

SAKURA
享受智能 » 樂在生活

櫻花集團

SAKURA GROUP

Disclaimer

- 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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Outlook

01

PART ONE

Company Profile

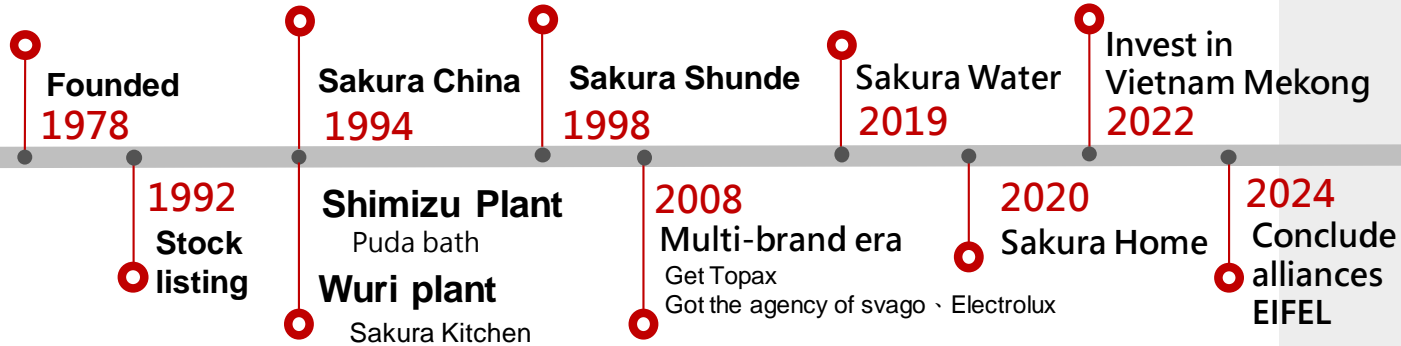
Company Profile

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



Sakura Shunde

- Range hood · Electric stove · Grill, etc

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



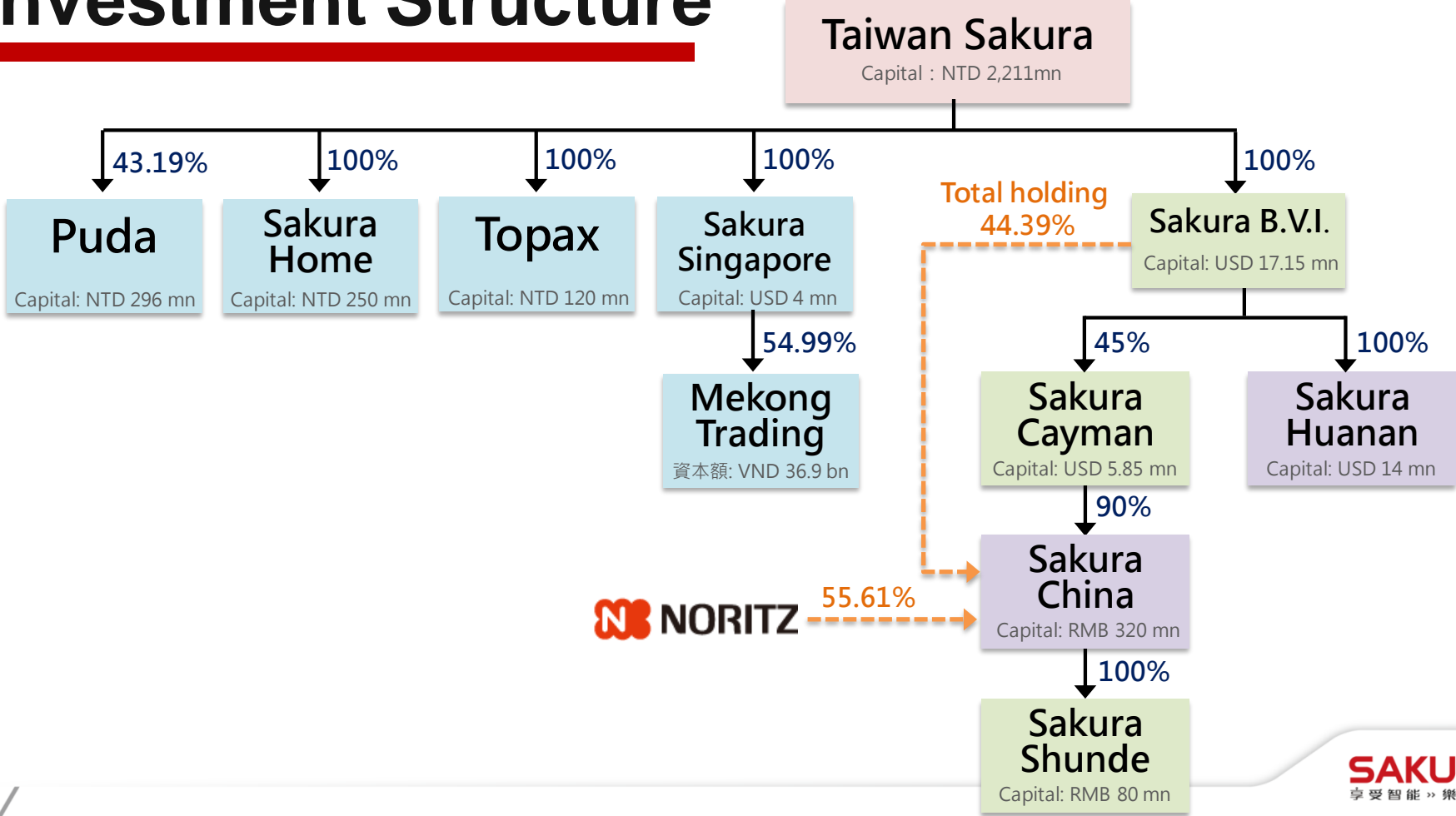
Wuri plant

- Kitchen solution

Look to Asia
Focus on mainland China
Deepen Taiwan

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享受智能 · 樂在生活

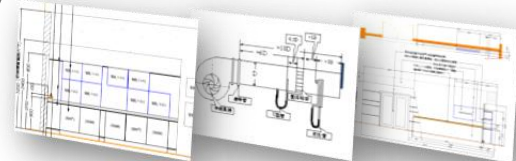
Investment Structure



Business Concept

Innovation
創新

Meet the needs of
local consumers



DFSS/DFMEA



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

品質
Quality



High-pressure leak test



