



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

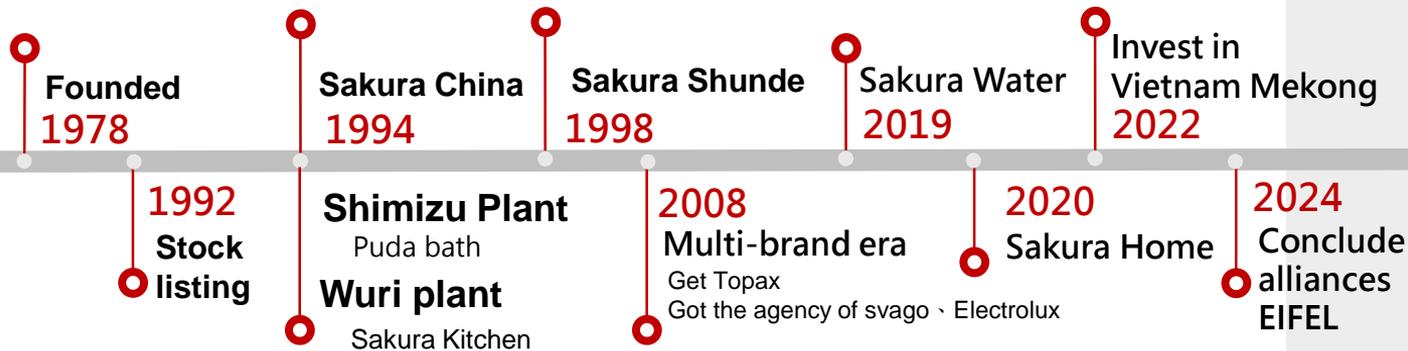
Company Profile

Chairman Chang, Yung-Chieh

Paid-in Capital NTD 2.24 billion

Production Base

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



Head Office

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



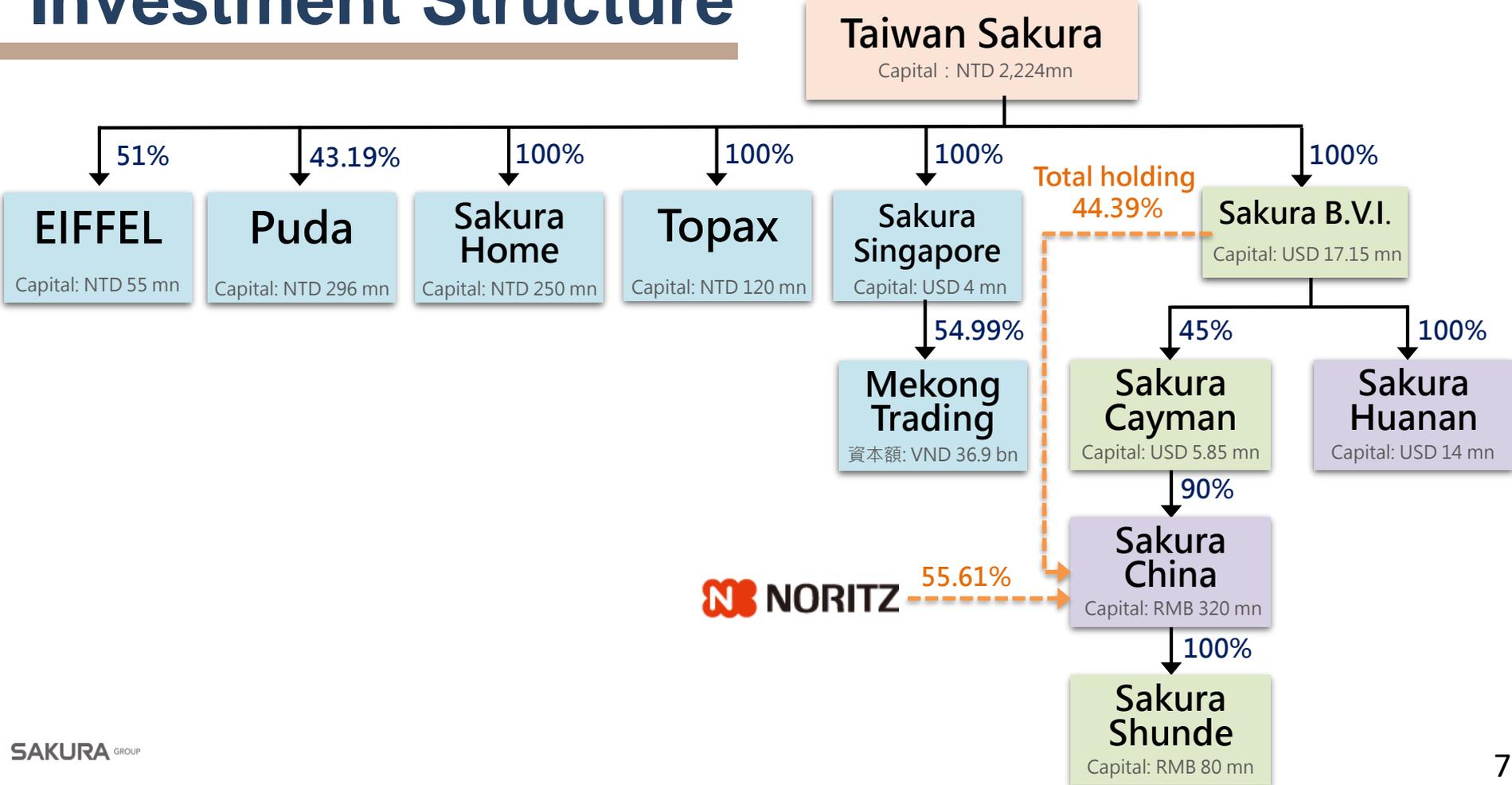
Wuri plant

- Kitchen solution

Look to Asia
Focus on mainland China
Deepen Taiwan

