



櫻花集團

SAKURA GROUP

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- The information provided in this presentation, including the forward-looking views mentioned, is the predictive information obtained by the company based on internal and external sources and the overall economic development. These abovementioned descriptions also include risks and uncertainties. The actual operating results of the company may differ from the above-mentioned predictive information. It is advisable to pay attention to possible changes and risks at any time.
- The information provided in this presentation does not express or imply any guarantee on its correctness, completeness or reliability, nor does it represent a comprehensive statement of the company, industry or subsequent major developments.
- The outlook for the future reflects the company's views on the future so far. For these views, if there are any changes or adjustments in the future, Taiwan Sakura Corporation (the company) shall not be responsible for updating or revising the contents of this presentation.

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01

PART ONE

Company Profile

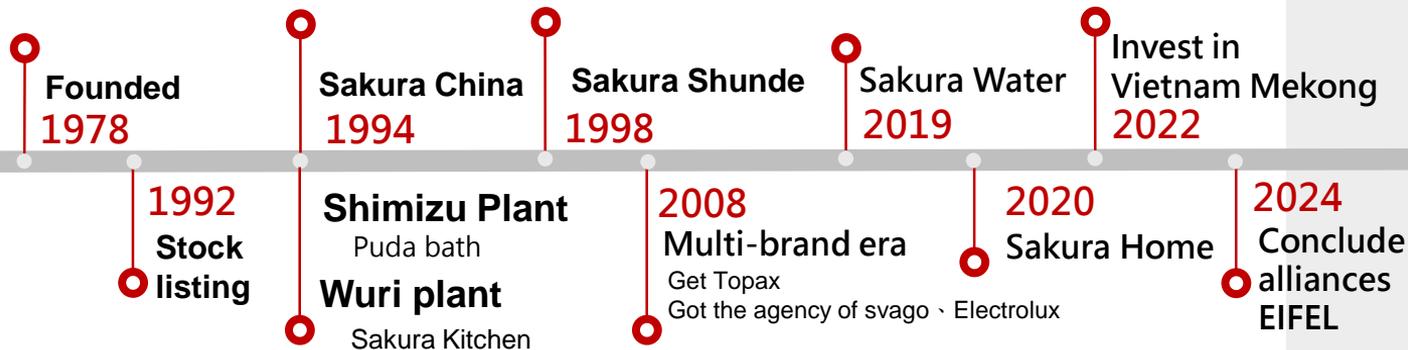
Company Profile

Chairman Chang, Yung-Chieh

Paid-in Capital NTD 2.21 billion

Production Base

- Taiwan ▶ Employees : 1,000
- China ▶ Employees : 1,500
- Vietnam ▶ Employees : 110



Production base

China

- 2 production bases
- Jiangsu, Zhejiang, Shanghai, Sichuan and Guangdong are the main sales core areas
- Operations across 11 major regions
- More than 10,000 sales locations



Sakura China

- Water heater · Range hood · Gas stove · Wall-hung boiler · Whole House Customization