Ignition switch test



Constant temperature and
moisture duration test



Withstand voltage test

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

服務
Service



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

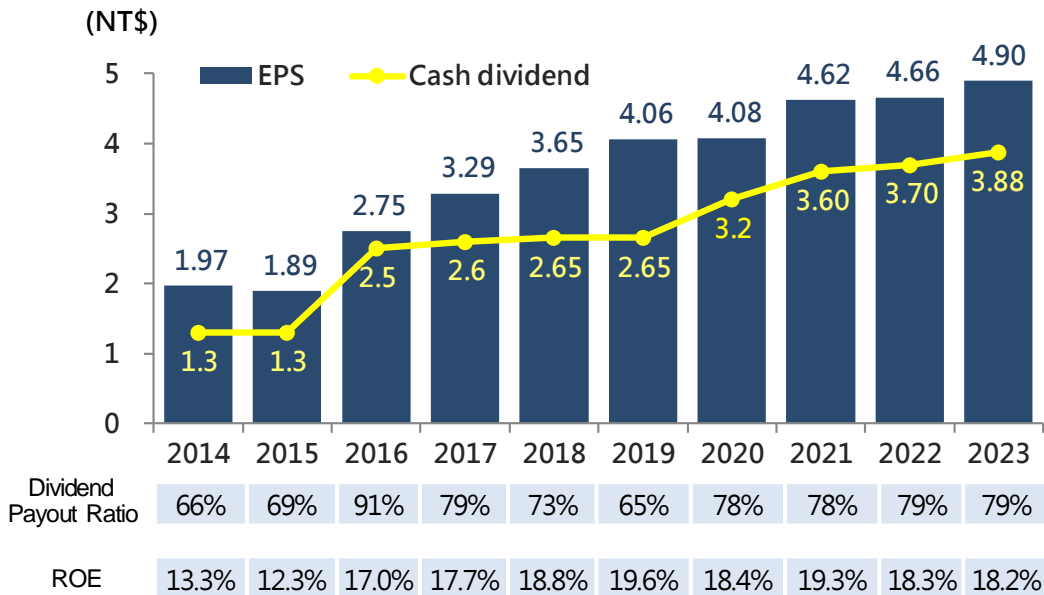
**NPS applied
comprehensively**

SAKURA i Care

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Core Strategy

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





PART TWO

Business strategy

Multi-brand management



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SAKURA GROUP

■ 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

Kitchen and
bathroom appliances

Kitchen Solution
Plan

House Deco
Design

Kitchen Solution

Water Heater
Kitchen
Appliance

Import
Kitchen Appliances

House Deco

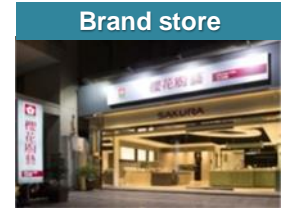
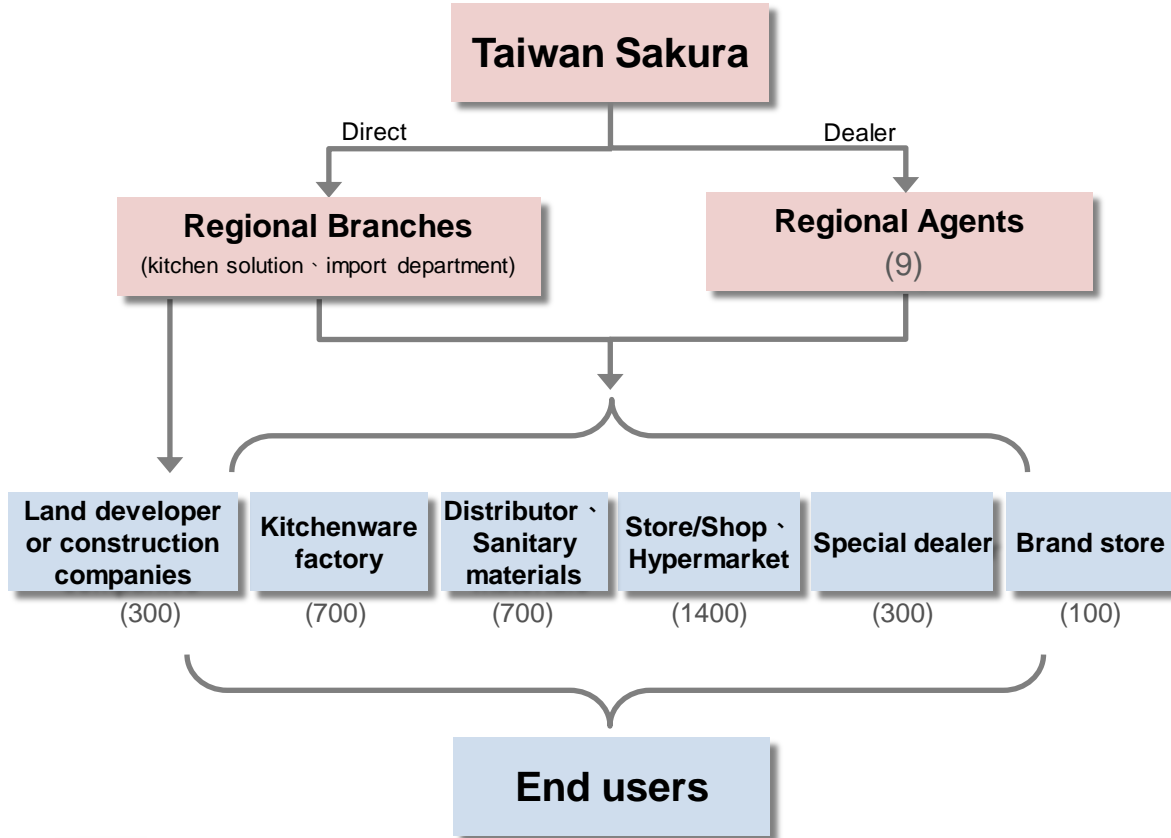
Bath Module