SAKURA
享受智能 >> 樂在生活

Investment Structure



Business Concept

Innovation



High-pressure leak test



Ignition switch test



Constant temperature and moisture duration test



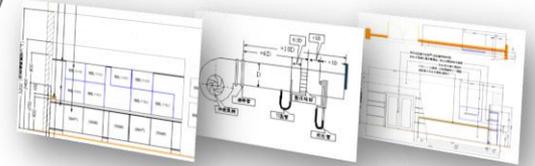
Withstand voltage test

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.

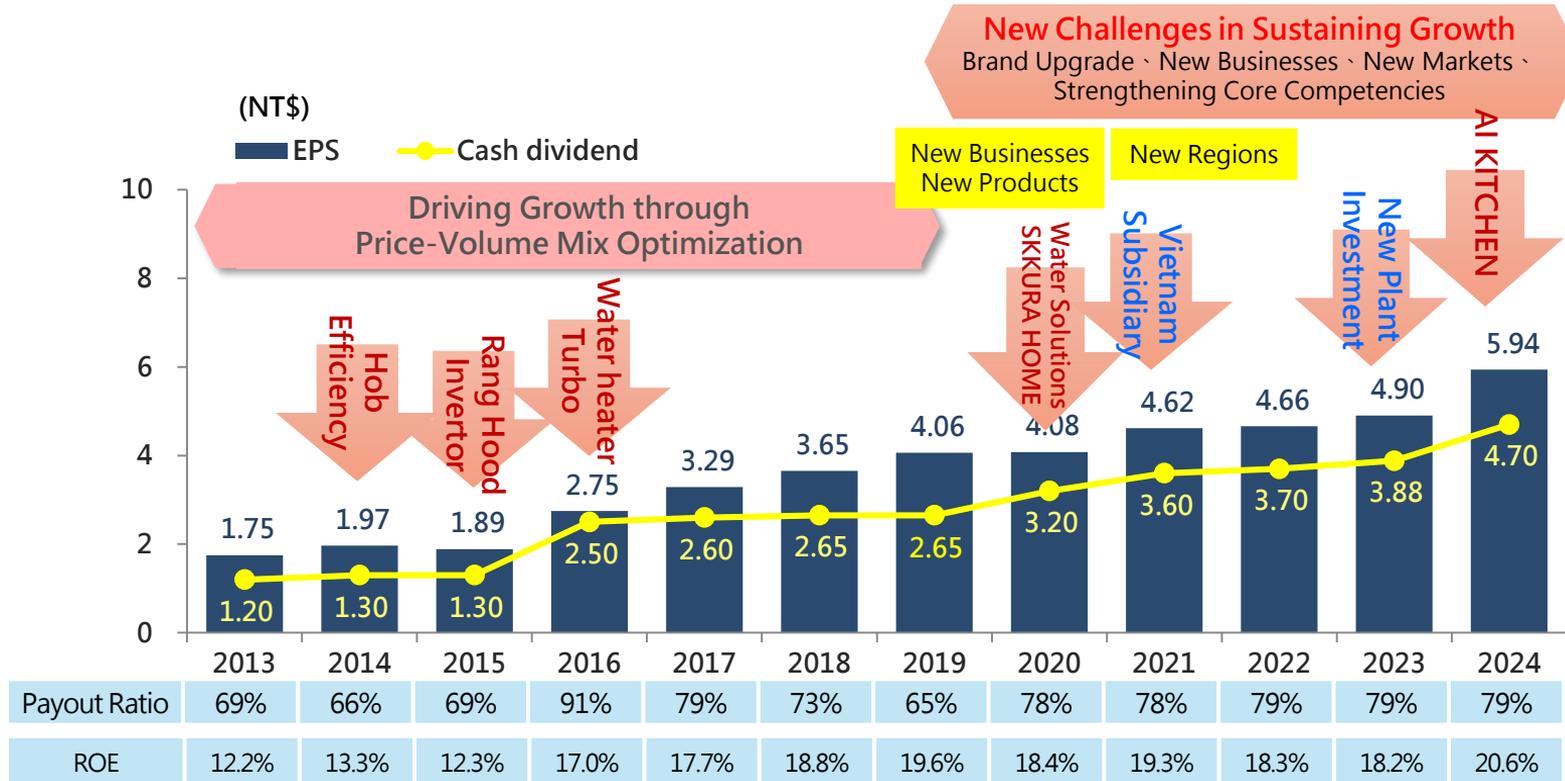
Taiwan has over 3,500 sales locations, with SAKURA achieving a **channel penetration rate** of over **80%**.

