



櫻花集團

SAKURA GROUP

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01

PART ONE

Company Profile

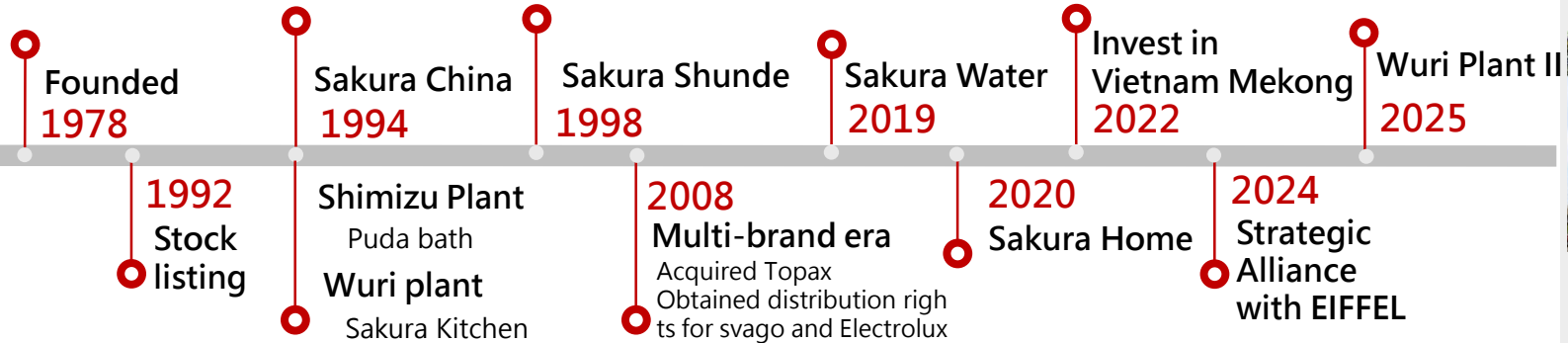
Company Profile

Chairman Chang, Yung-Chieh

Paid-in Capital NTD 2.22 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



Water Heater & Kitchen Appliances production.

Head Office

- Dish Dryer



Taiwan

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

Building integrated cross-regional capabilities in supply, manufacturing, and service.