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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AI KITCHEN

突破未來格局 開啟廚房智高點



SAKURA

A! 除油煙機

新品上市

智能風控 x 靜音除味

A!

啟動排煙

42

最低分貝

極靜音



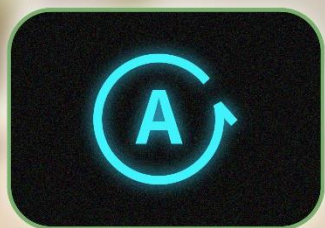
DR7396

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SAKURA

智能洗淨 1 鍵搞定

SAKURA自動開門洗碗機



智慧洗程



自動開門乾燥



E7683



E7783

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盡情享用新鮮好水

RO淨水器

一觸即得
淨熱暢飲



P0531



P5530B

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Business Prospection

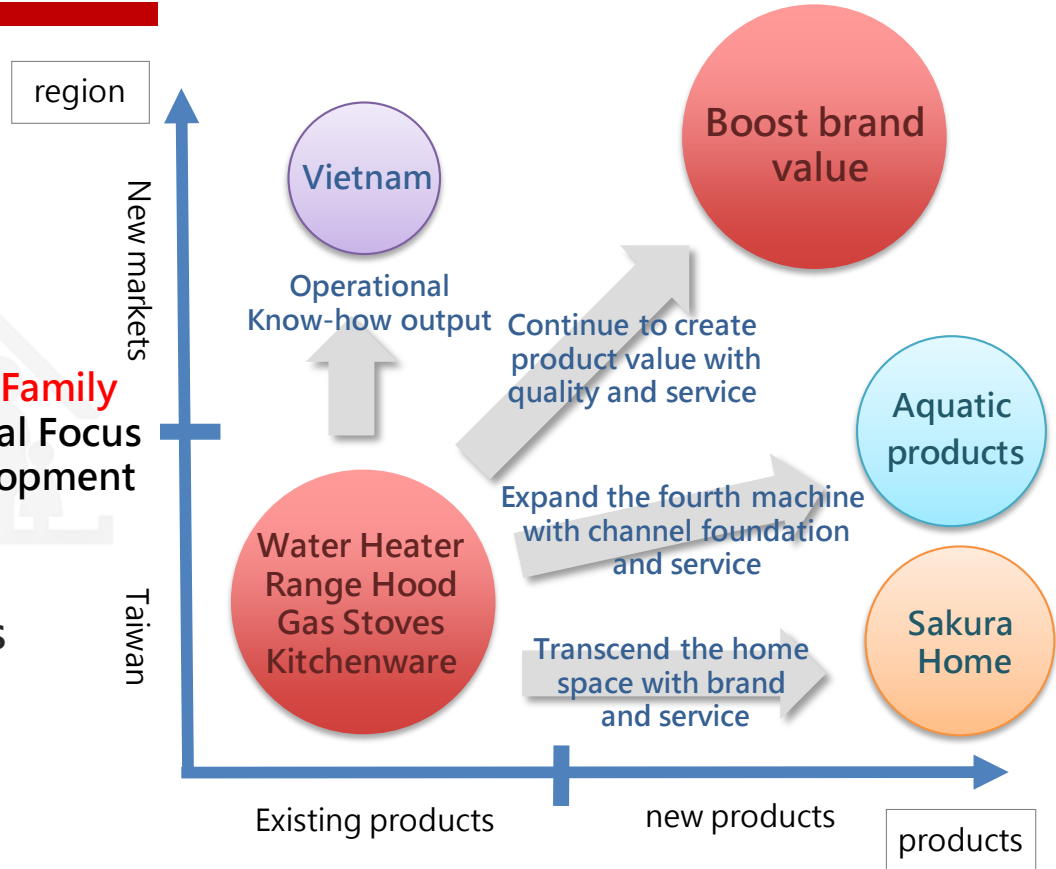
VISION

The creator of a better home life

