

櫻花集團 SAKURA GROUP

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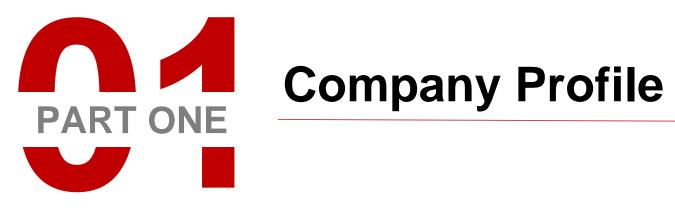


Operational Overview



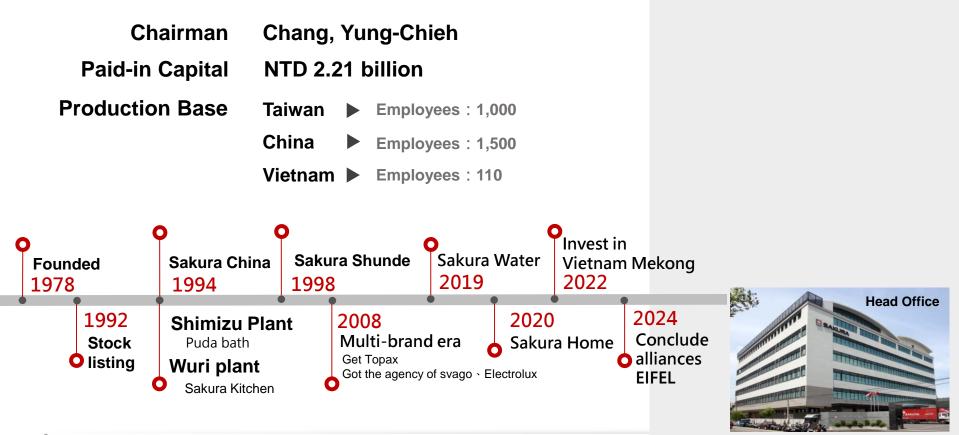








Company Profile



Production base

2 production bases

China '

