion in contracts for new sales through 2011.
- Increased customer backlog to $4.9 billion, or more than three years' worth of sales.
- Achieved all four American Centrifuge milestones on or ahead of schedule and accelerated the schedule for commercial plant by one year.
- Reduced production costs by 4% through safe, reliable and efficient operations at the Paducah, Kentucky plant.

Financial Highlights

Years Ended December 31	2003	2002*
(dollar amounts in millions, except per share data)		
Revenue	$1,460.3	$1,396.8
Gross Margin	11.3%	6.6%
Gross Profit	$ 165.1	$ 92.1
Net Income	$ 10.7	$ (3.3)
Earnings per share	$ .13	$ (.04)
Dividends per share	$ .55	$ .55
Dividend yield as of December 31	6.55%	9.14%
Net cash provided by operating activities	$ 144.9	$ 201.0
Debt to total capitalization	36%	35%

**Unaudited and restated to include revenue from government contracts. No resulting effect on net income.*

World Enrichment Sales



Letter to Shareholders

2003 was a year of substantial progress on many fronts: We increased gross profit by 79 percent as we lowered our costs. The Paducah plant turned in strong operations and improved efficiency. We accelerated the schedule for deploying our American Centrifuge technology by one full year. And our shareholders received a 51 percent total return on their investment. Clearly, 2003 was a year where we identified both challenges and opportunities, and then got the job done.

Building on the strategic foundation we established in recent years, USEC achieved a number of significant gains in 2003. We often advise investors that the nature of our business is long-term, and that is the best perspective for viewing our performance. Even so, the list of our accomplishments in 2003 sets the year apart:

- We are ahead of schedule in meeting our American Centrifuge milestones. This strong record gave us the confidence to accelerate the schedule by one year to build and operate our new state-of-the-art uranium enrichment facility. Recently, we received from the Nuclear Regulatory Commission a license that authorizes USEC to construct and operate our Demonstration Facility in Piketon, Ohio. We anticipate that the American Centrifuge will be the world's most efficient uranium enrichment technology. It will play a major role in supporting America's energy security and national security interests while providing a reliable competitive fuel source for the world's nuclear power plants.
- We increased our gross profit to $165 million through our consistent focus on managing production and purchase costs. We have established a clear record, year after year, of seeking out ways to reduce costs at our Paducah, Kentucky production plant, at our headquarters and in our purchase of recycled Russian nuclear material under the Megatons to Megawatts program.
- We optimized the efficient use of electricity at the Paducah plant, achieving our most economic performance in recent years. Recognizing that our electricity costs represents over 60 percent of our production budget, this efficiency achievement is vital to our commercial strength.
- We signed a record $2.1 billion in new uranium enrichment contracts and contract extensions by continuing to develop valuable long-term relationships with our customers. In obtaining these new commitments, we extended our order backlog to $4.9 billion for new sales through 2011.
- We continued to make the world safer through the historic Megatons to Megawatts nonproliferation program, which reached another milestone: nuclear material equal to 8,000 Russian warheads recycled into low-enriched uranium fuel for commercial nuclear power plants. This program, which is now 40 percent complete and is scheduled to operate through 2013, is vital for both energy security and national security.
- And last, but certainly not least, investors recognized this progress and valued our stock at higher prices. The 51 percent total return to shareholders (share price appreciation plus dividends paid) by USEC's stock handily beat the performance of the Dow Jones Industrial Average and the S&P 500 indices in 2003.

2003 Financial Performance

USEC earned $10.7 million in 2003, a substantial improvement from the net loss of $3.3 million in 2002, on revenue of $1.4 billion. Earnings in 2003, which reflect our substantial investment in the new American Centrifuge technology, benefited from an improvement in gross margin—from 6.6 percent in 2002 to 11.3 percent last year. Two key factors were lower production costs at the Paducah plant and lower purchase costs under terms of a new pricing agreement for the Megatons to Megawatts program. Increased sales of natural uranium at higher prices and government contract work related to cold standby operations at the Piketon, Ohio plant also contributed to net income.

