



THREE HIGH ANNUAL REPORT

OMOU

2025

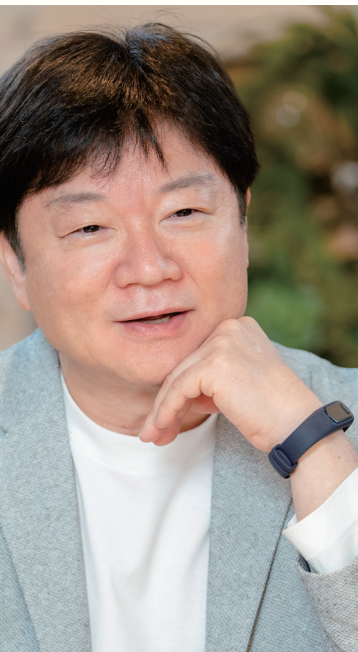


TH

ANNIVERSARY

# OMOU 5<sup>TH</sup> ANNIVERSARY INTERVIEW

## How can small and medium-sized enterprises (SMEs) highlight the reasons customers choose them? The Unprecedented Journey of Yokohama-Based Manufacturer ThreeHigh



ThreeHigh Co., Ltd.  
CEO

### Makoto Ozawa

After graduating from college, he joined a major telecommunications construction company and gained experience as a network engineer. In 2000, he joined ThreeHigh Co., Ltd., a company founded by his father. In 2009, he was appointed Representative Director. Drawing on his experience as a corporate employee, he actively worked to expand sales channels using the internet and to systematize internal operations.



ThreeHigh Co., Ltd.  
Head of Management Promotion Office

### Saki Tokue

After working in sales for job postings and in marketing and public relations for major restaurant chains, she joined ThreeHigh Co., Ltd. in 2019. As the Head of the Management Promotion Office, she is responsible for improving internal productivity and editing ThreeHigh's annual report, OMOU.



Social Enterprise Consultant /  
Co-Creation Partner

### Emiko Imao

After graduating from college, she worked at Japanese and foreign financial institutions. Following a period of study in the United States, she worked on public-private partnership projects at the Japan International Cooperation Agency (JICA) and on social impact assessment projects at K Three Co., Ltd., before establishing her own business. She is a consultant with extensive practical experience in articulating and visualizing social value.



KESHIN LLC  
Art Director/Brand Planning

### Ryosuke Usui

While working at an advertising agency, he was involved in numerous graphic and web design projects primarily in Tokyo and Yokohama. Recognizing the need for branding support with a long-term perspective rather than short-term design projects, he established KESHIN LLC in 2017. For over 16 years, spanning from the previous president to the present, he has supported ThreeHigh's external communications, including its website and brochures, as well as its overall branding strategy.

Until now, the value created by SMEs has almost exclusively been reflected in financial statements—that is, in numbers. However, it is difficult to assess the value a company creates based solely on financial statements.

ThreeHigh Co., Ltd. published its first sustainability report in 2021. In 2022, this evolved into the annual report OMOU, which also includes financial information (balance sheet). Under the theme “From *Communicating to Connecting*,” the company has taken on the challenge of corporate disclosure and dialogue with stakeholders—something other SMEs have not previously undertaken.

As we mark the milestone of OMOU2025 being our fifth sustainability report since 2021, we look back on our journey of challenges to date alongside the members who have contributed to the creation of OMOU.

## Simply listing a company's achievements isn't enough to convey its *vision*.

— Today, we have gathered everyone involved in the production of OMOU. First, I'd like to ask President Ozawa: Why did ThreeHigh decide to take on the challenge of producing OMOU?

**OZAWA** For over 10 years, ThreeHigh has been committed to the principle of “living together with the community.” We have actively engaged in initiatives that contribute to the achievement of the SDGs, starting with our community outreach program Kids' Town Exploration. However, we've always struggled to explain how these activities connect to ThreeHigh's core business—the industrial heater sector. Around 2020, we began to see a growing trend among large corporations to publicly disclose their sustainability initiatives, which inspired us at ThreeHigh to explore whether we could do something similar. So, led by Ms. Tokue, we set out to create Sustainability Report 2021, our own sustainability report, with the help of a printing company. However, we struggled to produce something that truly felt right. We thought that this would be difficult without professional expertise, so we decided to invite Mr. Usui, the art director who has been supporting ThreeHigh's branding since the previous president, and Ms. Imao, who has extensive practical experience in social impact assessment\*, to join the project.

\*Social impact assessment: The process of identifying and evaluating the “changes (outcomes)” that a business or activity brings about in society and the environment. This information is used to communicate with stakeholders and improve business operations.



— What were the initial focal points in the production of OMOU?

**IMAO** At the OMOU kickoff meeting, we had a thorough discussion as a group about who our primary target audience is and what we ultimately hope to achieve by creating this booklet.

**OZAWA** Our Sustainability Report 2021 ended up being more of a summary of the events ThreeHigh held that year. I believe that by trying to cover a wide range of topics to appeal to

everyone—from employees to customers—it ended up failing to resonate with anyone. So when I thought about who I most wanted to reach, my immediate answer was “our employees.”

It was right around the time ThreeHigh was expanding its workforce, and I could not get a real sense of how effectively our message was actually reaching them. I had begun to feel that we needed something like a “bible”—a resource where we could share and return to the principles and values the company holds dear—so I decided I wanted OMOU to serve that purpose. What particularly struck me in listening to Ms. Imao was her point that “the essence of what we do cannot be conveyed by the mere facts of what we've done.” While Sustainability Report 2021 outlined our achievements, it was difficult to see the background—why we were doing these things and what thoughts and intentions lay behind them.



**IMAO** People often think that a manufacturer's work is simply to buy low and sell high, but in reality, it's not that simple. However, when looking solely at financial figures, that's inevitably the only aspect you see. That's precisely why, unless you articulate what the company values and why it engages in its activities, its true essence won't come across. Ultimately, whether it's lenders, investors, or students looking for jobs, they're all moved by the “vision” that lies behind the numbers.



**OZAWA** The term “non-financial” may sound a little stiff, but what it really comes down to is carefully communicating “intangible value” and I believe that's what matters most.



## Communicating through numbers and visuals that ThreeHigh is a company dedicated to “warming”.

— How was ThreeHigh's reputation after OMOU was published?

**OZAWA** A lot of people told me it was “easy to read.” Most reports you see these days tend to be long and full of technical jargon, so I think we heard this feedback because OMOU prioritizes simplicity.

**USUI** It was a good decision to focus on illustrations for the content in the publication. With photos, there are always people who don't want to be photographed, and dealing with former employees can be a challenge, but with illustrations, there's no need to worry about that. Visual information is very effective, so conveying messages in this way makes them easier to grasp.

**TOKUE** OMOU relies heavily on illustrations and numbers to convey its message, but I found working with the numbers particularly challenging. I had a hard time deciding which data to include, so Ms. Imao was a huge help.

**IMAO** While many SMEs often lack data to begin with, ThreeHigh, on the contrary, had a wealth of data sitting idle, so the focus shifted to deciding which figures to highlight for publication in OMOU. When it comes to information disclosure, it's

crucial to “present meaningful figures within the story the company wants to convey.” We narrowed down the data to figures that clearly demonstrate how ThreeHigh warms its four stakeholders—partner companies, employees, the local community, and the future/planet—and the result is what is currently featured in OMOU.

However, a company's vision and values cannot be fully understood through financial statements alone. In the case of ThreeHigh, I believe the true value of non-financial disclosure lies in the ability to visualize—not just through numbers, but also through words, charts, and illustrations—that they are not merely a company that sells heaters, but a company that “goes to great lengths to warm its stakeholders.”



## OMOU has brought about changes in the Company with positive impacts on fundraising and talent development.

— Did the launch of OMOU yield any measurable results?

**OZAWA** The bank representative really appreciated the page on our value creation process and told us, “Please publish this every year.” What surprised me even more was that the content of

OMOU was recognized, leading to a special interest rate. To be honest, I hadn't imagined it would have such a significant impact, but they told us, “With ThreeHigh providing such clear visibility, our bank can confidently approve this loan.” Since interest rate represents a significant amount for us, we were truly grateful.

— Please also tell us how OMOU has helped with talent development.

**OZAWA** We felt confident that OMOU 2022 would surely convey the Company's message to employees. However, while we did receive positive feedback from an employee survey, we also got some harsh comments such as "I couldn't really relate to it," "To be honest, I didn't read it all," and "Why do we need to print it when we're already working on the SDGs?" Even though we put so much time and thought into creating it, simply handing it out wasn't enough to make an impact. I realized all too clearly that it only has meaning if it truly takes root within the company."

**TOKUE** Ms. Imao advised us, "Since this booklet is meant to transform the company, it's pointless if we don't use it." Starting with OMOU2023, we began holding internal study sessions where the president himself explained each page, and I believe the message has gradually taken root.

**OZAWA** When I bring OMOU to trade shows or client meetings, readers share their feedback directly with my employees rather than with me. As a result, employees have started to take OMOU more personally, saying things like, "So that's what this booklet is about" or "That's what the company wanted to convey." We've even seen younger employees take the initiative to share OMOU with clients, and inspired by their

example, senior employees naturally followed suit. I feel that OMOU has, in a positive sense, broken away from traditional approaches to talent development, such as seniors unilaterally instructing juniors or employees training only within the company. It reaffirms my belief that our stakeholders are helping us nurture this initiative together.

**TOKUE** Speaking for myself, before I became involved with OMOU, I wasn't able to talk about the company from the same perspective as the president or in my own words. But by creating OMOU, I feel we've become able to articulate in our own words the future we aim to build through our various activities—including industrial heaters—and the stories behind why we're pursuing them. In other words, ThreeHigh's management philosophy—"Caring about things. Caring about people."—has truly become a part of who I am.



## Companies that tell a story will attract people and money.

— Could you please summarize this discussion?

**IMAO** I believe the greatest value of information disclosure for SMEs lies in their ability to convey their corporate story—that is, why they do what they do. In the case of ThreeHigh, for example, we're not just a company that sells heaters; we're a company that "creates warmth." Similarly, when it comes to job hunting, I don't think it's simply a matter of "going where the salary is highest." The same is true when we, as consumers, buy things. It's not just about economic value; people and money are drawn to the stories behind the products. I believe this trend will certainly become the norm in the future.

**USUI** I believe that disclosing information also significantly broadens a company's perspective. When conducting business, it's easy to focus solely on immediate sales—that is, on customers—but corporate activities actually involve a much wider range of people. These are precisely what we call "stakeholders." In the case of ThreeHigh, by consistently warming these "stakeholders," a positive cycle has emerged where everyone is now placing their hopes in ThreeHigh's future. Going forward, I believe this will create a synergistic effect that positively impacts areas such as recruitment. It would be wonderful if more SMEs—those who

recognize the value in this approach—would read OMOU.

**OZAWA** In the coming era, the ability to communicate a company's strengths in its own words will become increasingly important. It is precisely we, as SMEs, who must effectively convey our strengths and the values we hold dear to the outside world—otherwise, we risk being overlooked. Furthermore, I believe it becomes a bit easier to take on this challenge if we view the expenses required to bring these messages to life not as costs, but as investments. However, because SMEs operate with a small, elite team, they often lack the personnel and know-how to effectively communicate their message. That is precisely why we encourage you to actively seek the help of professionals. This OMOU project was only made possible because we had Mr. Usui and Ms. Imao—experts in communication—on board. Investing time and resources in effective communication will undoubtedly help SMEs stand out from the competition and ensure their business potential is recognized. Moving forward, we hope to expand this initiative together with like-minded SMEs. We truly hope you'll take that first step.



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This report is based primarily on data from January 2025 to December 2025.

## A Constant Core for Continuous Change. Layering Our Aspirations to Shape the Future

We are pleased to present ThreeHigh's annual report, OMOU 2025.

Driven by our desire to convey our daily business activities and relationships with our stakeholders, including the warmth behind them, this year's report marks our fifth edition. With each new issue, we are reminded of the tremendous support we receive from so many people.

At the beginning of this issue, we have included a conversation with the members who have been involved in the creation of OMOU.

Through this dialogue—addressing questions like “why do we continue”, “what have we valued”, and “what are we facing now”—I was able to take time to organize my own thoughts. I would like to take this opportunity to express my gratitude to Emiko Imao and Ryosuke Usui, whose support has been instrumental in bringing us this far.

2025 was a milestone year in terms of business performance. Revenue surpassed the previous record high and exceeded 500 million yen, a goal we've held since our founding.

As illustrated in “Anatomical Diagram of ThreeHigh” (p. 11-12) featured in this issue, I believe that businesses, organizations, and society are all interconnected, and ThreeHigh exists within that relationship. I believe these results are a reflection of our employees' sincere commitment to sharing this philosophy and the reasoning behind our decisions. Moving forward, we intend to use this strategic map as a starting point for dialogue to further strengthen our relationships with all our stakeholders.

For a small local factory like ours to continue growing, it is essential to maintain the physical and mental well-being of our employees and to make appropriate use of digital technology.

We were delighted to be selected for the 2025 Health and Productivity Management Excellent Corporation (Small and Medium-Sized Enterprise Category) Bright 500 in March 2025, as we believe this recognition reflects the value we place on creating an environment where every employee can grow, as well as the efforts we have consistently made over the years.

