



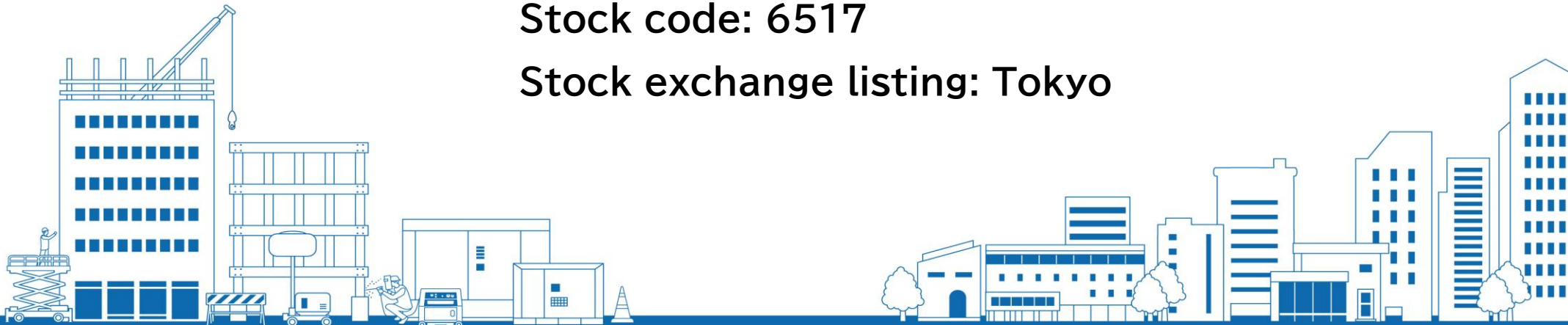
# Briefing on Results for the Fiscal Year ending March 31, 2025

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***Denyo Co., Ltd.***

Stock code: 6517

Stock exchange listing: Tokyo



# **I . Overview of Results for FY2025/3**

## **II. Outlook for FY2026/3**



# I . Overview of Results for FY2025/3

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## Key Point

- Net Sales decreased year on year, mainly due to a decrease in shipments to the United States.
- Incomes increased year-on-year, due to the price revisions for some products and an increase in shipments of profitable products. (million yen)

	FY2024/3		FY2025/3		Change (YoY)	Rate of change (YoY)
Net sales	73,140	100%	70,753	100%	△ 2,386	△ 3.3%
Operating income	7,089	9.7%	7,393	10.4%	303	4.3%
Ordinary income	7,378	10.1%	8,002	11.3%	624	8.5%
Profit attributable to owners of parent	5,095	7.0%	5,647	8.0%	552	10.8%
Capital investment	1,913	—	6,218	—	4,305	
Depreciation	1,228	—	1,397	—	169	
Net income per share	246.83 <sup>yen</sup>	—	274.02 <sup>yen</sup>	—	27.19 <sup>yen</sup>	
ROE	7.3%		7.5%			
Cash dividends per share	64.0 <sup>yen</sup>		75.0 <sup>yen</sup>			

## Overview

1. Sales of generators decreased by 2,948 million yen (4.8%).
2. Sales of welders increased by 207 million yen (4.7%).
3. Sales of compressors increased by 209 million yen (30.1%).

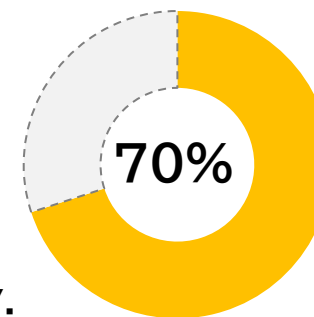
(million yen)

		FY2024/3		FY2025/3		Change (YoY)	Rate of change (YoY)
Net sales		73,140	100%	70,753	100%	△2,386	△ 3.3%
By product	Generators	61,487	84.1%	58,539	82.7%	△2,948	△ 4.8%
	Welders	4,437	6.1%	4,645	6.6%	207	4.7%
	Compressors	693	0.9%	903	1.3%	209	30.1%
	Others	6,521	8.9%	6,666	9.4%	145	2.2%



	FY2024/3	FY2025/3	Rate of change (YoY)
Generators	61,487 <sup>million yen</sup>	58,539 <sup>million yen</sup>	△ 4.8%

- In Japan, shipment of medium- and large-sized mobile-type generators remained steady. Sales of stand-by generating sets for disaster prevention equipment remained robust.
- Overseas, shipment to the United States declined sharply.



\*According to a Company survey (5-year average)

Domestic market share of engine generators (mobile-type)



Soundless generator "Mälie"



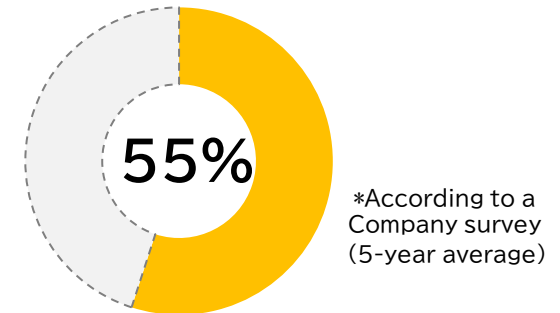
Generator with operational data recording function

## Manufacturing engine-driven generators with capacity from 1kVA to 1100kVA

- Mobile-type generators  
Power source on a construction site and for civil engineering work and disaster recovery/restoration, etc..
- Stand-by generating sets (stationary type)  
Back-up power source for disaster prevention equipment and offices, etc..
- Power-supply vehicles, etc..

	FY2024/3	FY2025/3	Rate of change (YoY)
Welders	4,437 <sup>million yen</sup>	4,645 <sup>million yen</sup>	4.7%

- Overseas shipments of small welders increased.



Domestic market share of engine welders



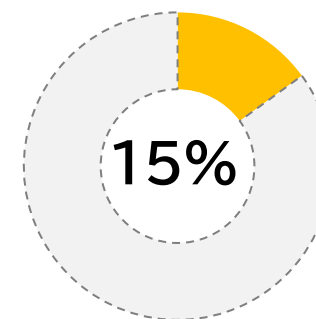
CO<sub>2</sub> welder

The Company developed the first engine-driven welder for outdoor work in Japan. Ranging from 135A for welding light-gauge steel to a 500A engine-driven welder for heavy-gauge steel, a TIG welder and a CO<sub>2</sub> welder, etc.

- Welding of steel construction for buildings, condominiums and bridges.
- Welding of important structures such as petroleum storage tanks and pipelines.

	FY2024/3	FY2025/3	Rate of change (YoY)
Compressors	693 <sup>million yen</sup>	903 <sup>million yen</sup>	30.1 <sup>%</sup>

- Shipments for domestic markets increased.



\*According to a  
Company survey  
(5-year average)

Domestic market share of  
engine compressors



Engine compressor



Motor compressor

**Manufacturing compressors with air discharge amounts from 1.7m<sup>3</sup>/min to 45.3m<sup>3</sup>/min.**

- Breaking-up of roads and ground improvement work of roads.
- Mortar spraying work for preventing landslides of mountain roads.
- For artificial snow machines on ski slopes, etc..



	FY2024/3	FY2025/3	Rate of change (YoY)
Others	6,521 <sup>million yen</sup>	6,666 <sup>million yen</sup>	2.2%

- Sales of parts for the domestic market and maintenance services for emergency generators increased.

## Sales of other products

- Self-propelled lifters
- Load testing equipment
- Parts
- Secondhand equipment and purchased merchandise
- Repair sales, etc.



