

**SAKURA**  
享受智能 » 樂在生活

# 櫻花集團

# SAKURA GROUP

# Disclaimer

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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

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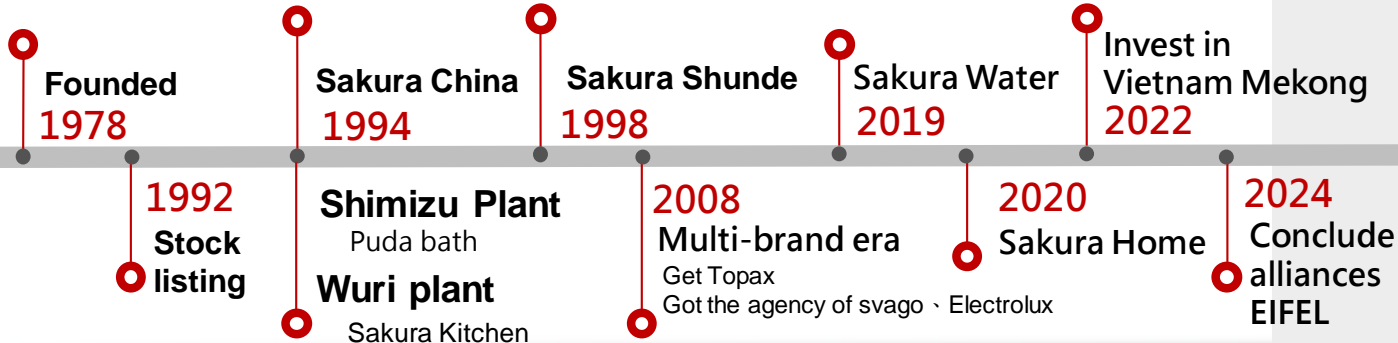
# Company Profile

**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
- More than 10,000 sales locations



### Sakura China

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



### Sakura Shunde

- Range hood 、 Electric stove 、 Grill

## 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



### Shenkang plant

- Range hood
- Punch/Sheet metal/Painting



### Daya plant

- Water heater 、 Gas stove

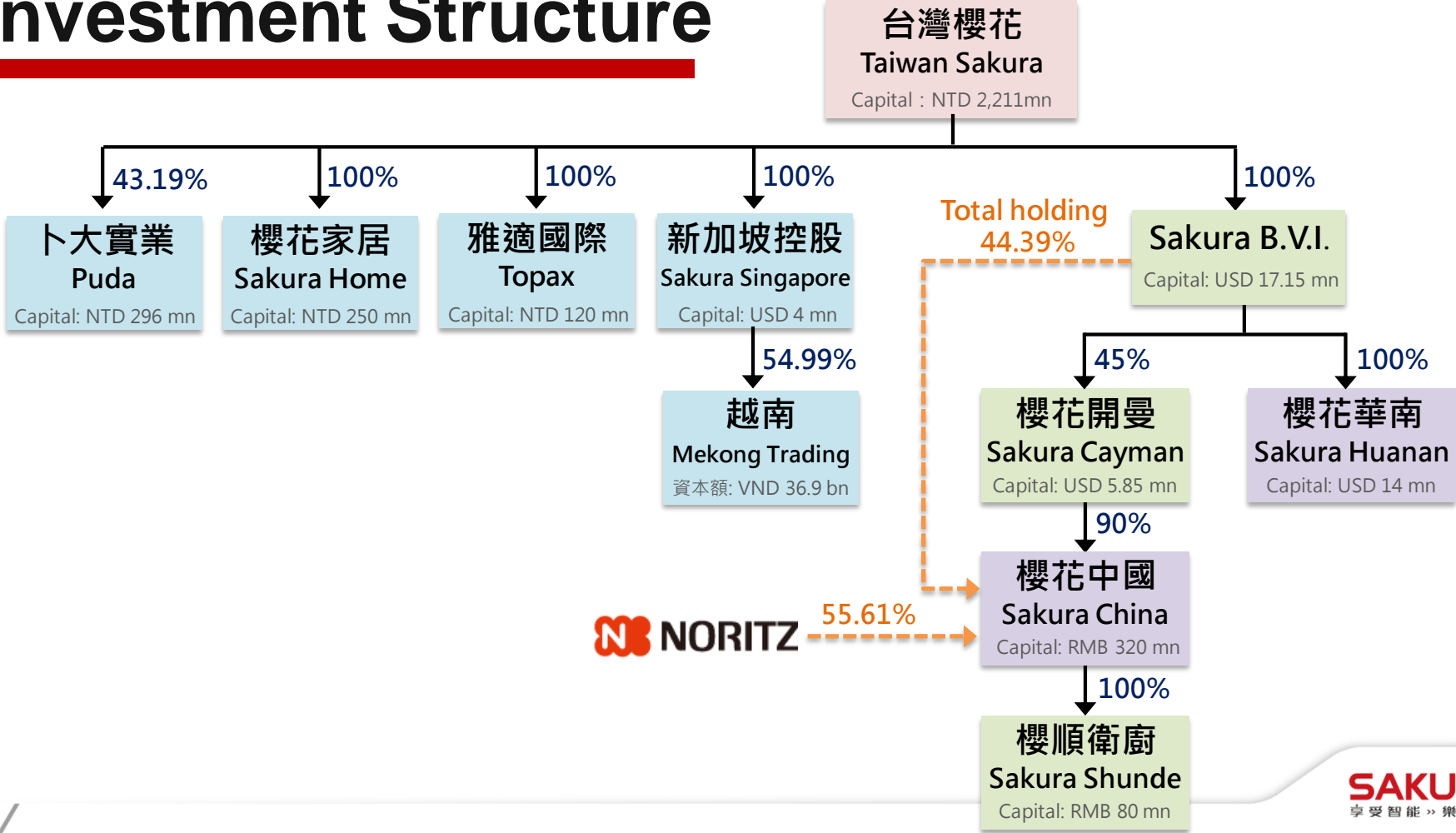


### Wuri plant

- Kitchen solution

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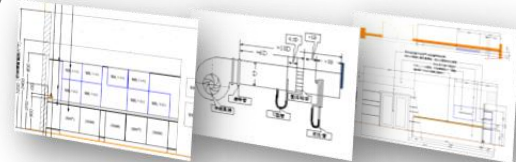
# Investment Structure