- 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

 1 production base Vietnam • More than 2,000 sales locations

Binh Duong Gas stove





Look to Asia

Deepen Taiwan

sales locations

Head Office



Shenkang plant ■ Range hood > Punch/Sheet metal/Painting



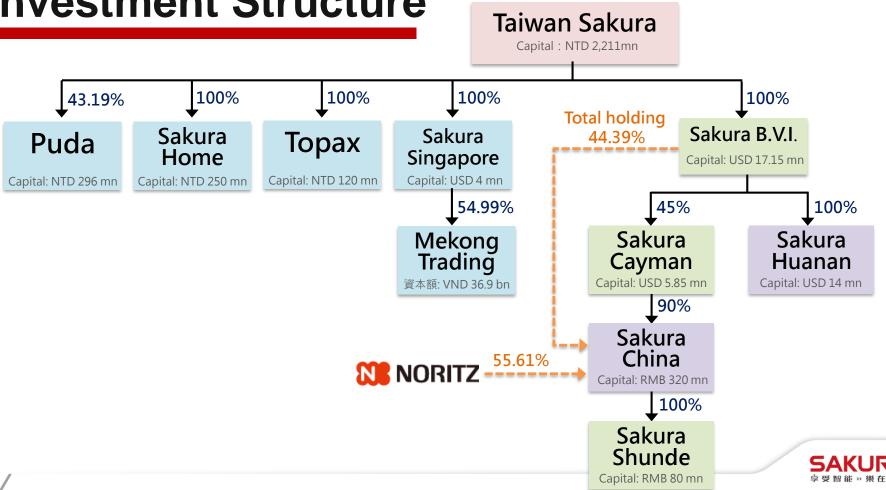
Daya plant Water heater Gas stove



Focus on mainland China Wuri plant Kitchen solution

Investment Structure

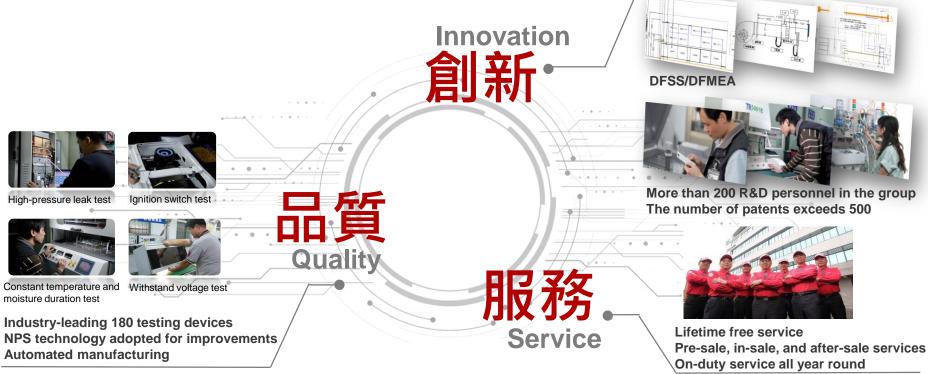
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Business Concept

Meet the needs of local consumers

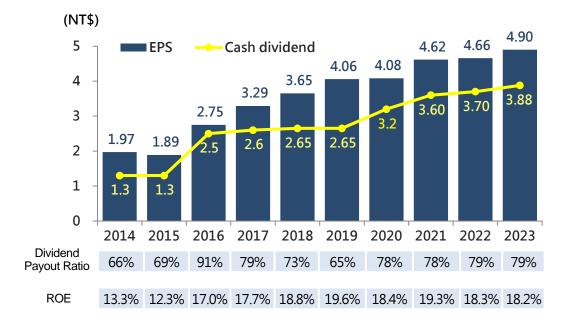
SAKURA i Care



NPS applied compresensively

Core Strategy

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









Multi-brand management

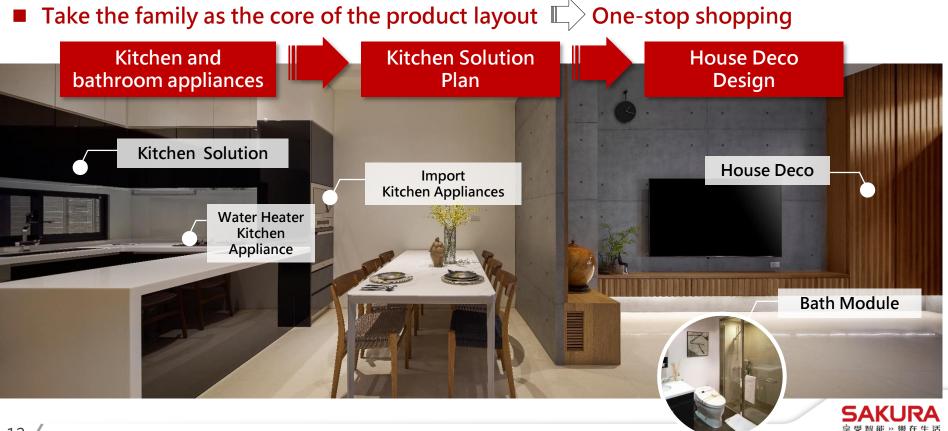


Including renowned brands from both domestic and international markets.

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
SAKURA 享受智能 » 樂在生活	SAKURA KITCHƏN	PUDA 卜大整體浴室	svago	👐 櫻花家居
2008			TEKA	
注頭北 D 11	KII CHEM3			SAKURA 享受智能 » 樂在生活