Self-propelled  
lifters



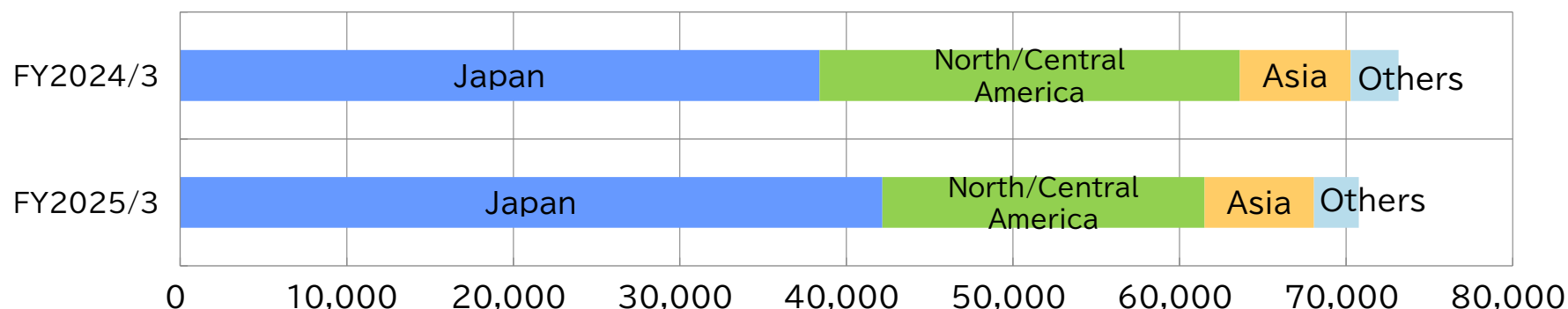
Load testing  
equipment



# Sales Trends by Region (Consolidated)

(million yen)

		FY2024/3		FY2025/3		Change (YoY)	Rate of change (YoY)
Net sales		73,140	100%	70,753	100%	△ 2,386	△ 3.3%
Domestic sales		38,389	52.5%	42,158	59.6%	3,768	9.8%
Overseas sales		34,750	47.5%	28,595	40.4%	△ 6,155	△ 17.7%
By region	North/Central America	25,230	34.5%	19,336	27.3%	△ 5,894	△ 23.4%
	Asia	6,642	9.1%	6,568	9.3%	△ 74	△ 1.1%
	Others	2,877	3.9%	2,690	3.8%	△ 186	△ 6.5%



## Increase in Operating Income

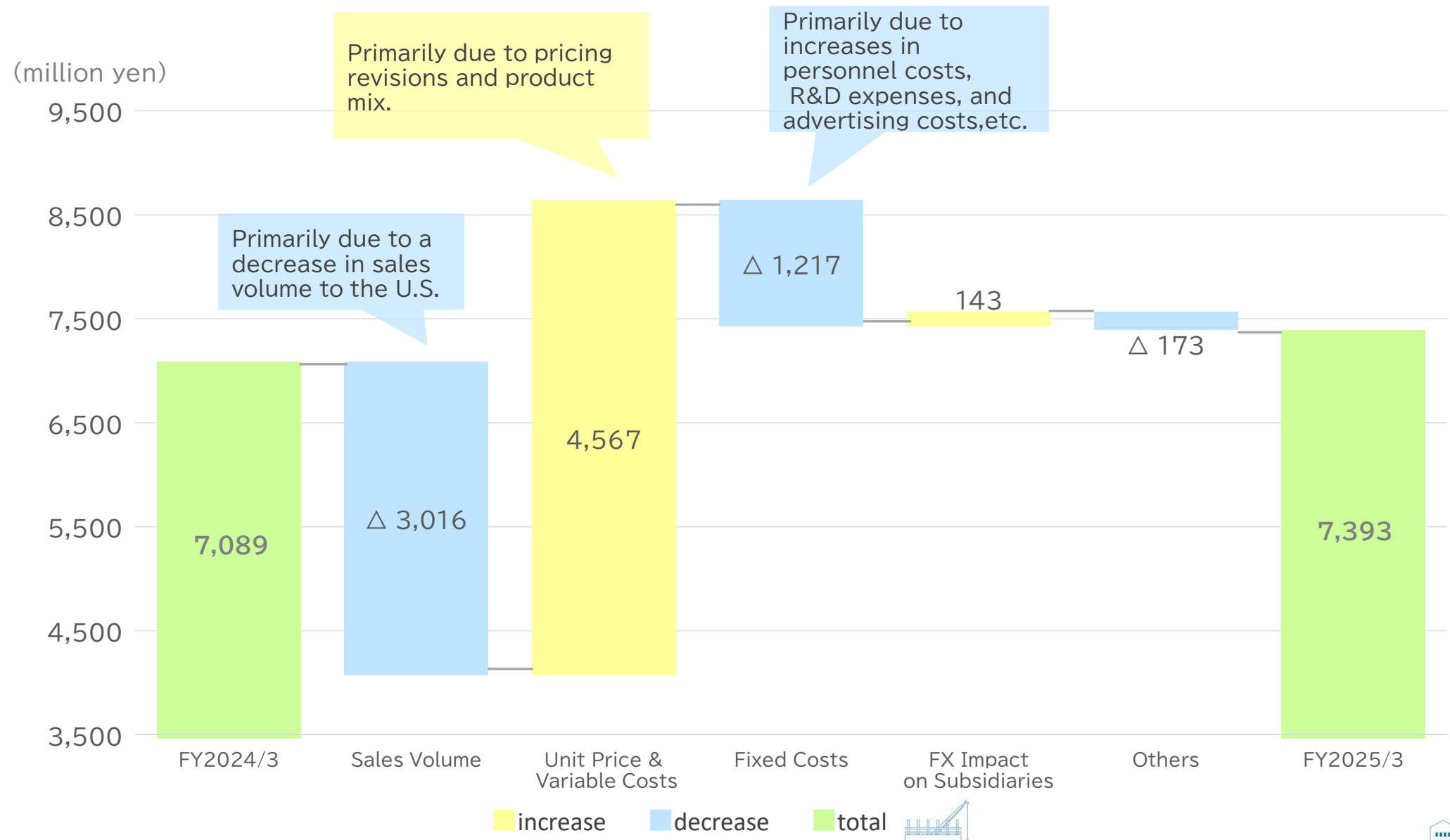
Increased due to higher shipments of high-margin products and the effect of partially reflecting cost increases in selling prices.

(million yen)

	FY2024/3	FY2025/3	Change (YoY)
Operating income	7,089	7,393	303
Operating income margin (%)	9.7%	10.4%	0.7 percentage points

	FY2024/3	FY2025/3	Rate of Change (YoY)
Gross profit margin	22.2%	25.1%	2.9 percentage points
Ratio of SG&A to sales	12.5%	14.7%	2.2 percentage points
Ratio of operating income to sales	9.7%	10.4%	0.7 percentage points





## Overview

1. Current assets decreased 1,591 million yen mainly due to a decrease in trade receivables.
2. Non-current assets increased 4,153 million yen mainly due to an increase in buildings and structures.
3. Current liabilities decreased by 2,699 million yen mainly due to a decrease in trade payables, etc.

(million yen)

	At the end of FY2024/3	At the end of FY2025/3	Change from the end of FY2024/3
Current assets	68,289	66,647	△ 1,591
Non-current assets	32,301	36,455	4,153
Total assets	100,540	103,103	2,562
Current liabilities	20,275	17,575	△ 2,699
Long-term liabilities	4,421	4,868	446
Total liabilities	24,697	22,444	△ 2,253
Total net assets	75,843	80,658	4,815
Total liabilities and net assets	100,540	103,103	2,562

## Overview

1. Cash flow from operating activities was 7,315 million yen, mainly due to the recording of income before income taxes.
2. Cash flow from investing activities was -5,548 million yen, mainly due to the acquisition of tangible fixed assets.
3. Balance of cash and cash equivalents increased by 468 million yen from the end of the previous fiscal year.