Water Heater Kitchen Appliance	Kitchen Solution	Bath Module	Import Kitchen Appliances	House Deco
1978 SAKURA 享受智能 樂在生活	1989 TLK KITCHENS	1989 PUDA 卜大整體浴室	2008 svago	2020 櫻花家居
2008 莊頭北 topax 百年堅持 一如初心	SAKURA KITCHEN		2024 TEKA	2025 愛菲爾



Core Strategy

Driving Business Growth through Clear Strategies and Forward-Looking Vision





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



House Deco



AI Kitchen



Traditional Kitchen Appliances

AI
Rang Hood

AI
Hob

Smart
Dishwasher

Smart
Cooking
Appliances

Smart
Water
Dispenser

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

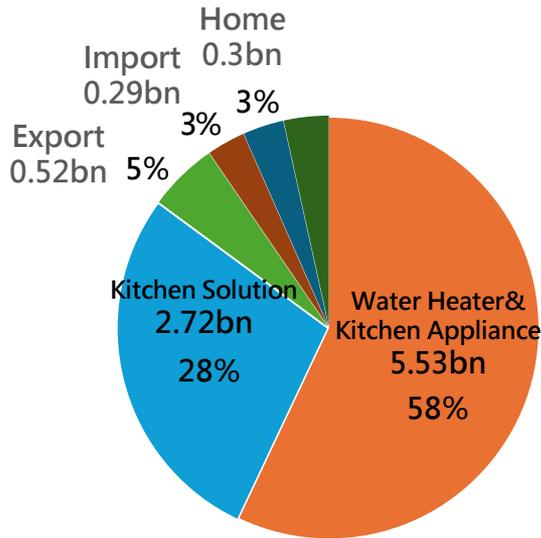




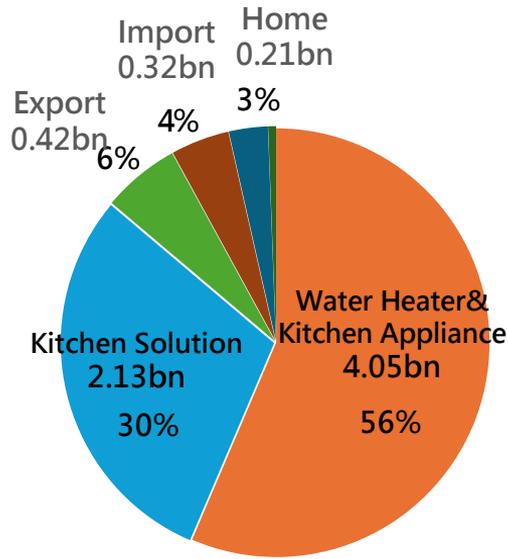
Operational Overview

Sales structure

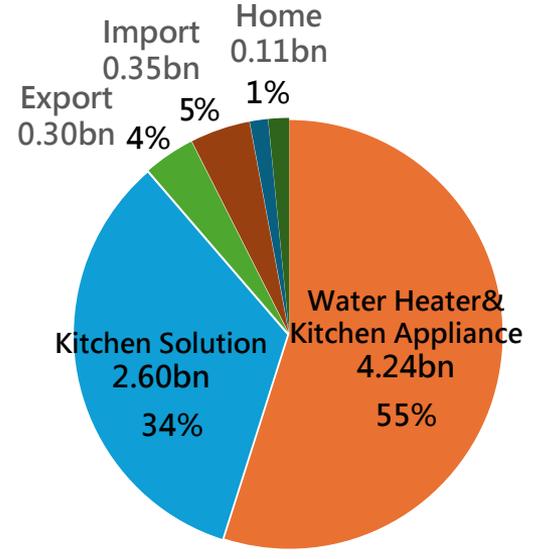
2024 Total Revenue
NT\$ 9.6bn



2024/1-9 Total Revenue
NT\$7.18bn

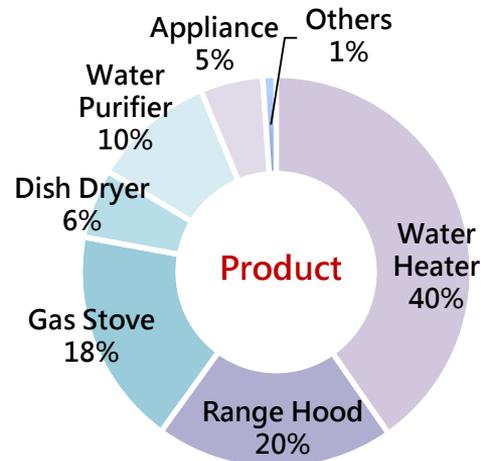
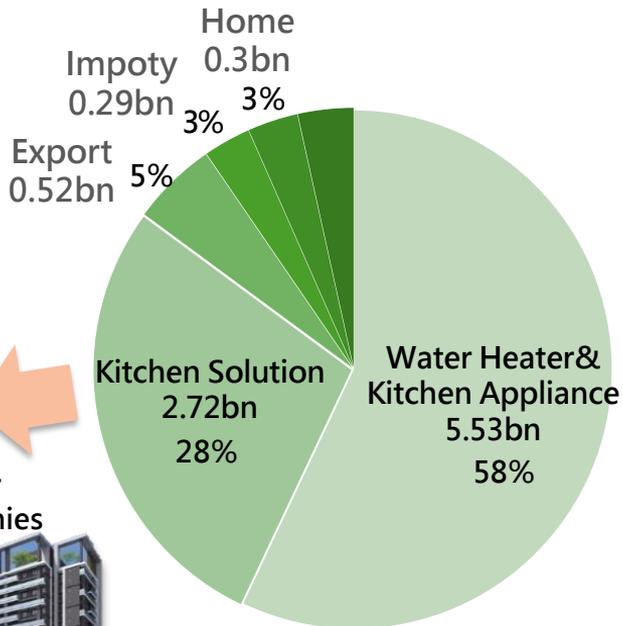
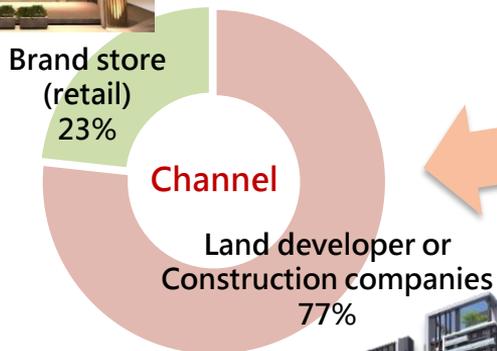


