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**Kameda Co., Ltd.**

## Executive summary

- Investment in the coffee shop chain operator Komeda, based in Nagoya, has continued since the date of investment in April 2008 and was jointly implemented with founder Taro Kato and Pokka Corporation.
- Since the investment, AP supported management in a wide range of areas and enhanced corporate value, in such ways as formulating a new management structure, upgrading and expanding the management base and enhancing the executive management system, strengthening the system for new branches, implementing marketing strategies to strengthen the Komeda brand, preparing new store strategies and new store standards, and expanding the store management system. Komeda acquired bread maker Kabushiki Kaisha France Pan in October 2011, bringing bread production in-house. This raised EBITDA to over ¥700 million.
- Net sales and EBITDA more than doubled during the period of investment and vastly exceeded the projections in place at the time of investment. The number of stores jumped from 318 to nearly 500 and the company became the industry's number three nationwide coffee shop chain.