We have also been gradually implementing initiatives to utilize digital technology and AI within the company. To preserve the analog aspects of our business, such as crafting products with passion and fostering human interaction, we are incorporating digital technologies into our daily operations to help reduce workloads. As the pace of change in markets and technology accelerates, we believe it is more important to consider whether a technology aligns with our company's values rather than simply whether it is the latest innovation.

We continue to target annual sales growth of 6%, aiming to exceed 600 million yen in revenue within three years. Expanding our scale is not an end in itself, but rather a benchmark for consistently delivering value in our own unique way within the field of “heat.”

Rooted in our local community while addressing niche challenges around the world, through this journey, we aspire to remain a company that society continues to need.

Precisely because we live in an era of accelerating digitalization, we will continue to warm the world and the future by delivering the tangible feel of physical “heat,” the “reassurance” and “warmth” felt through human interaction, and the “quality” unique to handcrafted, custom-made products.

We hope you will look forward to the future of ThreeHigh.

ThreeHigh Co., Ltd.  
CEO

*Makoto Ozawa*  
Makoto Ozawa



## Management Philosophy (Mission)

### Caring about things. Caring about people.

We breathe life into objects and convey our thoughts to the people who interact with them.  
This is our mission.

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## Vision

### Committed to people around the world who want to spread warmth.

Solving heating-related problems.

Since our founding, we have dedicated ourselves to resolving every single problem with all our might, and we have witnessed countless moments with smiling customers.

Heating-related problems exist all over the world. We want to resolve each and every one of them with all our might and bring more smiles to people everywhere.

This is our vision.

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## Value

### Creating “Warmth.”

Through our craftsmanship, we strive to bring warmth to everyone connected to us, no matter where they are.

Our business partners, local communities, employees, and their families. The countless people linked to them.

We are committed to creating experiences that warm everyone’s hearts, with our own hands.

That is our value.



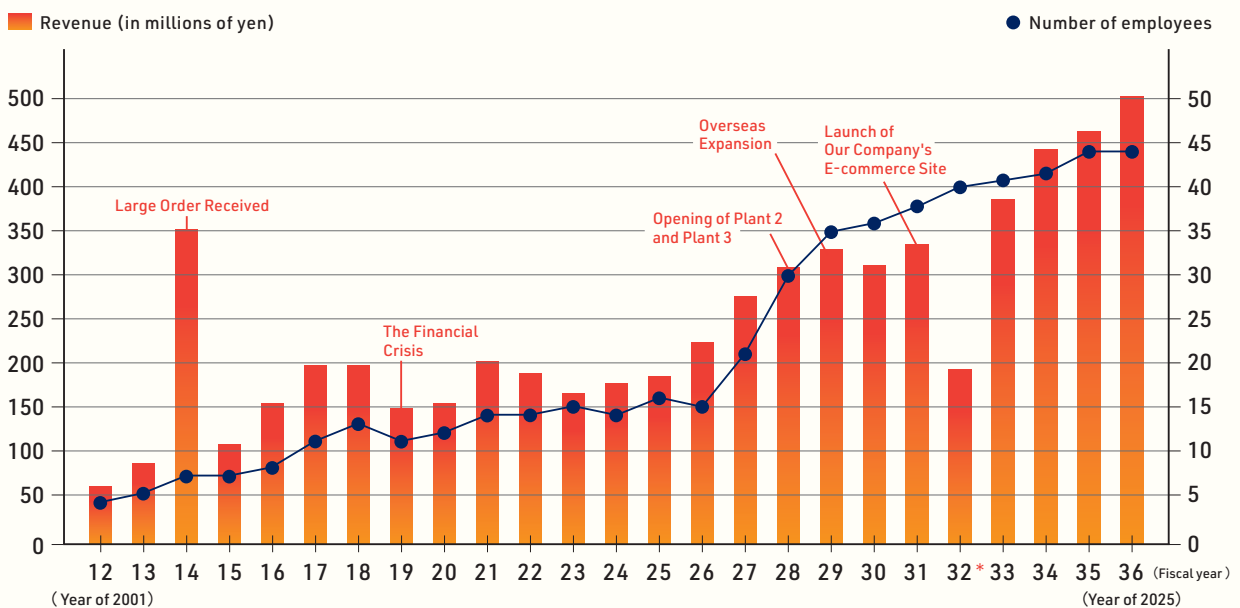
## Business Sectors

# A heating solutions company supporting social infrastructure.

Since our founding in 1990, we have focused our business on the manufacture and sale of industrial electric heaters. While we refer to them simply as “heaters,” our product lineup is diverse and includes silicone rubber heaters, belt heaters, and mantle heaters. We propose and provide optimal solutions tailored to our customers’ specific objectives and applications. Through our products, we strive to offer solutions and services that warm their hearts.



## Changes in Revenue and Number of Employees



\* In 2021, we changed our fiscal year-end from February to September. As a result, the figures for the 32nd fiscal year are based on only seven months.

## The Origin of Our Company Name

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The name “ThreeHigh” is derived from three “highs”: High Technology, High Touch, and High Fashion.

## Things, People, Society.

Without any one of these, our company would not exist. We will continue to uphold these three pillars—established at our founding—while evolving them to meet the needs of the times.



HIGH TECH  
more  
GLOBAL

World-class quality  
and technical  
expertise unique to  
Japan

HIGH TOUCH  
more  
HUMAN

A friendly and caring  
staff who can warm  
people and things

HIGH FASHION  
more  
SOCIETY

Creating a new,  
unconventional  
manufacturing industry  
to enrich our  
communities and society

Part 1

**Ranked in the top 500 for health and productivity management!**

In March, ThreeHigh was selected as a 2025 Health and Productivity Management Excellent Corporation (Small and Medium-Sized Enterprise Category) for the third consecutive year, and was also selected for the Bright 500—an honor reserved for only the top 500 companies, making us the only manufacturing firm in Yokohama to receive this distinction.

We implement a wide range of initiatives, such as:

- 100% of employees undergo health checkups
- Conducting stress assessments
- Improving pre-disease conditions and preventing illness through the development of exercise habits

to provide comprehensive support for the physical and mental well-being of our employees. We will continue to foster a warm and supportive environment for our employees and society through our health and productivity management initiatives.

Note: Bright 500 is a title awarded exclusively to the top 500 companies among those certified as Health and Productivity Management Excellent Corporations that have implemented particularly outstanding initiatives.

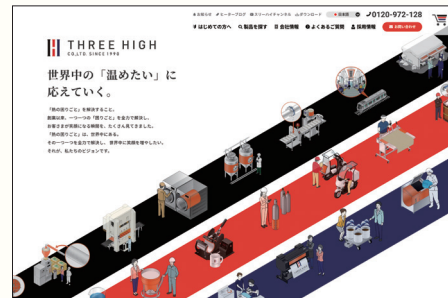


2025  
健康経営優良法人  
KENKO Investment for Health  
中小規模法人部門  
ブライト500

Part 2

**UI and UX have been improved because of our new website!**

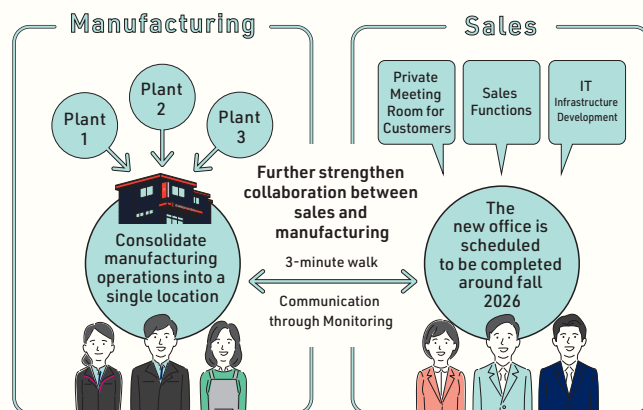
In September, we completely redesigned our website with the goal of serving as a guide that can resolve all of our customers' "heat-related challenges" more quickly and accurately. We have thoroughly improved both the UI (user interface: the appearance and ease of use) and UX (user experience: the experience gained through use), and we have made even specialized content easy to understand by visualizing it with approachable illustrations. Additionally, we have enhanced the "ease of purchase" so that customers can quickly find the products they need and place orders smoothly. To increase our corporate transparency, we have also made it possible to view our financial statement announcement. We invite you to take full advantage of our newly redesigned website.



Part 3

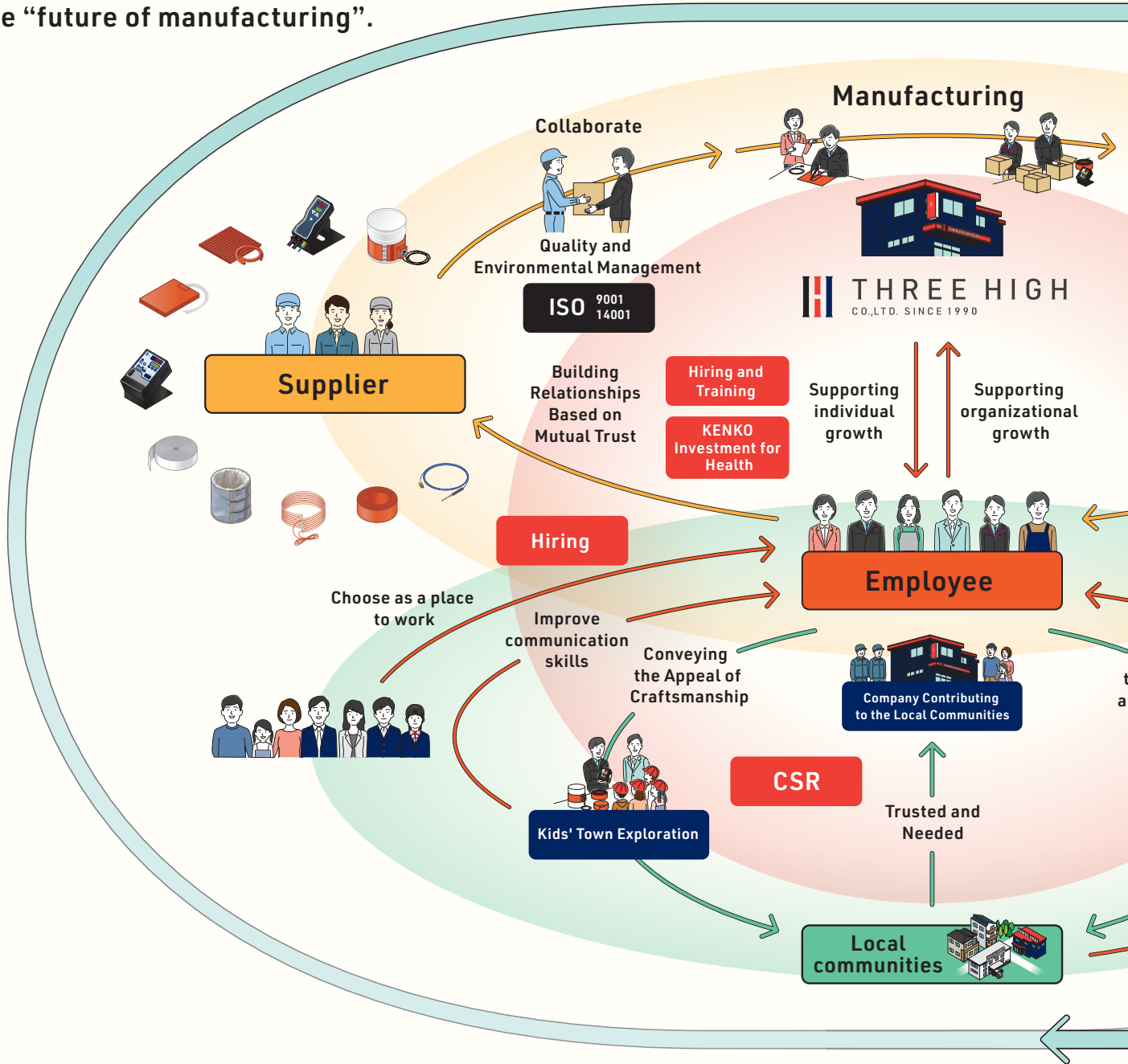
**Construction of the new office has begun.**

Close communication among team members is essential for the custom-made products that are Three High's specialty. Therefore, in 2025, we decided to build a new office just a three-minute walk from our current headquarters. Sales operations will be relocated to the new office, and our manufacturing facilities—which were previously spread across three locations—will be consolidated at the current headquarters. The new office will feature dedicated meeting rooms for clients and an upgraded IT infrastructure, further strengthening the collaboration between sales and manufacturing. We aim to improve both employee comfort and customer satisfaction. The new office is scheduled for completion around fall 2026.



# Anatomical Diagram of ThreeHigh

We have always been, and will always be, an integral part of society. Together with a wide range of people, organizations, and communities, we are moving toward the “future of manufacturing”.