2025/1-9 Total Revenue
NT\$7.72bn



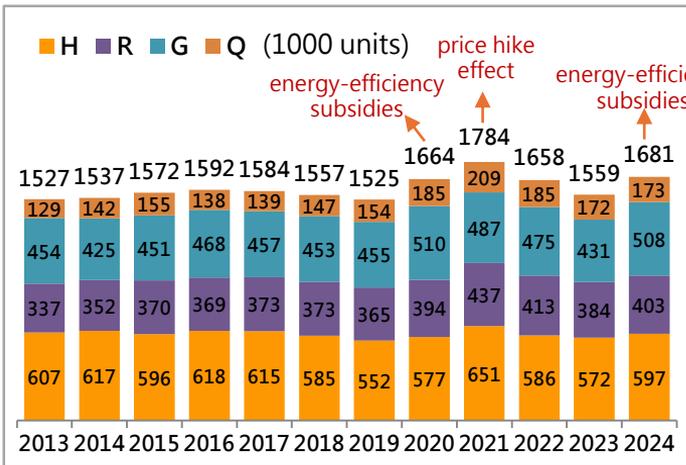
Sales structure

2024 Total Revenue
NT\$ 9.6bn



Taiwan Market _ Water Heater & Kitchen Appliance

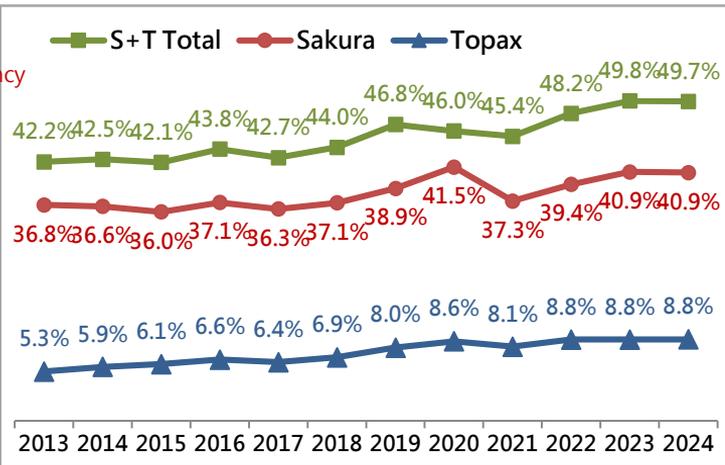
Market Size



► Stable market

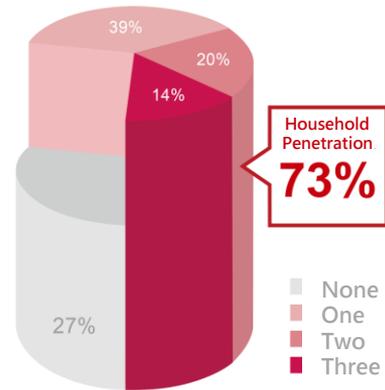
Market size 1.55m units

Market Share of Sakura Group



► Dual brands strategy

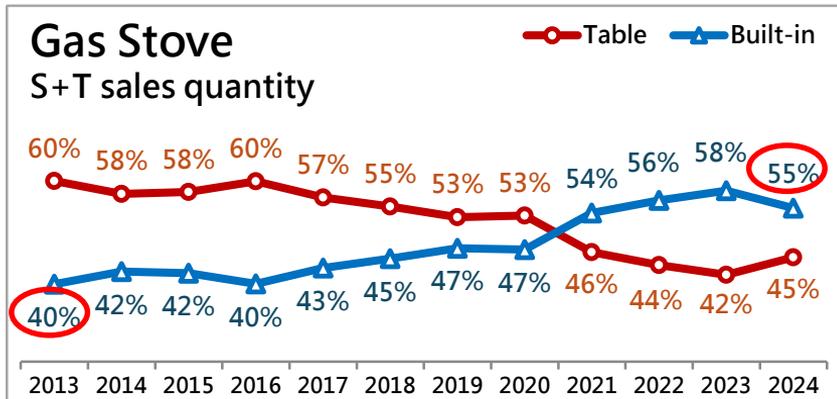
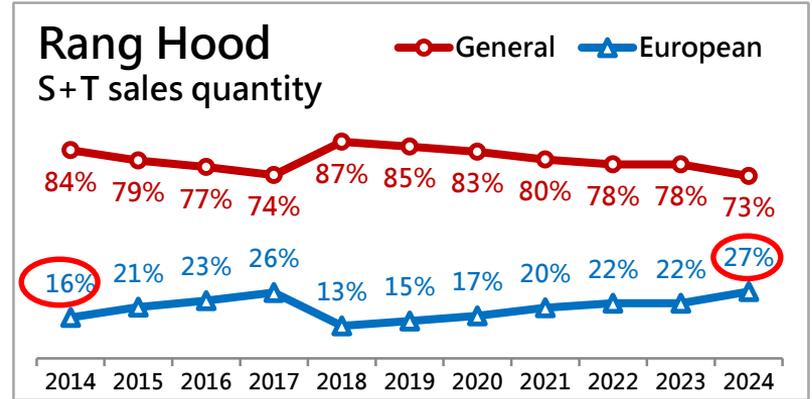
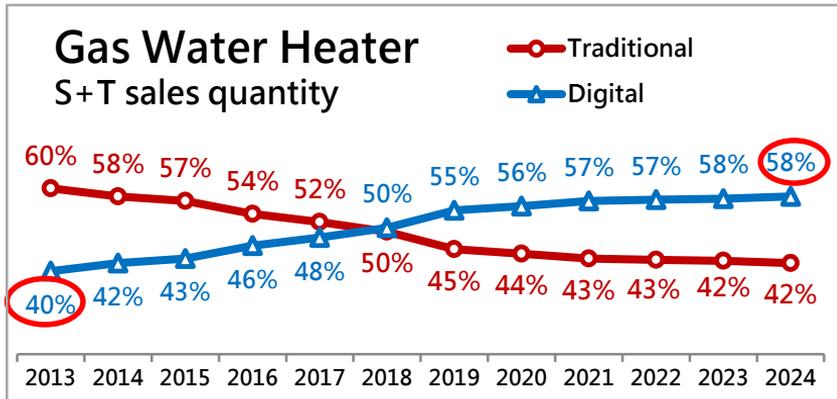
- **Sakura** : Increase profits by promoting high-end models and stabilize the market share.
- **Topax** : Increase market share, especially by low-priced kitchen appliances.