Vietnam

- 1 production base
- More than 2,000 sales locations

Binh Duong

- Gas stove



Head Office

- Dish Dryer

Taiwan

- 4 production bases
- More than 3,500 sales locations



Sakura Shunde

- Range hood · Electric stove · Grill, etc



Shenkang plant

- Range hood · Punch/Sheet metal/Painting



Daya plant

- Water heater · Gas stove



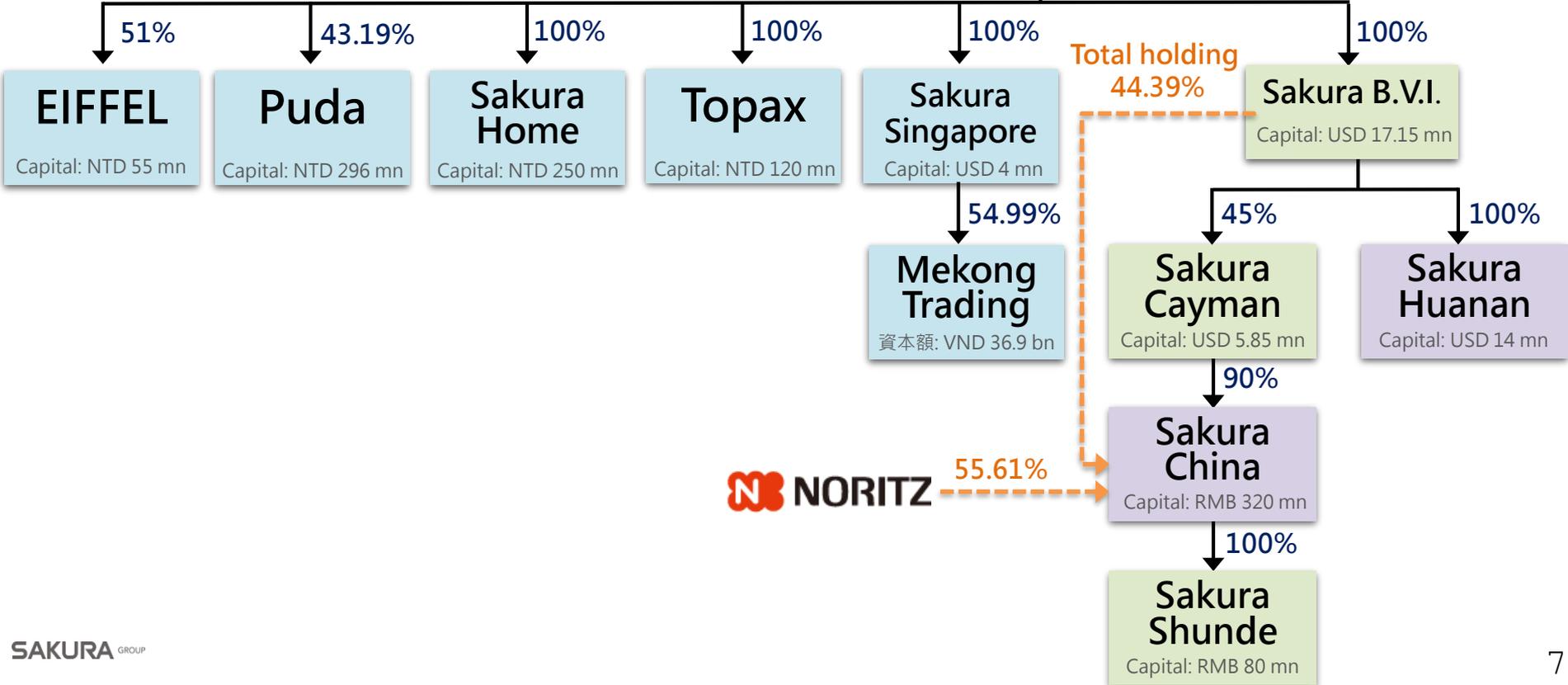
Wuri plant

- Kitchen solution

Look to Asia
Focus on mainland China
Deepen Taiwan

Investment Structure

Taiwan Sakura
Capital : NTD 2,211mn



Business Concept

Innovation



High-pressure leak test



Ignition switch test



Constant temperature and moisture duration test



Withstand voltage test

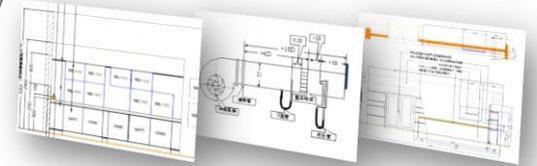
Quality

Service

Industry-leading 180 testing devices
NPS technology adopted for improvements
Automated manufacturing

**NPS applied
comprehensively**

**Meet the needs of
local consumers**



DFSS/DFMEA



More than 200 R&D personnel in the group
The number of patents exceeds 500



Lifetime free service
Pre-sale, in-sale, and after-sale services
On-duty service all year round

SAKURA i Care

Business Deployment

(Multi-Brand, Multi-Category, Multi-Channel)

SAKURA GROUP

- Incorporating renowned brands from both domestic and international markets to meet diverse customer needs.

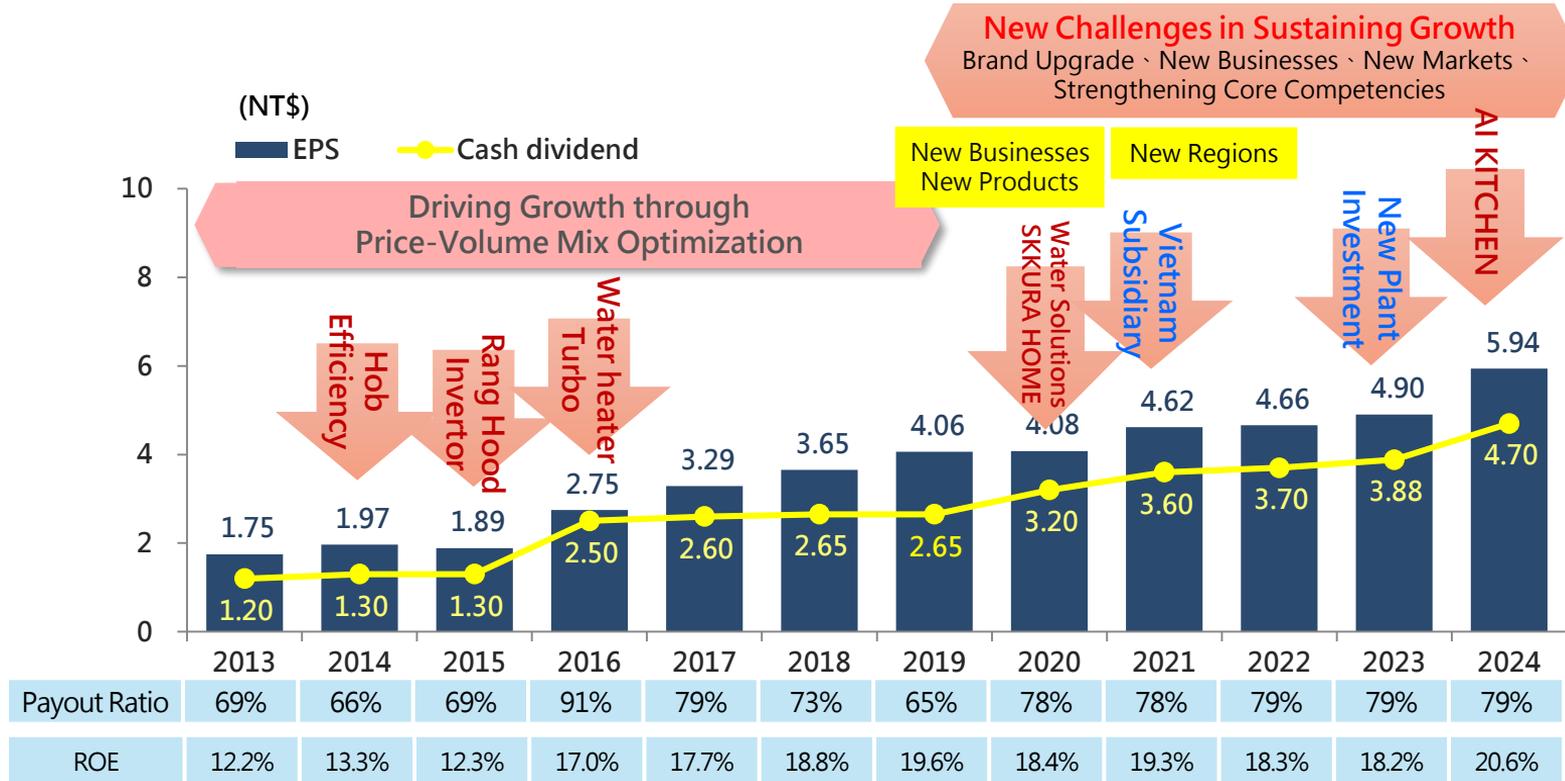
Taiwan has over 3,500 sales locations, with SAKURA achieving a **channel penetration rate** of over **80%**.