The Six Principles of Management at USEC

1. Our priorities are safety, reliability and performance.
2. Do the right things, for the right reasons, the right way.
3. We identify our challenges, we say what we are going to do—and then we do it.
4. We are a team—we think and act that way. Teamwork is what defines us.
5. Be persistent, but also be patient.
6. We work hard for our shareholders, because we are shareholders.

Our investment in the American Centrifuge enrichment technology totaled $44.8 million, or $21.9 million more than in 2002. Because these development costs are expensed, this key investment in the Company's future had the effect of reducing net income in 2003 by $26.5 million. We expect to begin capitalizing a portion of the cost of the commercial plant in 2004.

Accelerating the American Centrifuge

In January 2004, we selected Piketon, Ohio as the site for the American Centrifuge commercial plant. We evaluated two strong incentive packages from the states of Ohio and Kentucky. Ultimately, we found that the existing buildings at Piketon, coupled with an attractive incentive package and the absence of seismic issues made Ohio the right choice for the American Centrifuge commercial plant.

Looking forward, our American Centrifuge team has fabricated key centrifuge components and testing has begun in our facilities in Oak Ridge, Tennessee. Full-scale centrifuge machines will be tested later this year to support the American Centrifuge Demonstration Facility, which will begin operations in Piketon in 2005.

In parallel with these technical efforts, we are exploring various funding mechanisms for the commercial plant. We have full confidence that once we demonstrate the high efficiency and potential returns of our centrifuge technology, the financial markets and other potential partners will view the American Centrifuge as an attractive investment. We are investing today's profits in the American Centrifuge because we believe that it will position USEC as the global low-cost producer of low-enriched uranium, creating significant shareholder value over the longer term.

USEC's Strategic Strength—Our Employees

The record of success that we report to our shareholders in this Annual Report is the direct result of the effort and commitment of a very talented group of employees located in Bethesda, Maryland; Paducah, Kentucky; Piketon, Ohio; and Oak Ridge, Tennessee. This group of men and women brings a wealth of experience, energy and business acumen that helps USEC achieve both its near-term objectives and its strategic vision. Our employees continue to hold themselves to the highest ethical standards as they execute our business plans.

Creating Shareholder Value

Since USEC's inception in 1993, the hallmark of our corporate culture has been doing the right things, for the right reasons, the right way. That's one of our six principles of management at USEC. The success of this principle is illustrated by the recognition that we have received for superior corporate governance. Institutional Shareholder Services, a major advisor on proxy issues, determined that USEC's corporate governance practices were among the very best of the 3,000 largest public companies in the United States. This achievement provides a clear picture of USEC's culture: we believe superior corporate governance creates shareholder value.

We are very proud of our employees' accomplishments in 2003 and we remain committed to increasing the value of your investment in USEC. The sixth principle of management at USEC makes this our clear objective every day: We work hard for our shareholders, because we are shareholders.

Sincerely,

James R. Mellor
Chairman of the Board

William H. Timbers
President and
Chief Executive Officer

March 25, 2004

Tom Schisler and Gayle Copley operate equipment that is successfully removing technetium from natural uranium in a unique project that restores the material for use at the Paducah plant.

"As a clean, affordable and reliable energy source, nuclear energy is important to the Nation's future energy supply….USEC, and its partners in the nuclear industry, continue to take important steps enhancing national energy security with private sector development of advanced American technology."

Spencer Abraham, *U.S. Secretary of Energy*

Improving Paducah Plant Efficiency Lowers Costs

Improving profit margins comes from two directions: increasing revenue through better pricing and by decreasing costs. USEC is successfully achieving both objectives, and in 2003 gross profit increased by 79 percent. A key driver to this increase was improving production efficiency at the Paducah Gaseous Diffusion Plant while maintaining the highest safety and quality standards.

Safety, Reliability and Efficiency have been our hallmarks since the day that USEC started as a business. In practical terms, these guiding principles are achieved by constantly monitoring and evaluating every procedure and process to ensure that we are operating as efficiently as possible, while always meeting our obligation to operate a safe and secure facility.

USEC continues its focus on improving the condition of plant equipment and facilities, while enhancing workforce performance by placing greater emphasis on precise work practices. This improvement can be seen in the average number of operating cells on-stream: 2003 marked the best performance in over 10 years.