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

► Household penetration rate in Taiwan: 73%

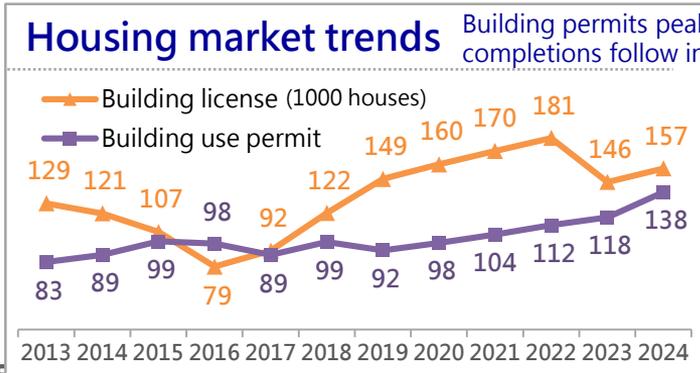
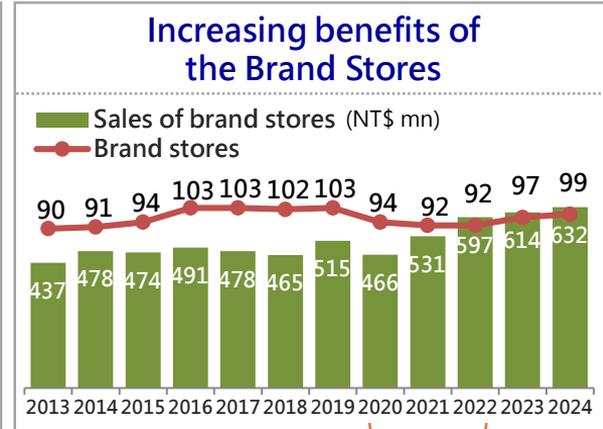
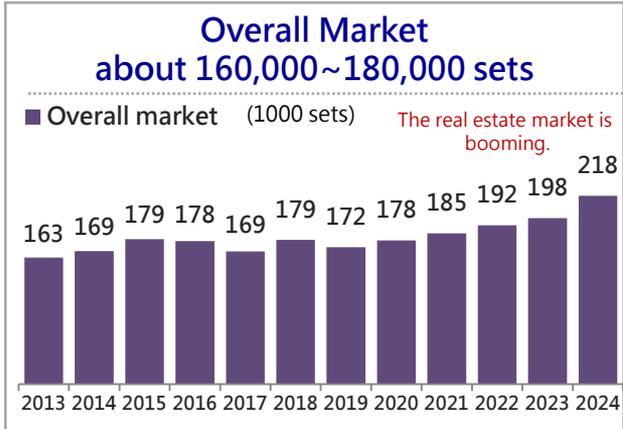
Kitchen and Bathroom Appliances