Water Heater Kitchen Appliance	Kitchen Solution	Bath Module	Import Kitchen Appliances	House Deco
1978	1989	1989	2008	2020
 享受智能 樂在生活				
2008	SAKURA KITCHEN		2024	
 百年堅持 一如初心				



Core Strategy

Driving Business Growth through Clear Strategies and Forward-Looking Vision



A large, stylized graphic of the number 2020 in a dark grey color. The digits are composed of thick, rounded strokes. The '0's are formed by two curved segments meeting at the top and bottom. The '2's are formed by a curved top segment and a straight bottom segment.

PART TWO

Business strategy

Vision and Mission

SAKURA GROUP

Creator of Better Home Living



ONE-STOP

NUMEROUS

EFFICIENT

Growth Strategy

- 1 Enhancing Project Value through Brand Strength and Product Competitiveness
- 2 One-Click Consumer Registration to Secure Replacement Market Opportunities
- 3 One-Stop Supply & Service: Appliances + Cabinets + Full-Home Renovation

New Purchase Market Expansion

Opportunity Capture



Growth in Replacement Market

Household Equipment Renewal

- 1 Smart and Energy-Efficient Products Create Product Value
- 2 Enhancing the Consumer Journey Experience



Data-Driven Innovation

7 Million Users
Data
Accurately Capturing
Consumer Needs



Core Technology
Strength
Top 500 in
IP Rankings

- Developing Integrated Smart-Controlled Appliances
- Providing Solutions for Diverse Cooking Needs and Environmental Control



Traditional Kitchen Appliances



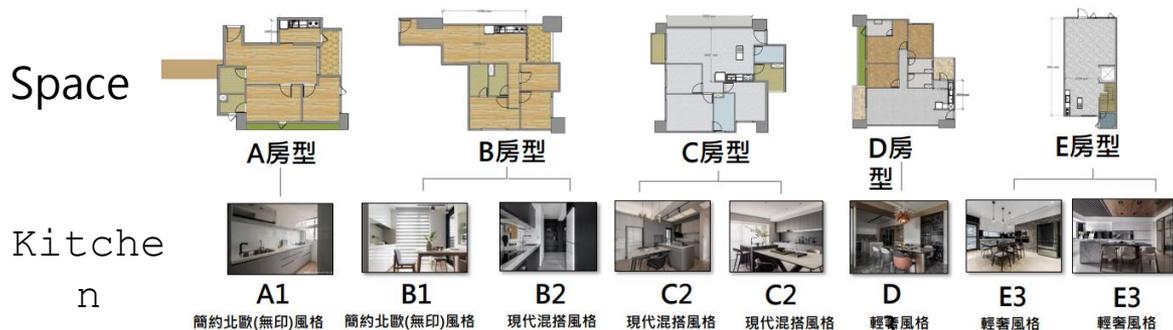
AI Kitchen

Design & Data Integration



Analysis

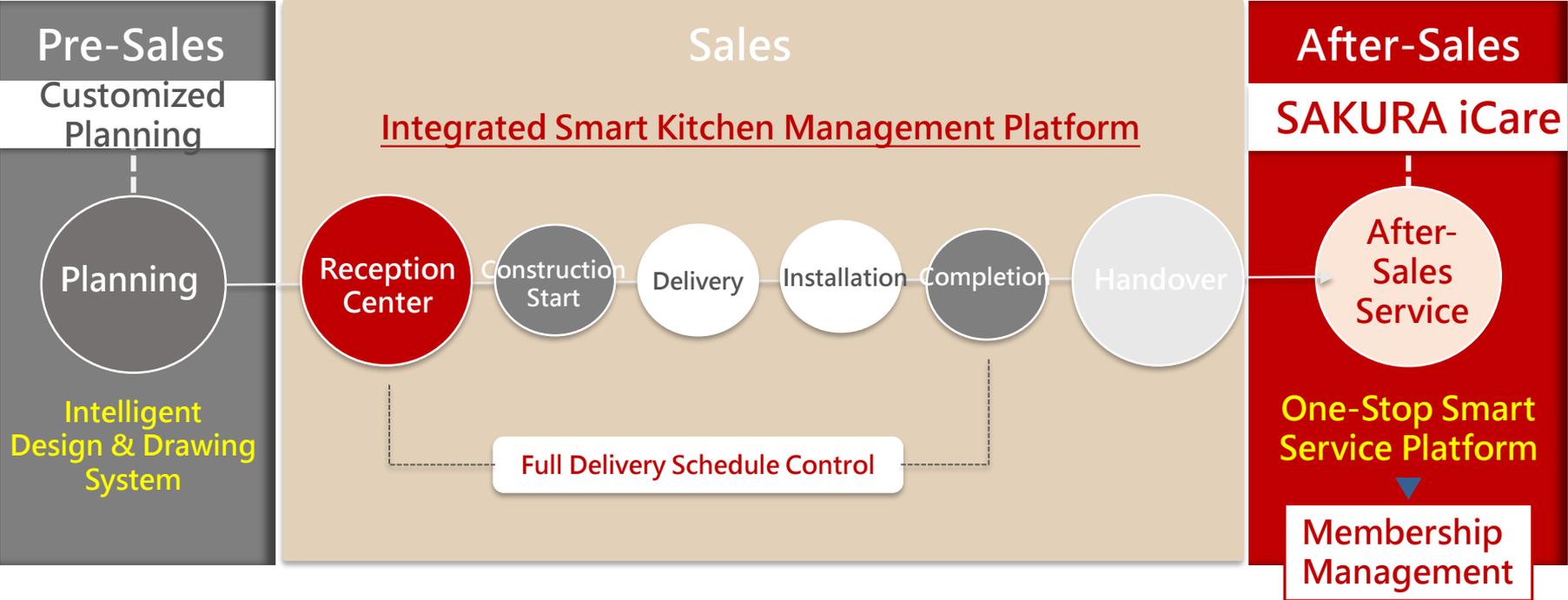
Enhancing Product Value to Meet Developer Needs Across Various Housing Types



Precision Matching for Core Housing Types

Delivery & System Management

Total Solutions for Developers



Channel Transformation

Consumer Purchasing Behavior → Comprehensive SAKURA Sales Network



Channel Deployment
Three Growth Drivers

Channel Coverage
Expansion

Consumer Journey
Upgrade

Operating Model
Optimization

Service Optimization



Service-Driven Brand Development & Continuous Innovation

SAKURA iCare

Smart Technology Enhancing Service Efficiency

One-Stop **Innovative Smart Platform**
Integrating permanent free services.