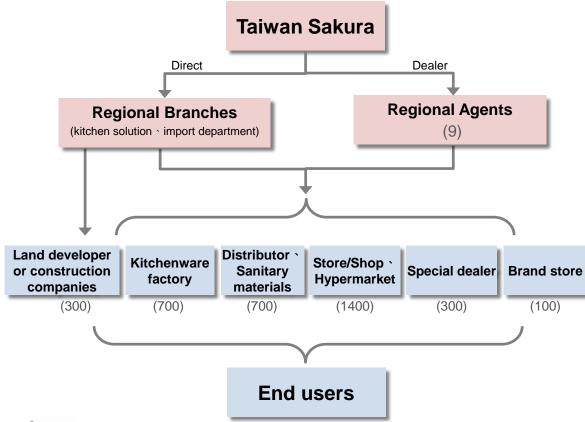
Multi-category operation



Multi-channel operation

More than 3,500 sales locations

Sakura's channel penetration rate exceeds 80%







Special dealer



Kitchenware factory



Property developer







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 Oil filter mesh safety inspection provided delivery to your doorstep

Kitchen Health inspection

ရို့



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.



KITCHEN-

突破未來格局 開啟廚房智高點







A. 除油煙機 新品上市 智能風控 x 靜音除味 AL 42 極靜音 啟動排煙 最低分貝



DR7396

SAKURA



SAKURA自動開門洗碗機



智慧洗程



自動開門乾燥

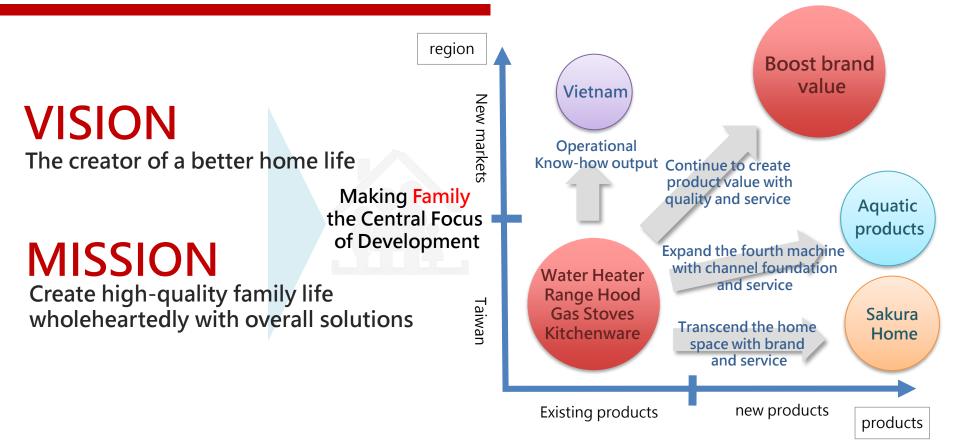








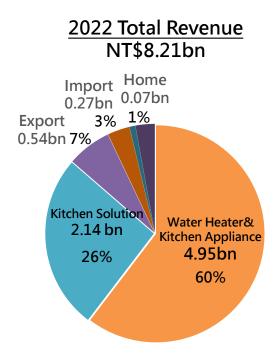
Business Prospection

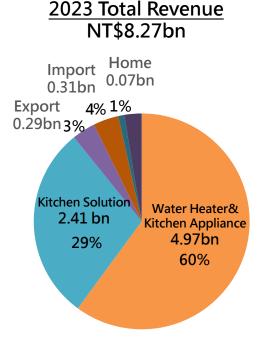


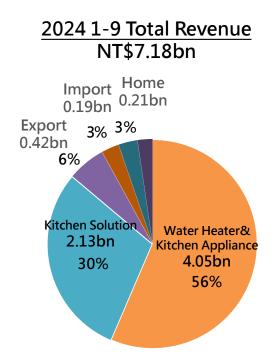




Sales structure

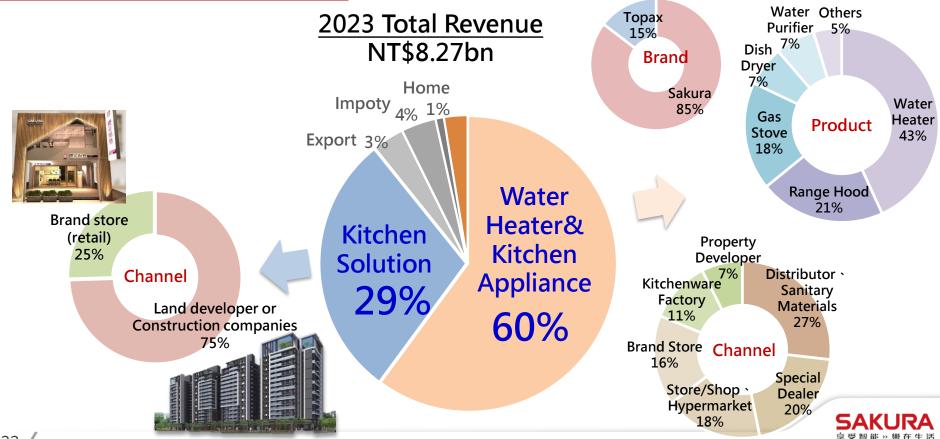








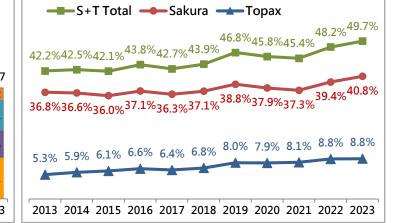
Sales structure



Taiwan Market _ Water Heater & Kitchen Appliance

(1000 units) price hike ■H ■R ■G ■O effect energy-efficiency subsidies 1784 1664 1658 1527 1537 1572 1592 1584 1557 1525 1557 185 185 129 172 154 475 510 468 451 457 454 425 453 431 455 369 337 352 370 413 384 651 586 618 615 585 607 617 596 552 577 571 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023