Electric power is the major cost driver for producing low-enriched uranium at the gaseous diffusion plant—electricity represents about 60 percent of our cost of production. The economical use of electricity is closely monitored and our power efficiency index in 2003 was at its highest level since 1998.

While we continuously strive for production excellence, we never forget that safety remains our first order of business. Our employees, the neighboring community, regulators and our shareholders count on us to operate safe facilities around the clock. Employees work to identify and eliminate workplace hazards before injuries occur. The results were dramatic: the plant logged the lowest injury rate in USEC's history at Paducah. Together, we have achieved an impressive safety record and are intent on maintaining it.

USEC's utility customers depend on our reliability of supply. Even as USEC looks ahead to building its next-generation enrichment technology, we continue to keep a close eye on current operations to ensure that the Company's perfect record of never missing a customer delivery remains intact through a focus on Safety, Reliability and Efficiency.

Innovation at Portsmouth

A portion of the Company's natural uranium inventory transferred to USEC by the Department of Energy prior to privatization was contaminated with technetium, a radioactive element created by nuclear fission, rendering it unmarketable. The workers at the Portsmouth, Ohio plant are playing an important role in cleaning up this natural uranium to acceptable industry standards using an innovative new process that is a technical and operational achievement. Thanks to the innovation of our employees, USEC decontaminated over 3,500 metric tons of natural uranium by the end of 2003. USEC negotiated an arrangement with DOE that offsets the cost of this remediation project.

Susan Phelps, an operator at Paducah, monitors equipment in the Area Control Room that provides USEC with greater flexibility in managing electric power consumption.

Megatons to Megawatts—Making the World Safer

USEC plays an essential role in reducing the threat of terrorists obtaining nuclear weapons material. In 2003, we achieved another historic milestone in making our planet a safer place—the elimination of the 8,000th Russian nuclear warhead. The highly enriched uranium that once armed these weapons has been recycled into fuel that powers about one in ten American homes and businesses. Megatons to Megawatts is one of the most successful nuclear nonproliferation programs, and is implemented on a commercial basis, without taxpayer funds.

For the past decade, USEC and its Russian partner, TENEX, acting as executive agents for the U.S. and Russian governments, respectively, have significantly reduced the stockpile of nuclear warheads. Under this nonproliferation partnership, highly enriched uranium in Russia is recycled into low-enriched uranium fuel for commercial reactors and purchased by USEC for resale to its utility customers. This fuel generates billions of kilowatts of electricity.

At the end of 2003, approximately 40 percent of the 500 tons of highly enriched uranium of Russian nuclear warhead material designated for the program had been diluted and delivered to USEC. The fuel from this material is sufficient to power a city the size of Boston.

Low-enriched uranium derived from Russian nuclear warhead material is tested in Paducah to assure USEC customers that every delivery meets international standards.

Megatons to Megawatts provides about half of USEC's supply of low-enriched uranium. When the program concludes in 2013, USEC and TENEX will have recycled the equivalent of 20,000 warheads into low-enriched uranium for commercial nuclear fuel.

USEC and TENEX have a market-based pricing agreement that is the key to meeting the national security objectives of both the United States and Russia, as well as the commercial interests of USEC. Revenue from sales to utility customers provides the funds to pay Russia. This pricing agreement allows the nuclear nonproliferation program to be commercially self-sustaining. Almost every commercial reactor in America has been refueled at some point with uranium from the Megatons to Megawatts program—about 10 percent of America's electricity comes from this fuel.

Given this program's outstanding record of success, USEC believes even more nuclear warheads could be eliminated. In speeches before influential leaders and nuclear nonproliferation experts, USEC executives have proposed "The Isaiah Project"—a cooperative public-private initiative to construct a nuclear power plant fueled solely with warhead-derived fuel. Over the power plant's lifetime, about 1,000 warheads would be eliminated by being recycled into fuel—another bold move in the international effort to stop the proliferation of nuclear weapons.

Megatons to Megawatts material shipped from Russia in protective containers is unloaded in the United States for use in commercial power reactors.

"TENEX and USEC are making the world a safer place through the successful implementation of the Russian HEU Contract. I expect that the strong relationship between our companies will continue to provide significant value to our countries in the future."