-  Water heater safety inspection provided
-  Oil filter mesh delivery to your doorstep
-  Kitchen Health inspection
-  Water purifier health inspection
-  Space health inspection
Renovation and planning





One-Click Registration
Instant Warranty Activation



One-Tap Service
Request Submission



One-Scan Access
to Product Information



Easy Issue Resolution
at Your Fingertips

One-Stop Innovative Smart Platform

SAKURA Smart Technology QR Code — One-Click Activation for Intelligent Services,
Keeping Consumers' Quality of Life Always Like New



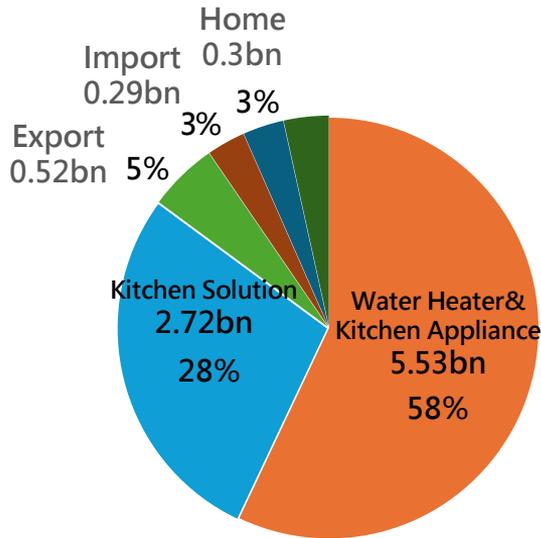
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樂奇廣場/保固登錄



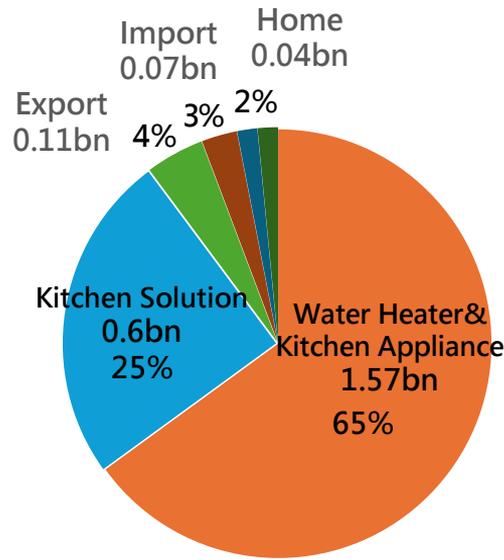
Operational Overview

Sales structure

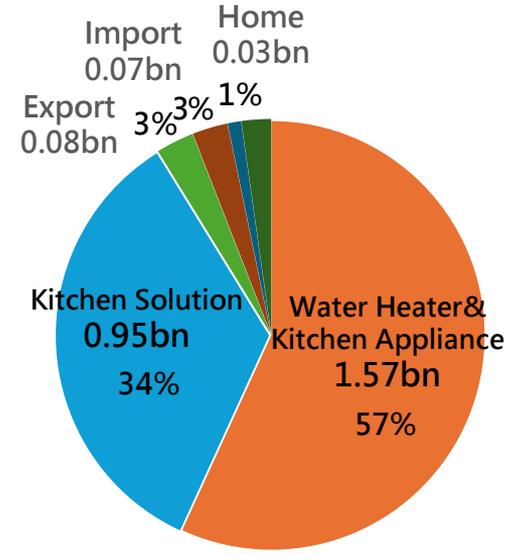
2024 Total Revenue
NT\$ 9.6bn



2024Q1 Total Revenue
NT\$2.42bn

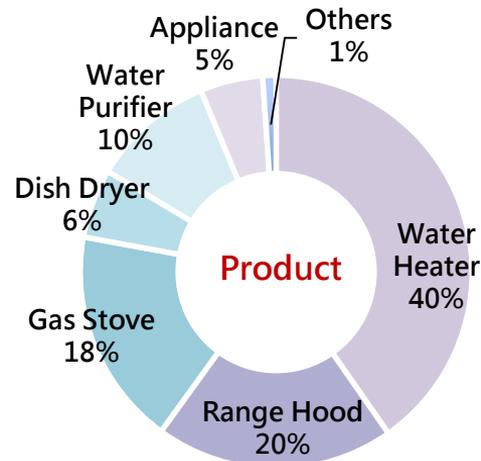
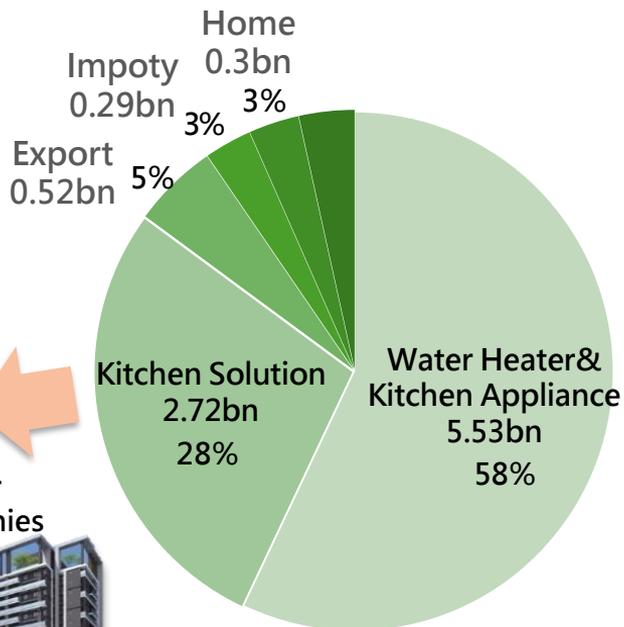
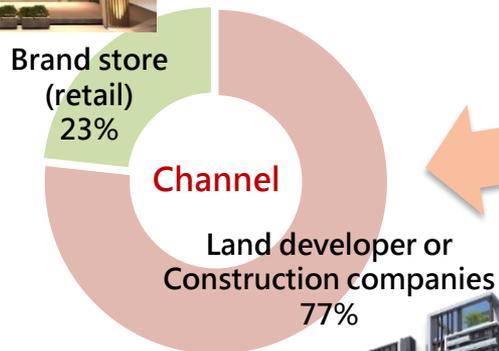