Shenkang plant

- Range hood \ Punch/Sheet metal/Painting



Daya plant

- Water heater \ Gas stove



Wuri plant

- Under construction



Wuri Plant II

- Kitchen Solution

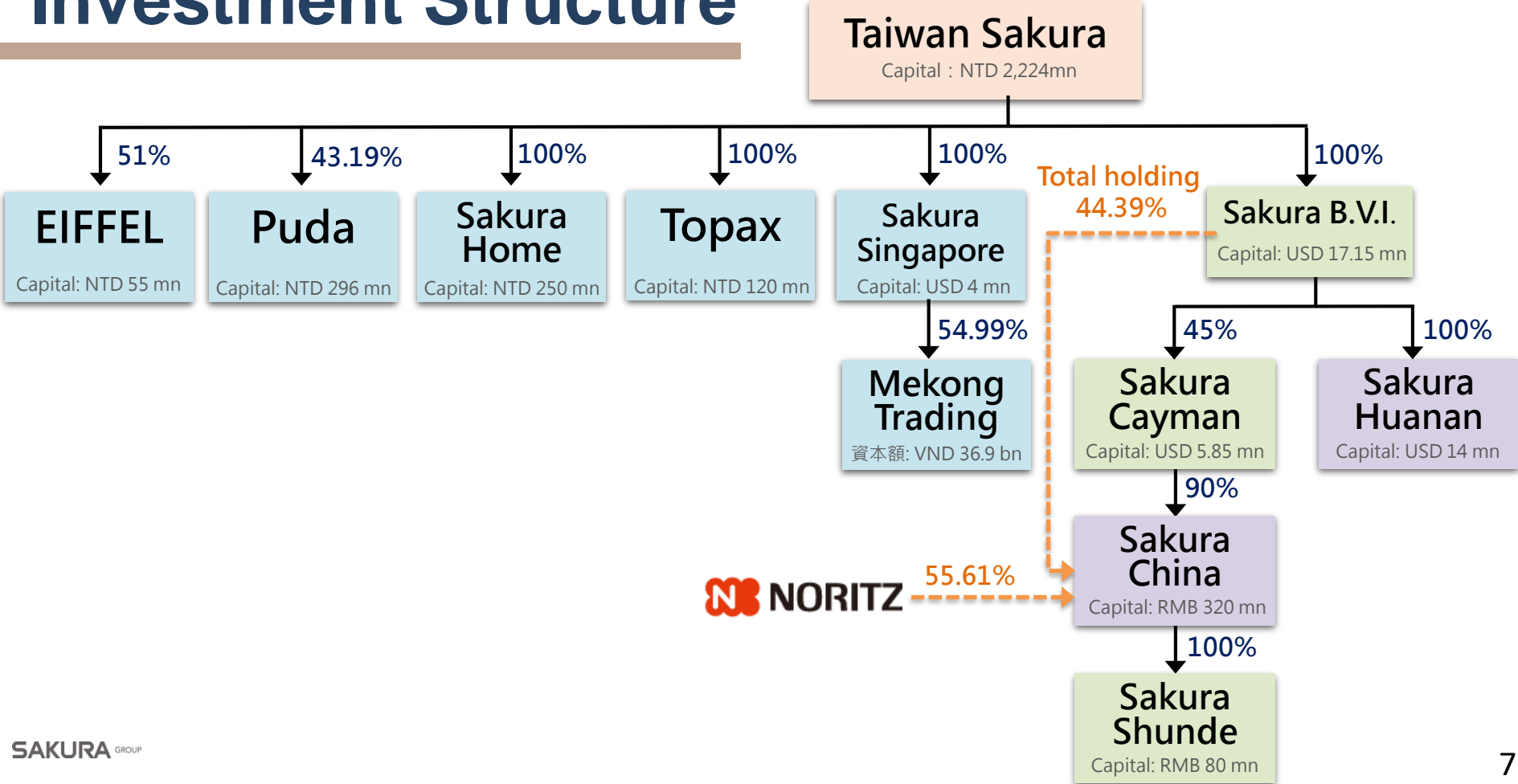


EIFEL

- System Cabinet

Kitchen & Home Solution production.

Investment Structure



Business Concept

Innovation



High-pressure leak test



Ignition switch test



Constant temperature and moisture duration test



Withstand voltage test

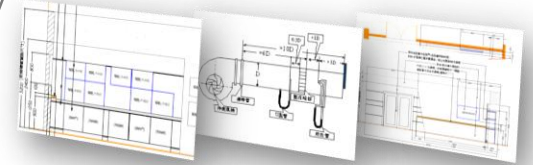
Quality

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
(Top 500 in IP Rankings)



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

SAKURA iCare

Business Deployment

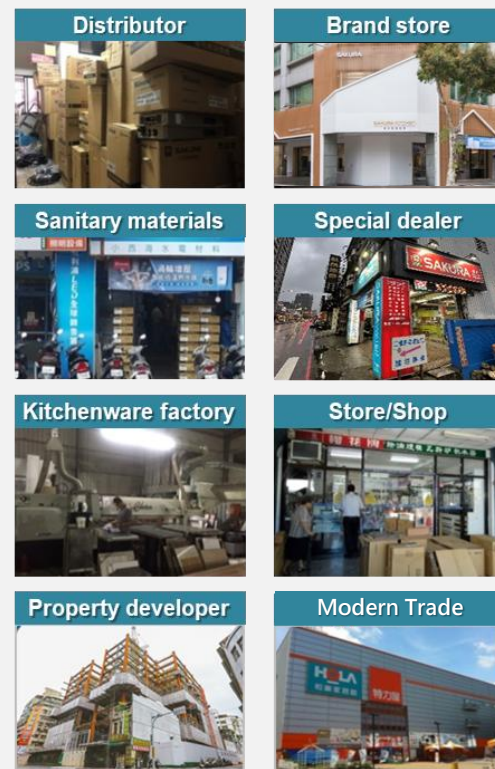
(Multi-Brand, Multi-Category, Multi-Channel)