Vladimir Smirnov
General Director, TENEX

USEC plans to build approximately 12,000 centrifuge machines similar to these centrifuges tested by DOE in the 1980s.

"We are pleased to partner with USEC as our primary supplier of low-enriched uranium through 2010. Through our long-term purchase contract, Exelon Generation will play an important role in the demonstration and deployment of the American Centrifuge enrichment technology."

Oliver D. Kingsley, Jr. *President and COO, Exelon Corporation*

American Centrifuge Deployment Accelerates

USEC is committed to the American Centrifuge as our next-generation technology. The American Centrifuge is expected to strengthen USEC's competitive position and provide the nuclear power industry with a reliable fuel supply for years to come. Our commitment, planning and extra effort have put us ahead of schedule to build and operate what is anticipated to be the world's most efficient uranium enrichment technology.

Our first full year of work on the American Centrifuge was highly successful by any measure—we met or exceeded every milestone on USEC's schedule. Each accomplishment strengthens our long-term strategy of deploying the world's best enrichment technology that will cement USEC's position as a highly competitive producer of enriched uranium. In July 2003, these early successes convinced us to accelerate our schedule by one year. The sooner we transition to the new commercial plant, the sooner we will see major cost savings that will benefit both our customers and our bottom line. Today, two key production cost drivers in our enrichment operations are electricity and labor. The American Centrifuge will use 95 percent less electricity than our current enrichment technology and requires a smaller workforce.

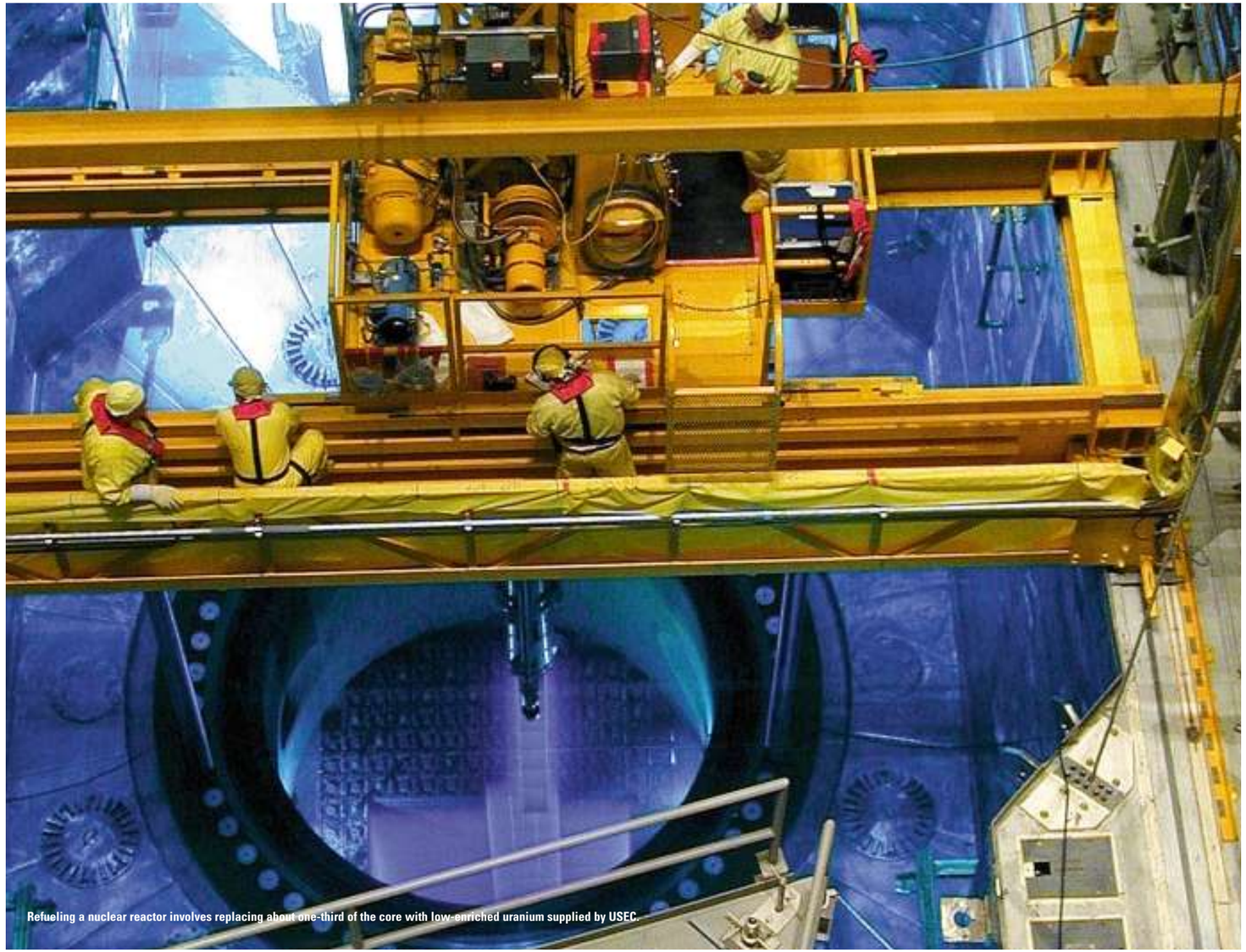
USEC's design leverages more than two decades of U.S. Department of Energy (DOE) gas centrifuge research and development that resulted in hundreds of centrifuges operating for millions of machine hours. The American Centrifuge builds on DOE's proven technology, while increasing efficiency and reducing costs through the use of state-of-the-art materials, control systems and manufacturing processes. We have been licensed by the U.S. Nuclear Regulatory Commission (NRC) to operate the American Centrifuge Demonstration Facility in Piketon, Ohio and we expect to begin those operations in 2005. This demonstration will yield essential cost, schedule and performance data before USEC begins construction of the commercial plant.