2025Q1 Total Revenue
NT\$2.76bn



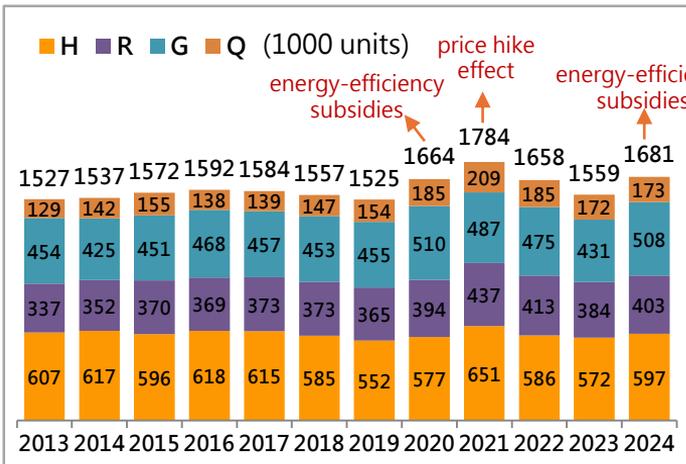
Sales structure

2024 Total Revenue
NT\$ 9.6bn



Taiwan Market _ Water Heater & Kitchen Appliance

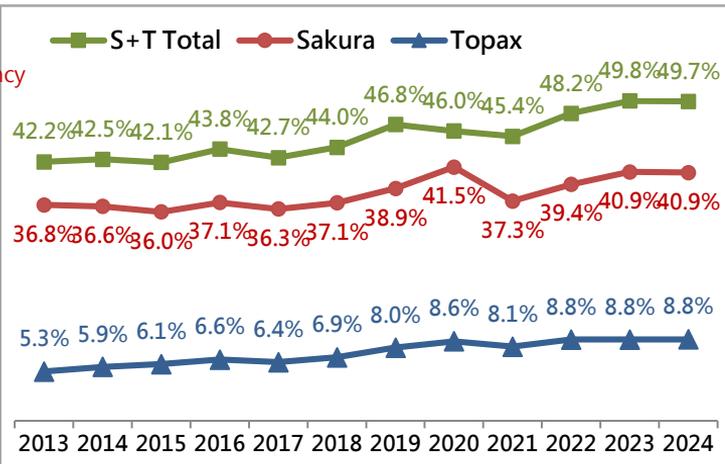
Market Size



► Stable market

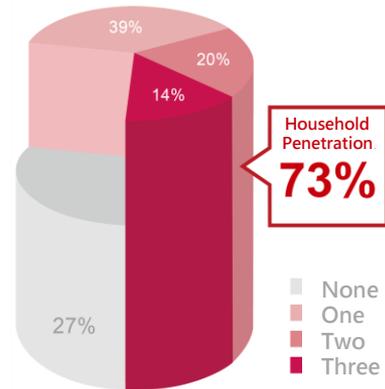
Market size 1.55m units

Market Share of Sakura Group



► Dual brands strategy

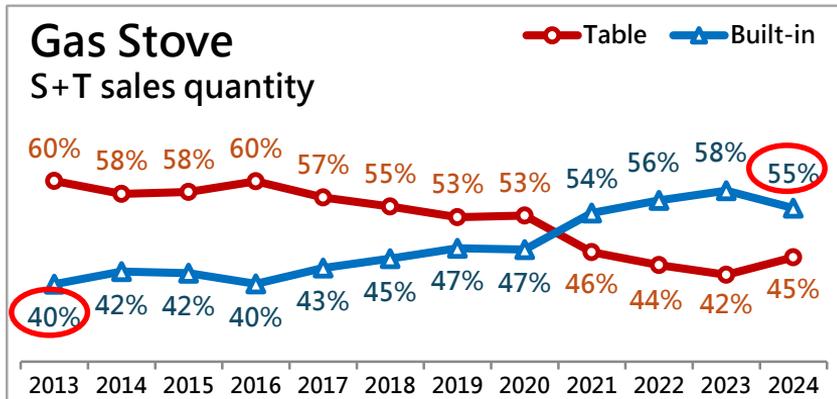
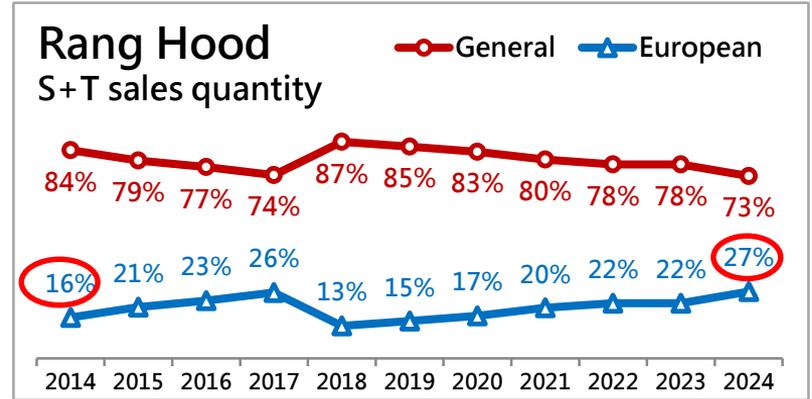
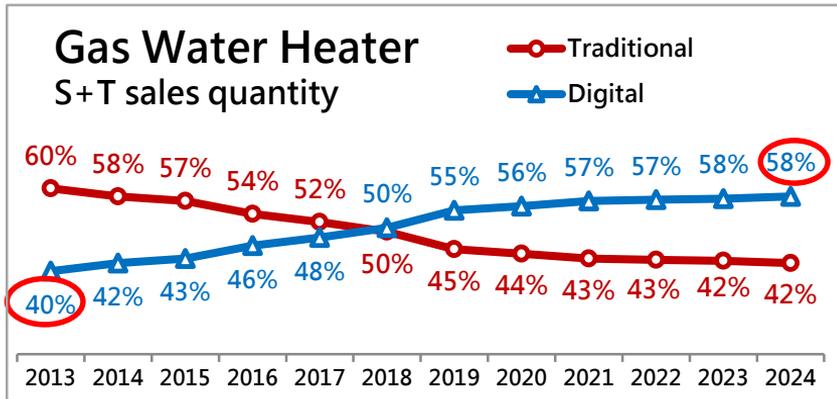
- **Sakura** : Increase profits by promoting high-end models and stabilize the market share.
- **Topax** : Increase market share, especially by low-priced kitchen appliances.