MISSION

Create high-quality family life wholeheartedly with overall solutions

Making **Family**
the Central Focus
of Development



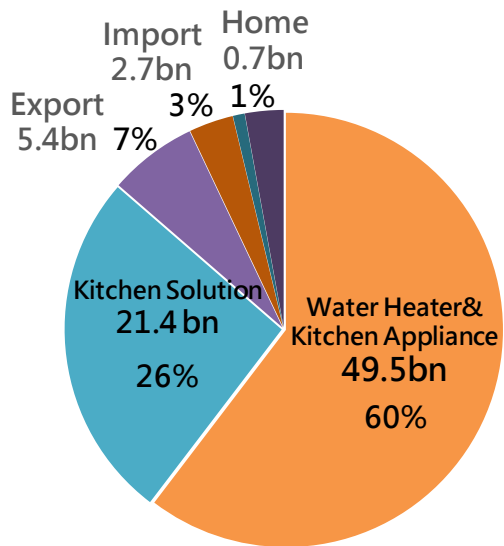


PART THREE

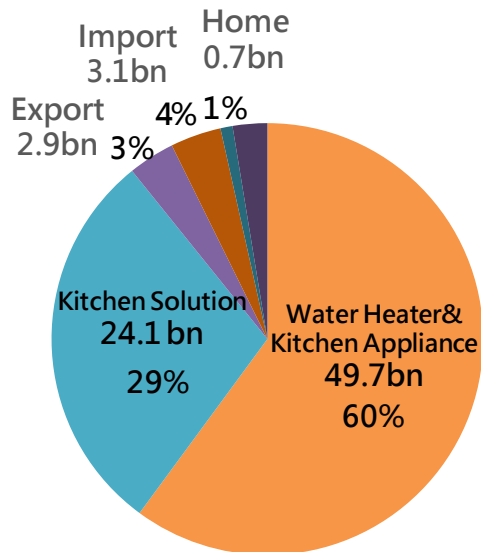
Operational Overview

Sales structure

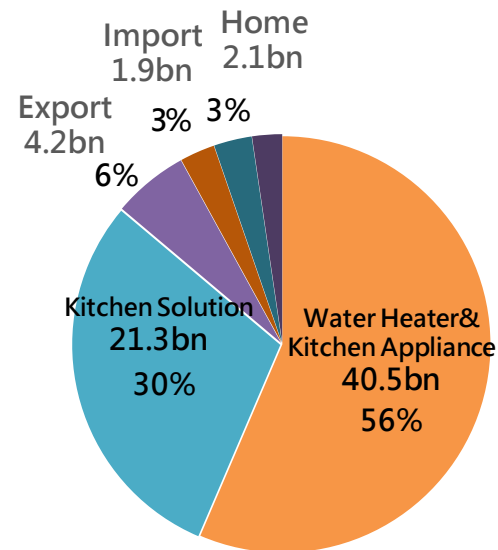
2022 Total Revenue
NT\$82.13bn



2023 Total Revenue
NT\$82.72bn



2024 1-9 Total Revenue
NT\$71.77bn



Sales structure

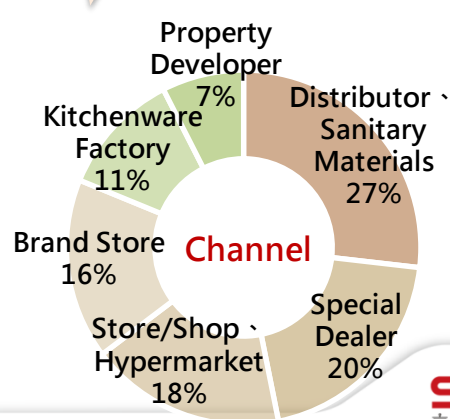
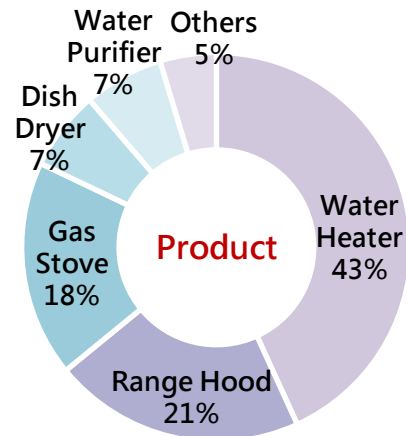
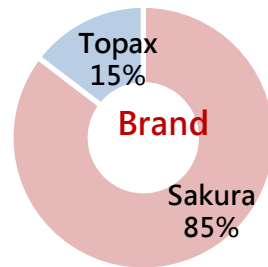
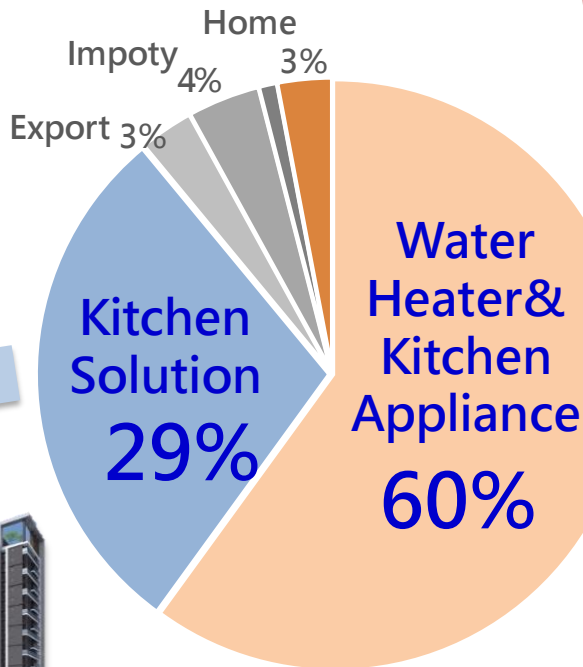
2023 Total Revenue
NT\$82.72bn