(million yen)

	FY2024/3	FY2025/3
I Cash flow from operating activities	4,176	7,315
II Cash flow from investing activities	△ 1,835	△ 5,548
I + II Free cash flow	2,341	1,767
III Cash flow from financing activities	△ 819	△ 1,791
IV Foreign currency translation adjustments on cash and cash equivalents	177	492
V Net increase or decrease in cash and cash equivalents	1,698	468
VI Cash and cash equivalents, end of period	24,029	24,497

# Ⅱ. Outlook for FY2026/3

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## Key points

1. Net sales are expected to be 72.0 billion yen.
2. Assumed exchange rate is 145 yen/dollar.

(million yen)

	FY2025/3		FY2026/3 (forecast)		Change (YoY)	Rate of change (YoY)
Net sales	70,753	100%	72,000	100%	1,247	1.8%
Operating income	7,393	10.4%	7,300	10.1%	△ 93	△ 1.3%
Ordinary income	8,002	11.3%	7,700	10.7%	△ 302	△ 3.8%
Profit attributable to owners of parent	5,647	7.0%	5,100	7.1%	△ 547	△ 9.7%
Capital investment	6,218		2,400		△ 3,818	
Depreciation	1,397		1,850		453	
Net income per share	274.02 <sup>yen</sup>		249.29 <sup>yen</sup>		△24.73 <sup>yen</sup>	
ROE	7.5%		*6.8%			
Cash dividends per share	75.0 <sup>yen</sup>		80.0 <sup>yen</sup>			

\* Equity is calculated by using the amount of money at the end of FY2025/3.



## Overview

- In Japan, construction demand is expected to remain steady.
- The U.S. market is expected to recover in the second half.

(million yen)

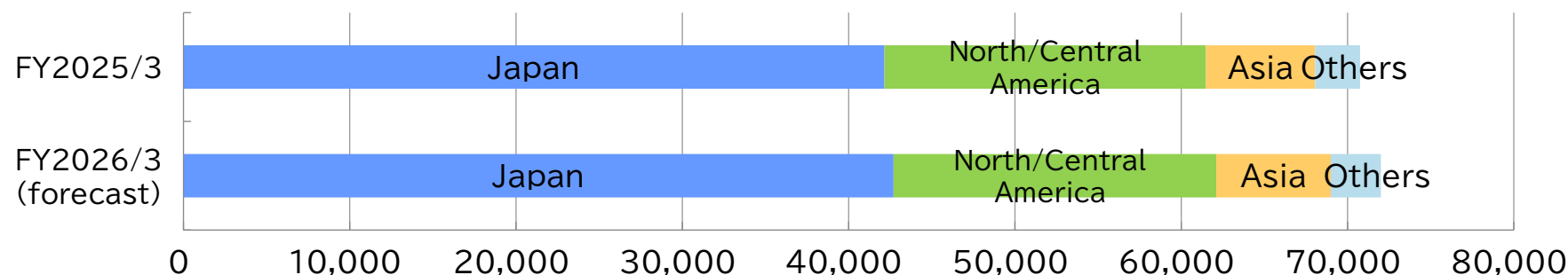
		FY2025/3		FY2026/3 (forecast)		Change (YoY)	Rate of change (YoY)
Consolidated sales		70,753	100%	72,000	100%	1,247	1.8%
By product	Generators	58,539	82.7%	59,500	82.6%	961	1.6%
	Welders	4,645	6.6%	4,850	6.7%	205	4.4%
	Compressors	903	1.3%	950	1.3%	47	5.2%
	Others	6,666	9.4%	6,700	9.3%	34	0.5%



# Outlook for Sales by Region (Consolidated)

(million yen)

		FY2025/3		FY2026/3 (forecast)		Change (YoY)	Rate of change (YoY)
Consolidated sales		70,753	100%	72,000	100%	1,247	1.8%
Domestic sales		42,158	59.6%	42,700	59.3%	542	1.3%
Overseas sales		28,595	40.4%	29,300	40.7%	705	2.5%
By region	North/Central America	19,336	27.3%	19,400	26.9%	64	0.3%
	Asia	6,568	9.3%	6,900	9.6%	332	5.1%
	Others	2,690	3.8%	3,000	4.2%	310	11.5%



## Decrease in operating income

A decline in gross profit margin is expected.

(million yen)

	FY2025/3	FY2026/3 (forecast)	Change (YoY)
Operating income	7,393	7,300	△ 93
Operating income margin	10.4%	10.1%	△ 0.3 percentage point

	FY2025/3	FY2026/3 (forecast)	Change (YoY)
Gross profit margin	25.1%	24.6%	△ 0.5 percentage point
Ratio of SG&A to sales	14.7%	14.4%	△ 0.3 percentage point
Ratio of operating income to sales	10.4%	10.1%	△ 0.3 percentage point

- The gross profit margin is expected to decline due to increases in depreciation and labor costs.



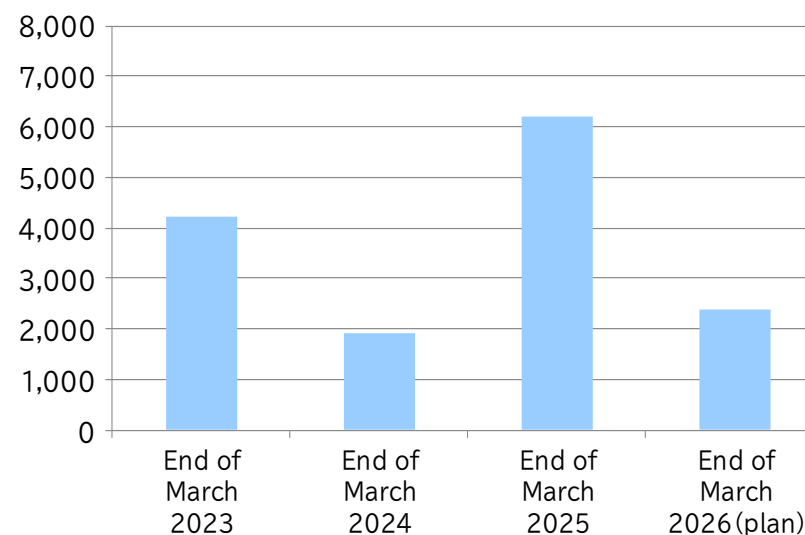
	End of March 2023	End of March 2024	End of March 2025	End of March 2026 (plan)
Cost of equipment	4,213	1,913	6,218	2,400
Main uses	<ul style="list-style-type: none"> <li>•Machinery of Fukui plant, etc. 360</li> <li>•Nishihatsu 2,500</li> <li>•U.S. Plant 20</li> <li>•Vietnam Plant 70</li> <li>•Others 1,260</li> </ul>	<ul style="list-style-type: none"> <li>•Machinery of Fukui plant, etc. 440</li> <li>•Nishihatsu 190</li> <li>•U.S. Plant 170</li> <li>•Vietnam Plant 20</li> <li>•Others 1,090</li> </ul>	<ul style="list-style-type: none"> <li>Machinery of Fukui plant, etc. 330</li> <li>•Nishihatsu 4,290</li> <li>•U.S. Plant 60</li> <li>•Vietnam Plant 20</li> <li>•Others 1,510</li> </ul>	<ul style="list-style-type: none"> <li>•Machinery of Fukui plant, etc. 800</li> <li>•Nishihatsu 30</li> <li>•U.S. Plant 90</li> <li>•Vietnam Plant 130</li> <li>•Others 1,350</li> </ul>



New headquarters plant of Nishihatsu Co., Ltd. started operation in January 2025.