8.6 million households in Taiwan
Over 6 million homes use our products

► Household penetration rate in Taiwan: 73%

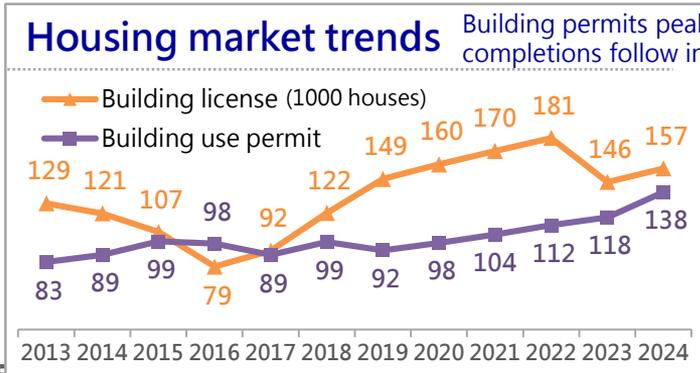
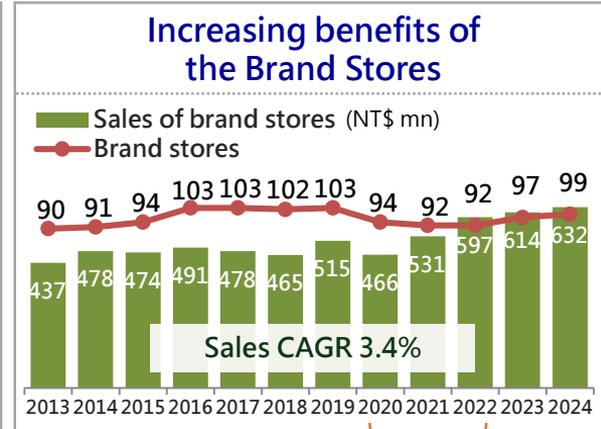
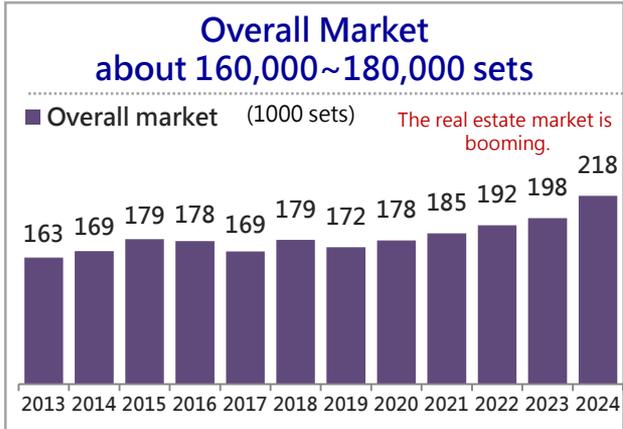
Kitchen and Bathroom Appliances



Dual brands strategy

- **Sakura** : Increase profits by promoting high-end models and stabilize the market share.
- **Topax** : Increase market share, especially by low-priced kitchen appliances.

Kitchen Solution



2020-2022 will develop 4th Generation Store and replace weak stores with new stores to enhance sales amount



Integrated Kitchen Growth Strategy :

- Land Developer : Enhance Customer Value through Brand Strength and Product Competitiveness
- Retail : Accelerate Store Expansion and Improve Store Productivity
- Manufactory : Apply Smart Manufacturing to Boost Production Efficiency and Improve Gross Margin

Home Solutions

Fully-Furnished Housing Trend



Strategic Partnerships with Developers



Developer Customer Database

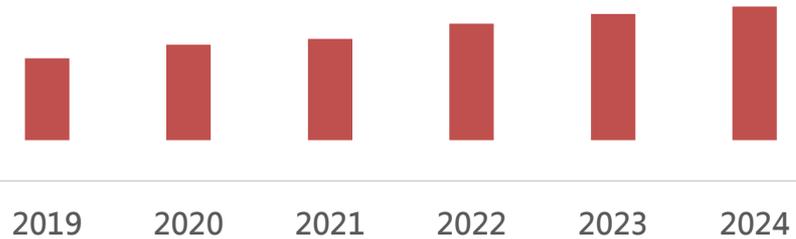


Scalable Business Experience



One-Stop Services and Supply Chain

40,000 Kitchen Sets as Business Foundation



Overseas markets

China

- Technology Deployment with Rebuilt Product Planning System
- Production Automation to Reduce Costs
- Channel Structure Optimization