SAKURA GROUP

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

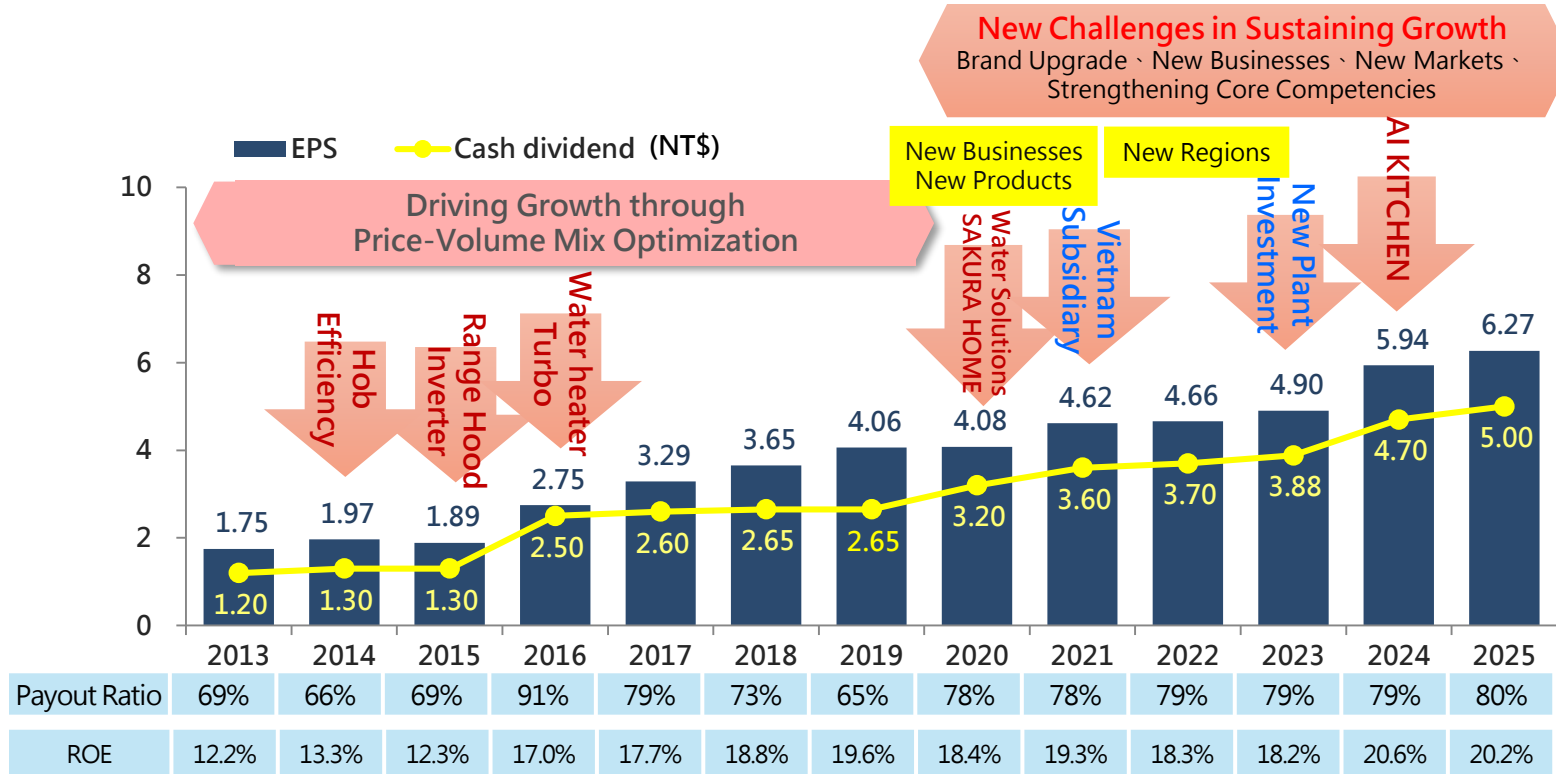
Taiwan has over 3,500 sales locations, with SAKURA achieving a **channel penetration rate** of over **80%**.