## Amount of capital investment

million yen

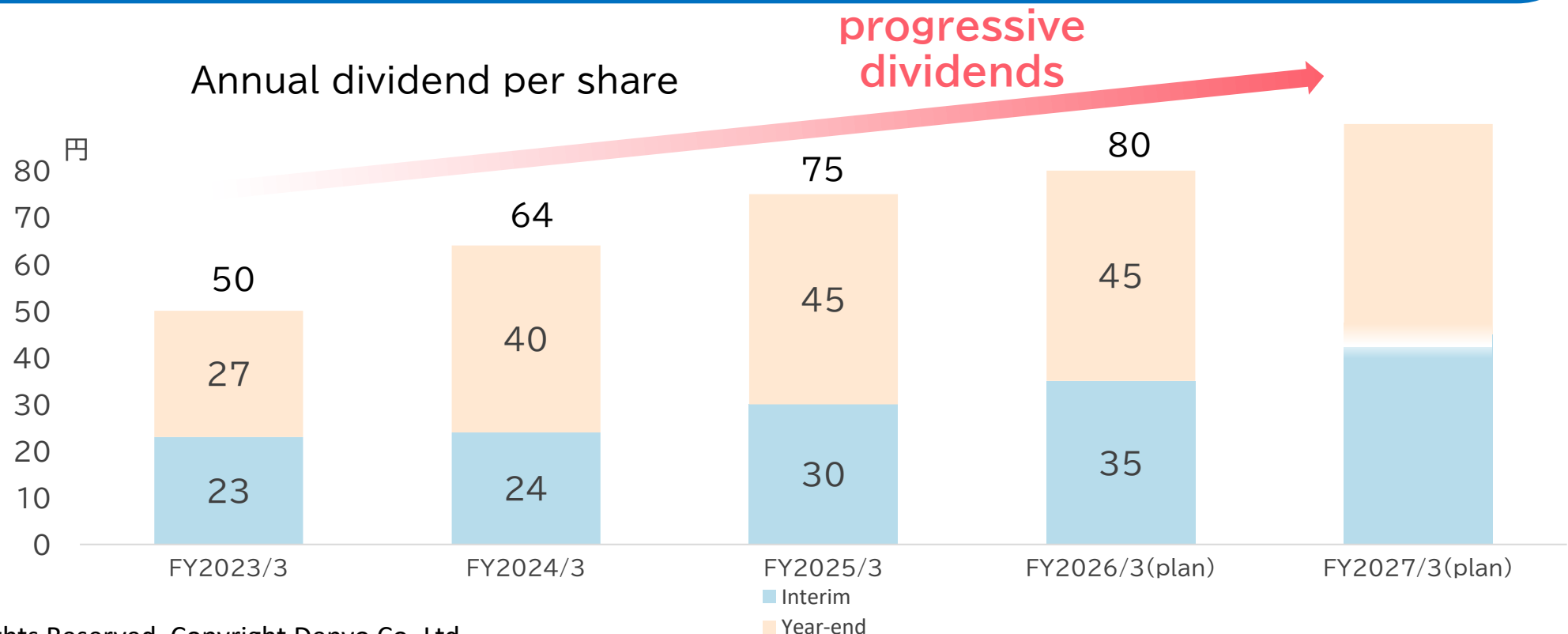


We recognize the importance of enhancing returns to shareholders while working to strengthen both our earning power and financial foundation.

We will continue our progressive dividend policy and flexibly acquire treasury shares to allocate results at an approximate total payout ratio of 40%.

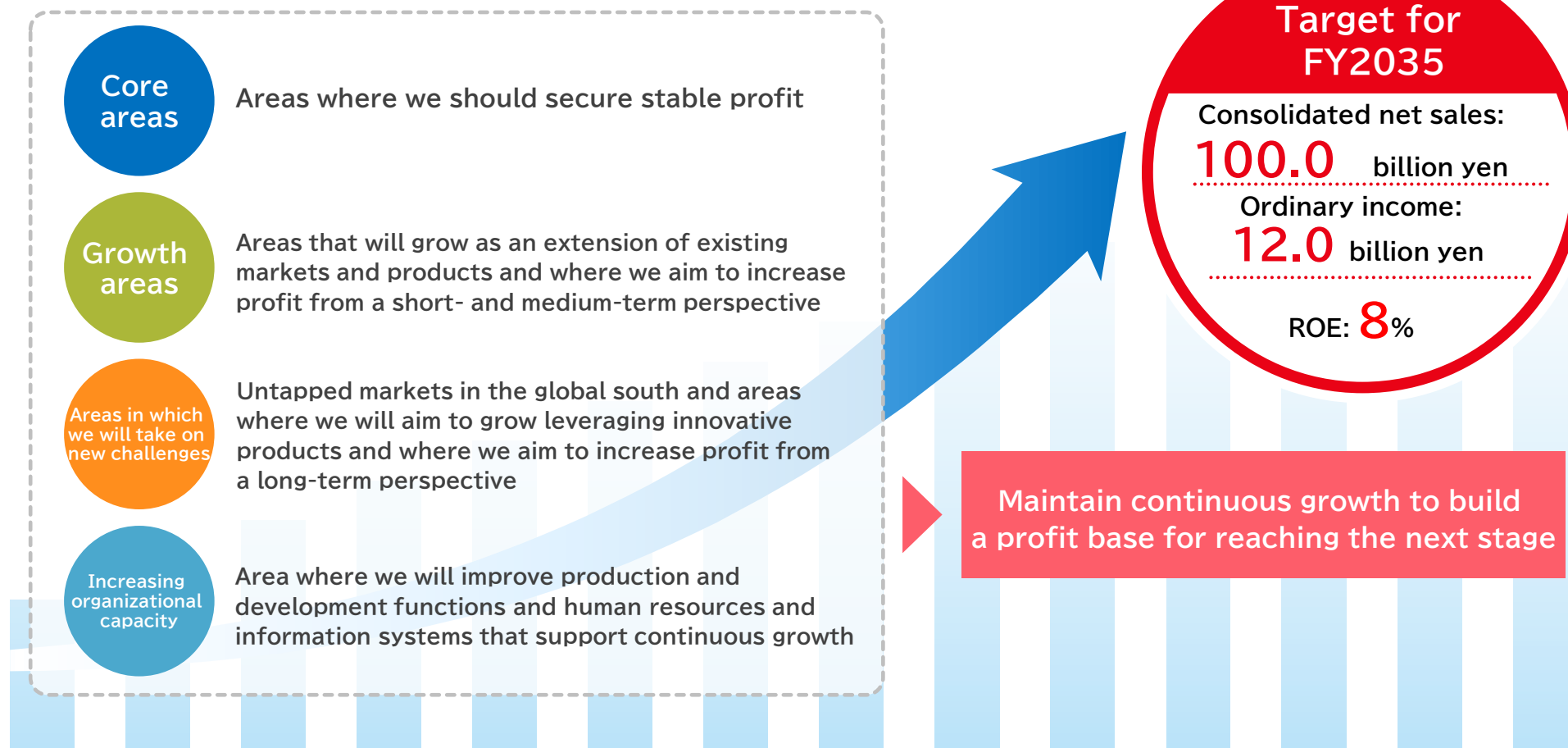
**FY2025/3** ⇒ Total payout ratio 37.9% \*  
Annual dividend per share ¥75 (interim ¥30, Year-end ¥45)  
Total amount of share repurchases 538 million yen

\*The total payout ratio is calculated as  
(Total dividends paid + Total share buybacks) ÷ Profit attributable to owners of parent × 100.