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



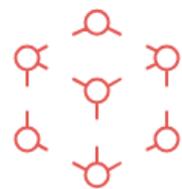
Strategic Partnerships with Developers



Developer Customer
Database

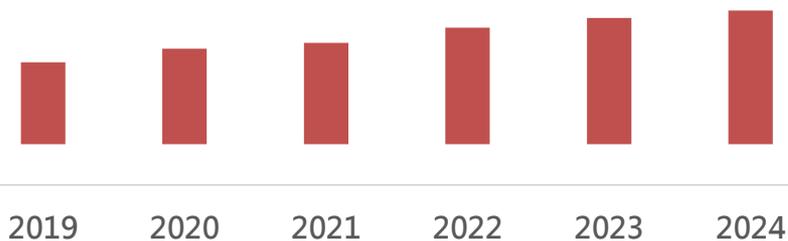


Scalable Business
Experience



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

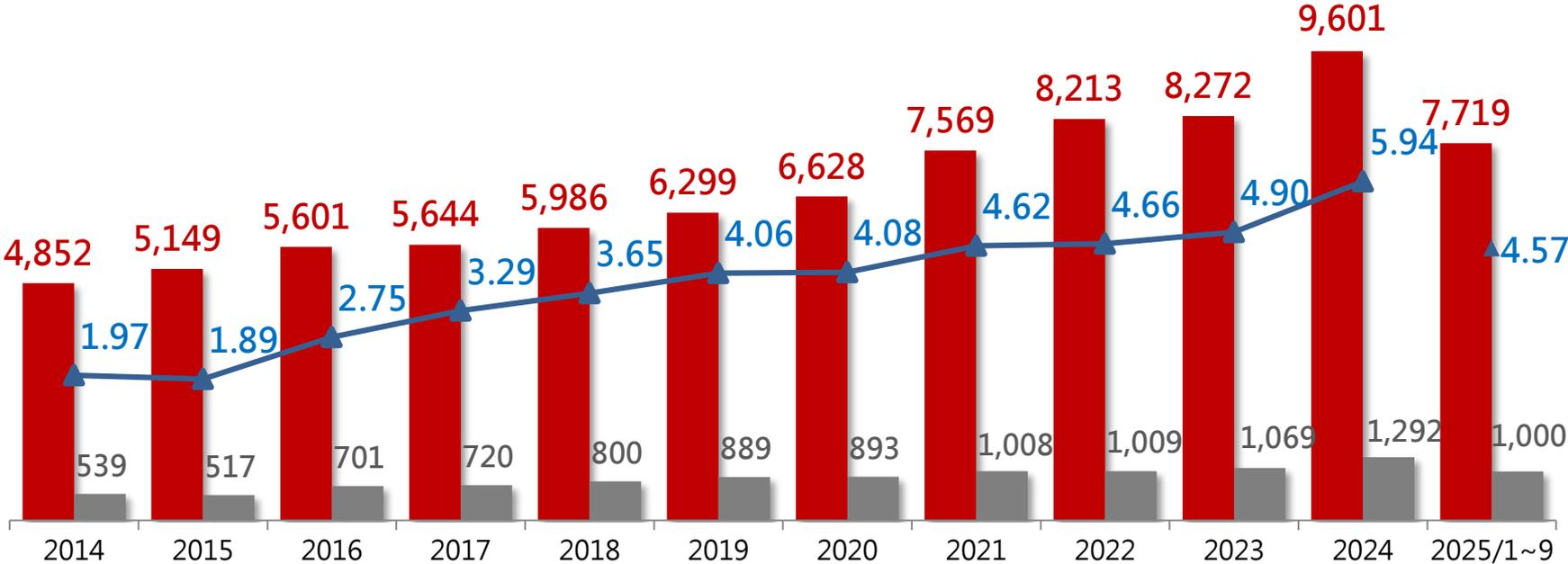


ODM/OBM

- Stabilizing ODM Business Opportunities
- Strengthening OBM Development