Vietnam

- Aggressively Expanding Distribution Channels
- Enhancing Brand Awareness and Preference



ODM



OBM

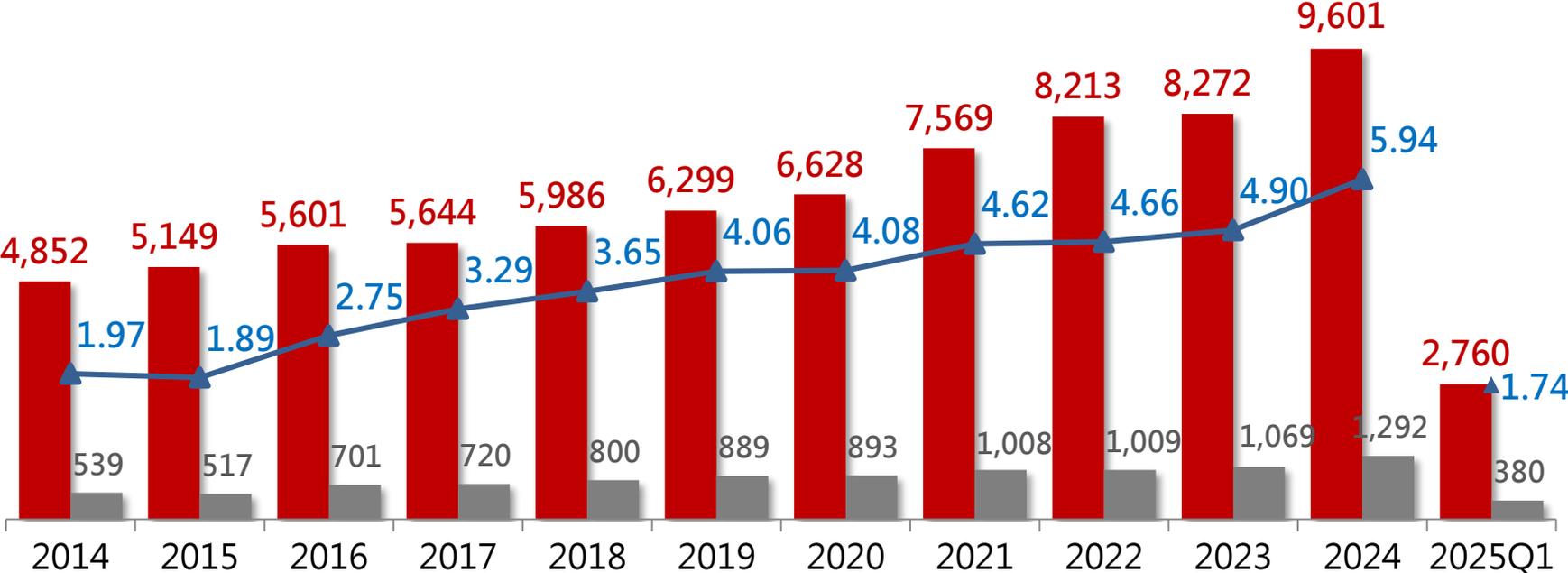


ODM/OBM

- Stabilizing ODM Business Opportunities
- Strengthening OBM Development

Financial Highlights

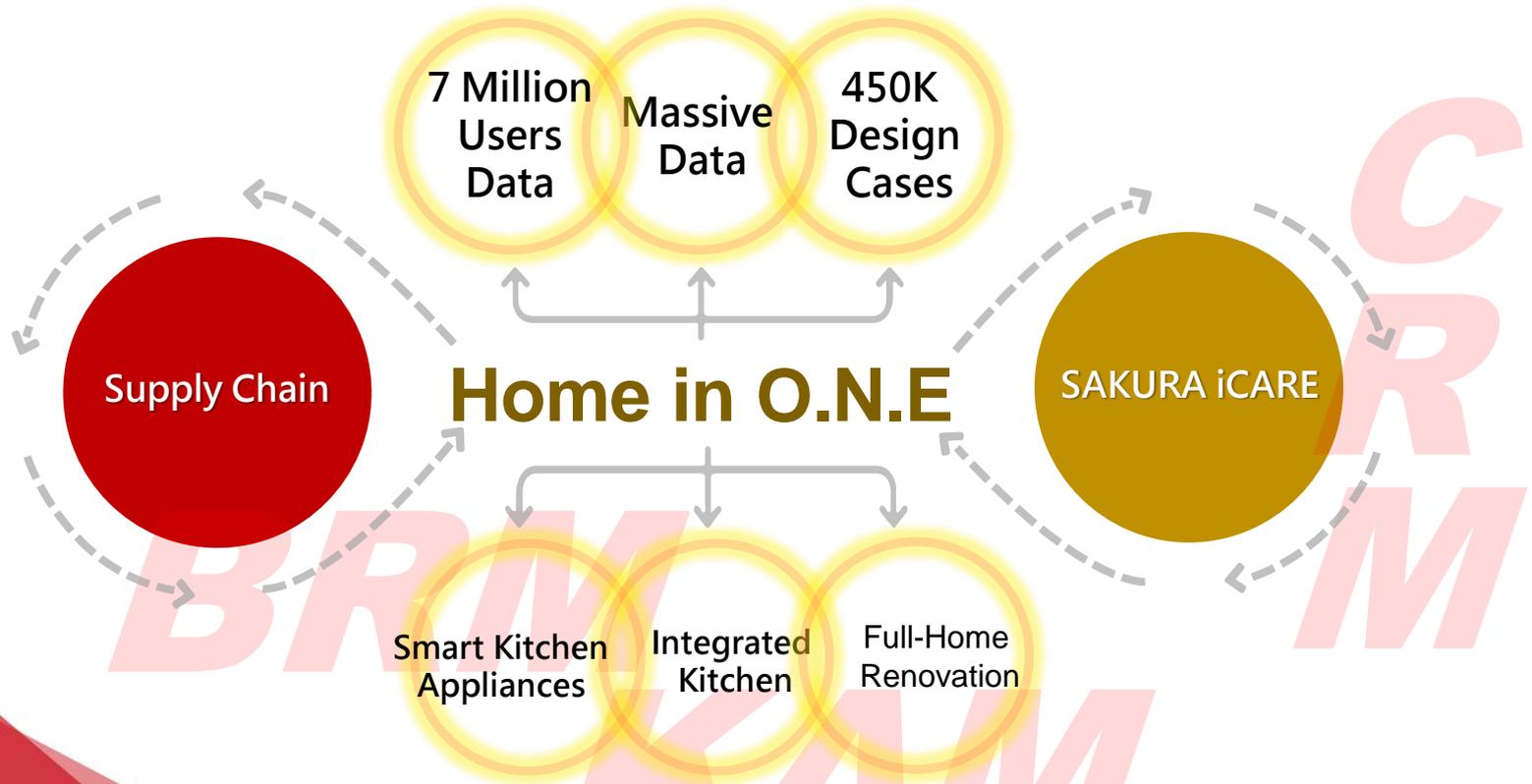
■ Net Revenue (NT\$ million)
 ■ Net Income (NT\$ million)
 ▲ EPS (NT\$ dollars)