# Business Concept

Meet the needs of  
local consumers

Innovation  
**創新**



DFSS/DFMEA



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

**品質**  
Quality

**服務**  
Service



High-pressure leak test



Ignition switch test



Constant temperature and  
moisture duration test



Withstand voltage test

Has the most test equipment  
in the industry  
Automated manufacturing

**NPS applied  
comprehensively**



24/7 service hotline  
On-duty service all year round

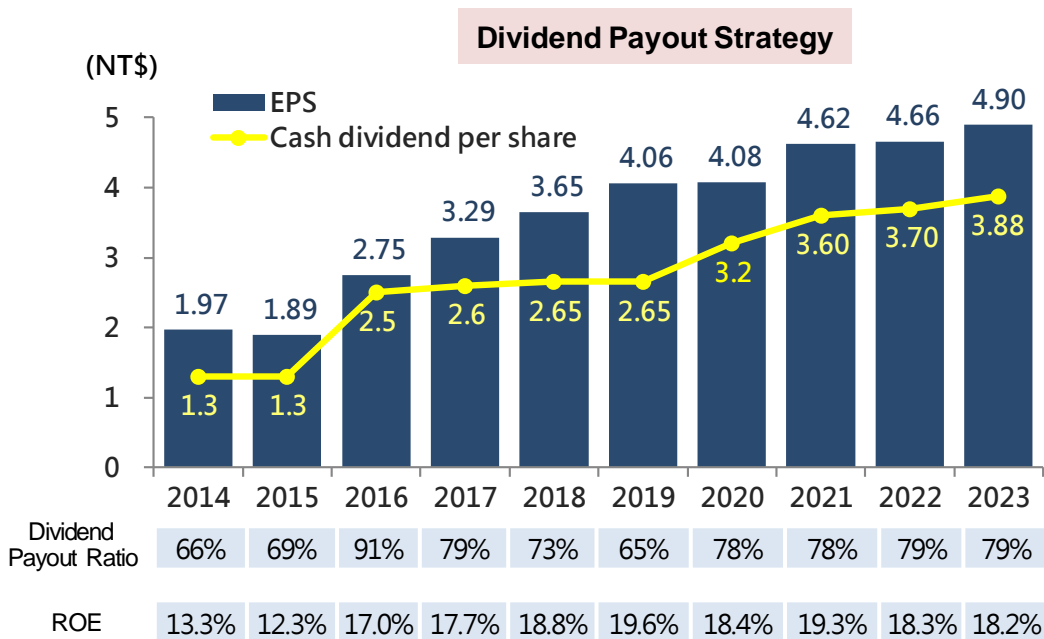
**SAKURA i Care**

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# Core Mission

A value enterprise and the maximum of the value for consumers and shareholders.





PART TWO

# Business strategy

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# Multi-brand management



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- Including renowned brands from both domestic and international markets.



To meet the needs of different customer segments.

Water Heater  
Kitchen Appliance

Kitchen Solution

Bath Module

Import  
Kitchen Appliances

House Deco

1978

1989

1989

2008

2020

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SAKURA KITCHEN

**PUDA** 卜大整體浴室

**svago**

 櫻花家居

2008

莊頭北  
**topax**  
百年堅持 一如初心

**TLK**  
KITCHENS

**TEKA**

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# Multi-category operation

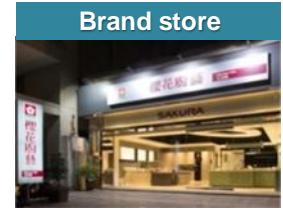
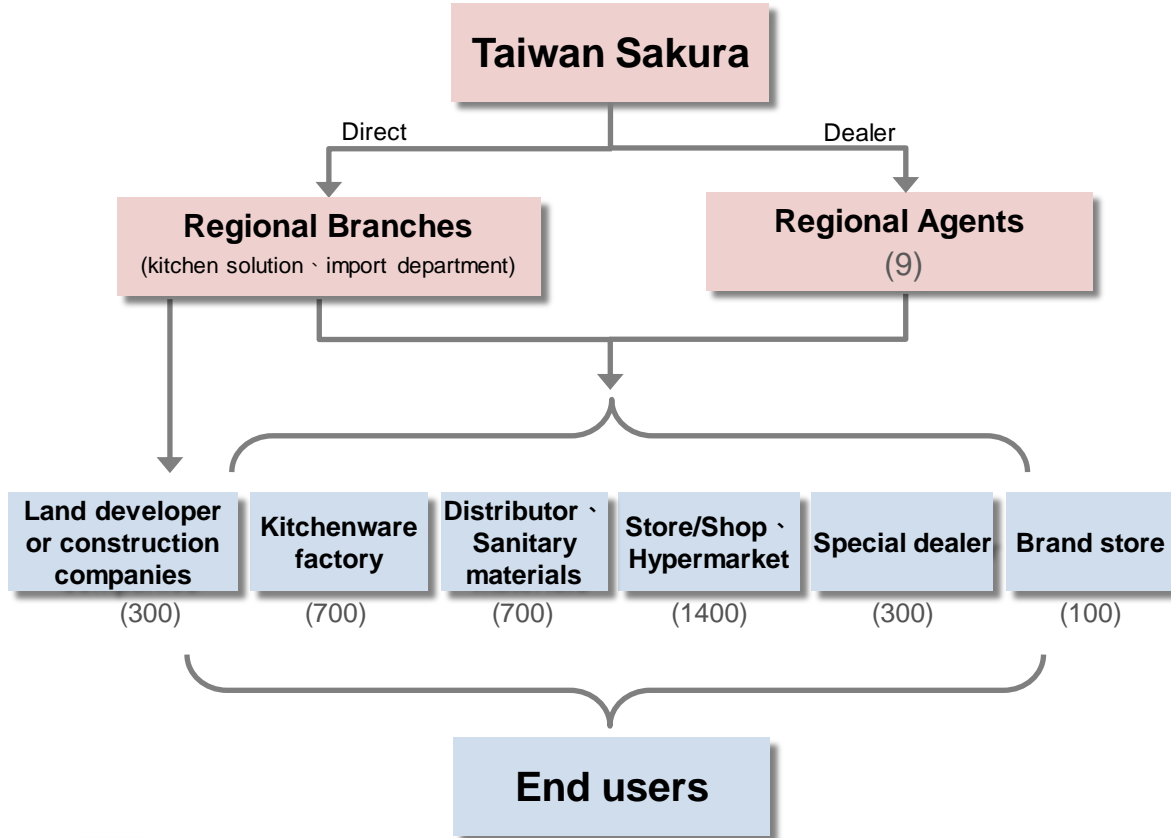
- Take the family as the core of the product layout → One-stop shopping