Financial Highlights

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

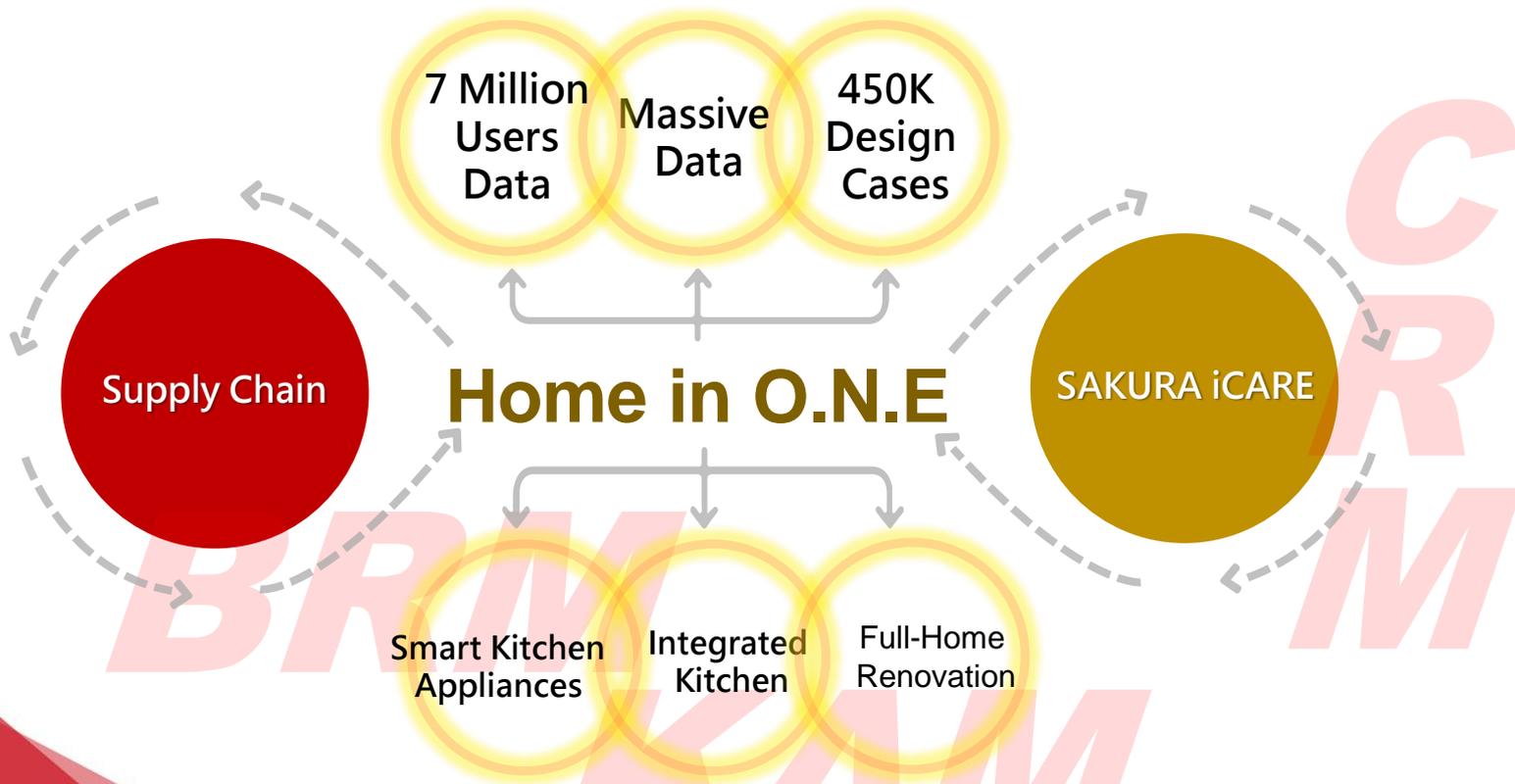


04

PART FOUR

Outlook

AI Platform-Driven Intelligent Enterprise



Smart Factory Investment Plan

Daya plant I
Dish Dryer



Daya plant II
Water heater · Gas stove



Shenkang plant
Rang Hood



Production Line Consolidation to Maximize Synergies

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