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



Core Strategy

Driving Business Growth through Clear Strategies and Forward-Looking Vision

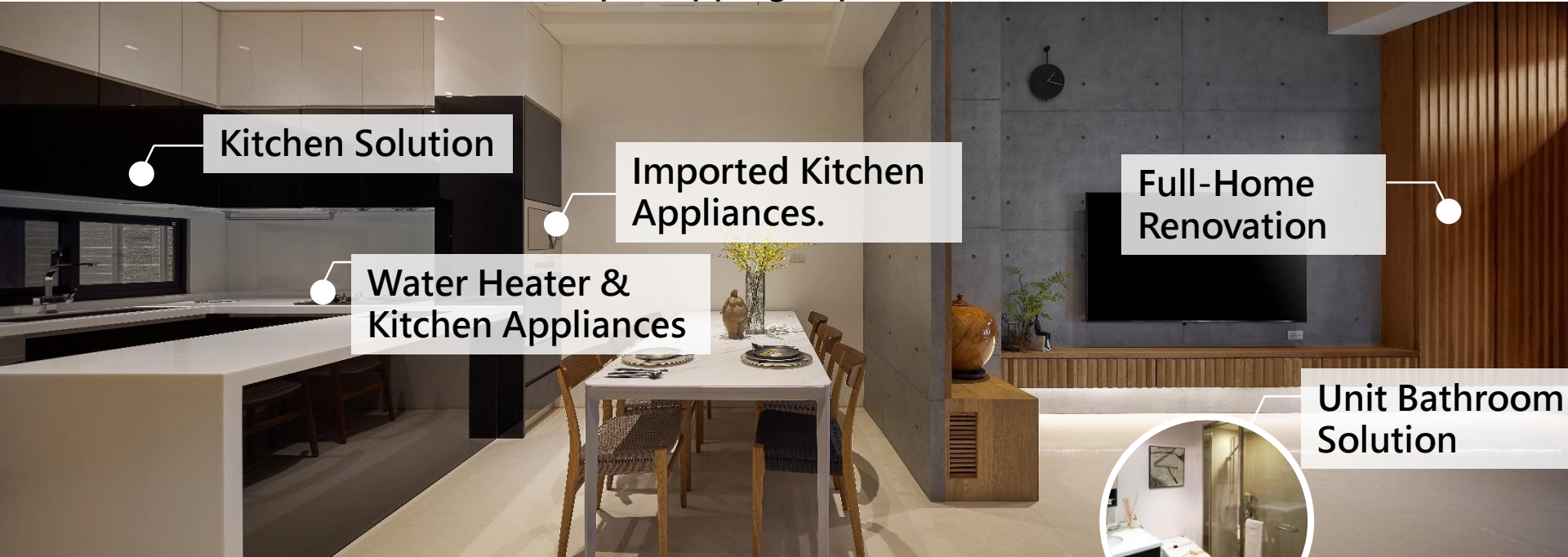




Business strategy

HOME in O.N.E

Developing products centered around the **Home**, while providing consumers with a one-stop shopping experience.



Kitchen Solution

Imported Kitchen Appliances.