# Multi-channel operation

More than 3,500 sales locations

Sakura's **channel penetration rate** exceeds **80%**



# Enhance brand value with

# SAKURA *iCare*

The only powerful service team in the Taiwanese culinary and sanitation industry.

Operating with "service" as the brand concept to strengthen Sakura's core identification. From individual components to the entirety, **intelligent technology** consistently innovates Sakura's service offerings.



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-stop **innovative intelligent platform.**  
Integrating permanent free services.

- UCC **Integration** and convergence of customer information.
- CRM Centered around **user profiles.**
- GPS **Real-time** control of service progress.
- BIG data **Precisely** meeting service demands.

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# 藏得住的強淨

近吸隱藏系列除油煙機



## 極致近吸

適合隱藏廚櫃安裝，暢快排煙不受限



隱藏升級  
極近除煙



揮手智控  
一揮即動



極致近吸  
急速排煙



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## 櫻花跨世代雙效 RO 淨水器

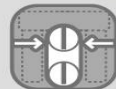
新鮮生飲 ● 放心洗淨

# 新鮮 ● 才是好水

櫻花雙效RO淨水器，薄型機身更省空間，一體式水路設計杜絕汙染可能！  
首創雙出水設計，生飲新鮮純水、洗滌使用淨水，兩用都安心！



一體式水路  
無管線 零汙染



薄型機身  
纖薄機身 更省空間



首創雙出水  
生飲純水 洗滌淨水



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# 洗淨氯， 肌膚美的光彩亮麗

首創 [熱水器] × [淨氯] × [阻垢] 專利複合技術



## 櫻花美膚沐浴熱水器 DH1683

嚴選日本進口淨氯潔淨石，全面淨化水中餘氯，洗出水潤原生肌  
結合法國FOF技術首創整機式原水阻垢，管路清潔不藏汙，浴室亮麗不留垢  
專利卡榫濾心輕鬆更換，瀑布級過濾量，健康沐浴超享受