Brand store (retail)
25%

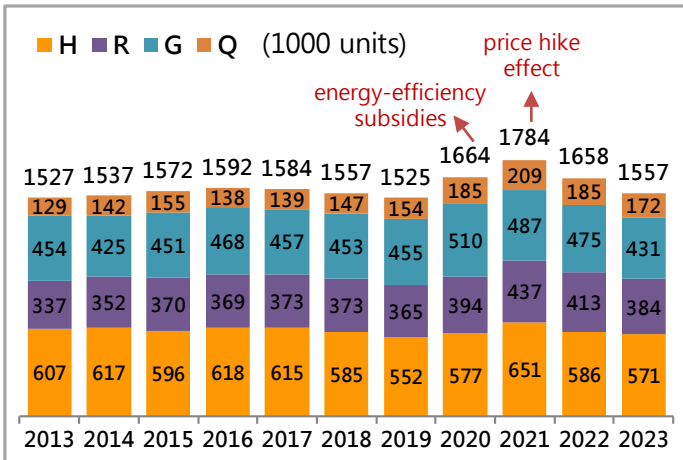
Channel

Land developer or
Construction companies
75%



Taiwan Market _ Water Heater & Kitchen Appliance

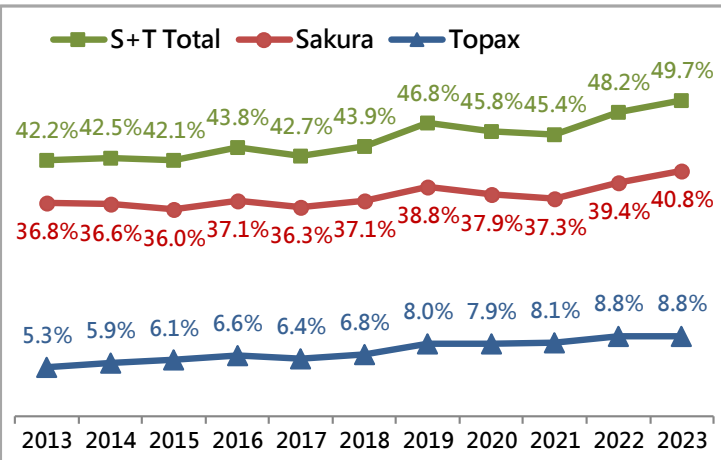
Market Size



► Stable market

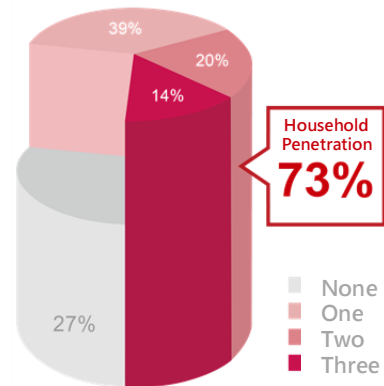
Market size 1.55m units

Market Share of Sakura Group



► Dual brands strategy

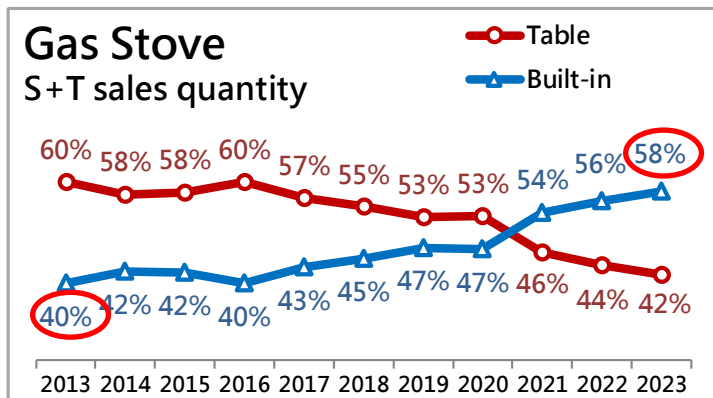
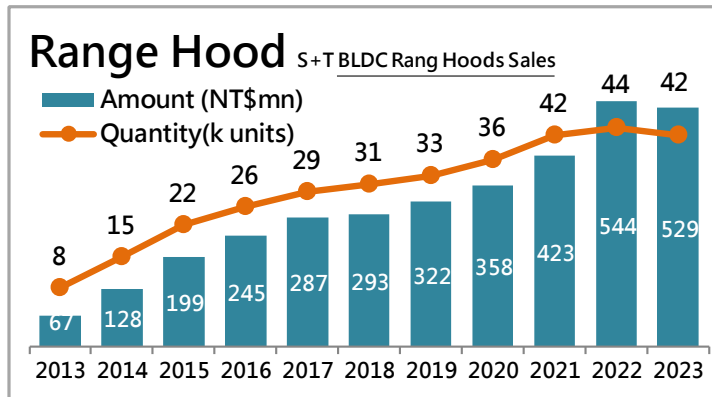
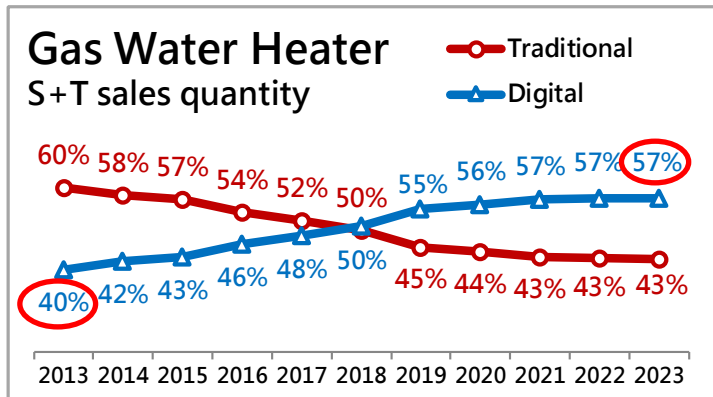
- **Sakura** : Increase profits by promoting high-end models and stabilize the market share.
- **Topax** : Increase market share, especially by low-priced kitchen appliances.