Strengthen investments for growth and our management base  
and carry out measures in different areas steadily with a view  
towards the long-term vision for FY2035

**Denyo 2026** Four categories of initiatives



	Market	Strategic Direction
Core Areas	Construction-related markets in Japan (mobile generators, welders and compressors)	<b>Maintain and increase the market shares held by top-brand products in the Japanese market to secure stable profit.</b> <ul style="list-style-type: none"> <li>✓ Develop and introduce new products to increase market share as well as the number of customers.</li> <li>✓ Enhance the education system to increase sales strength.</li> <li>✓ Enrich the service structure continually using the large repair base in East Japan and another base in West Japan.</li> </ul>
	Stationary generator market in Japan (emergency generators)	<b>Seek to increase our market share mainly in emergency generators.</b> <ul style="list-style-type: none"> <li>✓ Step up collaboration between the three group companies in Japan</li> <li>✓ Maximize the investment effect of the Nishihatsu's new head office plant, to manufacture and sell generators for disaster resilience</li> <li>✓ Increase profit in maintenance</li> </ul>
Growth Areas	Overseas markets	<b>Enhance and expand the overseas sales and service networks to disseminate the Denyo brand.</b> <ul style="list-style-type: none"> <li>✓ Cultivate markets deeply with existing products.</li> <li>✓ Promote sales of newly developed products in existing markets to cultivate these markets.</li> <li>✓ Strengthen the sales and service network in Asia, in the Middle East and elsewhere to respond to new needs.</li> </ul>



	Market	Strategic Direction
Areas in which we will take on new challenges	Untapped markets in the global south	<p><b>Enter untapped regions that are expected to grow.</b></p> <ul style="list-style-type: none"> <li>✓ Conduct research and studies with a view toward expanding into untapped regions.</li> <li>✓ Discuss the region to expand into and the form of the expansion including M&amp;A.</li> </ul>
	<p><b>Innovative products</b> (Hydrogen mixed combustion generators, Fuel cell mobile generators, and Others)</p>	<p><b>Aim to implement innovative products in society</b></p> <ul style="list-style-type: none"> <li>✓ Continue and accelerate development of innovative products.</li> <li>✓ Prepare sales, service and production structures</li> </ul>
Increasing organizational capacity	<ul style="list-style-type: none"> <li>•Development and production</li> <li>•IT system</li> <li>•Human resources</li> </ul>	<p><b>Build a structure for stable production</b></p> <p><b>Construct systems that achieve both enhanced productivity and efficiency and security.</b></p> <p><b>Create a structure which enables the career advancement of diverse human resources</b></p>



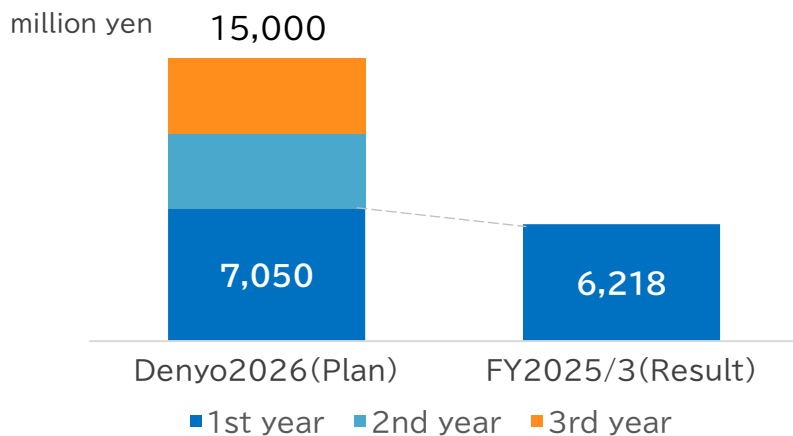
## Capital investment

We will invest capital mainly in bases in Japan with a view toward building a foundation for continuous growth.

### Active capital investment

- ✓ Construction of a new head office plant of Nishihatsu Co.,Ltd. a subsidiary of Denyo  
(Start operating in January 2025)
- ✓ Construction of a service base in West Japan  
( Start operating in April 2025)
- ✓ Investments in increasing production capacity and the rationalization of the Fukui Plant and other investments(ongoing)
- ✓ Investment in information systems(ongoing)

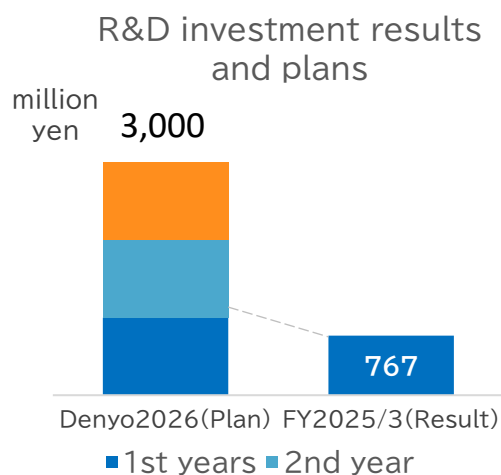
### Capital investment results and plans



## R&D investment\*

Research and develop products that employ new technologies, products that answer market needs and innovative products

### key initiatives



Fuel cell mobile generators



Backpack Battery Welder WELZACK

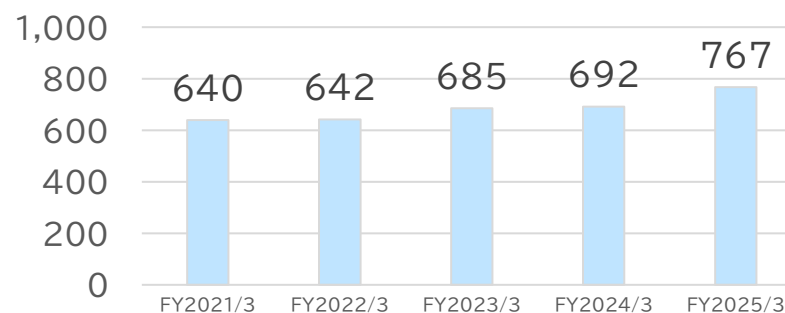


Dedicated Hydrogen Generator



Hydrogen mixed combustion generators

### Trend in R&D



\*Excluding offsets such as subsidies from R&D expenses

## Financial targets

- 1 Consolidated Net Sales Plan **80.0** billion yen
- 2 Ordinary income **8.0** billion yen (ordinary income margin: **10.0%**)
- 3 ROE **7.0%**
- 4 Total payout ratio Approximately **40%**

## Non-financial targets

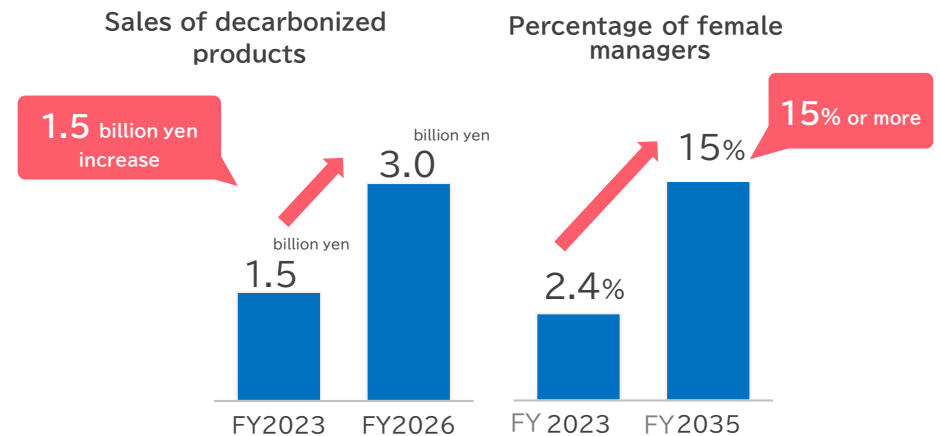
- 1 Sales of decarbonized products **3.0** billion yen
- 2 SCOPE1,2 **50%** reduction <sup>\*1</sup>
- 3 Percentage of female managers **15%** <sup>\*2</sup>

<sup>\*1</sup> A target of the long-term vision for FY2035 applicable to the group companies in Japan, calculated using the emission intensity per unit of consolidated net sales.