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# Business Prospection

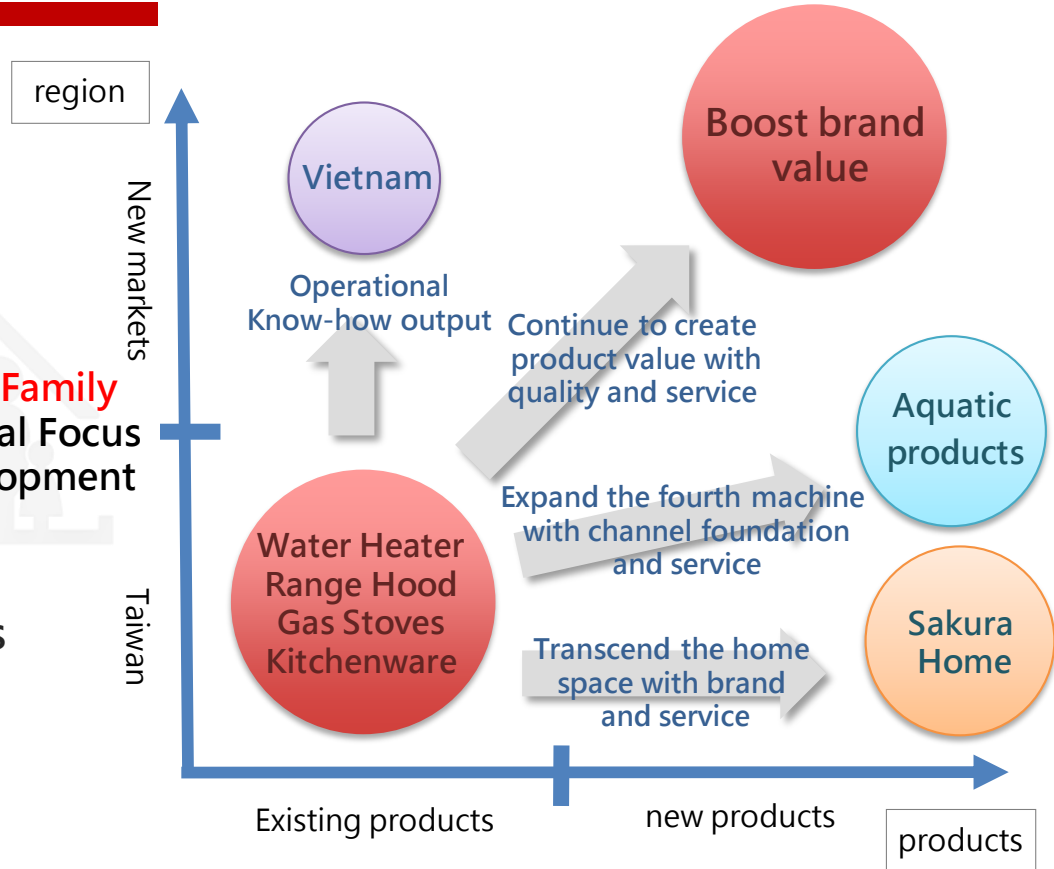
## VISION

The creator of a better home life

## MISSION

Create high-quality family life wholeheartedly with overall solutions

Making **Family**  
the Central Focus  
of Development





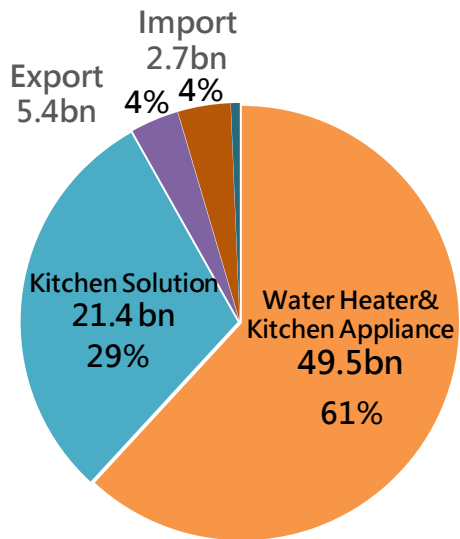
PART THREE

# Operational Overview

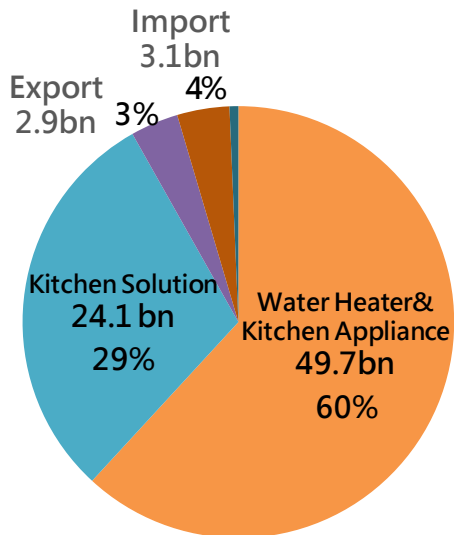
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# Sales structure

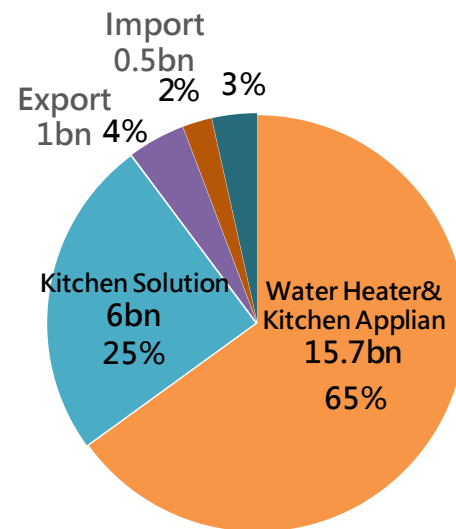
2022 Total Revenue  
NT\$82.13bn



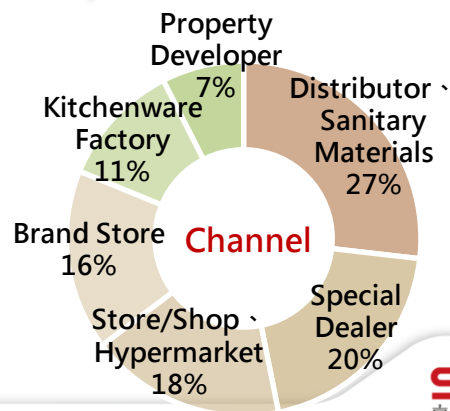
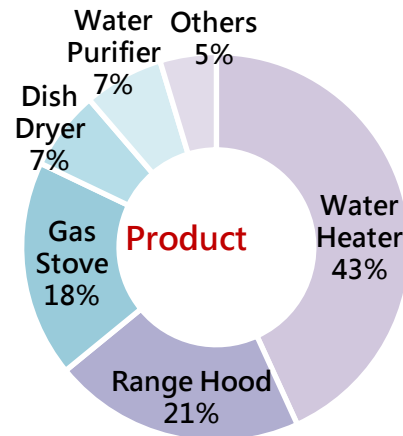
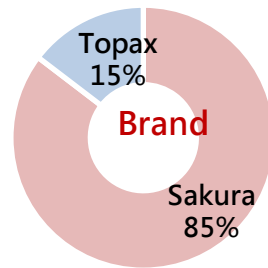
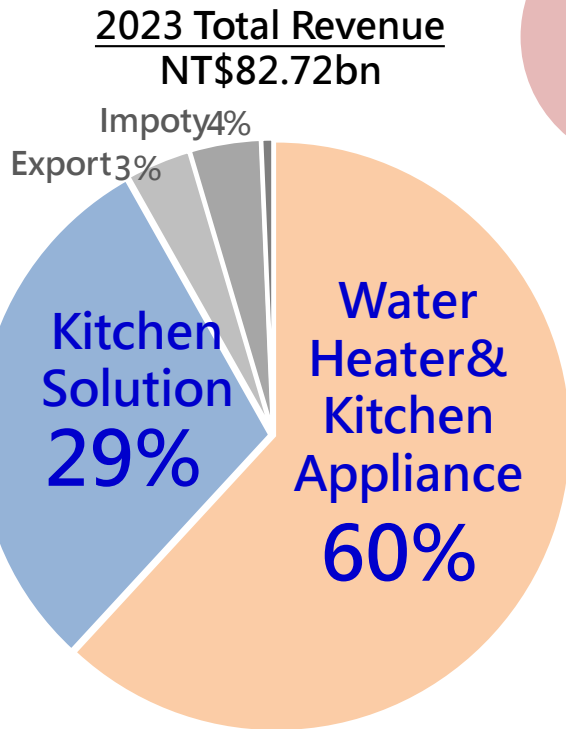
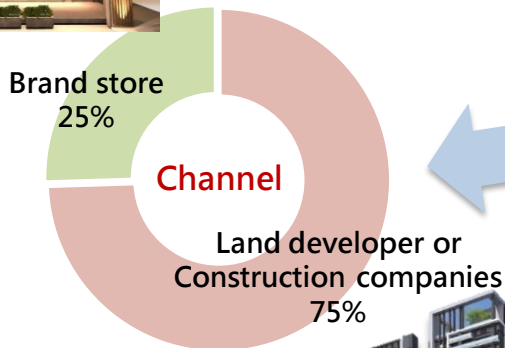
2023 Total Revenue  
NT\$82.72bn