Market Share of Sakura Group



27% 8.6 million households in Taiwan Over 6 million homes use our products

Household penetration

rate in Taiwan: 73%

14%

Stable market Market size 1.55m units

Market Size

Dual brands strategy

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

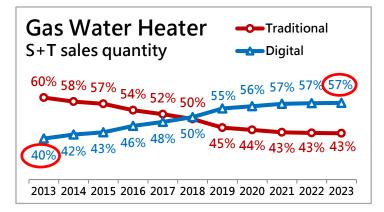
SAKURA 享受智能»樂在生活

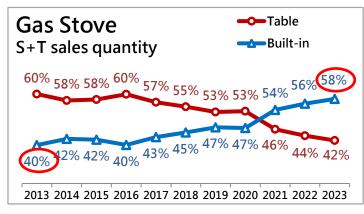
Household Penetration

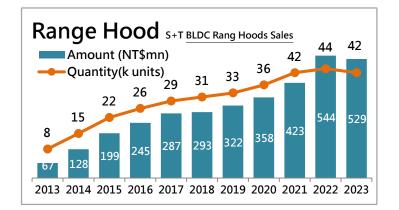
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None

Kitchen and Bathroom Appliances









Dual brands strategy

- <u>Sakura</u> : Increase profits by promoting highend models and stabilize the market share.
- <u>Topax</u> : Increase market share, especially by low-priced kitchen appliances.



Kitchen Solution



Building license (1000 houses) 148 ^{159 170} 180 -----Building use permit 146 129 121 104 95 91 97 104 111 118 98 97 92 89 87 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023

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

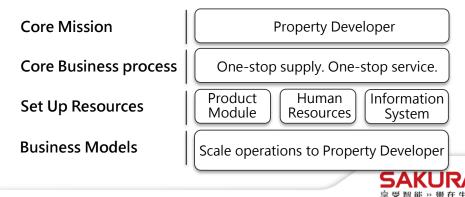
- Create new demand
- [•] Share benefits
- [•] Establish barriers to entry

▼ Operational Model Development

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



Build sales with an extended service model.





