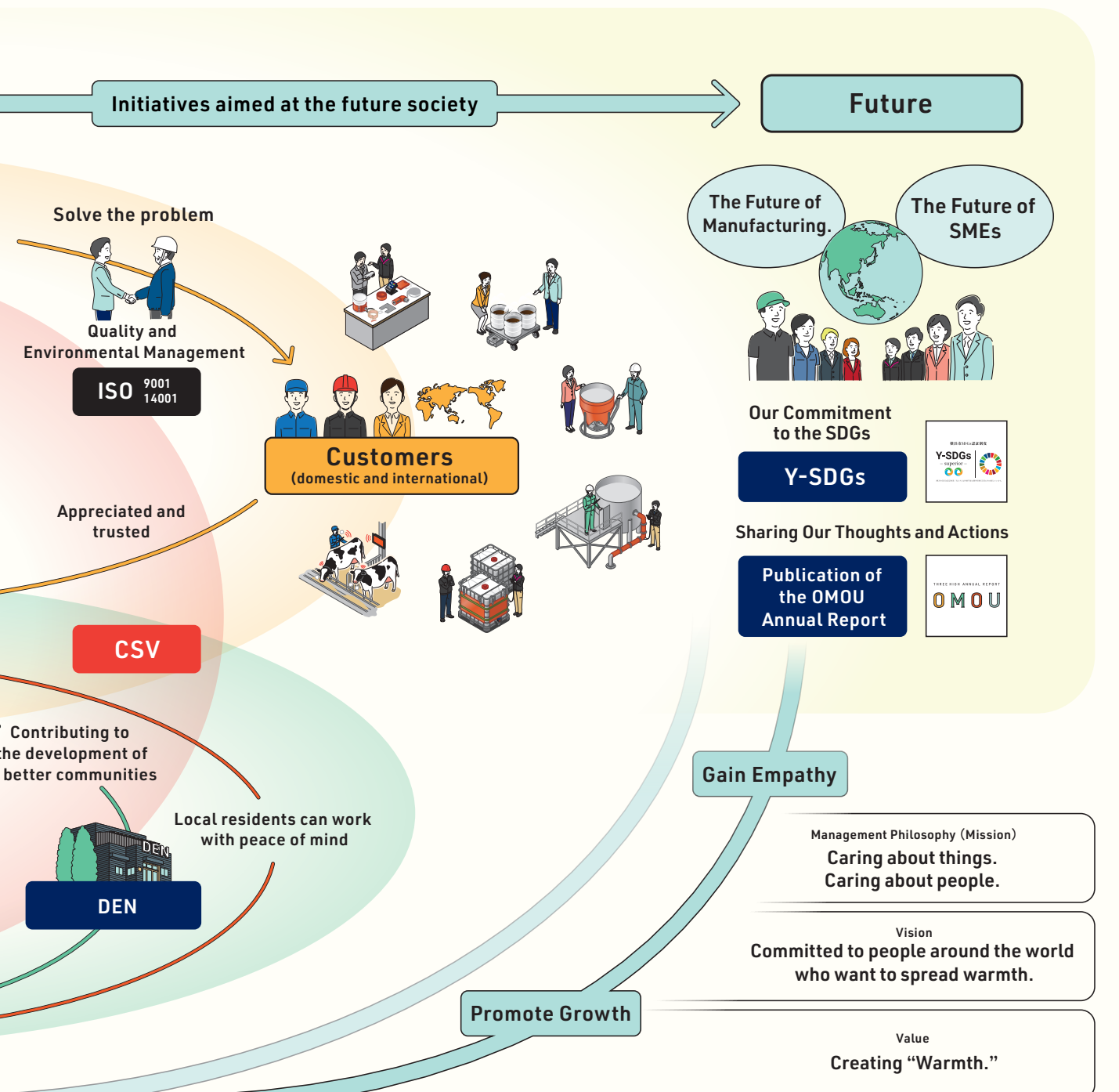
**Suppliers and customers**  
(domestic and international)

Caring Deeply About Our Partner Companies P.13-P.16



**Local communities**

Caring Deeply About Our Local Communities P.17-P.20



**Employees**

**Caring Deeply About Our Employees** → **P.21-P.24**

**Future and Earth**

**Caring Deeply About Our Future and Earth** → **P.25-P.28**

# Connecting everyone's passion for heater manufacturing.



Together with our partner companies, we want to solve heat-related problems around the world.

We rush to help customers struggling with heating and work together to find a solution.

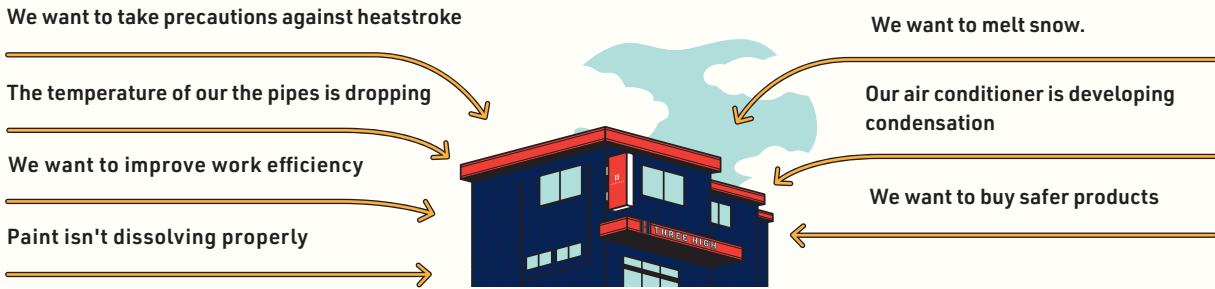
We would like to respond to customer concerns faster and with care that's beyond compare. By doing so, we would like to warm their hearts.

"Heating trouble? Call ThreeHigh." That's the kind of company we aspire to be.

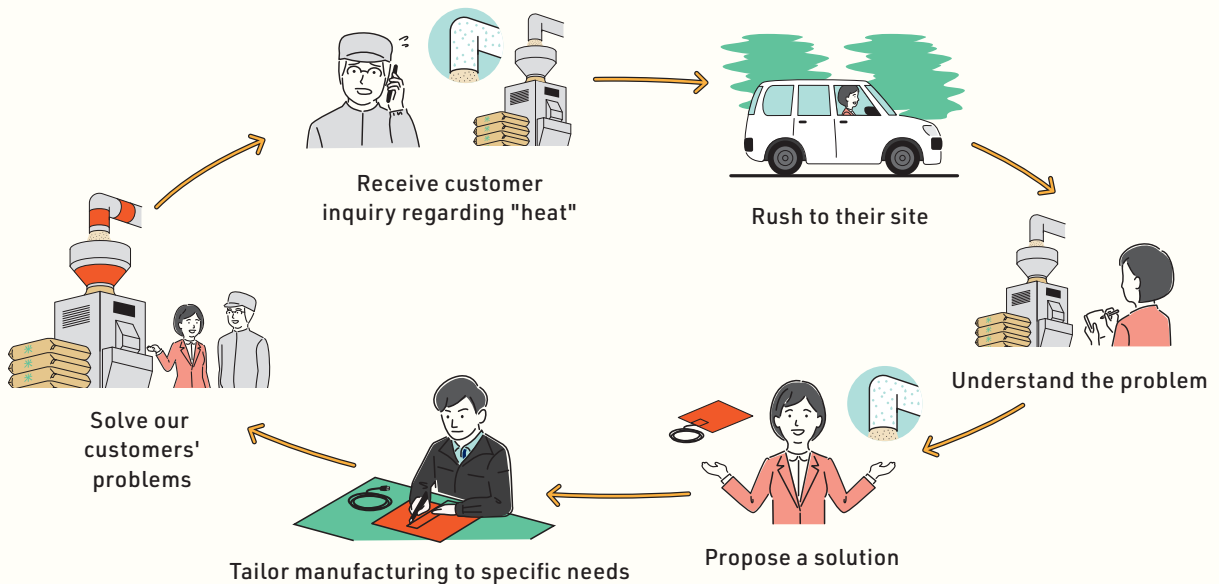


## Common Issues We Encounter Regarding “Heat”

We receive inquiries from a wide variety of manufacturing sites. Sometimes, people contact us without realizing that a heater could be the solution. Here are some of the most common inquiries we receive.



## Our Approach to Warming Up Customers



## Customer Feedback

We value our customers' feedback above all else. We conduct regular customer satisfaction surveys and use the results to improve our strategies, services, and products.

Average customer satisfaction rating for 2025  
**4.57** out of 5

**Our Customers Are Very Pleased**

We used to worry about our bento boxes getting cold, but since we installed the bottom heater you recommended, we've been able to keep them nice and warm, just like they were freshly made, and our customers are very pleased.

Ms. A, owner of a bento shop

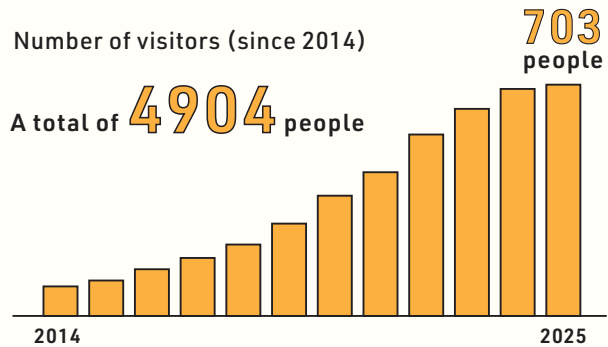
**Dramatically Reduced Troubles**

The existing heaters we were using to prevent condensation in our chambers for aging meat and wine were prone to breaking down, leading to a rise in failure rates. By prioritizing food quality control, we were able to significantly reduce these issues thanks to the highly durable heaters you recommended. With this solution in place, we should be able to pass audits without any problems.

Mr. B, manufacturer of temperature and humidity control equipment

We care deeply about our customers.  
We envision the value that emerges from that caring.

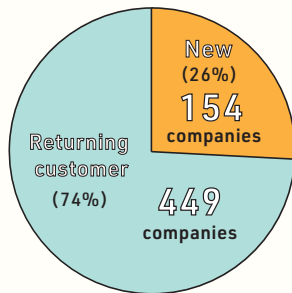
First, steadily increase points of contact with customers



Becoming a trusted partner who can address our customer concerns and provide solutions.

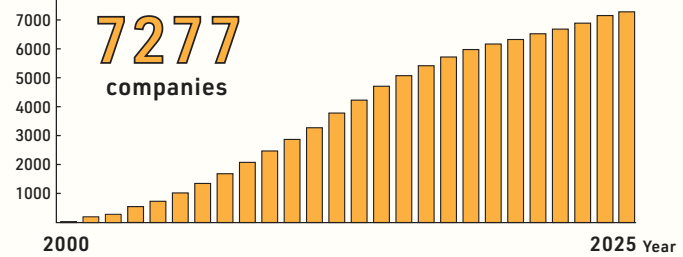
Number of customers in 2025

Total  
**603**  
companies



Total number of sales outlets (since 2000)

Unit: Company



Solve heating-related problems and create a wide range of value.

Proposal and sales of heater-based solutions

Direct value created

Eliminating inefficient heating

Items are less likely to harden

Maintaining the optimal temperature

Can prevent freezing

Value created from caring

Improving in production efficiency

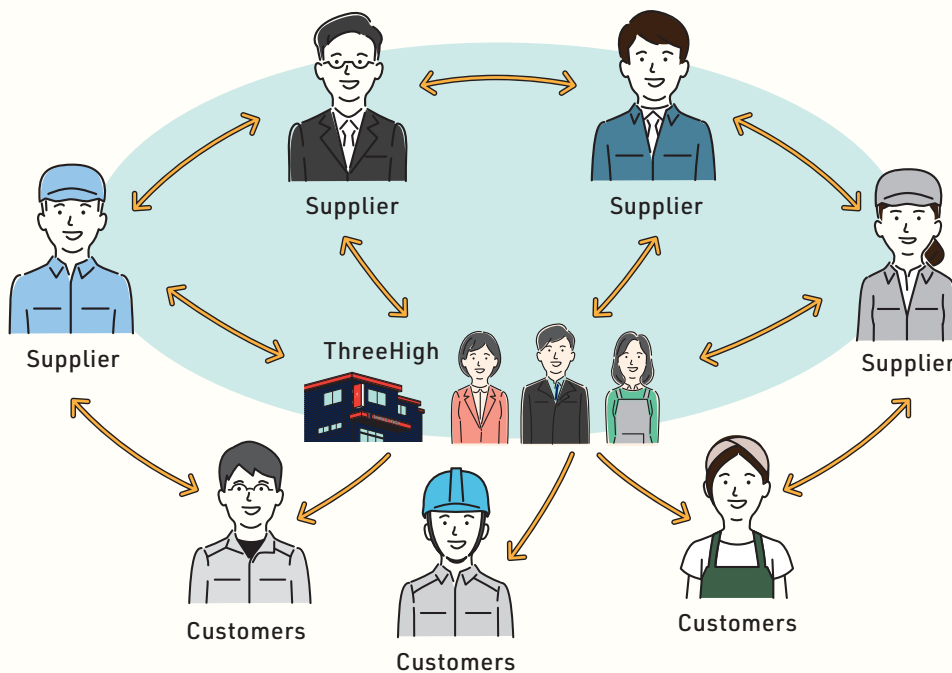
Reducing the workloads

Maintaining quality

Maintaining safety

# Our suppliers are valued partners who, like us, care deeply about our customers and helping solve their problems.

Our suppliers are vital partners in helping us deliver the best solutions and products to our customers. At ThreeHigh, we remain committed to further strengthening our relationships with all our suppliers.