<sup>\*2</sup> A target of the long-term vision for FY2035 applicable to Denyo Co., Ltd. only

unit:million yen

	FY2023 results	Medium-term Management Plan	
		FY2026	Value or percent change
Consolidated Net Sales	73,140	80,000	6,860
Ordinary income	7,378	8,000	622
ROE	7.3%	7.0%	-
Total payout ratio	25.9%	40.0%	14.1%



This material contains assumptions and outlooks for the future and forecasts based on plans as May 8, 2025. Actual results may differ materially from projected values due to future economic changes and competition.

This material is prepared for the purpose of providing information and is not meant to solicit investment in securities issued by the Company.

Investors are responsible for making their own final investment decision.

**Notice:**

This document is a translation of the original Japanese document and is only for reference purposes. In the event of any discrepancy between this translated document and the original Japanese document, the latter shall prevail.



# Reference Materials

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The leading manufacturer of outdoor power sources such as engine generators and engine welders

History:	July 2,1948	Established as Japan Power Welding Machine Co., Ltd.
	1959	Developed and launched Japan's first high-speed engine-driven welders.
	1961	Began to manufacture and sell engine-driven generators.
	1966	Developed soundproof engine-driven generators. Changed its corporate name to Denyo Co., Ltd.
	1983	Listed on the Second Section of the Tokyo Stock Exchange.
	2000	Listed on the First Section of the Tokyo Stock Exchange.
	2022	Transited to Prime Market in Tokyo Stock Exchange.

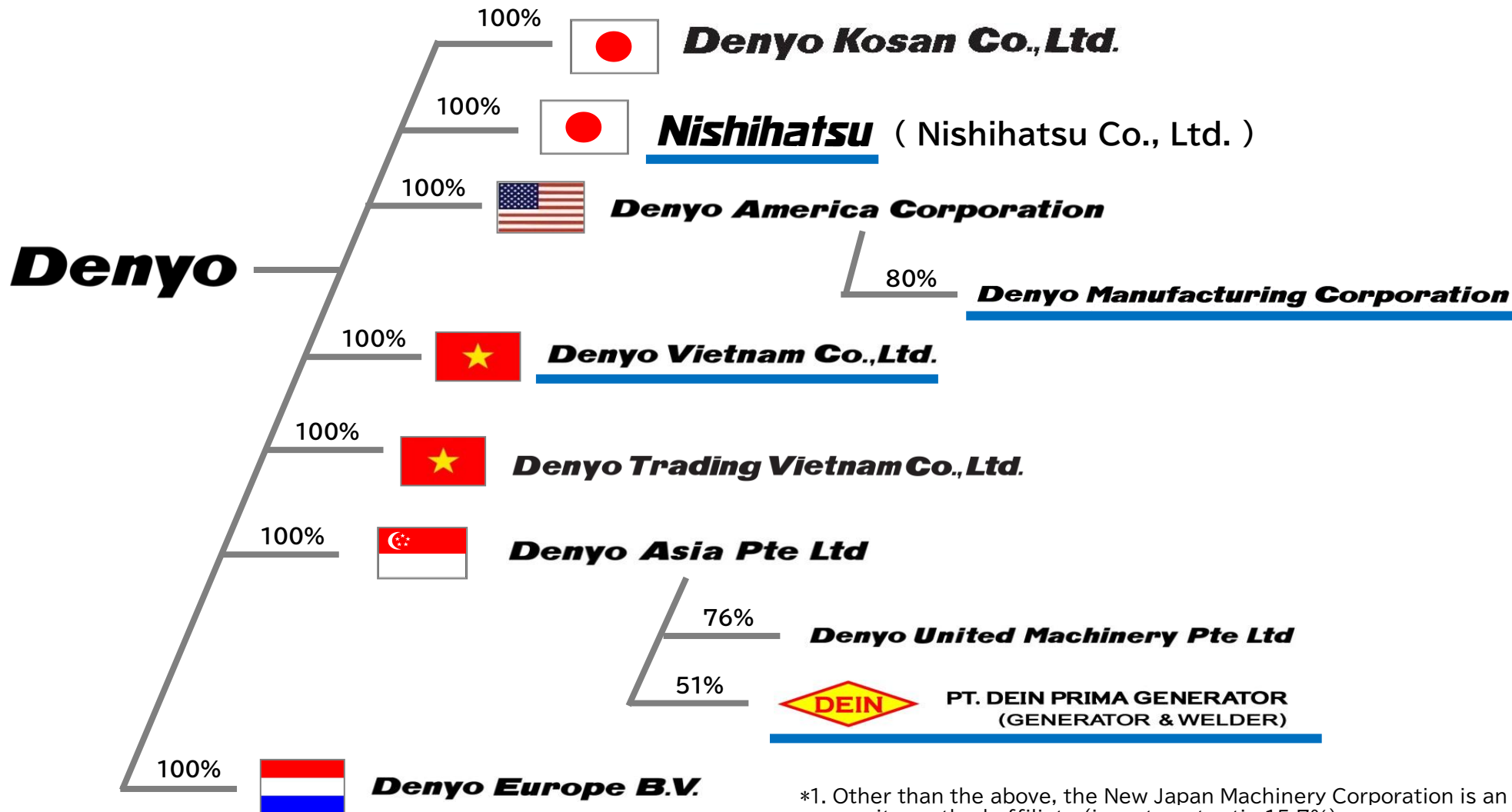
Company size, etc. (FY2025/3 on a consolidated basis) (million yen)

Net sales	70,753
Overseas sales	28,595
Ordinary income	8,002
Profit attributable to owners of parent	5,647
Total assets	103,103
Net assets	80,658
Market capitalization (as of March 31)	55,778
Number of employees	1,377persons



Head Office (Nihonbashi-Horidomecho,Tokyo)





- \*1. Other than the above, the New Japan Machinery Corporation is an equity-method affiliate (investment ratio 15.7%).
- \*2. Underlined companies are manufacturers.



As a pioneer in outdoor power sources, we supply engine-driven generators, welders, compressors and other products to Japan and to at least 150 other countries and regions.

## Engine welders



### Features

- Engine-driven welders used outdoors

### Applications

- Used for welding steel materials in piping, bridge, pipeline and other construction work

## Engine compressors



### Features

- Compressing air to supply compressed air
- Allowing air tools to be used in any place since they require no power source

### Applications

- Rock drills and machinery for soil improvement
- Used in spray concrete work

## Engine generators



### ● Mobile generators

#### Features

- These are generators that can be transported with trucks. As a kind of portable power plant, they stably supply high quality electricity at any location.
- An extensive lineup of products with outputs ranging from 1 kVA to 1,100 kVA
- Civil engineering, construction, port, harbor and other worksites

#### Applications

- Outdoor events
- Broadcasting trucks and many other situations

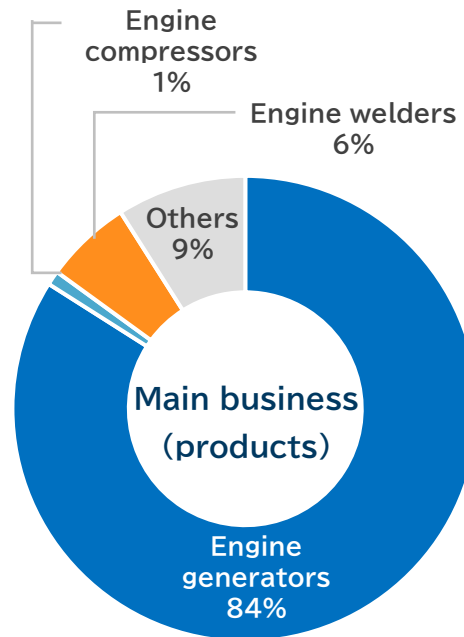
### ● Stationary power generators

#### Features

- General-use and standby generators installed on the rooftops of buildings and in basements
- Manufacturing and sales of standby generators used as backup power sources mainly in the event of a power failure
- Generators for disaster resilience  
Installed in department stores, hotels and other buildings where the general public gathers and used as backup power sources for sprinklers and other fire-fighting equipment

#### Applications

- Generators for non-disaster power failures  
Installed in office buildings, factories, hospitals and other facilities and used as backup power sources for electric equipment



Company name	Denyo Co.,Ltd.
Establishment	July 1948
Number of employees (consolidated)	596 (1,408) as of March 31, 2024



## Long-term vision for FY2035 established.

Contribution to the prosperity of society through the provision of safe and secure power sources based on the benefits for three parties principle.