04
PART FOUR

Outlook

AI Platform-Driven Intelligent Enterprise



Smart Factory Investment Plan

Wufeng Plant schedule
(Total building area : about 21,800 square meters)



Phase **1** - Establish Wufeng Plant
Meeting Integrated Kitchen Growth Demand
Start in 2025Q3

Daya plant I
Dish Dryer



Daya plant II
Water heater · Gas stove



Shenkang plant
Rang Hood



Production Line Consolidation to Maximize Synergies



Phase **2** - Expanding Wuri Plant
Smart Manufacturing and Efficiency
Optimization for Kitchen and
Bathroom Appliances

Taiwan Cherry Blossom ESG Strategy and Plan



2023

Implementing ESG Strategic Framework

2024

Adopting ISO 14064-1 Standards for Greenhouse Gas Accounting
→ Establishing Carbon Reduction Driving ESG Initiatives
→ Establishing ESG Goals

2025

Taiwan Cherry Blossom Greenhouse Gas Assurance

Conducting Subsidiary Assessment and Promotion

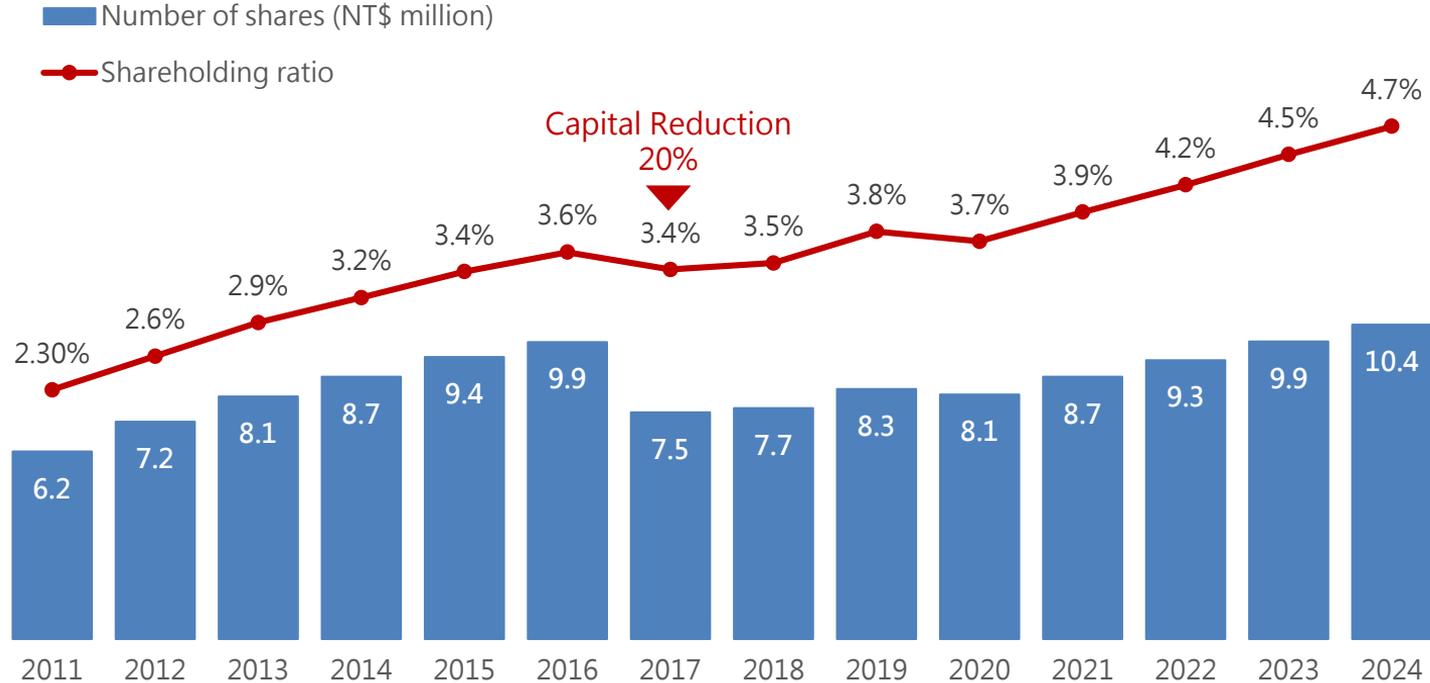
2026

2027

Driving Subsidiary Assurance

2028

Employee Stock Ownership Trust (ESOT)



9911

櫻花集團

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