2024Q1 Total Revenue  
NT\$24.16bn

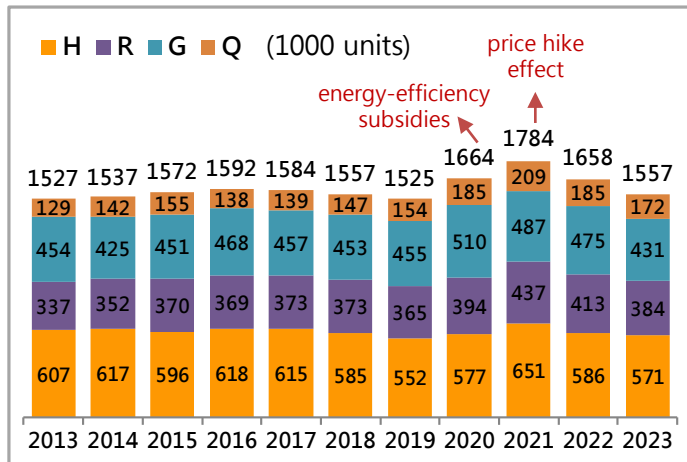


# Sales structure



# Taiwan Market \_ Water Heater & Kitchen Appliance

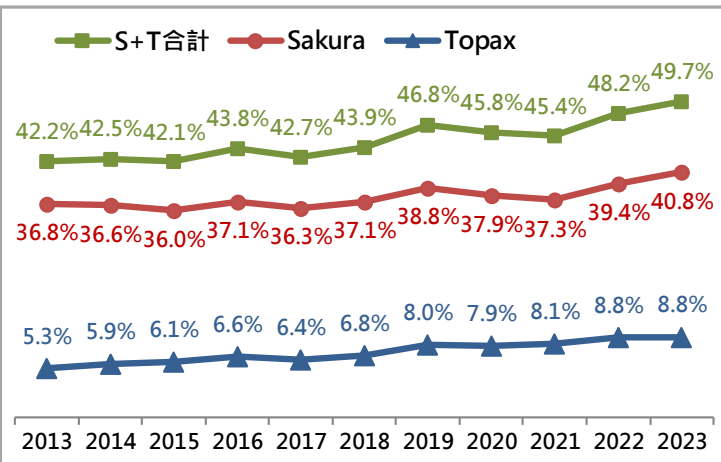
## Taiwan overall market



### ► Stable market

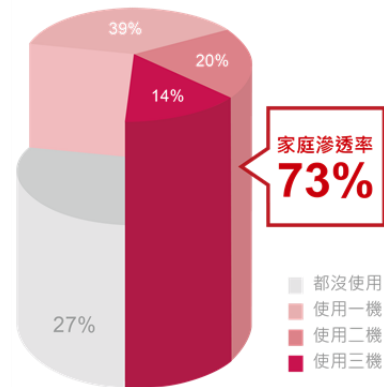
Market size 1.55m units

## Market share in Taiwan



### ► Dual brands strategy

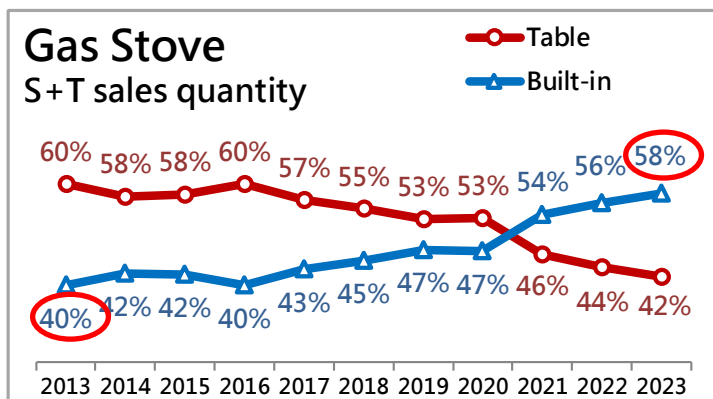
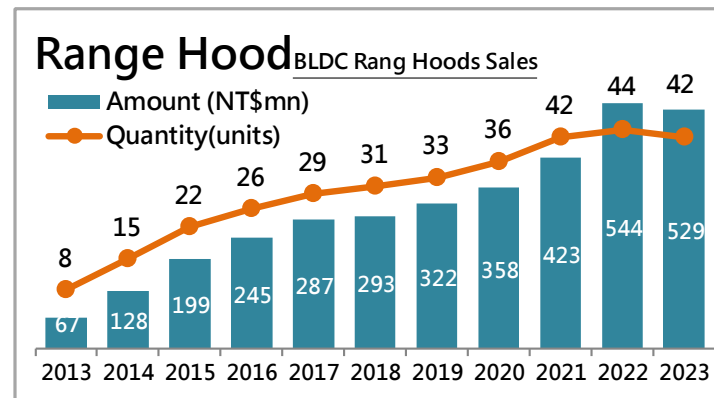
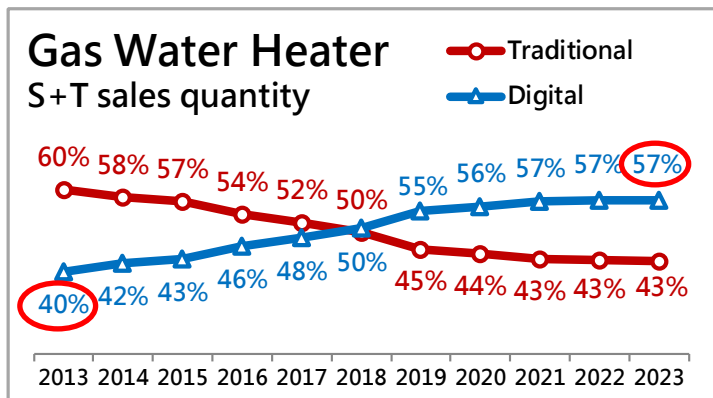
- **Sakura** : Increase profits by promoting high-end models and stabilize the market share.
- **Topax** : Increase market share, especially by low-priced kitchen appliances.