- Aim to be the global No. 1 brand of high-quality power sources with creativity and constant technological innovation
- Aim to be a vital organization in which every employee strives for self-improvement and acts responsibly.

Management Philosophy

Management Vision

### Long-term vision for FY2035

Endeavor to serve society through the provision of power sources to realize a sustainable society and increase corporate value while addressing different issues regarding sustainability

#### Financial targets

- Consolidated net sales: 100.0 billion yen
- Ordinary income: 12.0 billion yen (ordinary income margin: 12%)
- ROE: 8%

#### Non-financial targets

- Decarbonized products: 33%
- Reduction of Scope 1 and 2 emissions: 50%
- Percentage of female managers: 15%

### Medium-term Management Plan 「Denyo2026」

Invest in growth to realize the long-term vision which contributes to the prosperity of society and push ahead with the construction of a management base

#### Qualitative target

Strive to preserve the global environment in accordance with the Basic Policy on Sustainability and carry out sincere and fair business activities to achieve management that earns the trust of society for the long term

#### Quantitative targets

- Consolidated net sales: 80.0 billion yen
- ordinary income margin: 10%
- ROE : 7%
- Total payout ratio: Approximately 40%
- Sales of decarbonized products: 3.0 billion yen

#### Business strategies

Core areas

Growth areas

Areas in which we will take on new challenges

Increasing organizational capacity



Denyo regards global environmental problems as a key management issue, and engages proactively in environmental initiatives. We consider initiatives aimed at creating a hydrogen-based society (such as through the use of hydrogen fuel cells) to be one effective means of reducing CO2 emissions and preventing atmospheric pollution, with the aim of preventing global warming.



Hydrogen-light oil mixed combustion Generator delivered Komatsu Oyama Plant

## Hydrogen-light oil mixed combustion Generator

- Started sales and delivered the first machine to Komatsu Oyama Plant
- Power can be generated with up to 50% hydrogen mixed in with the fuel
- 50% reduction in CO2 emissions compared to using only light oil as fuel
- Successfully commercialized through technology licensing by Komatsu Ltd. and Hitachi, Ltd.
- Expand sales as a key product for building a hydrogen supply chain

### Intended use

- Private consumption using byproduct hydrogen
- Back-up power source in a power outage, etc.



## Dedicated Hydrogen Generator

- Uses only hydrogen as fuel and does not emit CO2
- Starting with the development of the 45kVA class, which is the volume zone
- Aiming for market launch after 2025

### Intended use

- Civil engineering, construction sites, harbor construction
- TV broadcasting, various events, leisure, etc.



## Mass-production type Fuel-cell Portable Generator (7kVA)

- Start of development of mass-production type
- Packaging of FC stack, air compressor, hydrogen circulation pump, etc.
- Aiming to reduce size and weight based on the Knowledge obtained from the demonstration tester

### Intended use

- Civil engineering and construction sites
- Houses without power after a disasters
- Location where TV reporters are reporting, and event sites, etc.



## Fuel-cell Portable Generator (3kVA)

- Developed a 3kVA-class hydrogen fuel-cell Portable Generator using a fuel cell module(\*) manufactured by Intelligent Energy Limited (IE), which is distributed by Teijin.

(\*)A core component of hydrogen fuel cell systems. It generates electricity through a chemical reaction between externally supplied hydrogen and oxygen.

### Intended use

- Civil engineering, construction sites , harbor construction
- TV broadcasting, various events, leisure, etc.

## Mobile Battery LED floodlights



Intended use : Night construction, events, etc.

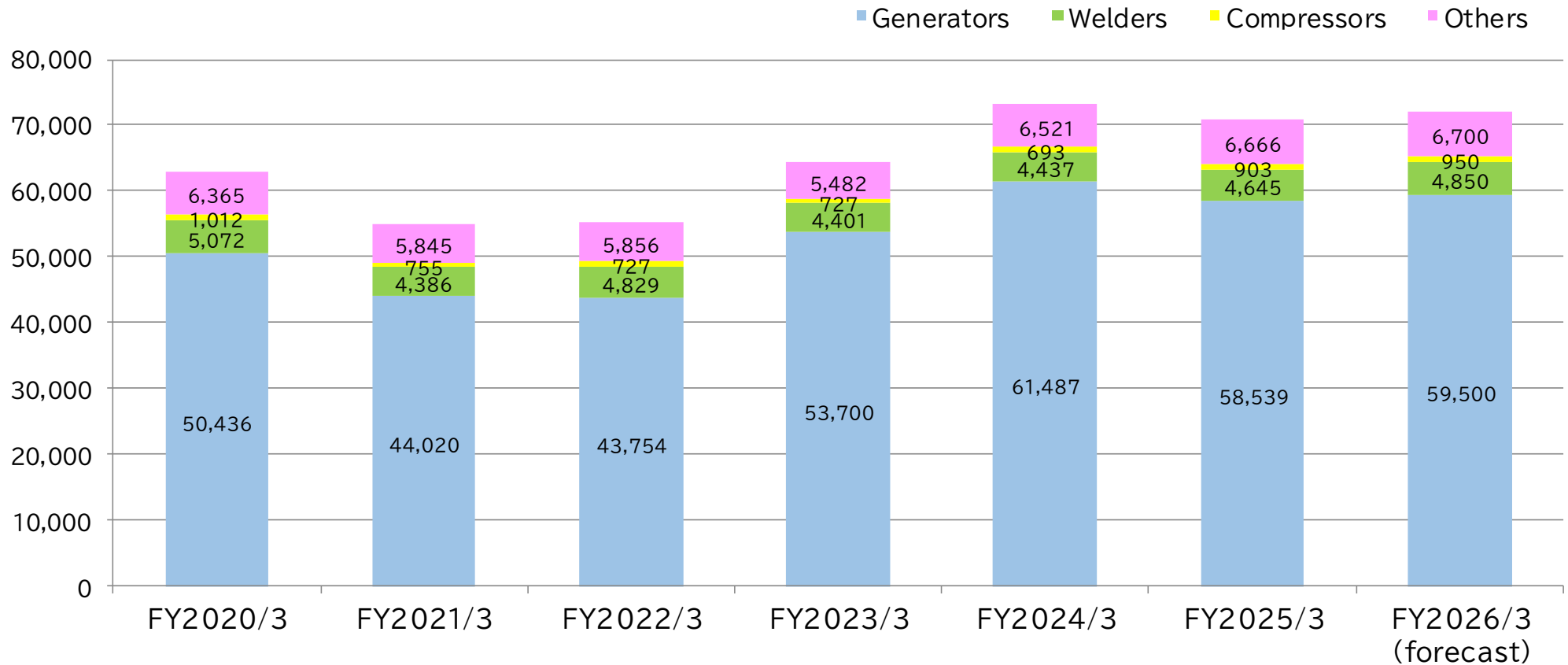
- Quiet and no CO2 emissions
- Uses a detachable cartridge-type lithium-ion battery
- Long operation possible