USEC plans to begin construction of the commercial American Centrifuge plant following receipt of a license from the NRC, anticipated in 2006. Existing buildings in Piketon with over 1 million square feet will house the American Centrifuge. These existing facilities give us a substantial advantage in meeting our accelerated deadlines at substantially reduced cost.

As we move ahead with demonstrating the state-of-the-art American Centrifuge uranium enrichment technology, we are committed to maintaining our global leadership position as the market-leading supplier of enriched uranium worldwide.

Credit: AP/ Wide World Photos

Ohio Gov. Bob Taft applauds the announcement by CEO William Timbers that USEC had selected Piketon, Ohio as the site for the American Centrifuge commercial plant.



Refueling a nuclear reactor involves replacing about one-third of the core with low-enriched uranium supplied by USEC.

"TVA has a unique synergy with USEC: We are each a major customer and supplier of the other. USEC is one of our largest customers, and we rely on USEC as a nuclear fuel supplier. We count on them to deliver, and they count on us for reliable electric power."

Glenn L. McCullough, Jr. *Chairman, Tennessee Valley Authority*

Nuclear Power's Growing Energy Role

A confluence of global environmental forces—higher fossil fuel prices, new energy policy objectives and a lengthening history of safe operations—are creating a fresh appreciation for nuclear power. Today, America's reactors are operating better than ever, providing power to one out of five U.S. homes and businesses. Looking to the future, many scientists believe nuclear power is the best source for creating vast amounts of hydrogen that may power much of the world's transportation later this century.

America's nuclear power industry is on a winning streak. Each year since 1997, the 103 U.S. reactors have set records for producing more electricity, at a higher capacity factor and at a lower cost. Nuclear power is the nation's largest source of emission-free electricity and the second largest source of power, contributing 20 percent of America's electricity in 2002. Around the globe, 440 nuclear reactors in 31 countries provide 16 percent of the world's electricity. In 2002, the average production cost for U.S. nuclear plants was 1.7 cents per kilowatt-hour, about half the cost of power generated with natural gas.

The most common measure of performance in the nuclear industry is the plant capacity factor, which measures actual electricity production against the maximum possible output in a year. By reducing the number of unplanned outages and shortening the time it takes to refuel a reactor, U.S. operators have greatly improved this measurement. In 1990, the capacity factor was 70 percent; in 2002, the most recent year available, the scorecard was up to 91.7 percent. Looking at this trend another way, increases in capacity factor between 1998 and 2002 were the equivalent of adding 13 new large reactors to America's power grid. And for USEC, these higher plant capacity factors translate into additional sales when they refuel.