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

### ► Household penetration rate in Taiwan: 73%

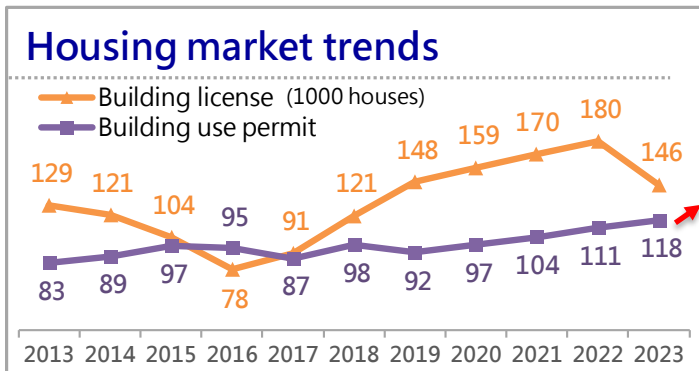
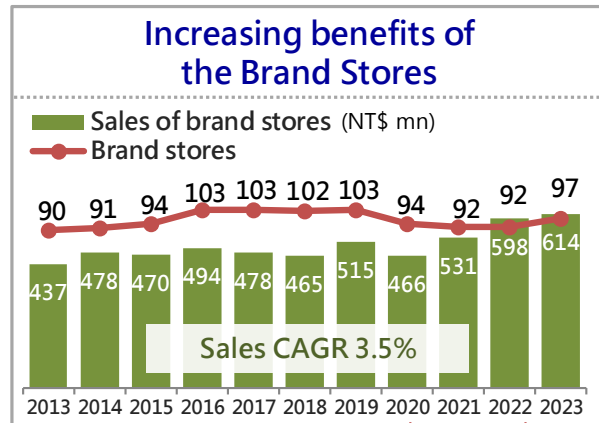
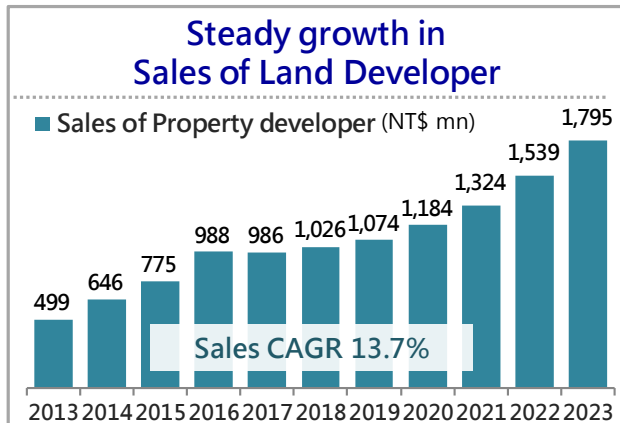
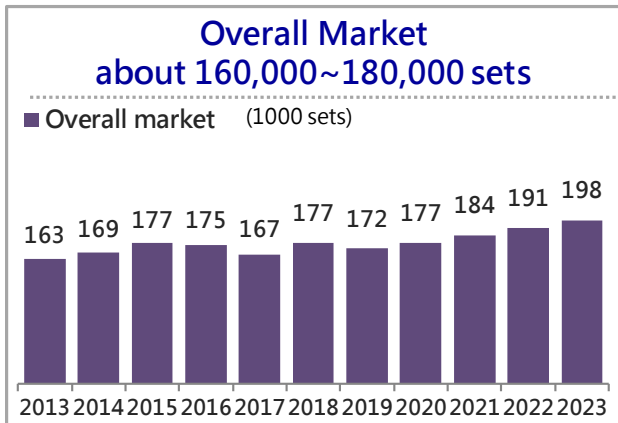
# Kitchen and Bathroom Appliances



## 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 4<sup>th</sup> Generation Store and replace weak stores with new stores to enhance sales amount



## Main strategies for future growth :

- **Land Developer** : Expand market share (target 30%) ; Optimize product mix, increase product ASP
- **Retail** : Develop 4<sup>th</sup> Generation Store, enhance sales amount
- **Manufactory** : Increase productivity then Increase gross margin



# Development Plan\_ Whole House Customization

## ▼ Taiwan Home Decor Market Size



> 100 bn

- The overall industry is fragmented, and there is no absolute leading brand.
- Advantages of Sakura: Brand reputation, service capability, and a house type library with accumulated experience in construction projects.

## ▼ Performance of Sakura Home

- Create new demand
- Share benefits
- Establish barriers to entry

## ▼ Operational Model Development

Focusing on builder customers and establishing strong partnerships to become their best strategic partner.

Property Developer



Core Mission

Property Developer

Core Business process

One-stop supply. One-stop service.

Set Up Resources

Product Module

Human Resources

Information System

Business Models

Scale operations to Property Developer



# SAKURA HOME

## Whole House Customization



6



7



Children's Room

Master Bedroom

Living and dining room



5



4



1



2



3

### 2+1 Room with Nordic style

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# Overseas market

Look to Asia

Focus on mainland China

Deepen Taiwan



Integration of Group Management Resources

International Business Department

International Planning Office

Overseas subsidiaries

International Business Department

SKURA CHINA

Vietnam MK

SAKURA SHUNDE

## Primary Regional Strategy

【International Business Dept】 Stable revenue and profit creation.