Full-Home Renovation

Water Heater & Kitchen Appliances

Unit Bathroom Solution



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



Growth in Replacement Market
Household Equipment Renewal

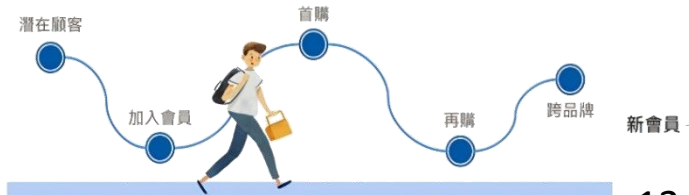
70%



30%

New Purchase Market Expansion
Opportunity Capture

- 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

Turbocharged Smart
Constant Temperature
Water Heater



Home Solutions



AI Kitchen



AI
Range Hood

AI
Hob

Smart
Dishwasher

Smart
Cooking
Appliances

Smart
Water
Dispenser

MAIN COOKING ZONE

Smart Air Control - Near-Suction Hidden Hood

- Smart Air Control
- Cooking Assist
- Bluetooth Link

Dual-Burner Induction Cooktop

- Pot Detection
- Low-Simmering
- Bluetooth Link

Smart Purification Sink

- Smart Electrolytic Sterilization
- Double-Tank Design
- Water Quality Recovery

Auto-Open Dishwasher

- Auto-Open
- Smart Wash Cycles
- Independent Drying

RO Hot/Cold Water Dispenser

- Multi-Stage Filtration
- Dual Source Heating
- Touch Display