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

► Household penetration rate in Taiwan: 73%

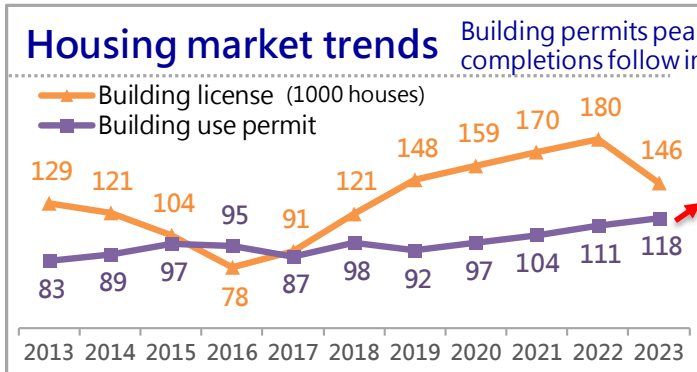
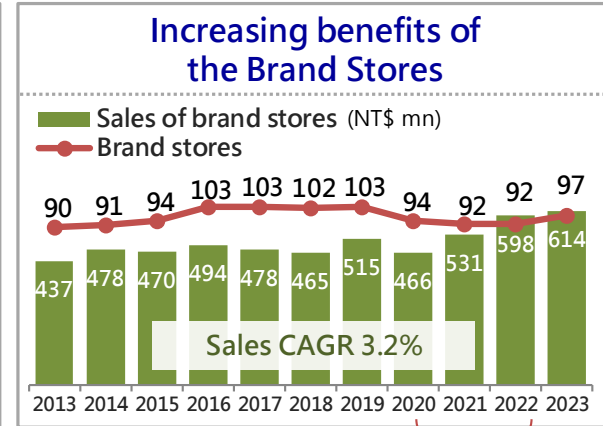
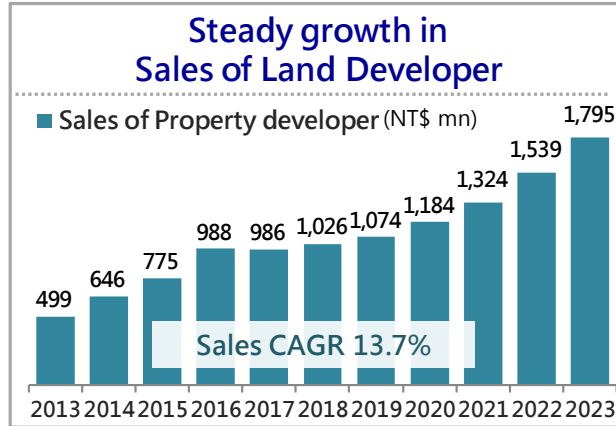
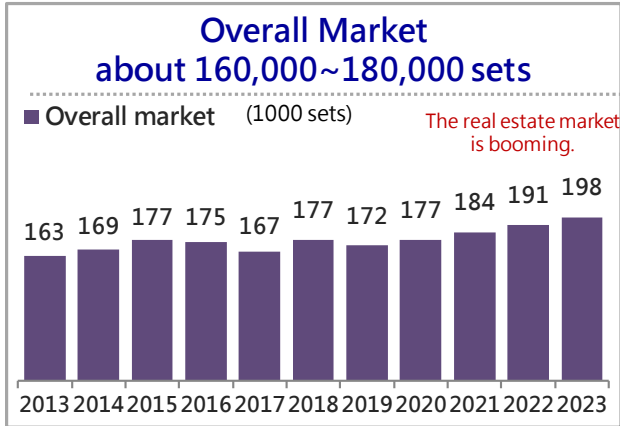
Kitchen and Bathroom Appliances



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



Main strategies for future growth :

- Land Developer : Expand market share ; Optimize product mix, increase product ASP
- Retail : Transform operations, boost store performance, and sustain growth.
- Manufactory : Increase productivity then Increase gross margin

Development Plan_ Whole House Customization

▼ Taiwan Home Decor Market Size



Estimated
> 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.



Build sales with an extended service model.