## Cherish creating spaces where people can experience the joy of making things together.

At ThreeHigh, we view our industry peers not as competitors, but as partners. We believe that by combining our respective strengths and fostering warm relationships, we can offer product solutions that better meet customer needs. In December 2025, we held an in-house exhibition at our DEN showroom, featuring demonstration experiments using our heaters and providing opportunities for attendees to experience our products firsthand. It was a special moment to gather with our partner companies and enjoying oden warmed by our heaters, allowing them to experience the unique warmth that only we can provide. We will continue to hold exhibitions regularly to provide valuable opportunities for an even greater number of our partner companies.



Number of companies engaged with **15** people **10** companies

### Comments from Companies

Interacting with people outside our company has given me new insight. I'd really like to make collaboration happen.



Being able to test the heating performance of products firsthand, gave me a clear idea of how they work.



Knowing that you get what you give,  
we want to spread warmth  
throughout local communities.

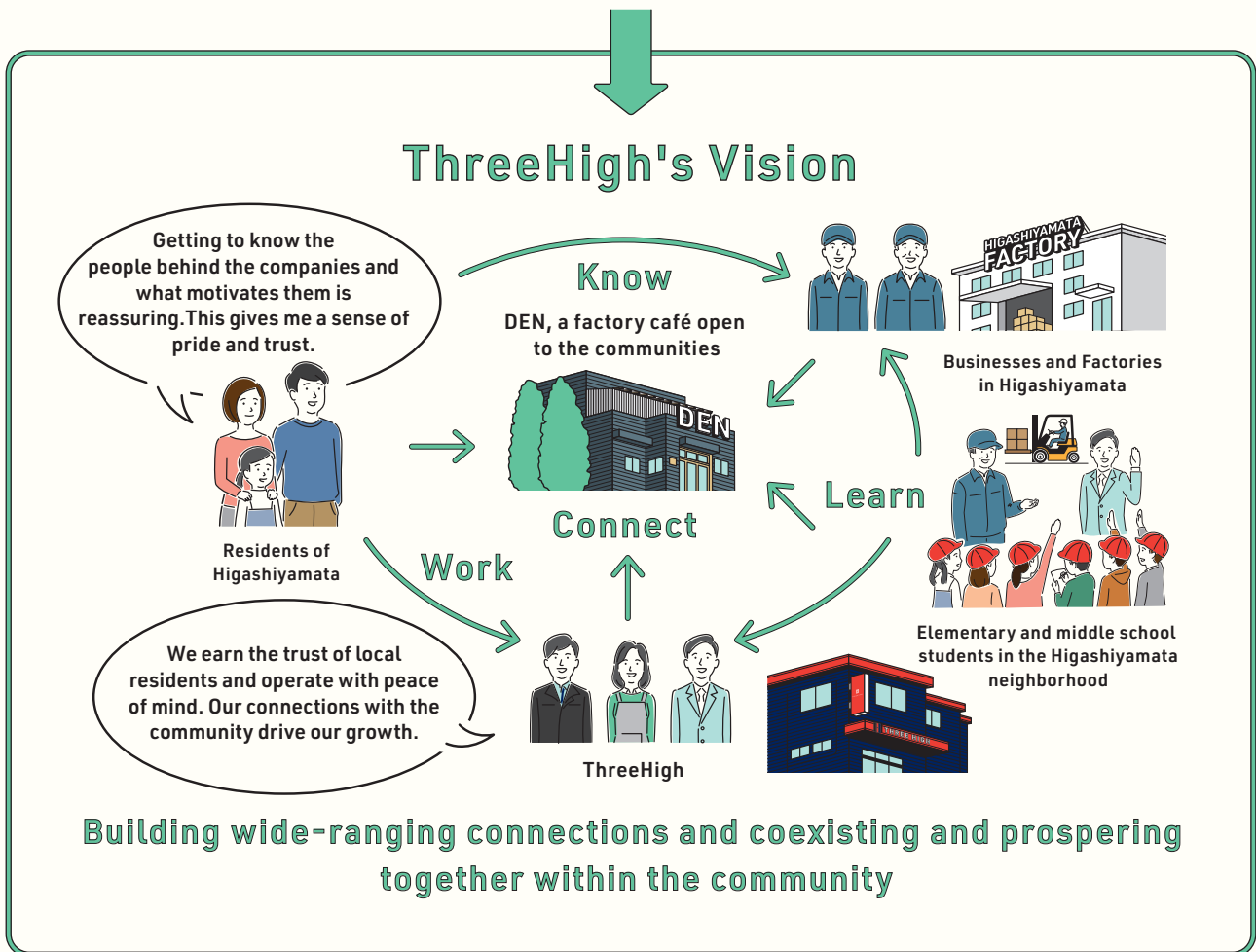
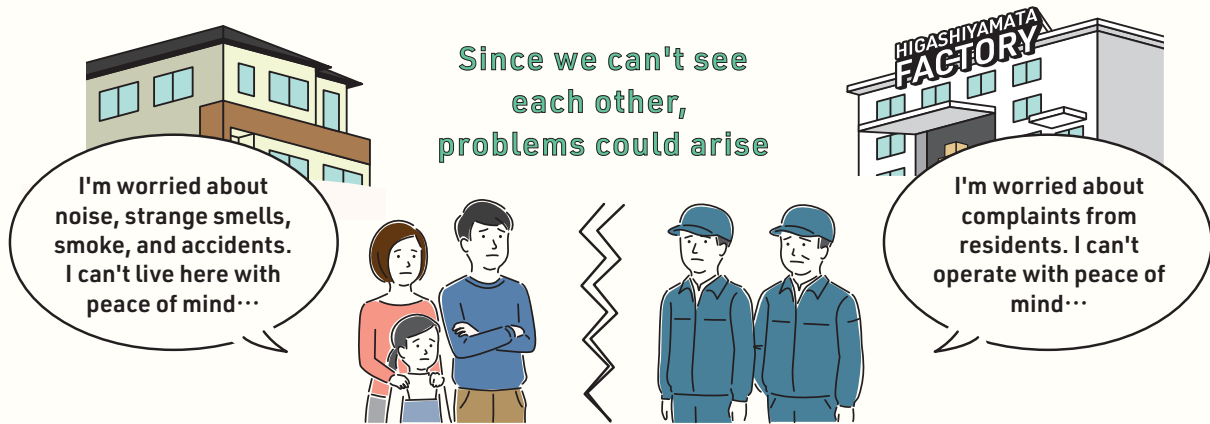


### Local Factory Living in Harmony with Surrounding Communities



We are a small local factory located in the quasi-industrial zone of Higashiyamata, Tsuzuki Ward, Yokohama. About 70 factories are clustered in this area. There used to be even more, but the number has gradually decreased due to closures and relocations. New houses and apartment buildings have been built on the land where factories once stood, and more people have moved into the area. Before we knew it, we had become a small local factory in a residential neighborhood. In such an environment, it is difficult to continue our business without a relationship of trust with the local community. That is why we have taken the concept of “living together with the community” seriously and have been actively working to foster it.

## Typical Structure of a Semi-Industrial Area



Since 2013, we have held our annual Kid's Town Exploration event, in which students from nearby elementary schools visit local small factories. Furthermore, people living in the area have also begun to choose ThreeHigh as a place to work.

In 2017, we created DEN, a factory café open to the community. It is increasingly serving as a hub that connects the diverse people and organizations in the area. The steady, grassroots efforts we have maintained to earn the trust of local residents have now become a major asset for ThreeHigh. As a company that thrives within the community, we hope to be a member and a starting point for a community where warmth continues to circulate.

## Community Circle Expanding from Factory Café DEN

The factory café DEN started in 2017 as a “factory open to the community.” Today, it serves as a gathering place where people from all walks of life and generations—including local factory workers, farmers, residents, and students—come together and connect.

### Feedback from participating students

Planning and organizing the event from scratch provided me with valuable experience, enhancing my planning and teamwork skills.



### Voices from the communities (local residents)

It was a heartwarming event that really made us feel connected to the greater community.



### Voices from the communities (farmers)

I was delighted that it provided a great opportunity for people to learn about local vegetables.



### Main activities in 2025 Part1

## A heart warming festival,

In October 2025, we collaborated with students from Kanagawa the theme of “spreading warmth.” On the day of the event, we enjoy watching colors change with heat, as well as a local local food manufacturers. A total of 86 people attended, and the local production for local consumption, and deepen mutual

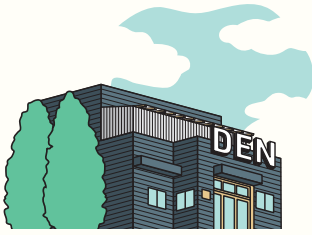


### Main activities in 2025 Part2

## Higashiyamata Cafeteria and Sharing Meals

This initiative aims to bring together people from diverse backgrounds to pool their resources and create a community-wide support network. The ingredients for the bento boxes are sourced with support from local farmers and food manufacturers, and the meals are prepared by local residents at the DEN facility. In collaboration with the Community Care Plaza, the bento boxes are distributed as part of a community outreach program to support those in need. In 2025, the program was also utilized as an opportunity for elementary school students to engage in interdisciplinary learning and hands-on cooking experiences.





## Poka Poka Festival

University to host an event for the local community, centered on offered a bookmark-making workshop where participants could farne'rs market and a special soup made with ingredients from event served as an opportunity to reduce food waste, promote understanding between the local community and businesses.



### Feedback from employees



The event was rewarding, and I felt a sense of accomplishment afterward.



Interacting with local farmers has deepened my attachment to the Higashi-Yamata area even further.



I could really feel that ThreeHigh has been embraced by the community.

### Main activities in 2025 Part3

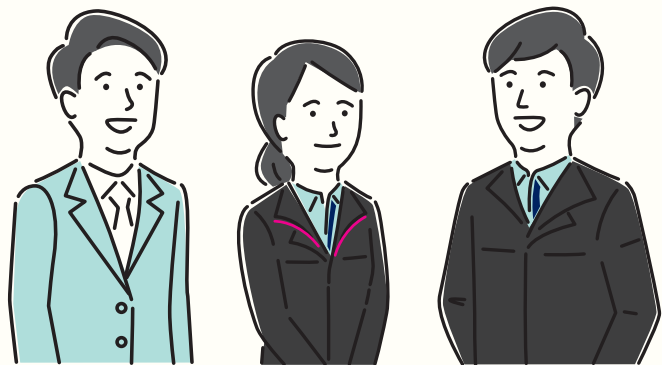
## Kid's Town Exploration

We want local children to discover the appeal of manufacturing and see the adults who work in this community, thereby broadening their horizons for the future. With this in mind, we have been organizing the "Kids' Town Exploration" program every year since 2013, taking local elementary school students on tours of factories in the area. This initiative aims to create a system where the entire community supports the next generation by fostering connections and building personal relationships among local businesses, residents, and children. To date, more than 1,900 children have participated in the program.



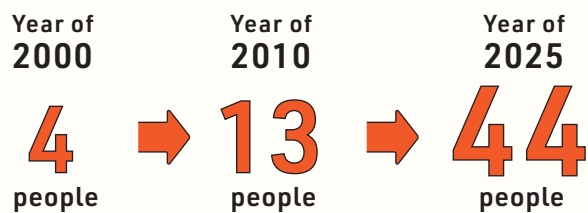
# ThreeHigh aims to be a workplace that supports the success of every individual.

Caring for our partner companies, caring for our communities, and caring for everyone we work with. To achieve this, we must first be an organization where we care for one another. Each individual considers the perspectives of others while contributing the best from their own position. In doing so, we grow as an organization. At ThreeHigh, we strive to be that kind of workplace.



## Total number of employees

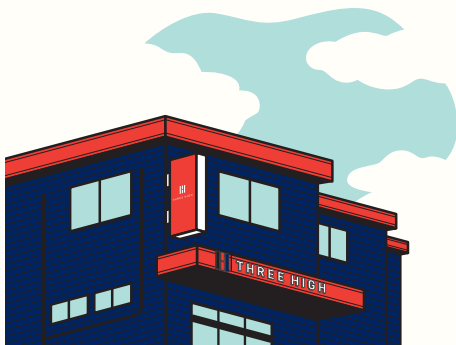
Over the past 25 years, the number of employees at ThreeHigh has increased approximately elevenfold. The company has also expanded its hiring of part-time, temporary, contract, and dispatched employees, with this diverse workforce supporting our manufacturing operations.



Full-time employees: 19; Part-time, temporary, contract, and dispatched employees: 25

## Age Breakdown (19 full-time employees in total)

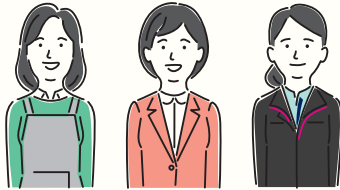
Many young employees are making their mark at ThreeHigh. We are nurturing the talent that will shape the future of manufacturing.



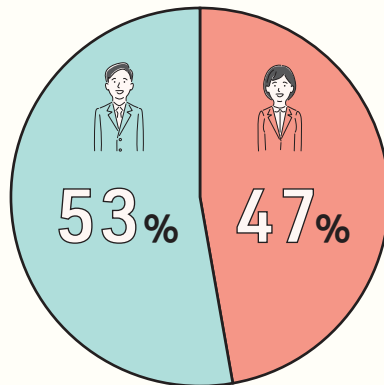
\*Data as of December 31, 2025

## Gender Ratio

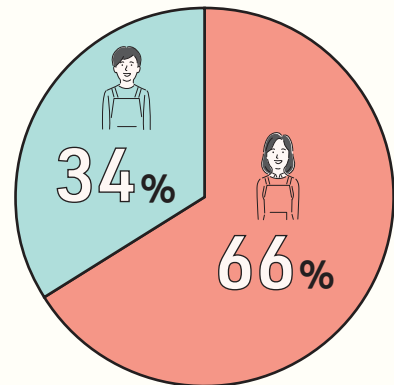
Contrary to the typical image of a factory, many women are actively working there. Three of them hold leadership positions.