Smart Motion-Sensor Faucet

- AI Motion Sensor
- Dual-Mode Flow
- Temperature Display

WASHING ZONE

AUXILIARY COOKING ZONE

Steam & Bake Combo Oven

- Multi-Functional Combo
- Smart Recipes

Appliance Storage Cabinet

- Cooking Complete Alert
- Smart Exhaust

SAKURA **A** **KITCHEN**
With **PREVU**

Channel Transformation

Consumer Purchasing Behavior
 → Comprehensive SAKURA Sales Network



Expand Store Network

Develop New Sales Locations

Advanced Optimization

Channel Deployment
 Three Growth Drivers

Channel Coverage Expansion

Consumer Journey Upgrade

Operating Model Optimization

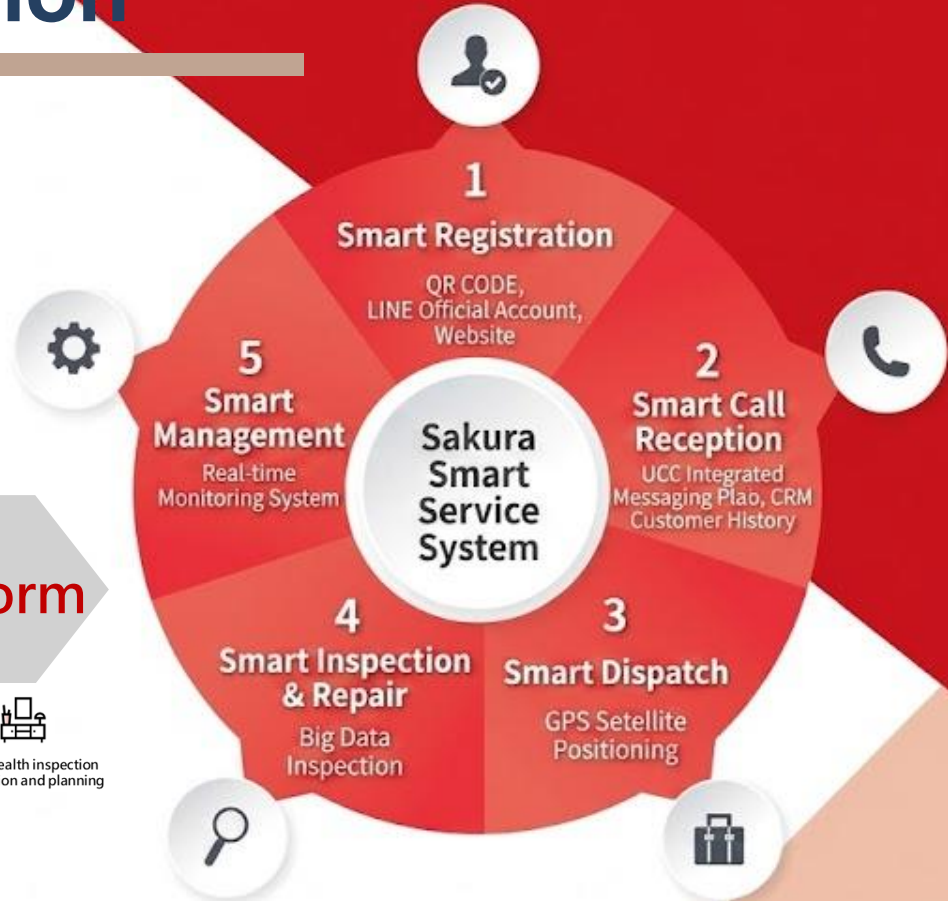
Service Optimization



SAKURA *iCare*

Service-Driven Brand Development
& Continuous Innovation

One-Stop **Innovative Smart Platform**



Water heater
safety inspection provided



Oil filter mesh
delivery to your doorstep



Kitchen
Health inspection



Water purifier
health inspection



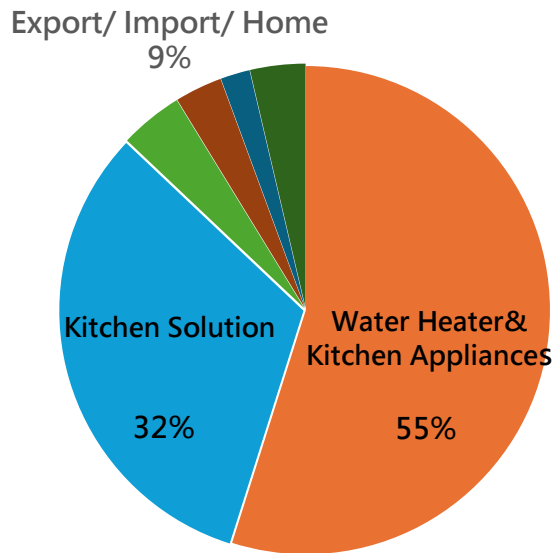
Space health inspection
Renovation and planning