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



Children's Room

Master Bedroom

Living and dining room



5



7



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

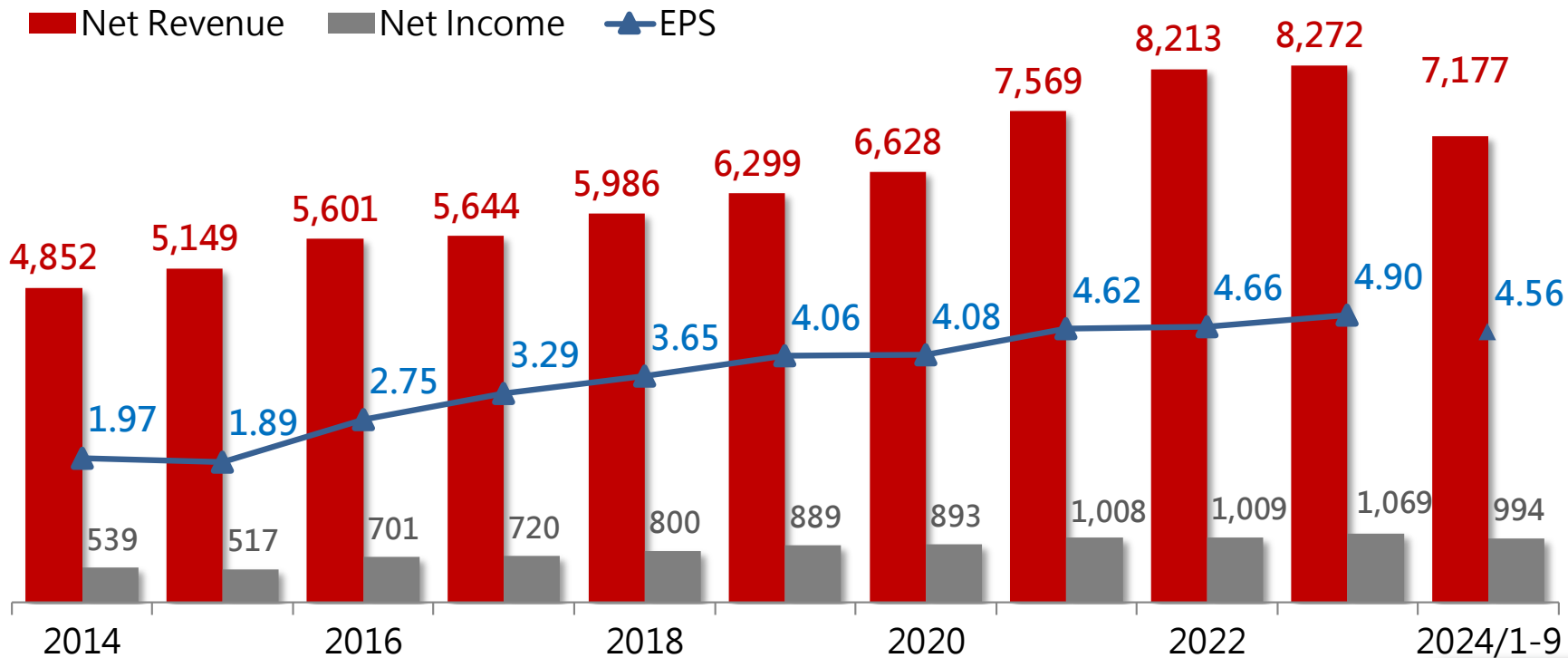
Primary Regional Strategy

【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 (NTD mn)



04

PART FOUR

Outlook

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HOME IN

O.N.E

ONE-STOP

NUMEROUS

EFFICIENT

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

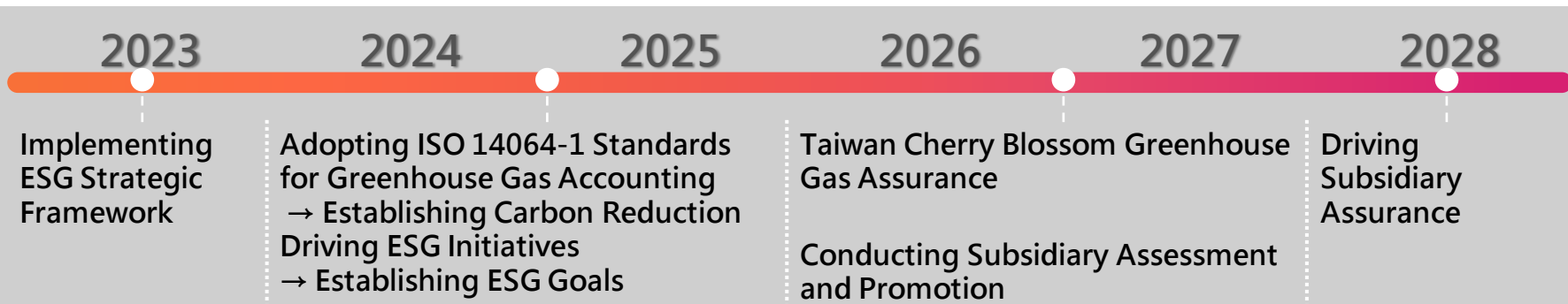
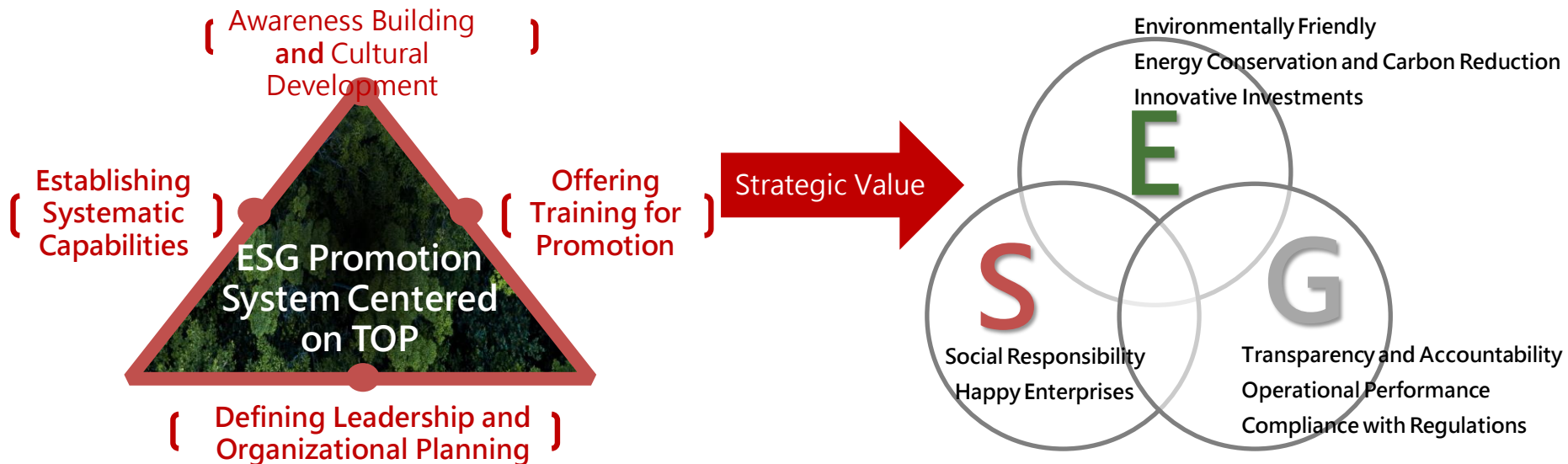
- Total building area : about 21,800 square meters
- Production apacity : about 60,000 sets