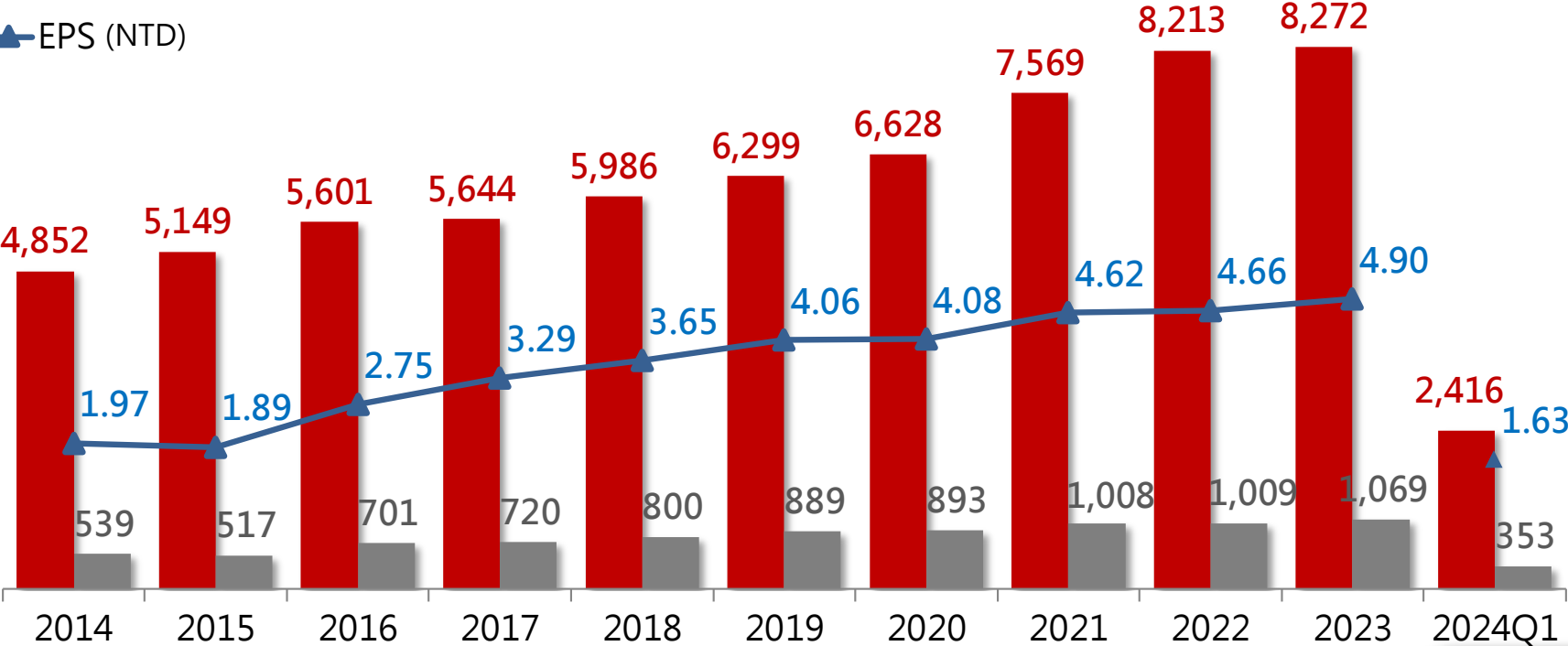
【Vietnam】 Brand management enhances brand awareness and reputation, establishing operational management systems.

【China】 Directly operate to seize market share. · Expand distribution network through agency. Optimize channel structure. Increase revenue scale. Create distinctive products and product line extensions to increase the unit price and gross profit.

# Financial Highlights

■ Net Revenue ■ Net Income (NTD mn)

▲ EPS (NTD)



# 04

PART FOUR

## Outlook

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# SAKURA GROUP

HOME IN

O.N.E

ONE-STOP

一站式服務

NUMEROUS

多樣產品選擇

EFFICIENT

輕鬆擁有

# Smart Factory Investment Plan

Phase **1** - Establish Wufeng Plant  
Support Kitchen Solution future growth

Phase **2** - Expanding Wuri Plant  
Enhancing AI production and efficient  
productivity for Water Heater &  
Kitchen Appliance

