

In FY2025, we fully leveraged our strengths in on-site decision-making and individual store management, further enhancing our earning power through adaptability and customer insight. As a result, we achieved record-high performance and announced our long-term plan “Double Impact 2035” to accelerate growth toward a decade of transformation.

Sales

2,246.8 bil yen

Domestic retail business saw sales growth driven by increased inbound tax-free demand, new store openings, strategic pricing such as “Maji-Kakaku,” and strong PB/OEM product development. The Asia business grew in regions including Thailand, Hong Kong, and Macau, while the North America business benefited from strong performance at Marukai CA. As a result, total sales reached ¥2,246.8 billion, up 7.2% YoY.

Operating income

162.3 billion yen

Operating income rose 15.8% YoY to ¥162.3 billion, a record high for the full year. Gross profit margin improved by 0.3pts thanks to PB/OEM expansion and stronger tax-free sales. Despite continued investment in growth and talent, SG&A ratio declined by 0.2pts, supported by solid sales growth.

Ordinary profit

158.5 billion yen

Non-operating income/loss totaled a negative ¥3.8 billion, mainly due to a decline in foreign exchange gains compared to FY2024. As a result, ordinary profit rose 6.6% YoY to ¥158.5 billion.

Net income

90.5 billion yen

Profit before income taxes totaled ¥136.9 billion. After recording ¥45.6 billion in income taxes, profit attributable to owners of the parent increased 2.0% YoY to ¥90.5 billion.

Total assets

1,511.0 bil yen

Total assets increased to ¥1,511.0 billion (up ¥12.6 billion YoY), mainly due to a ¥25.9 billion rise in merchandise and finished goods and an ¥8.9 billion increase in intangible fixed assets, offsetting declines of ¥13.0 billion in Property, plant and equipment and ¥0.8 billion in cash and deposits.

Net assets

624.0 billion

Net assets increased by ¥77.0 billion YoY to ¥624.0 billion, mainly due to a ¥90.5 billion rise in retained earnings, partially offset by a ¥2.2 billion decrease in foreign currency translation adjustments. As a result, the equity ratio stood at 40.1%, and the net D/E ratio was 0.38x. We remain committed to a financial strategy that balances efficiency and stability.

EPS

151.59 yen

By leveraging our strengths in on-site decision-making and individual store management, and continuing to reform our profitability structure, EPS rose to ¥151.59, up ¥2.95 (2.0%) YoY.

ROE

15.8%

ROE was 15.8% (annualized). We will continue to pursue business activities that enhance capital efficiency.

Customer traffic

703.16 million

Number of customers (based on register transactions) at our group stores worldwide reached 703.16 million. Despite growing consumer thriftiness and selective spending, we believe our commitment to the “Customer Matters Most” philosophy continues to enhance the appeal of our stores.

Store count

779

Domestically, we opened 25 new stores under Don Quijote Co., Ltd. and closed 2 stores. Internationally, we opened 8 stores-1 each in Hong Kong, Taiwan, Singapore, Malaysia, California, and Guam, and 2 in Hawaii-while closing 3 stores. Additionally, 9 Mikuni stores in California were added to the group. As a result, our total store count stands at 655 in Japan and 124 overseas, for a combined total of 779 stores.

Floor space

2,712,882m²

As of June 30, 2025, floor space increased by 65,513m² to 2,712,882m², up 2.5% YoY, due to the growth in store numbers.

Annual dividend

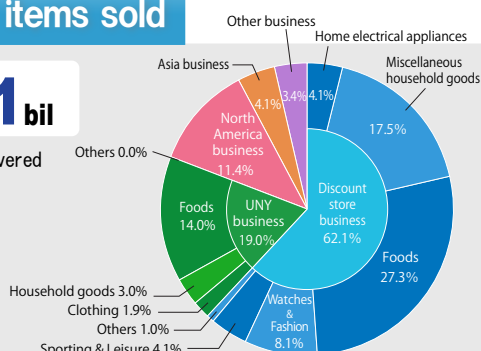
35 yen

PPIH Group considers returning profits to shareholders a top management priority. For FY25, the total dividend is projected to be ¥35 per share, including an interim dividend of ¥9, representing a ¥5 increase YoY. To enhance stock liquidity and attract a broader investor base, we will implement a 5-for-1 stock split of common shares.

The number of items sold

5.33971 bil

In FY2025, PPIH Group delivered 5.33971 billion items to customers.



The number of shareholders

63,432

Number of individual and other shareholders increased by 868 (up 1.4% YoY), bringing the total to 65,002, an increase of 846 from the end of FY 2024. Meanwhile, the foreign shareholder ownership ratio increased by 0.7pts to 57.9%.