Nuclear plants are regularly modernized and upgraded. Systems are redesigned and replaced with the latest digital controls, safety devices and turbines. These improvements have increased the value of nuclear utilities' assets. Initially licensed for 40 years, the operators of over half of the U.S. reactor fleet have sought 20-year license extensions from the U.S. Nuclear Regulatory Commission (NRC). At the end of 2003, the NRC had granted 23 reactor license extensions.

Three major utility companies have applied to the NRC for an Early Site Permit for an additional reactor at nuclear power plants already in operation. Worldwide, seven new reactors began operations in the past two years, while 32 more plants are under construction.

America is poised for nuclear expansion and its existing nuclear power stations will be operating for years to come. Clearly, USEC's essential low-enriched uranium fuel will be in demand for decades to come.

Appliances and high-tech equipment in the home are helping to increase residential demand for electricity. In the past decade, electricity usage in U.S. homes has increased by 27%.

Reliably Serving Our Global Customers

When a nuclear utility is refueling its reactor, the adage "time is money" is never more true. Our customers select USEC because they can count on a delivery that is on time, and to their specifications. We develop partnerships with customers to meet their fuel requirements, building confidence that nuclear fuel from USEC will be there when needed.

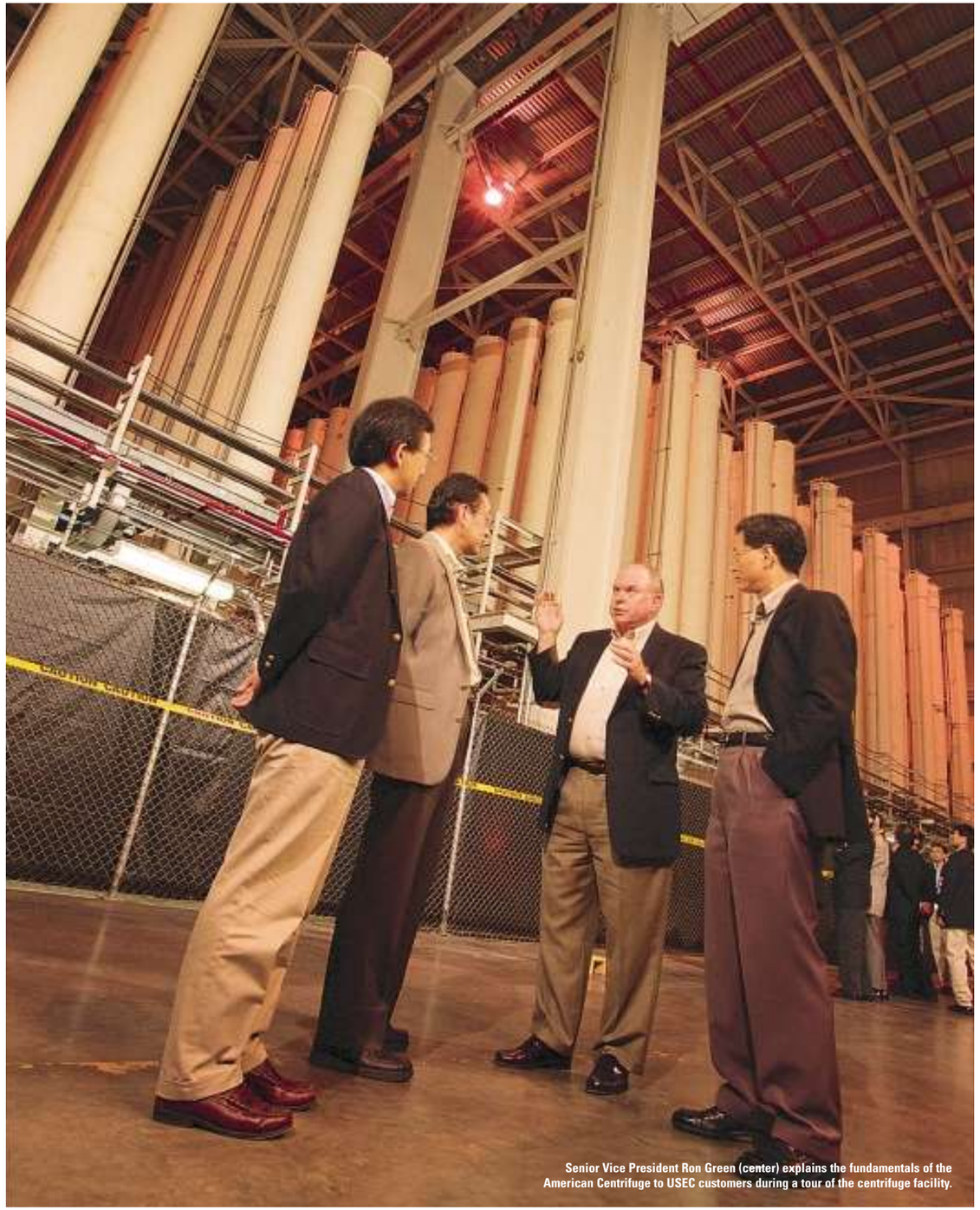
USEC competes in a global marketplace, and our sales executives use every method of modern communication, including the most effective one—face-to-face discussions. They fly tens of thousands of miles each year to provide personal service and to learn what is really on a customer's mind. These discussions foster a deeper understanding of our customers' business issues and fuel requirements and help to solidify our valuable relationships with them.

