

May 15<sup>th</sup>, 2025

**RE: Current Operational Financial Deficit**

Dear Mr. Dan Sloan,

We would like to sincerely thank you for your continued support and cooperation with regards to ANA Catering's management and running of the prestigious FCCJ Club's restaurant, bar and banquet facilities.

It has been a year and a half since we commenced our cooperation, and during that time there have been trials and errors but thanks to the firm support and understanding of FCCJ we have been able to provide food and service to what we trust is the high satisfaction level of your valued members. For this we are highly appreciative.

On the other hand, as you may know, the current financial situation has become very difficult and we have been left with an operating deficit of more than 30 million yen in FY2024. With your kind understanding, food and beverages prices have been raised while at the same time every effort is being made to further reduce costs, improve the quality of food and beverage offerings and increase the number of guests. However, in spite of these strenuous efforts, it may be very difficult to eliminate the large operating deficit especially in light of the expected further increases in the cost of food materials, beverages and labor.

Therefore, we sincerely request that the FCCJ Board of Directors consider that we receive temporarily the full amount of sales as compensation on the condition that the period be limited to the date that the operating deficit is nullified. We hope to negate this deficit as soon as possible in order that we can continue serving FCCJ and its valued guests for many years to come and build on our partnership.

Thank you very much in advance for your kind understanding and we are awaiting your positive response.

Sincerely yours

Naoko Nishijima  
President & CEO