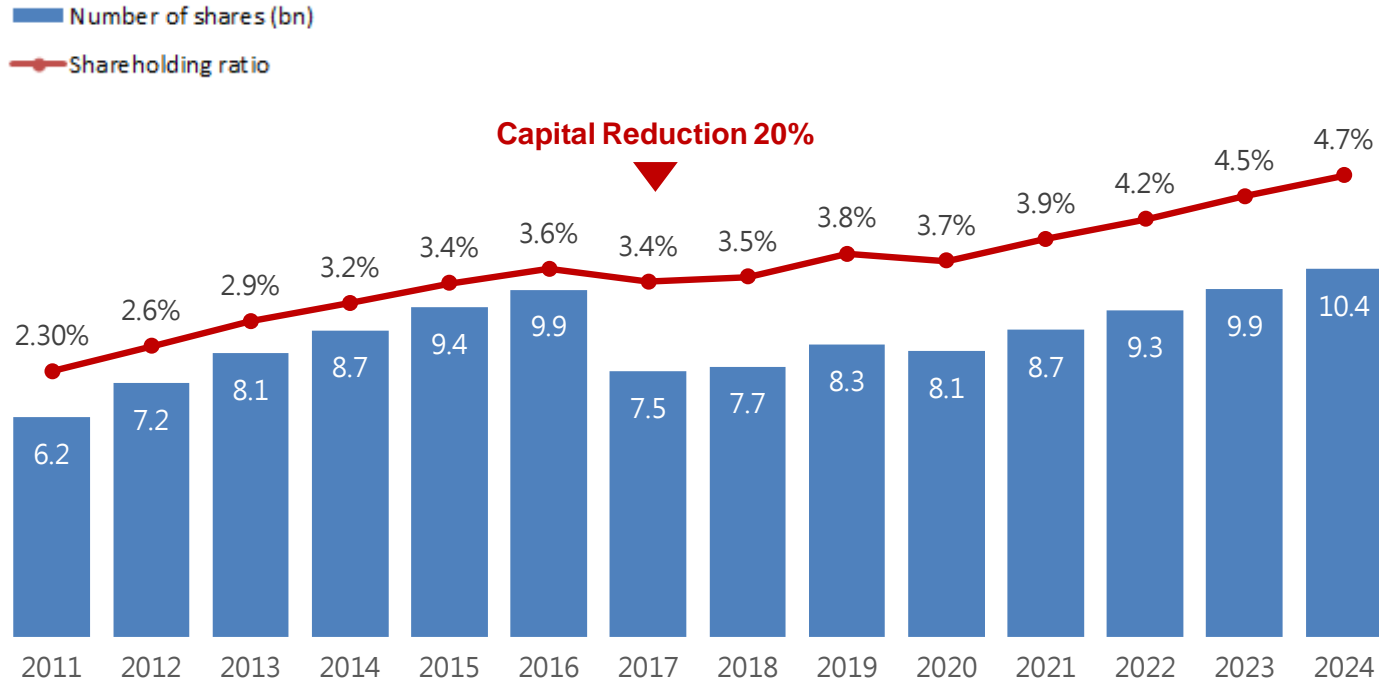
Progress
Plan

▶ 2025Q1 Completion acceptance

Taiwan Cherry Blossom ESG Strategy and Plan



Employee Stock Ownership Trust (ESOT)



9911

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TAIWAN SAKURA CORPORATION



T +886-4-2566-6106

F +886-4-3705-5156



No.436, Sec. 4, Yatan Rd., Daya Dist.,
Taichung City 428333, Taiwan (R.O.C.)



E archie07@sakura.com.tw

W <https://www.sakura.com.tw>