Gender Ratio  
(Full-time employees)



Gender Ratio  
(Employees)



## Company Culture



I was a bit nervous about switching to a new industry, but my senior colleagues have been very supportive, which has put me at ease. Also, the president and department heads are very approachable, and decisions are made quickly; I feel that this responsiveness is a key factor in what makes ThreeHigh such a great place to work.



## We support new challenges!

At ThreeHigh, our diverse team members thrive by leveraging their individual strengths. To share the appeal of these team members with a wider audience, we've brought to life an idea proposed by high school students during their "Comprehensive Inquiry Period" and launched our company newsletter, "Nukumori News." Led by our administrative staff, the project involves members from our design team who volunteered to contribute their illustration skills.

Company Newsletter  
"Nukumori Newsletter"



"Nukumori Newsletter"  
Character



Because this is my first time writing articles, I struggle every time, but through this process, I'm rediscovering the warmth and charm of ThreeHigh. I hope that by sharing the members' unique personalities, it will serve as a starting point for conversations with our customers. Hearing comments like "I read the newsletter" and "I'm looking forward to the next edition" really encourages me.



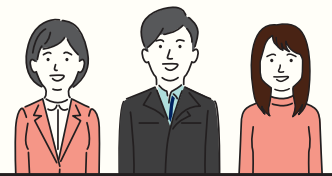
Just like people, products have their own unique personalities. I want to convey the warmth of ThreeHigh as a whole through my illustrations. Even though my designs aren't always selected, I enjoy the process of drawing itself, so I'll keep doing my best to deliver even better work.

# At ThreeHigh, we approach organizational

## Initiatives to Create Supportive Work Environments

### Creating comfortable work environments through efficiency and work-life balance

To maximize performance with limited time, we are actively promoting digital transformation (DX) by implementing AI to streamline routine tasks. In turn, we ensure that sufficient time is dedicated to activities that enhance customer service and product quality, striving company-wide to maintain a balanced approach to time management. We are also working to establish a culture that discourages overtime by making it standard practice for all employees to leave work by 6:30 p.m.



### Building Organizations for the Future

In fiscal 2025 year, we established “Caring development. We believe that creating an well-being and work with confidence will by putting our core value —“Creating Warmth””

### Workplaces where people feel comfortable asking for and offering help, fostered by enjoyable moments

Although we already have workplaces where people interact frequently, we believe that fostering relationships where it's easy to ask for and offer help leads to greater responsiveness in emergencies. That's why we make sure to set aside time every day for everyone to relax and smile—whether it's doing group exercises together, participating in physical activities, or taking part in English quiz contests organized by our international interns.



## Initiatives to Facilitate Communication

# development from four key perspectives.

## Initiatives to Promote Physical and Mental Well-Being

### Building a healthy lifestyle to support a fulfilling life, both personally and professionally

At ThreeHigh, we are committed to creating workplaces where employees can work in good physical and mental health, and we provide support focused on wellness. In 2025, we launched the following new initiatives:

#### Heatstroke prevention allowance

To help employees stay healthy during their commutes on hot days, we have begun providing a stipend to help with heatstroke prevention measures. This stipend can be used for items such as cooling gear or bus fares, depending on individual needs.

#### Providing Yakult products

Once a week, we distribute Yakult probiotic drinks and yogurt to employees who come into the office. We hope that the power of probiotics will encourage employees to be more health-conscious.



Deeply About Our Stakeholders” as the cornerstone of our organizational environment where every employee can maintain physical and mental help foster a sense of warmth among all our stakeholders. We will begin —into practice within our own organization.

### Supporting employee growth, we are fostering newly licensed electricians!

At ThreeHigh, we believe that enhancing our employees skills is the driving force behind the company’s growth. To establish a system capable of handling everything in-house—from initial consultations on requested products through to design, manufacturing, and installation—we aim to increase the number of employees holding electrical contractor licenses. In 2025, one new employee passed the Class 2 Electrician exam, and another passed the written portion of the exam. In addition to company-wide training programs such as management training and department-specific sessions, we offer online training on topics like AI applications and productivity improvement to employees who wish to participate, supporting those dedicated to self-improvement.

Driven by a desire to apply this knowledge to my work, I used my commute time to study for and earn this certification. Not only have I gained knowledge of electrical systems, I’m also receiving a certification bonus, which has helped boost my motivation.



## Initiatives to Support Professional Development



## Carrying our passion into the future and

Most of ThreeHigh's products are custom-made. We single piece. This "craftsmanship" embodies a warmth and the people who use them. No matter how advanced will never change. As a company dedicated to and preserving this spirit for the future and the world.

## Taking Manufacturing into the Future

We collaborate with local elementary and junior high schools as well as NPOs to continue our efforts to share the appeal of manufacturing with children.

### Main activities in 2025

#### Kid's Town Exploration



June Yamata Elementary School, Yokohama City

#### Work Experience

July Isogo Technical Senior High School, Kanagawa Prefecture

November Edaminami Junior High School, Yokohama City

November Chigasaki Junior High School, Yokohama City

#### Career Lecture

November Takata Junior High School, Yokohama City

#### Problem-Solving Program

October Higashiyamata Junior High School, Yokohama City

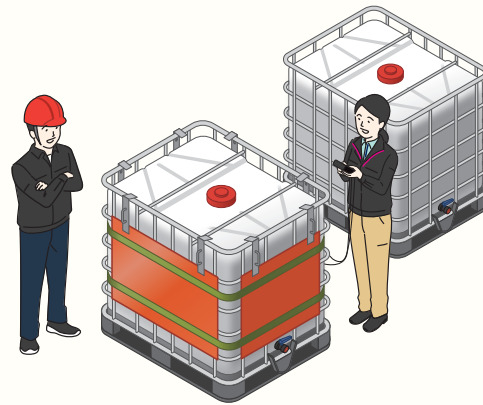
## Collaborative workshop on heating and cooling

Since 2024, as part of the Ah, I See! Mobile Hands-On Classroom program jointly operated by Kanagawa Prefecture and Kanagawa Institute of Industrial Science and Technology (KISTEC), our company has been conducting hands-on lessons for elementary and junior high school students on the topic of "The Mysterious World of -196°C: Heating and Cooling" at schools in Yokohama City. We collaborate on this initiative with Toho Sanso Kogyo Co., Ltd., a company with expertise in cooling. During the classes, students conduct experiments such as pouring melted chocolate over marshmallows and observing how it solidifies instantly thanks to Toho Sanso Kogyo's cooling technology, as well as learning about the mechanism behind "rain" using liquid nitrogen. The children participate with great interest, experiencing firsthand phenomena involving heat and the properties of gases. These activities provide an opportunity to show students how the science knowledge they learn in school is applied in real-world work. We will continue to collaborate with schools and the local community to promote initiatives that support learning.



## for craftsmanship across the globe.

carefully handcraft each item, starting with just a that comes from caring deeply about both the products technology becomes in the future, we believe this value “craftsmanship,” ThreeHigh is committed to sharing



## Bringing Japanese Craftsmanship to the World

ThreeHigh has been expanding overseas as a key pillar of its strategy, aiming to solve heating-related challenges across a broader region. 2025 was a particularly fruitful year in Taiwan, where our participation in trade shows and networking efforts targeting the food and semiconductor industries paid off. In Taiwan, CO2 reduction is being strongly promoted as a national policy, and we received significant interest in efficient insulation methods utilizing thermal insulation materials. Furthermore, there is a high level of trust in “Made in Japan” quality. Regardless of one-time outlays, the fact that these products will ultimately reduce costs and waste over the long term is highly valued, and this has been well received by many companies. The customer service and hospitality that convey the “warmth” we cherish are beginning to take root overseas as well. For companies that expressed interest at trade shows, we visit each one individually, just as we do in Japan, to carefully listen to their needs and respond accordingly. When existing products cannot fully resolve a challenge, we conduct repeated in-house prototyping to pursue the optimal solution in collaboration with the customer. This customer feedback is also being put to great use in new product development. Another major strength is that these solutions can be easily scaled to other companies facing similar challenges. We will redouble our efforts in development so that we can unveil new products incorporating this feedback at next year’s trade show.

### Export destination countries

United States, Taiwan, Thailand, Vietnam, China, South Korea, Australia, Germany, France, Sweden, India, Indonesia, Cambodia, Malaysia, the Philippines, Saudi Arabia, Mexico, etc.



### Interns from the Netherlands are doing a great job again this year!

Over the past few years, Dutch university students have made a significant contribution to our global expansion. In 2025, we welcomed two new students, who provided extensive support ranging from preparing for international trade shows and promotional activities to communicating with overseas customers. Their involvement has also served as a major catalyst for deepening our connections both within the company and with the outside world.





## To continue protecting

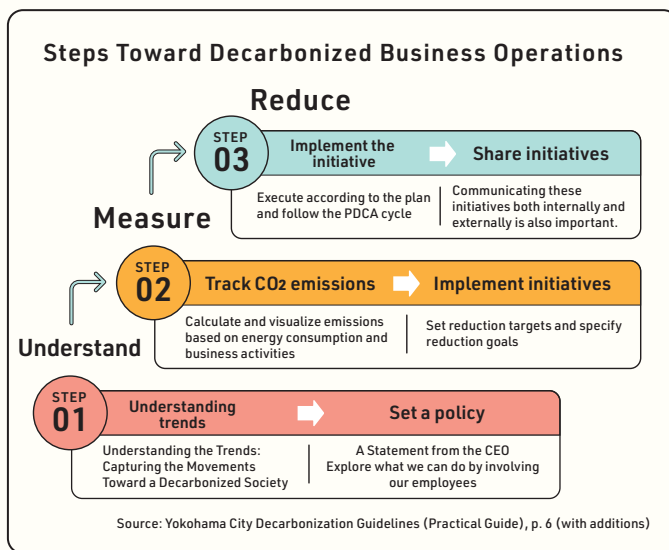
Addressing climate change is now a challenge that all exception. As manufacturers who rely on Earth's actions that contribute to the future of our planet's

# Initiatives to Achieve Carbon Neutrality

ThreeHigh is committed to decarbonization management with the goal of reducing greenhouse gas emissions (primarily CO<sub>2</sub>) generated by its business activities to net zero (carbon neutrality) over the long term. In 2025, as part of Yokohama City's initiative to support SMEs in achieving "early decarbonization," we received assistance from a decarbonization management advisor dispatched by the Yokohama Industrial Development Corporation (IDEC). Through this support, we worked to visualize our greenhouse gas emissions and formulated a reduction plan based on the results.

### Initiatives in 2025

By 2025, we had completed STEP 02, "Defining Specific Initiatives," for Scope 1 and 2 emissions, and we are now transitioning to STEP 03, "Implementing Initiatives." While we are proceeding with planning and implementing initiatives within the scope of what we can manage internally, we have not yet identified reduction targets that can be publicly disclosed at this time and are currently in the stage of reviewing and verifying. Regarding Scope 3, we are currently working on STEP 01, "Understanding Trends," and STEP 02, "Assessing CO<sub>2</sub> Emissions," in a phased manner to the extent possible. While we have not yet finalized reduction targets or policies, we are proceeding with information gathering and assessing CO<sub>2</sub> emissions within a limited scope, with the expectation of collaborating with partner companies.



**STEP 01** Understanding trends → Set a policy

We began by utilizing the decarbonization management advisory support provided by the Yokohama Industrial Development Corporation (IDEC) to assess our current situation and identify key challenges. After conducting thorough discussions tailored to our company's specific circumstances, we developed a Decarbonization Management Plan. For Scope 3 emissions, we started by reviewing the applicable categories and calculation methods.

**STEP 02** Track CO<sub>2</sub> emissions → Implement initiatives

We established a platform for visualizing and managing CO<sub>2</sub> emissions and calculated CO<sub>2</sub> emissions for Scopes 1, 2, and 3 (Category 1). For Scopes 1 and 2, we identified feasible measures based on the Decarbonization Management Plan.

**STEP 03** Implement the initiatives → Share initiatives

Going forward, we will execute our initiatives in accordance with our plan. We place great importance on consistency, even with small-scale initiatives, and plan to share honest and transparent updates on their details and results through our annual report and website.

# the future of our planet.

companies must tackle—small factories are no resources, we will continue to consider and implement environment.



## Greenhouse Gas Emissions

(36th Fiscal Year : October 2024-September 2025 )

Starting in 2025, ThreeHigh began calculating its greenhouse gas emissions under Scopes 1, 2, and 3 associated with its business operations. In the first year, we are calculating emissions based on data currently available to us, so the scope of calculation is limited, but as we improve the accuracy of our data, we plan to gradually expand that scope.