The nuclear power industry continues to adopt "best practices" that have resulted in substantially better reactor performance. One result of this enhanced performance is increased requirements for low-enriched uranium at refuelings, which are completed more quickly than ever. This shortened refueling window, coupled with financial demands to reconnect to the power grid quickly, puts tremendous pressure on our customers. That is where USEC's flexibility in its operations, reliability of supply and a close working relationship are invaluable to customers.

For example, one customer determined that it needed to replace many more fuel assemblies than anticipated. USEC headquarters' staff coordinated deliveries with the fuel fabricator that created the reactor-specific fuel bundles. Our Paducah plant produced additional low enriched uranium to meet the compressed schedule. USEC also waived the minimum notice requirement and delivered the enriched uranium to the fabricator in time to make the additional fuel assemblies. Later, when this customer sought bids to fuel its fleet of reactors for the rest of this decade, the high level of customer service we provided earlier played an important role in its decision to select USEC as its long-term supplier.

Our employees take special care to help USEC differentiate its products in the marketplace through extraordinarily close attention to our customers. We are constantly aware that our decades-long record of always delivering for our customers is intact due to dedication and attention to detail every day. In this way, USEC maintains its industry leadership.

USEC's flexibility and reliable supply gives customers an assurance that delivery will be made on time and in-spec.



Senior Vice President Ron Green (center) explains the fundamentals of the American Centrifuge to USEC customers during a tour of the centrifuge facility.

"ENUSA supplies competitive and reliable enriched uranium fuel to Spain's nine nuclear reactors, which produce about one-third of this nation's electricity. In recent years, our commercial relationship with USEC has improved as we have worked together to resolve old differences. Today, USEC helps ENUSA deliver quality fuel, flexibility and long-term reliability to Spain's nuclear utilities."

Jose Luis Gonzalez Martinez
Chairman and CEO
ENUSA Industrias Avanzadas, S.A.

Expanding Our Vision for USEC

In its first five years following privatization, USEC focused on restructuring its business—rationalizing capacity, reducing costs and improving revenue. Now we are focused on growing the business as we enlarge our vision of USEC's future.

USEC begins from a strong and respected position: We are the global market leader in supplying low-enriched uranium to commercial nuclear power plants. We continue to take steps to strengthen that leadership through deployment of the American Centrifuge. We are seeking to expand and diversify our business through acquisitions in the energy industry. We look for opportunities that leverage core competencies and customer relationships, are accretive to earnings, generate returns in excess of our cost of capital and enhance our commitment to customers through Safety, Reliability and Efficiency.