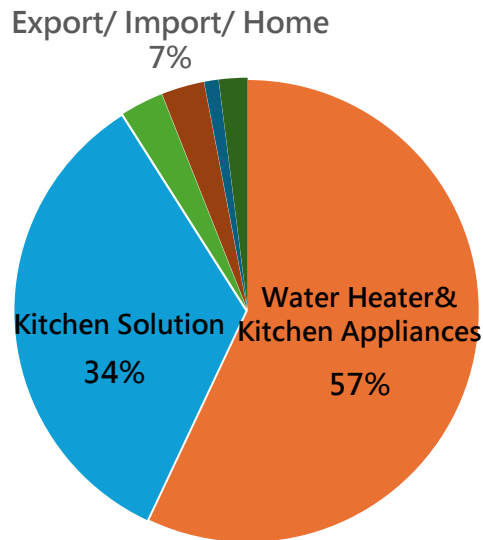
Operational Overview

Sales structure

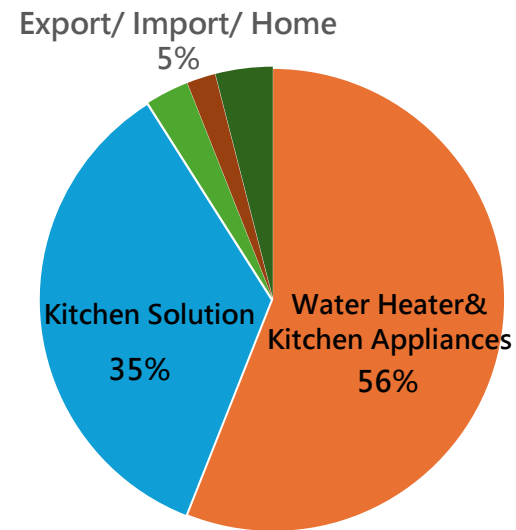
2025 Total Revenue
NT\$10.2bn



2025Q1 Total Revenue
NT\$2.8bn

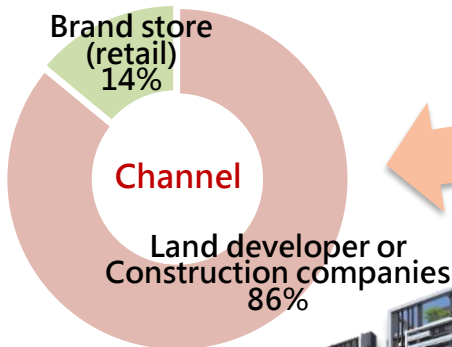
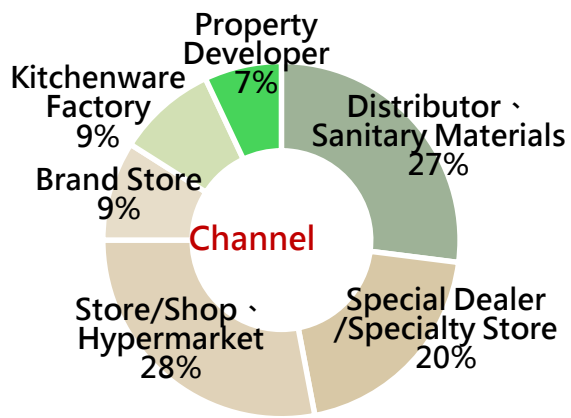
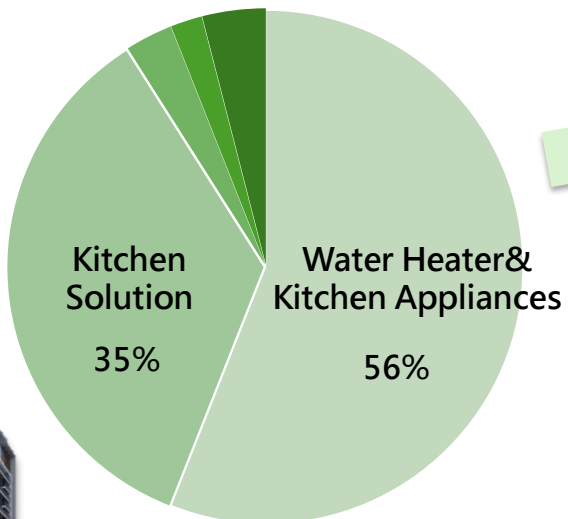
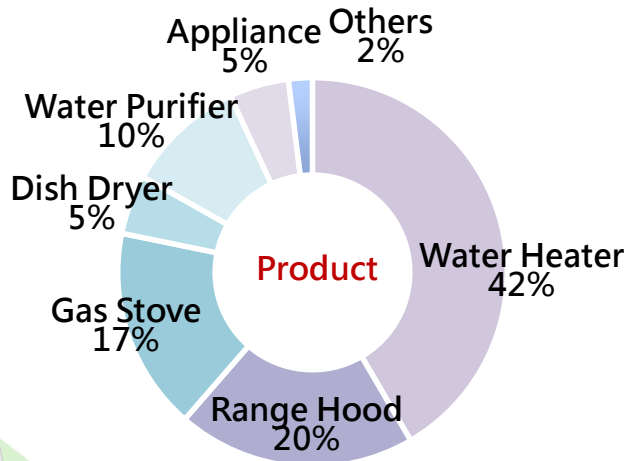