# Wufeng Plant schedule

For the future growth demand of Kitchen Solution and Whole House Customization

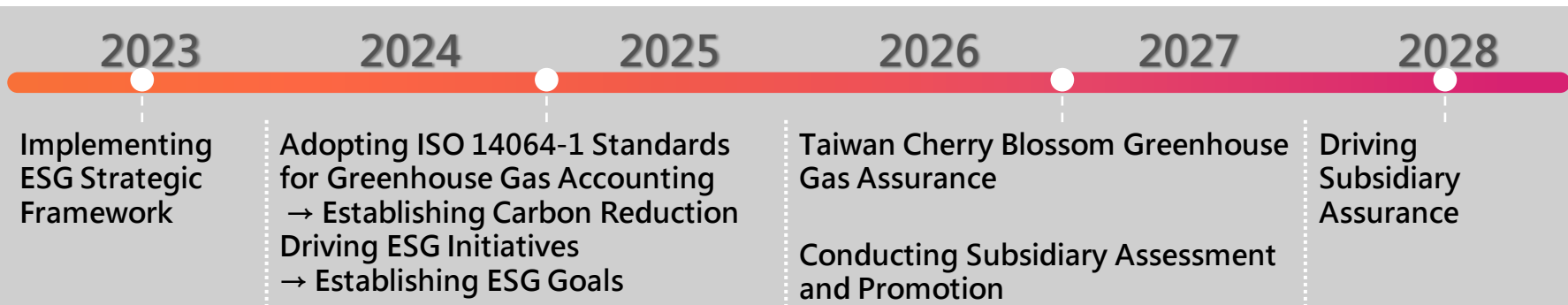
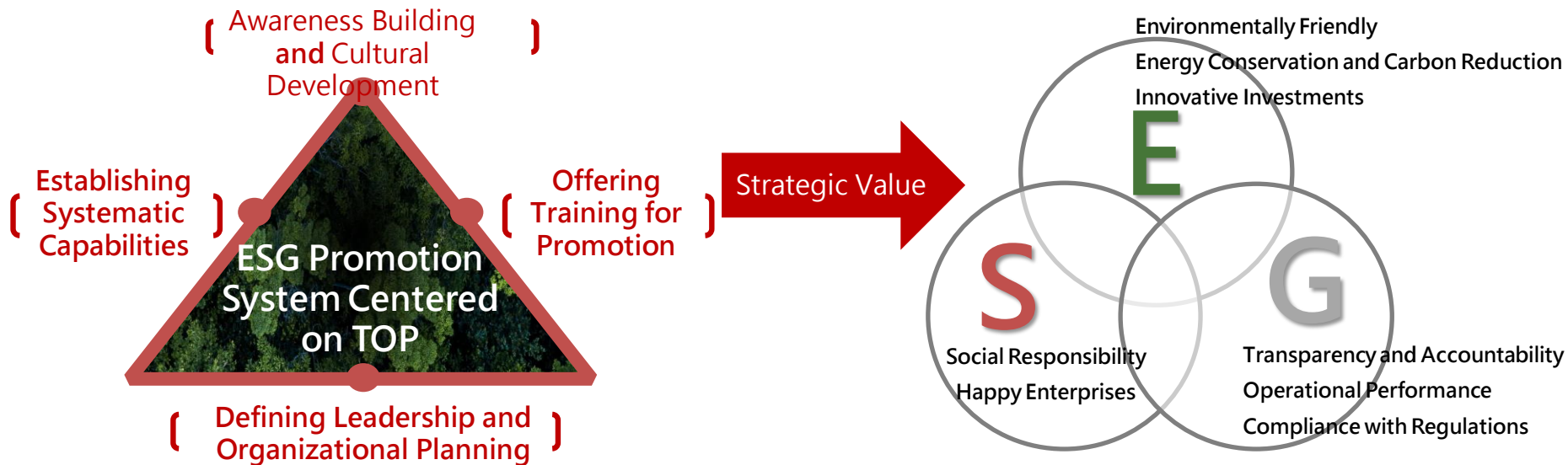
- Total building area : about 21,800 square meters
- Production apacity : about 60,000 sets



Progress  
Plan

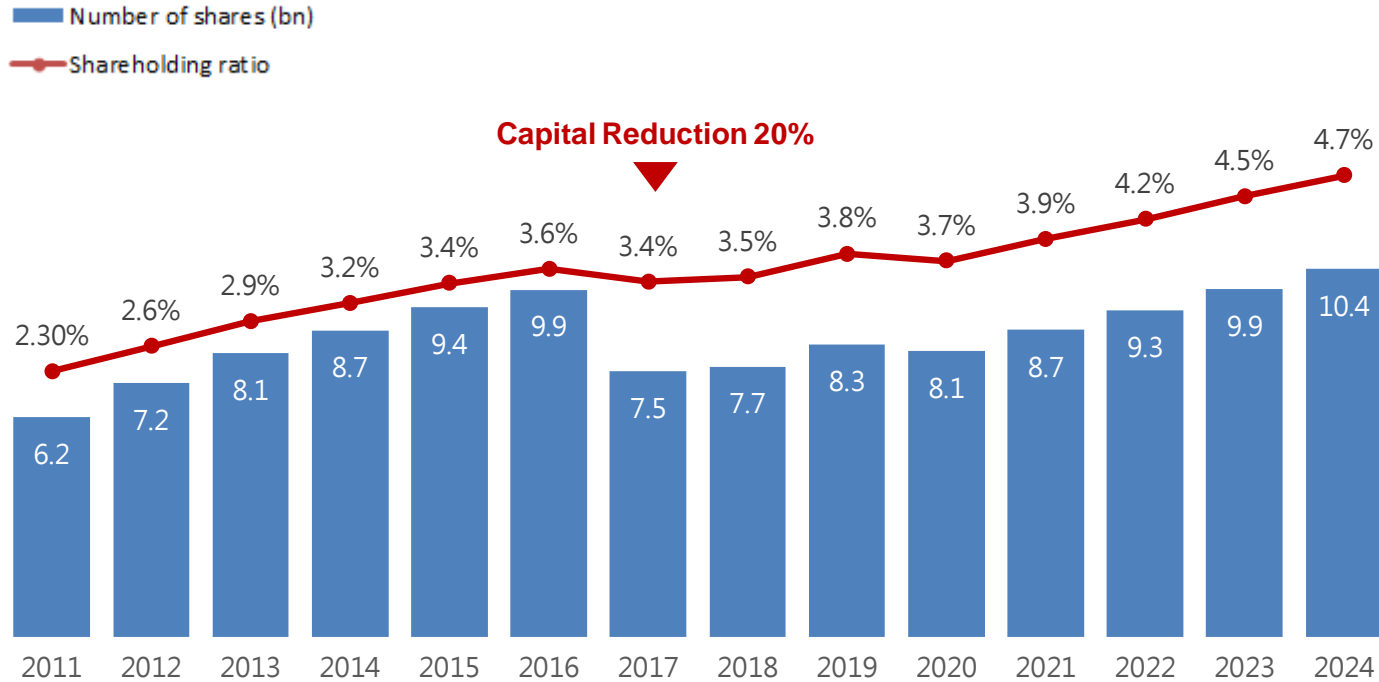
▶ 2025Q1 Completion acceptance

# Taiwan Cherry Blossom ESG Strategy and Plan





# Employee Stock Ownership Trust (ESOT)



9911

# 櫻花集團

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