We have established a unique position as America's uranium enricher. This provides USEC a distinctive relationship with its customers and an in-depth understanding of issues surrounding the nuclear fuel cycle. Whether it's yellowcake at the mine, fuel fabrication, power reactor performance, or spent fuel transportation and storage, USEC is intimately familiar with the issues. We intend to build upon our relationships with customers, our experience and knowledge base.

USEC also has many associations with the U.S. government: through our lease of two of the largest industrial facilities in the world; through fire and security protection arrangements; through service as executive agent for the Megatons to Megawatts nonproliferation program; and through our environmental cleanup and laboratory services. Today, for instance, we are marketing the analytical expertise performed at our laboratory in Piketon, Ohio. There, highly specialized equipment provides government agencies and other businesses with chemical analysis for a wide range of applications, such as environmental remediation.

Going forward, USEC is exploring opportunities to leverage its unique expertise in nuclear fuel and the nuclear industry, by evaluating a variety of prospects to see if they fit with our strategic interests. We never forget our commitment to maximize shareholder value: our goal remains to increase revenue, grow net income and improve returns on equity through this diversification strategy.

Highly specialized laboratory equipment and USEC expertise are being marketed to business and government agencies.

"USEC has taken great leadership responsibility in the commercial implementation of the Megatons to Megawatts program, which I believe is an important national security effort, and has achieved significant milestones in making the world a safer place."

Richard Lugar
U.S. Senator from Indiana

Experienced Management Team

Pictured, front row from left, Ronald Green, Timothy Hansen, William Timbers, Lisa Gordon-Hagerty, Phil Sewell, Ellen Wolf. (Back row from left) Charles Yulish, Richard Miller, Sydney Ferguson, Lance Wright, Robert Van Namen, Morris Brown, Michael Woo.

William H. Timbers
has been President and Chief Executive Officer since 1994.

Lisa E. Gordon-Hagerty
has been Executive Vice President and Chief Operating Officer since December 2003. Prior to joining USEC, Ms. Gordon-Hagerty was Director for The White House National Security Council Office of Combating Terrorism since July 1998.

Sydney M. Ferguson
has been Senior Vice President since April 2002. Prior to joining USEC, Ms. Ferguson was Managing Director of Qorvis Communications Inc., an international public affairs and communications firm.

Ronald F. Green
has been Senior Vice President since April 2003. Prior to joining USEC, Mr. Green was President of two divisions of FPL Group, Inc. since 2001, and previously was President and Chief Executive Officer of Duke Engineering and Services since 1999.

Timothy B. Hansen
has been Senior Vice President, General Counsel and Secretary since August 2002. Mr. Hansen has held positions of progressively more responsibility since joining the Company as Assistant General Counsel in 1994.

Philip G. Sewell
has been Senior Vice President since August 2000, was Vice President, Corporate Development and International Trade since April 1998, and was Vice President, Corporate Development since 1993.

Robert Van Namen
was named Senior Vice President in January 2004 and was Vice President, Marketing and Sales since January 1999. Prior to joining USEC, Mr. Van Namen was Manager of Nuclear Fuel for Duke Power Company.

Ellen C. Wolf
has been Senior Vice President and Chief Financial Officer since December 2003. Prior to joining USEC, Ms. Wolf was Vice President and Chief Financial Officer of American Water Works Company since May 1999, and previously was Vice President and Treasurer of Bell Atlantic Corp.

J. Morris Brown
has been Vice President, Operations since November 2000, was General Manager at the Portsmouth plant since March 1998, and previously was Engineering Manager at the Paducah plant.

Richard F.G. Miller
has been Managing Director, Corporate Development since 2002. Prior to joining USEC, he was Vice President, Corporate Development for Covad Communications since 2000 and previously was Director, Corporate Development for Sun Microsystems since 1995.

Michael T. Woo
has been Vice President, Strategic Development since April 2001, was Director, Power Resources since October 1998, and was Manager, Strategic Financial Programs since 1994.

W. Lance Wright
has been Vice President, Human Resources and Administration since August 2003. Prior to joining USEC, Mr. Wright was Principal of Boyden Global Executive Search since January 2002, and previously held director and manager positions at ExxonMobil Corp. since 1986.

Charles B. Yulish
has been Vice President, Corporate Communications since 1995.


USEC
A Global Energy Company