### Direct Emissions (Scope1)

Emissions from gasoline and gas fuel consumption

2.97t-CO<sub>2</sub>

### Indirect Emissions (Scope2)

Use electricity generated from renewable energy (solar power)

Net Emissions 0t-CO<sub>2</sub>

### Other indirect emissions (Scope3)

Emissions from Category 1 (purchased goods and services)

1593.75t-CO<sub>2</sub>

※Scope 3 boundaries and calculation methods

Scope 3 emissions cover emissions across the entire supply chain related to our business, including raw material procurement and logistics. Of our total greenhouse gas emissions, the majority of Scope 3 emissions fall under Category 1 (purchased goods and services), which stems from the purchase of product components and raw materials. Since these emissions originate upstream in the supply chain and it is currently difficult to obtain primary data from individual business partners, we have adopted a calculation method based on transaction values in accordance with internationally recognized calculation methodologies.

In this calculation, we have covered the majority of Category 1 emissions by focusing on 35 major suppliers that account for approximately 95% of our procurement value.

## Initiatives to Achieve Targets

The initiatives we are currently implementing and those planned for the future to achieve our CO<sub>2</sub> emission reduction targets are as follows.

### 1. Initiatives already implemented

- Top management commitment statement
- Transitioning half of company vehicles to hybrid vehicles
- Switching electricity contracts to renewable energy
- Replacing fluorescent lighting with LED lighting

### 2.Planned specific CO<sub>2</sub> emissions reduction measures

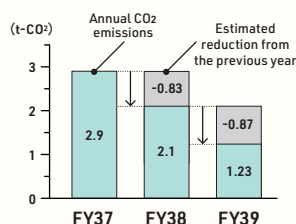
#### Emissions reduction in our own operations

- Switching all company vehicles to hybrid vehicles

Projected CO<sub>2</sub> emissions reduction plan for the shift from gasoline to hybrid vehicles

※Assuming gasoline consumption is reduced by 30% by replacing two gasoline vehicles at a rate of one per year

Projected CO<sub>2</sub> emissions from company vehicles



#### Emissions reduction in the supply chain

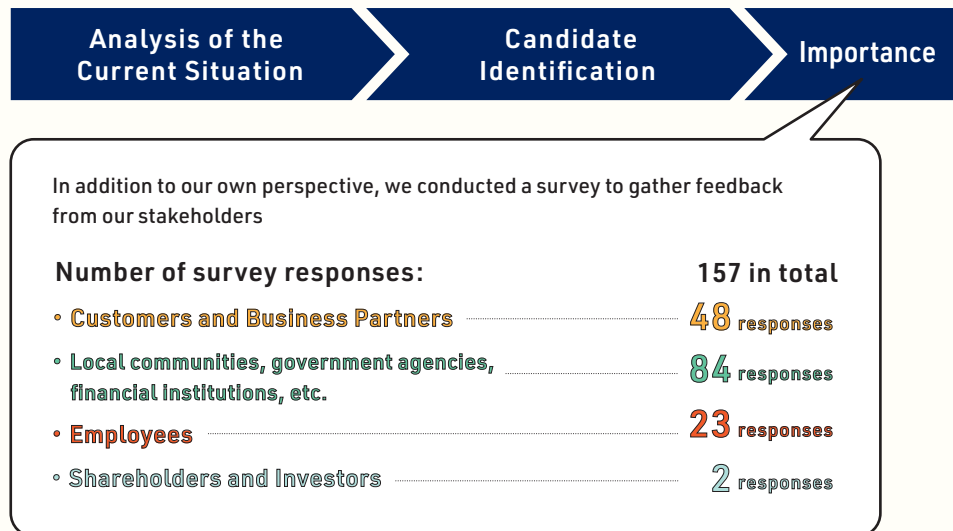
Carbon neutrality is a goal that we cannot achieve on our own. Collaboration with all stakeholders across our supply chain is essential, and we will work together to advance the following initiatives.

- Considering a procurement policy that prioritizes materials and suppliers with a low environmental impact
- Information gathering through dialogue with business partners
- Exploring enhancements to calculation methodologies

## We listened to our stakeholders and identified our “key priorities”

In addition to our ongoing efforts to contribute to the achievement of the SDGs, we have identified new material issues for 2025. SMEs are increasingly expected to fulfill their social responsibilities and work together toward a better future. What role will ThreeHigh play in society, and what value will it create? What challenges will we face, and how will we address them? With the support of the Hamagin Research Institute, Ltd., we addressed these questions by listening not only to our own perspectives but also to the voices of a wide range of stakeholders.

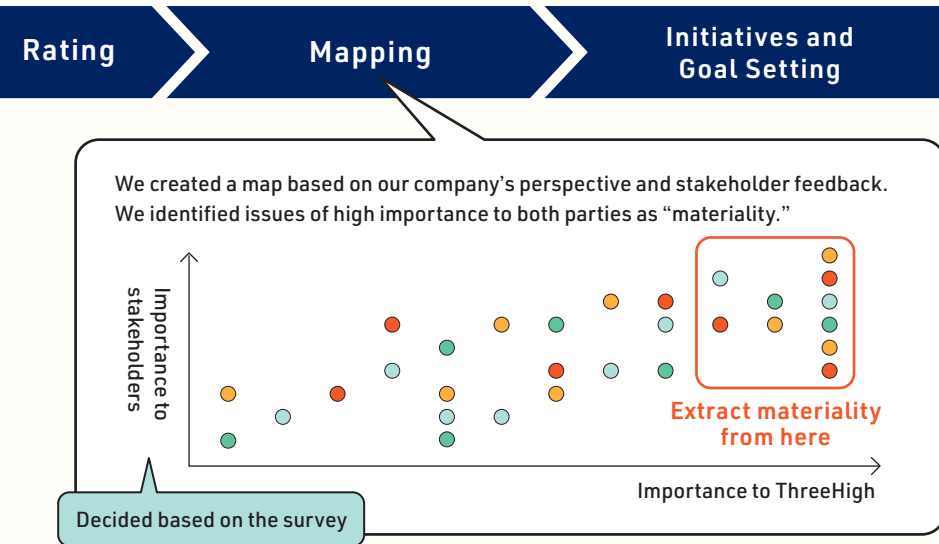
### The process of Identifying Initiatives



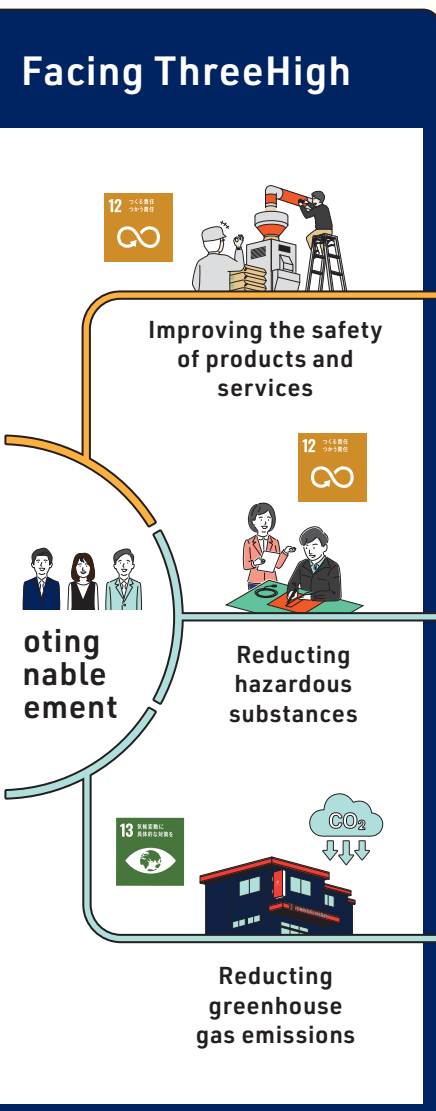
	Initiatives	Indicators and Targets	Current Situation (2025)	Comments
Partner Companies P.13- P.16	We conduct regular customer satisfaction surveys and use the results to improve our strategies, services, and products.	We aim to maintain an average customer satisfaction score of 4.0 or higher.	Average customer satisfaction rating: 4.57 (37 reviews)  ..... For details, see → P.14	We plan to increase the sample size further and gather more feedback.
Employees P.21- P.24	We promote health and productivity management across the entire company while safeguarding the health and well-being of each and every employee.	We aim to maintain external certifications such as the Health and Productivity Management Excellent Corporation designation.	Certified as 2025 Health and Productivity Management Excellent Corporation (Small and Medium-Sized Enterprise Category) Bright 500  ..... For details, see → P.37	Upon receiving certification, we aim to promote the implementation of initiatives to create a wonderful workplace.
Communities P.17- P.20	We will conduct activities with local communities and industries (such as seminars, collaborative events, and joint research) at least five times a year to build collaborative relationships.	We aim to remain a company that is essential to local communities and the business sector.	Engage in collaborative initiatives with local communities and industry  ..... For details, see → P.19-P.20	We would like to value not only large-scale initiatives, but also small-scale efforts that consistently nurture relationships.