Phase 1 - Establish Wuri Plant II
Meeting Integrated Kitchen Growth Demand

➤ Start in 2025Q3

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

➤ Start in 2028

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

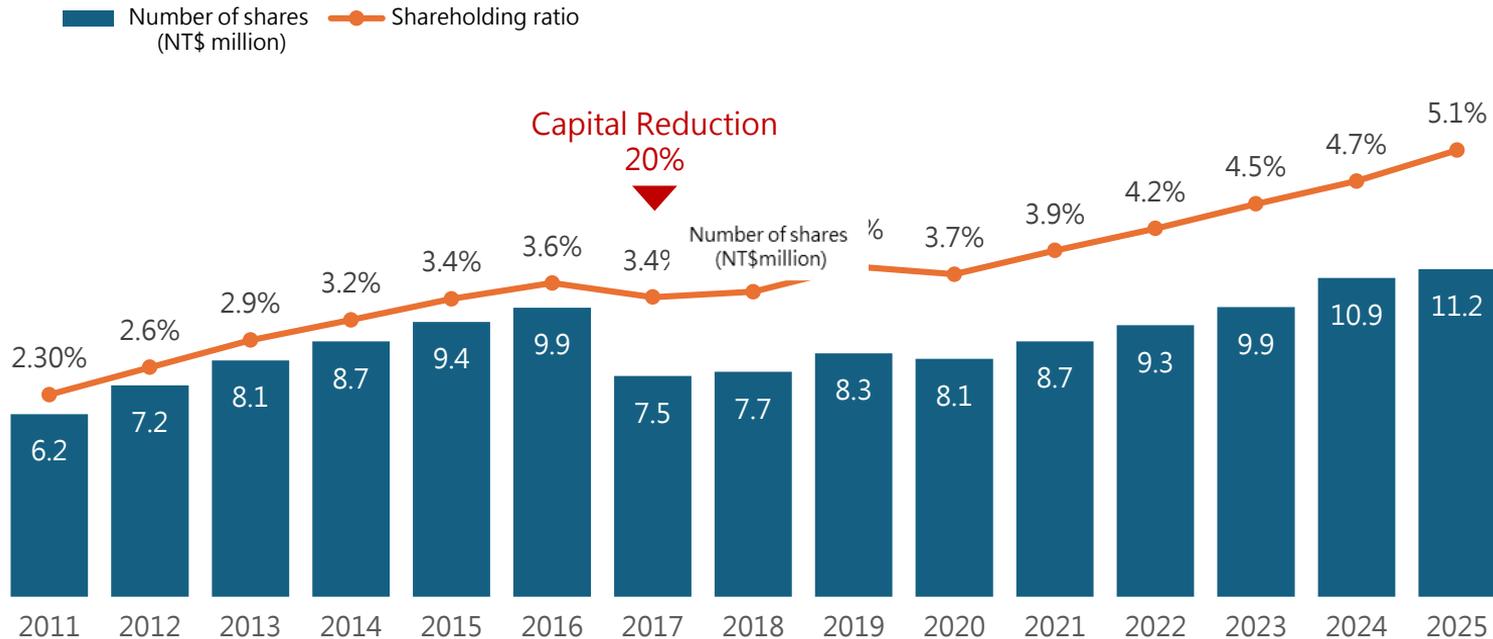
2026

2027

Driving Subsidiary Assurance

2028

Employee Stock Ownership Trust (ESOT)



9911

櫻花集團

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