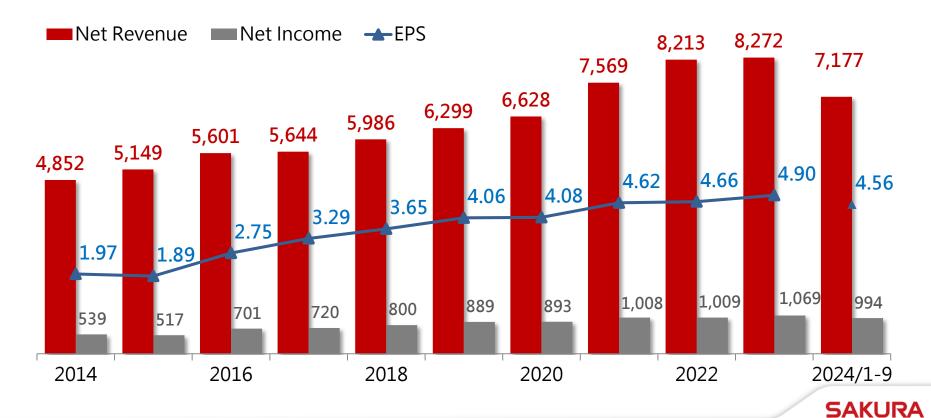
2+1 Room with Nordic style



Overseas market



Financial Highlights (NTD mn)







SAKURA GROUP



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

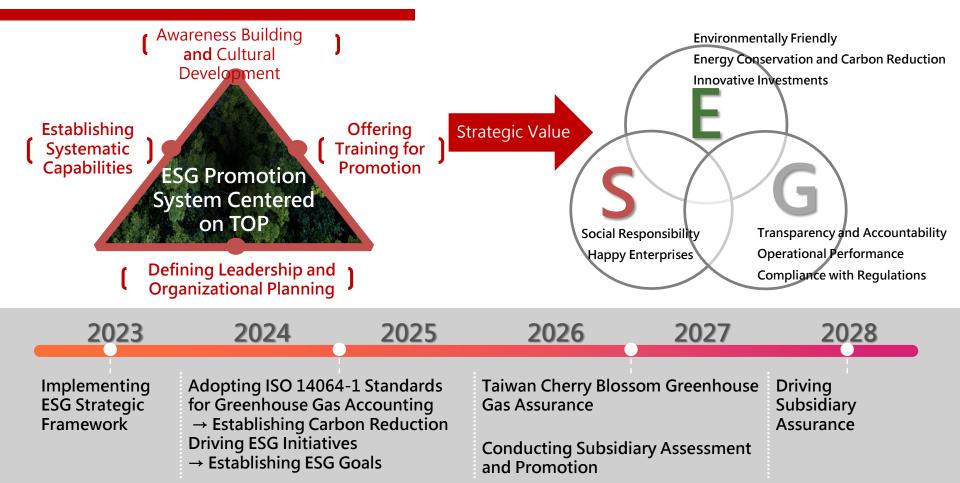
Production apacity : about 60,000 sets



Progress Plan

2025Q1 Completion acceptance

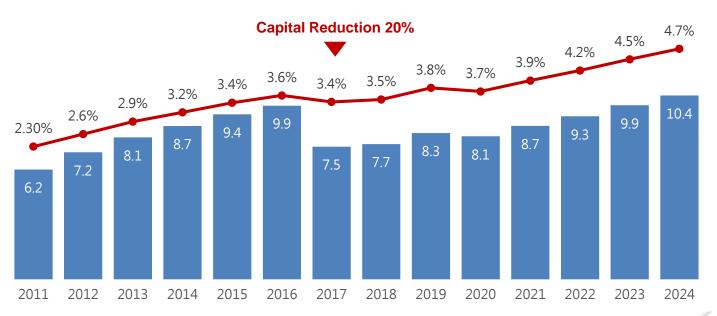
Taiwan Cherry Blossom ESG Strategy and Plan



Employee Stock Ownership Trust (ESOT)

Number of shares (bn)

Shareholding ratio





9911





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