### Six Key Challenges

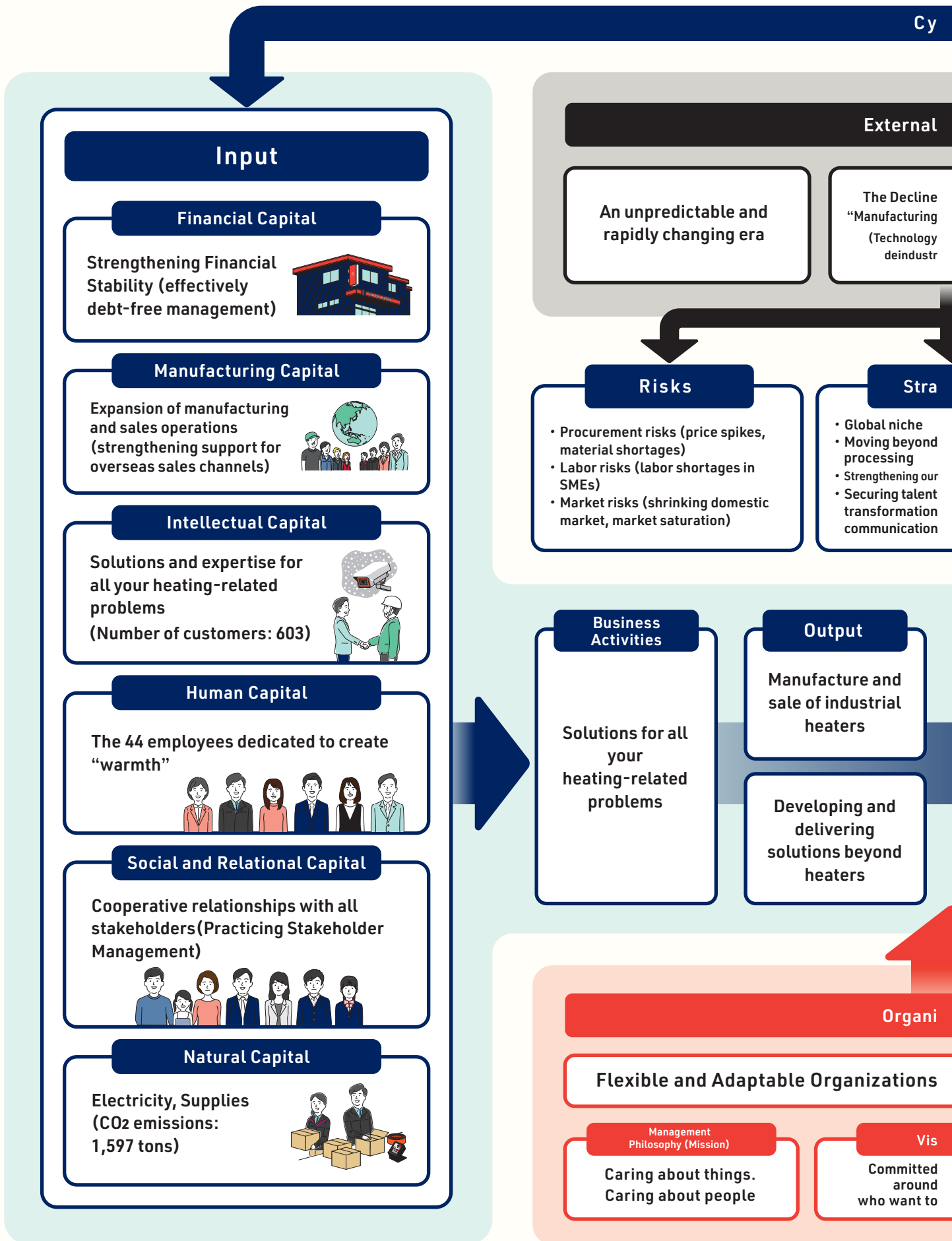


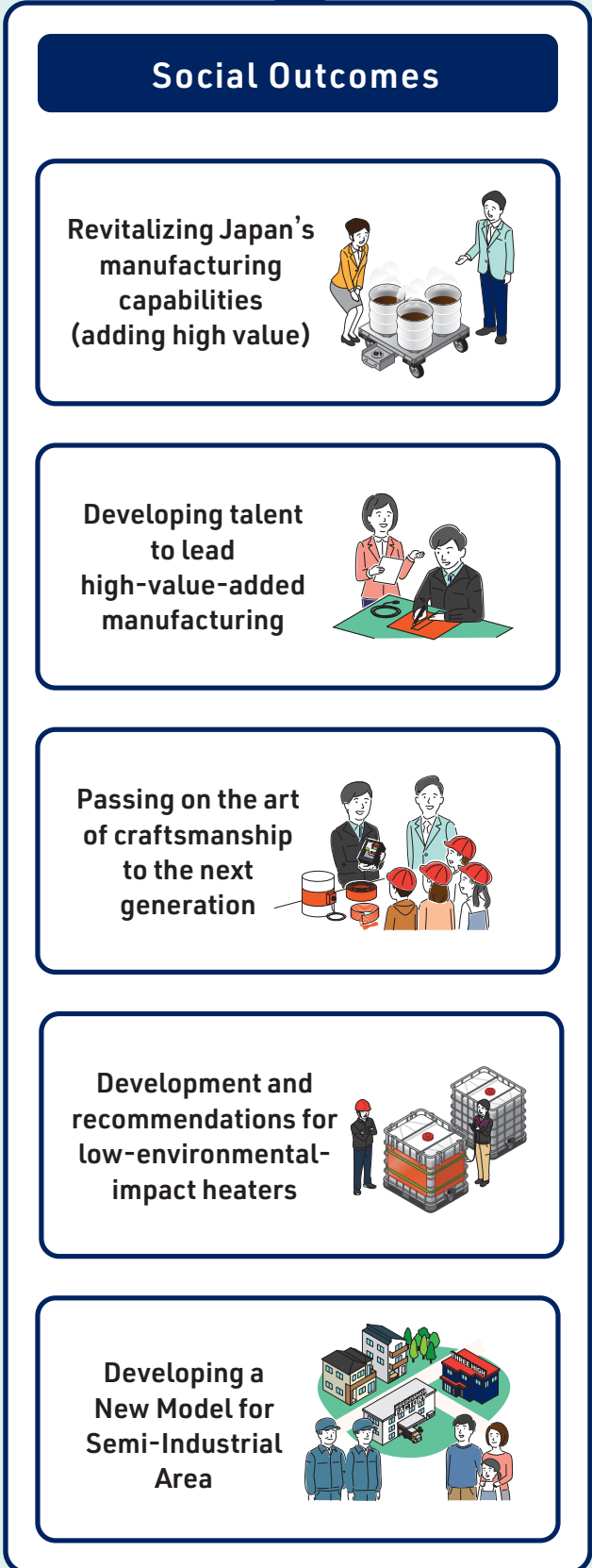
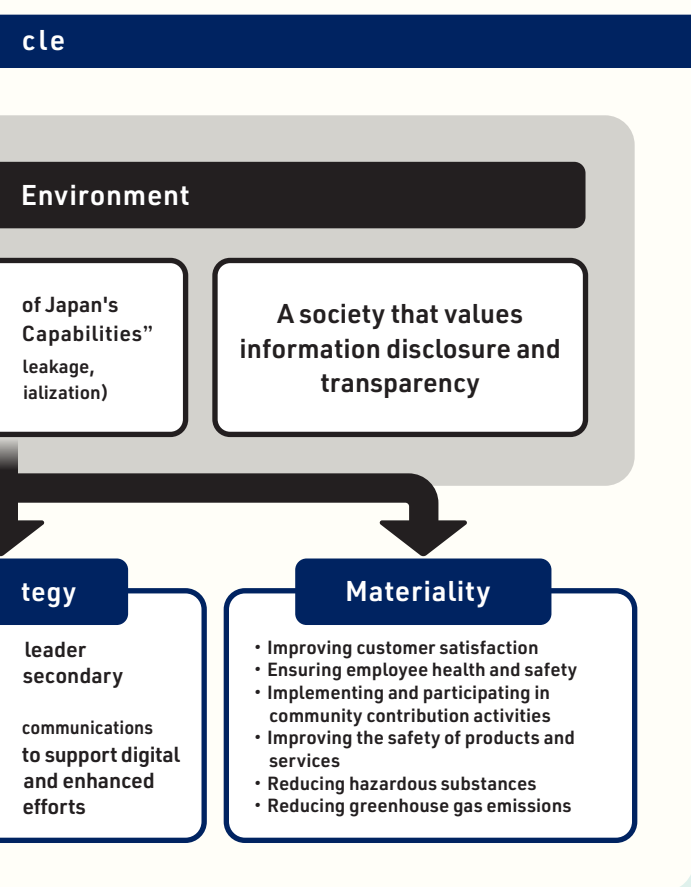


The process of identifying materiality



Initiatives	Indicators and Targets	Current Situation (2025)	Comments
We will conduct regular inspections of hazardous substances contained in our products and ensure full compliance with environmental regulations, including RoHS 2 and REACH.	We aim to maintain the trust of our customers and society regarding safety.	Appoint a "Chemical Substance Management Officer" and establish a system capable of responding to investigation requests  For details, see → P.35	Customer requests are becoming more complex. We also want to strengthen our collaboration with suppliers.  Partner Companies P.13-P.16
We will strive to continuously reduce the defect rate in order to minimize waste (of silicone rubber) caused by manufacturing errors.	We aim to keep the defect rate at a low level.	Defect rate 0.11 % (36 fiscal year: October 2024 - September 2025)	To keep costs low going forward, we want to prioritize close communication within the company.  Global Environment P.25-P.28
We will calculate and disclose our Scope 1, 2, and 3 CO <sub>2</sub> emissions in accordance with the GHG Protocol and strive to continuously reduce them.	We aim to achieve net-zero CO <sub>2</sub> emissions (carbon neutrality).	Calculate annual CO <sub>2</sub> emissions for Scopes 1, 2, and 3  For details, see → P.27-P.28	The information we have compiled will be published online in the near future. We also plan to move forward with setting specific goals and implementing concrete initiatives.  Global Environment P.25-P.28





# Financial Information (Balance Sheet)

As of September 30, 2025

<Assets>		<Liabilities>	
Account	Amount	Account	Amount
	JPY		JPY
[Current Assets]	325,764,437	[Current Liabilities]	90,723,050
Cash and Deposits	233,790,327	Accounts Payable	14,942,365
Notes Receivable	11,468,193	Short-term Loans	50,000,000
Accounts Receivable	49,608,282	Accrued Liabilities	644,882
Allowance for Doubtful Accounts	△ 481,572	Accrued Expenses	14,047,703
Materials	30,192,861	Deposits Received	564,600
Work in Progress	397,972	Accrued Consumption Tax, etc.	5,495,200
Prepaid Expenses	788,374	Accrued Income Tax, etc.	5,028,300
[Fixed Assets]	80,924,871	[Non-current Liabilities]	145,932,000
Tangible Fixed Assets	16,963,978	Long-term debt	133,260,000
Buildings	1,043,503	Long-term accounts payable	12,672,000
Building Fixtures and Equipment	2,057,003		
Machinery and Equipment	13,294,582	Total Liabilities	236,655,050
Tools, Furniture, and Fixtures	568,890		
Intangible Fixed Assets	5,388,184		
Telephone Subscription Rights	74,984		
Software	5,313,200		
Investments and Other Assets	58,572,709		
Investment Securities	15,000,000		
Capital Contributions	2,020,000		
Long-Term Prepaid Expenses	2,524,892		
Security Deposits	1,290,000		
Guarantee Deposits	39,700		
Prepaid Insurance Premiums	2,867,310		
Accrued Insurance Premiums	34,830,807		
		<b>&lt;Net Assets&gt;</b>	
		Account	Amount
			JPY
		[Shareholders' Equity]	170,034,258
		Capital	30,000,000
		Retained earnings	140,034,258
		Reserve for retained earnings	4,780,000
		Other retained earnings	135,254,258
		Retained earnings carried forward	135,254,258
		Total Net Assets	170,034,258
Total Assets	406,689,308	Total Liabilities and Net Assets	406,689,308

## Financial Stability Built on a Foundation of Past Achievements

In the previous fiscal year, we achieved record-high sales and improved profit margins. This success was driven by appropriate price adjustments in response to changing market conditions, as well as the positive reception of our efforts to refine on-site workflows and procedures and deliver high value-added services, which in turn garnered strong customer support.

Amid continued increases in raw material costs, labor costs, and fixed expenses, these initiatives are supporting our financial stability.

Furthermore, cross-departmental improvement activities, instillation of cost consciousness, expansion into the e-commerce market, strengthening of our web presence, operational efficiency through digital transformation (DX), and the showroom functions of DEN have all demonstrated how the ingenuity of our employees has reliably translated into the strength of the entire company.

Additionally, through the sharing of monthly trial balances, a culture of decision making based on data has steadily taken root, and the growing awareness of each individual employee year after year has also been a major factor in our financial improvement. We feel that this surely comes as a result of the cumulative growth of our people.

Moreover, building on the philosophy outlined in Value Creation Process (p. 31), we will focus our efforts on key areas such as investment in overseas expansion, strengthening talent development, in-house product development, and digital investment to cultivate a foundation for future growth.

Moving forward, we will continue to cherish warmth and sincerity, balancing sound financial management with bold challenges that do not shy away from investing in the future, all while striving for sustainable growth.

ThreeHigh Co., Ltd.  
CEO  
Makoto Ozawa

## Expert Comment

### Maintaining Financial Soundness While Making Progress on Investments for the Future

Based on the balance sheet as of the end of September 2025, their financial condition can be described as being in a phase where they are “maintaining extremely high financial soundness while strategically reallocating their gradually increasing cash reserves to build a foundation for future growth and enhance their risk resilience.”

The foundation for this achievement lies in the strong performance of our core business. As noted in comments above from Ozawa, CEO, thanks to the efforts and ingenuity of our employees, this was a year in which not only sales grew but profit margins also improved, resulting in an increase in “retained earnings” under the equity section compared to a year ago. Consequently, the equity ratio improved further from 40.6% at the end of the previous fiscal year to 41.8%. Although the balance of cash and deposits decreased slightly from the previous fiscal year, it remains above 200 million yen. This balance is roughly on par with total liabilities, indicating that our financial stability is extremely high.

A key point is that we not only maintained financial soundness but also actively invested in production facilities (machinery and equipment) and made provisions for the future (accumulated insurance premiums). Going forward, we must closely monitor whether the assets we have invested in will generate the expected returns. This fiscal year was an ideal one, successfully balancing the strength of our equity capital with the momentum of our investments. Next fiscal year, we will proceed with investments in our new office and will continue to closely monitor our ability to maintain this balance between financial soundness and future investments.



#### PROFILE

#### Mami Yoda

Professor, Graduate School of Social Entrepreneurship, Sagami Women's University  
Outside Director, Yokohama Financial Group

After working at a foreign financial institution where she was responsible for analyzing industries and companies in East Asia, she held various positions at Standard & Poor's Japan, including Head of the Corporate and Public Sector Ratings Division and Head of the Securitization Division. She subsequently enrolled in the Graduate School of Hokkaido University to engage in regional revitalization efforts. Mami Yoda, Chartered Financial Analyst, is also a Certified Member Analyst with the Securities Analysts Association of Japan. She holds a Master of Science in Management from the MIT Sloan School of Management. She also holds a Ph.D. in Tourism Studies from the Graduate School of International Communication, Media, and Tourism at Hokkaido University.

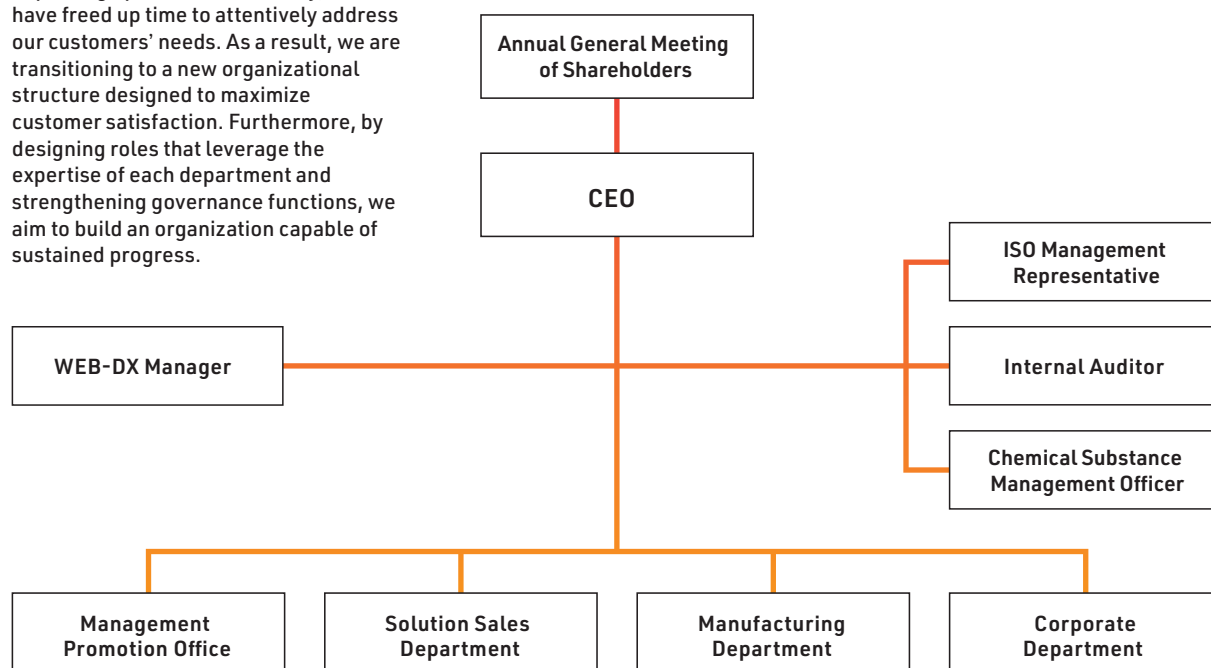
# Company Information

## Company Overview

Business Name	ThreeHigh Co., Ltd.
Founded	March 21, 1987
Established	May 24, 1990
Capital	30 million yen
CEO	Makoto Ozawa
Business Description	Manufacture, sale, and after-sales maintenance of industrial heaters, temperature controllers, and temperature sensors
Banks	Mizonokuchi Branch, Sumitomo Mitsui Banking Corporation Yokohama Branch, Resona Bank Limited Tamaplaza Branch, The Bank of Yokohama, Ltd. Nakayama Branch, Kiraboshi Bank, Ltd. Takada Branch, The Yokohama Shinkin Bank Arima Branch, Kawasaki Shinkin Bank
Location	Headquarters : 4-42-16, Higashiyamata, Tsuzuki-ku, Yokohama, Kanagawa 224-0023, Japan. TEL : +81 45-590-5561 FAX : +81 45-590-5571 Sapporo Branch : 4-1-7, Kita4jonishi, Chuo-ku, Sapporo-shi, Hokkaido Office TEL : +81 11-804-8644 FAX : +81 11-351-2678
Number of employees	44 (as of the end of December, 2025)

## Organizational Structure

By advancing digital transformation and improving operational efficiency, we have freed up time to attentively address our customers' needs. As a result, we are transitioning to a new organizational structure designed to maximize customer satisfaction. Furthermore, by designing roles that leverage the expertise of each department and strengthening governance functions, we aim to build an organization capable of sustained progress.