## WELZACK

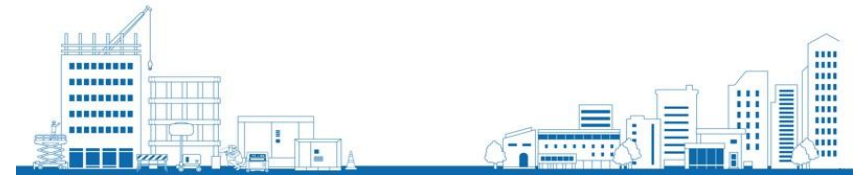
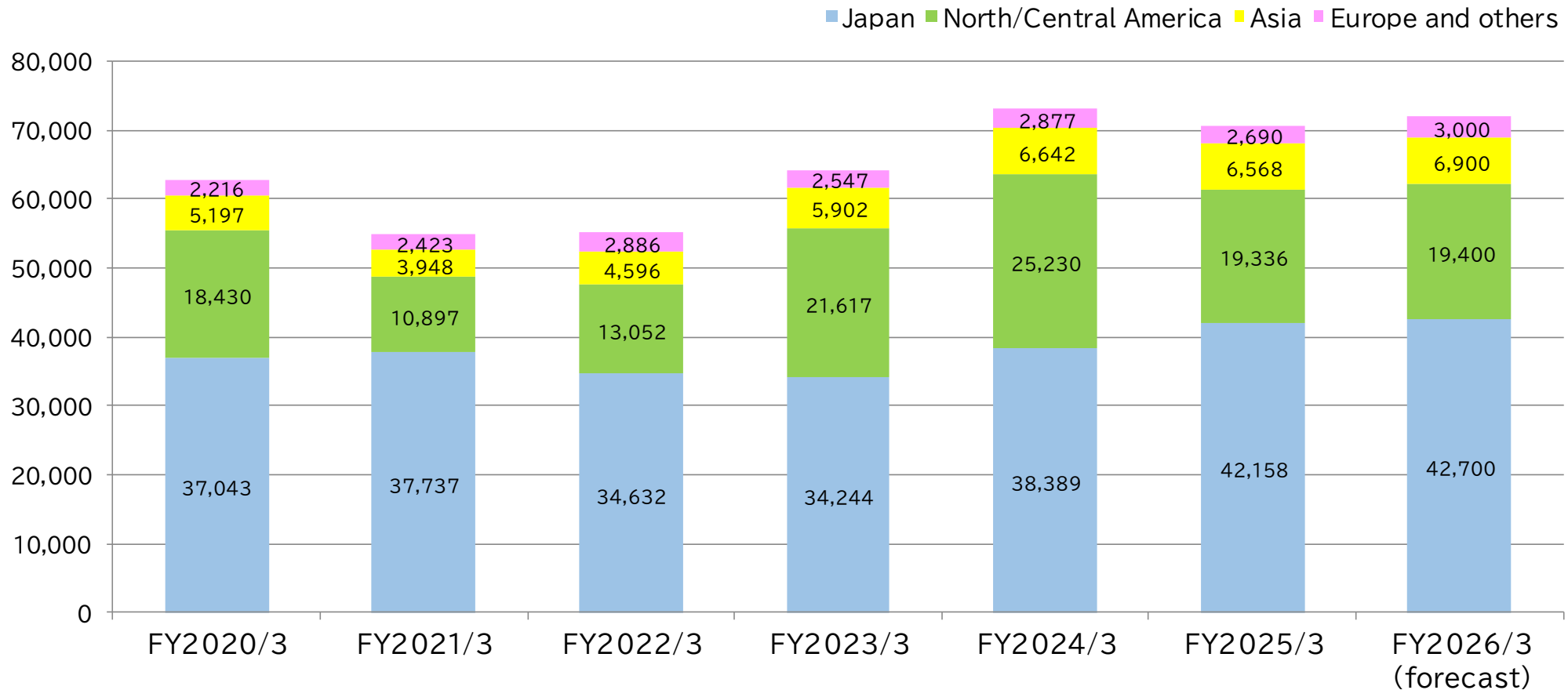


Intended use : Repair work on stairs and narrow areas, etc.

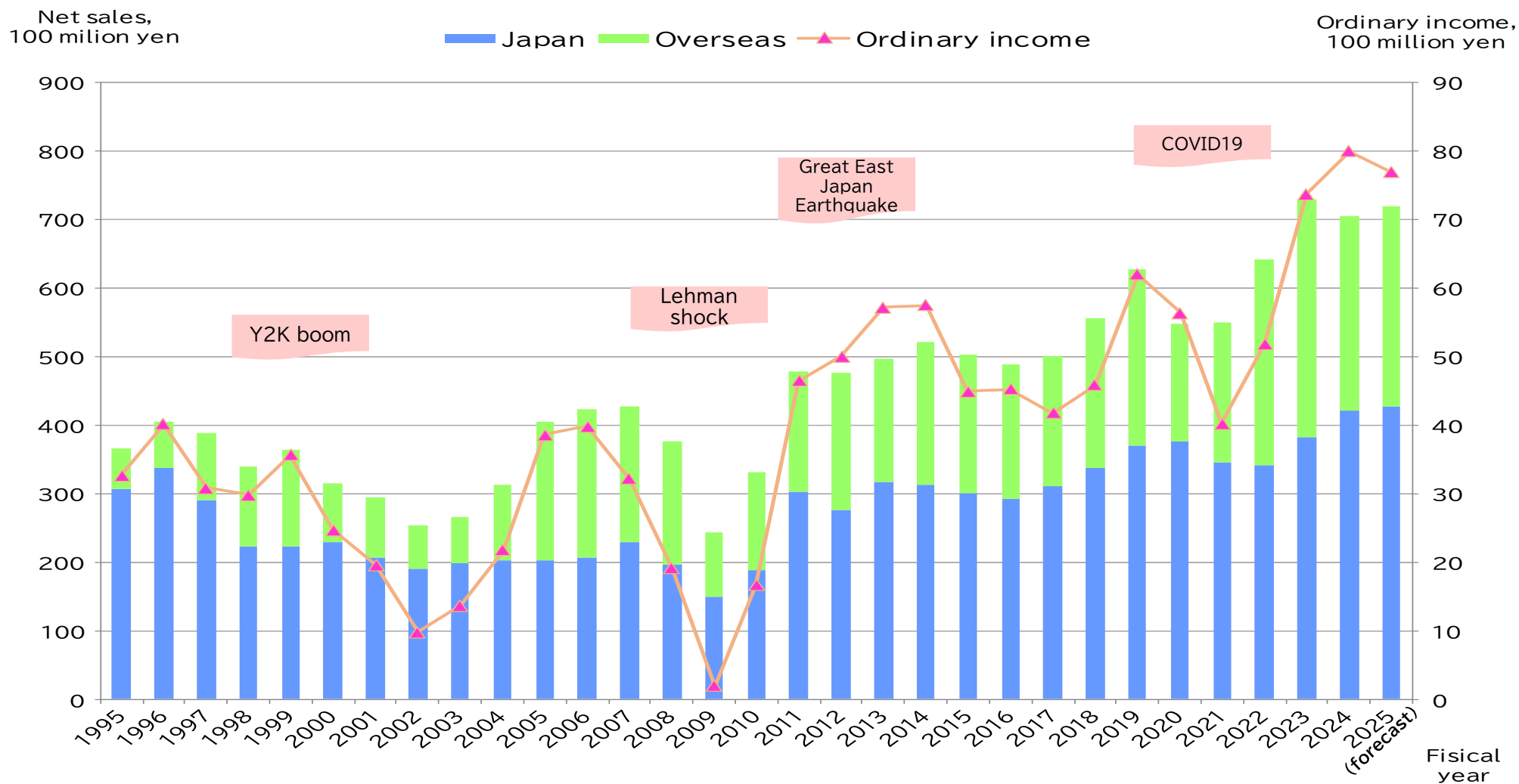
## Sales by product



## Sales by region



# Changes in Results for the Last 30 Years



The power to go beyond.

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