## History

1987	The founder (the previous generation) started the business as a sole proprietor in Kawasaki City, manufacturing and selling heaters.
1990	Established headquarters in Kawasaki City, Kanagawa Prefecture
2004	Relocated the headquarters to its current location (Higashiyamata, Tsuzuki Ward, Yokohama)
2005	ISO 14001 Certification
2007	ISO 9001 Certification
2009	Makoto Ozawa was appointed as CEO
2010	Certified as Yokohama-Style Community Contribution Company
2011	<ul style="list-style-type: none"> <li>Received the Kanagawa Prefecture Excellent Factory Award</li> <li>Certified as Yokohama Intellectual Property Future-Oriented Company</li> </ul>
2014	<ul style="list-style-type: none"> <li>Certified as Kanagawa Model Factory for Small and Medium-sized Enterprises</li> <li>Received the Special Award at the 8th Kanagawa Child and Childcare Support Awards</li> </ul>
2017	<ul style="list-style-type: none"> <li>Established a second factory, Café &amp; Factory DEN</li> <li>Certified as Kanagawa Model Factory for Small and Medium-sized Enterprises</li> <li>Certified as Kanagawa's Top Performing Companies 2017</li> <li>Certified as Yokohama-Style Community Contribution Company, Premiere Enterprise</li> </ul>
2018	Established a third factory
2020	<ul style="list-style-type: none"> <li>Received the 3rd Regional Industry Revitalization Grand Prix Encouragement Award</li> <li>Received the Minister of State for Special Missions Award: Children, Families, and Youth Support Group Award (Children and Youth Development Support Category)</li> <li>Certified as Kanagawa SDGs Partner</li> </ul>
2021	<ul style="list-style-type: none"> <li>Certified as Yokohama City SDGs Certification Program Y-SDGs (Superior Level)</li> <li>Launch of our company's e-commerce site</li> </ul>
2022	<ul style="list-style-type: none"> <li>Increase the capital to 20 million yen</li> <li>Certified as Kanagawa's Top Performing Companies 2022</li> <li>Publication of the Sustainability Report</li> <li>Certified as 2022 Outstanding Organizations of KENKO Investment for Health* (Small and Medium-Sized Enterprise Category)</li> </ul>
2023	<ul style="list-style-type: none"> <li>Increase the capital to 30 million yen</li> <li>Certified as 2023 Outstanding Organizations of KENKO Investment for Health* (Small and Medium-Sized Enterprise Category)</li> <li>Yokohama Healthy Workplace Certification 2023 (Class AAA)</li> <li>Publication of OMOU</li> </ul>
2024	<ul style="list-style-type: none"> <li>Established the Sapporo Sales Office in Sapporo, Hokkaido</li> <li>Received the Judging Committee Special Award of Japan's Most Valuable Company Grand Prize</li> <li>Registered under the Yokohama City "Decarbonization Action Declaration"</li> <li>Certified as 2024 Outstanding Organizations of KENKO Investment for Health* (Small and Medium-Sized Enterprise Category)</li> </ul>
2025	<ul style="list-style-type: none"> <li>Certified as 2025 Outstanding Organizations of KENKO Investment for Health* (Small and Medium-Sized Enterprise Category), Bright 500</li> <li>Certified as Yokohama Healthy Workplace Certification 2025 (Class AAA)</li> <li>Certified as Sports Yell Company</li> </ul>

## Development Timeline

1997	<ul style="list-style-type: none"> <li>Launched the K-11 heater for pail cans and 18-liter cans</li> <li>Launched the K-21 drum heater</li> <li>Launched the K-22 drum heater</li> <li>Launched the K-31 heater for 4.6-liter cans</li> <li>Launched the THC-15 digital temperature controller</li> </ul>
2002	<ul style="list-style-type: none"> <li>Launched ribbon heaters (tape heaters)</li> <li>Launched silicone cord heaters</li> <li>Launched silicone belt heaters</li> </ul>
2003	<ul style="list-style-type: none"> <li>Launched cylinder heaters</li> <li>Launched the K-11W heater for pail cans and 18-liter cans</li> <li>Launched the K-21W drum heater</li> <li>Launched the K-22W drum heater</li> <li>Launched the K-31W mini can heater</li> </ul>
2010	Launched monoOne-100/100T, the temperature controller
2011	Launched monoOne-200, the temperature controller
2012	<ul style="list-style-type: none"> <li>Launched the MASANORI, cementing spot heater</li> <li>Launched the K-21W-PSE, PSE-compliant drum heater</li> <li>Launched the K-11W-PSE, PSE-compliant heater for pail cans and 18-liter cans</li> <li>Launched the temperature controller, monoOne-120/120T</li> </ul>
2013	<ul style="list-style-type: none"> <li>Launched monoOne, the temperature controller</li> <li>Launched monoOne-80, the temperature controller</li> </ul>
2017	Launched the GOEMON-100, bottom heater for 18-liter cans and pail cans
2020	<ul style="list-style-type: none"> <li>Launched monoOne+B and monoOne+W, the temperature controller</li> <li>Launched WANI Heater</li> <li>Launched Nukadama Buster</li> </ul>
2024	<ul style="list-style-type: none"> <li>Launched Heater for IBC container</li> <li>Launched the GOEMON-460, bottom heater for 18-liter cans and pail cans</li> </ul>
2025	Launched monoOne+Ao, the temperature controller

\* "KENKO Investment for Health" refers to the strategic management of the health of employees and others from a managerial perspective.

# Risk Management

At ThreeHigh, we are committed to the long-term sustainability of our business. To this end, we develop strategies to address potential risks and take measures to avoid or mitigate financial losses.

## Key Initiatives

Selection of a secondary supplier

Development and promotion of the BCP manual

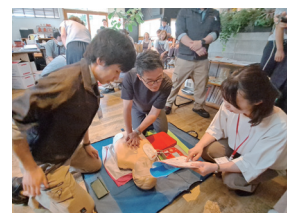
Regular meetings of the Business Continuity Review Committee

Distribute the Emergency Response Manual to all employees

Emergency Evacuation Drills (Twice a Year)



Conducting an Emergency Evacuation Drill



AED Implementation and Hands-On Training

Training on Initial Response Before the Ambulance Arrives

AED Implementation and Hands-On Training

Conducting Information Security Training

Thorough Implementation of Regulatory Training Sessions for Operational Staff (Proper Transaction Act, Labor Standards Act, Environmental Regulations, etc.)

# Certification and Accreditation

Certified in 2025

## Certified as 2025 Outstanding Organizations of KENKO Investment for Health (Small and Medium-Sized Enterprise Category) , Bright 500

This award recognizes companies that have made employee health maintenance and promotion a cornerstone of their management practices and have successfully linked these efforts to improved productivity and corporate value. In particular, the "Bright 500" is awarded exclusively to the top 500 companies that demonstrate excellence in innovation, sustainability, and impact.

ThreeHigh was recognized for its strict enforcement of a 6:30 PM finishing time for all employees, daily group fitness sessions for the entire staff, regular stress checks and surveys on health concerns, and initiatives aimed at establishing exercise habits based on the results of those assessments. Notably, it is the only manufacturing company headquartered in Yokohama to receive this award.



Certified in 2025

## Yokohama Healthy Workplace Certification 2025 (Class AAA)

This certification program is a system established by the City of Yokohama to evaluate and certify workplaces that systematically promote the maintenance and improvement of employee health. It entails a comprehensive review of efforts to improve lifestyle habits, create a healthy workplace environment, and establish and maintain organizational frameworks, with classification awarded based on the level of achievement. ThreeHigh has earned the highest-level "Class AAA" certification as a workplace that demonstrates a high degree of innovation, effectiveness, and sustainability in its initiatives and meets the City of Yokohama's standards at a high level.



Certified in 2025

## Sports Yell Company

This certification program is administered by the Japan Sports Agency to recognize organizations that actively implement initiatives to support and promote sports activities for the purpose of improving employee health. At ThreeHigh, we regularly conduct exercise and stretching sessions during our midday meetings to promote employee health.



Continued certification and registration	Registered under the Yokohama City "Declaration of Decarbonization Initiatives"	
Continued certification and registration	Yokohama Regional Contribution Company (Highest Certification Level)	
Continued certification and registration	Kanagawa Company Supporting the Balance of Treatment and Work	
Continued certification and registration	Yokohama Intellectual Property Future-Oriented Company	

Continued certification and registration	Yokohama City SDGs Certification System Y-SDGs (Superior Level)	
Continued certification and registration	Kanagawa SDGs Partner	
Continued certification and registration	Kanagawa Model Factory for Small and Medium-sized Enterprises	

I have read OMOU 2025, the fifth sustainability report published since 2021. This report fully leverages insights accumulated through past activities, and I feel it has been produced with a high level of maturity from the perspective of communicating about sustainability. I would like to express my deep respect for the initiatives that ThreeHigh has steadily built up over the years and for its sincere corporate stance.

### Akiteru Teramoto

Representative of Liaison Assist Labo  
Part-time Lecturer at Kanagawa  
University



### [Points to be commended regarding this initiative]

- One notable development is that the company has revised its materiality framework to reflect stakeholder feedback. As a result, ThreeHigh's role in society and its priority issues have become clearer, and the company's strategic direction is now outlined with greater precision.
- The fact that the company has formalized its greenhouse gas emissions inventory and specific initiatives in accordance with the GHG Protocol—an international standard—is seen as a strong statement of its commitment to decarbonization. Going forward, we expect to see improved effectiveness through the implementation of a PDCA cycle based on the results of these calculation.
- Achieving of record-high sales and improved profit margins can be seen as a result of the virtuous cycle of the Service-Profit Chain\*, where continuous investment in business operations, organizational structure, and human resources leads to profit growth through enhanced employee satisfaction (ES) and customer satisfaction (CS). (\*J. L. Heskett, T. O. Jones et al., 1994)

### [Advice for future growth and development]

The Mid-Term Management Plan, which aims to enhance corporate value, and the annual report, which reports on the results of those activities, are fundamentally complementary pieces of information. Judging from this, it seemed the current explanation of the strategy could be strengthened somewhat. For example, I believe the appeal of the company's growth story could be further enhanced for stakeholders if specific details were provided, such as strategies by customer or product/service segment or a business portfolio illustrating how resource allocation will be optimized. I look forward to seeing Three High continue to grow and develop as a "local zebra company" that secures profitability while creating social impact through the resolution of regional challenges.

This report provides an authentic, unfiltered portrayal of ThreeHigh's business activities, demonstrating our commitment to valuing our employees, consumers, business partners, and society. It clearly shows that ThreeHigh is a company with a transparent identity.

To enhance the visualization of its value creation process, ThreeHigh has been working to identify material issues since fiscal 2025. The six material issues that have

been identified are closely tied to ThreeHigh's corporate value, demonstrating the company's commitment to a grounded management approach that actively drives value creation. Regarding the value creation process, this report conveys to stakeholders that ThreeHigh's management philosophy has permeated the organization more deeply than in the previous fiscal year.

Regarding decarbonization, the company aims for long-term carbon neutrality, and its efforts to measure Scope 3 emissions are commendable. Moving forward, a perspective linked to management—such as scenario analysis—will likely be necessary. Furthermore, the report illustrates the process by which ThreeHigh's core value of "warming" is shared as a common language within the company and permeates to external stakeholders, such as business partners. A key challenge moving forward will be how to sustain the sharing of this value not just at the headquarters level, but as a holding company. This report provides a candid disclosure of ThreeHigh's management and business activities, making it a sincere document. This sincerity is a key strength of ThreeHigh.

### Yoshifumi Tsuruta

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OMOU 2025

A web version of OMOU 2025 is  
also available. →