2026Q1 Total Revenue
NT\$2.9bn



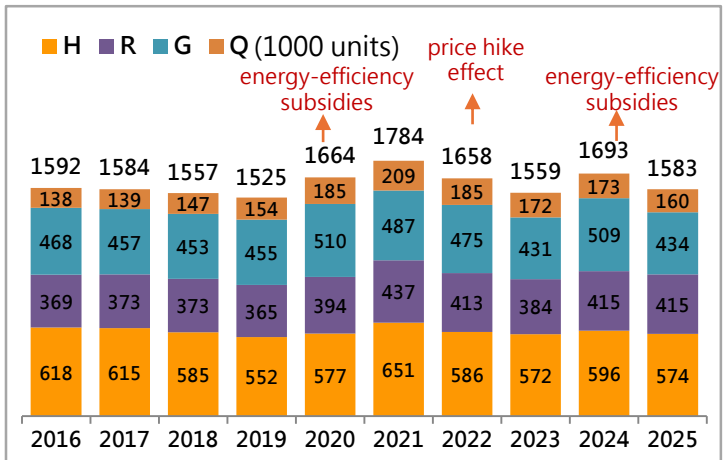
Sales structure

2026Q1 Total Revenue
NT\$ 2.9bn



Taiwan Market _ Water Heater & Kitchen Appliances

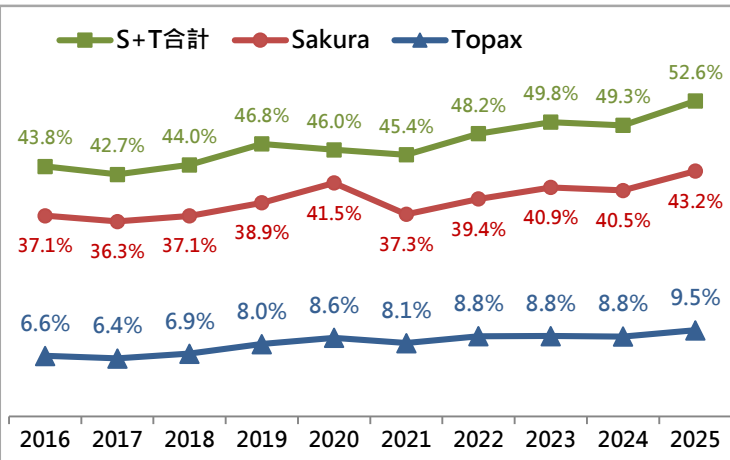
Market Size



► Stable market

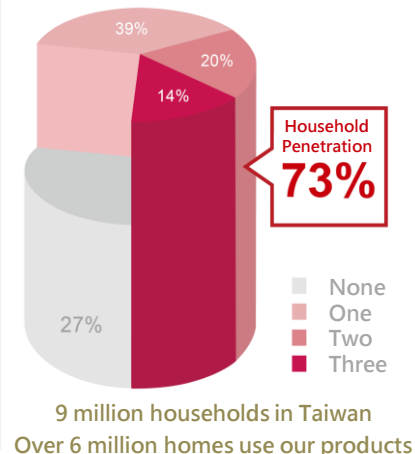
Market size 1.55m units

Market Share of Sakura Group

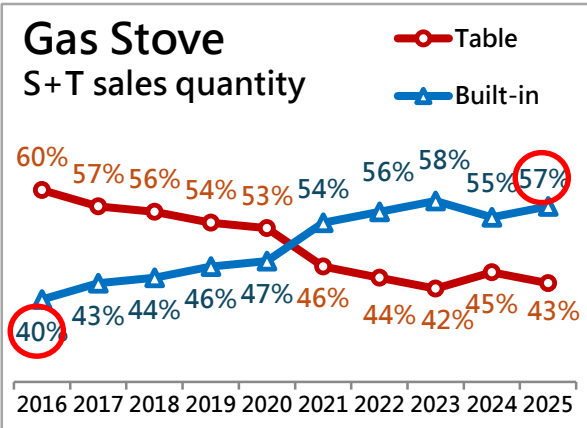
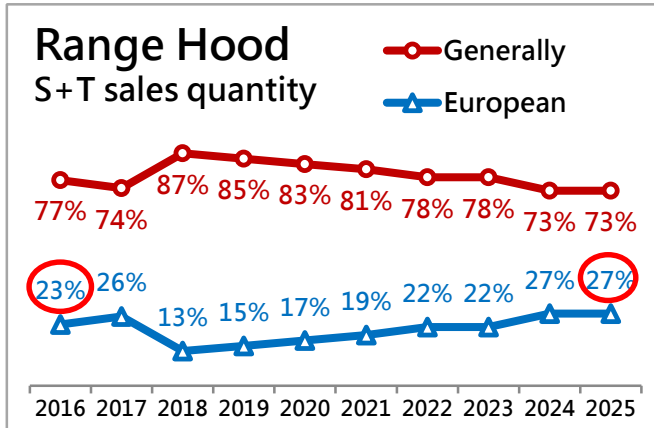
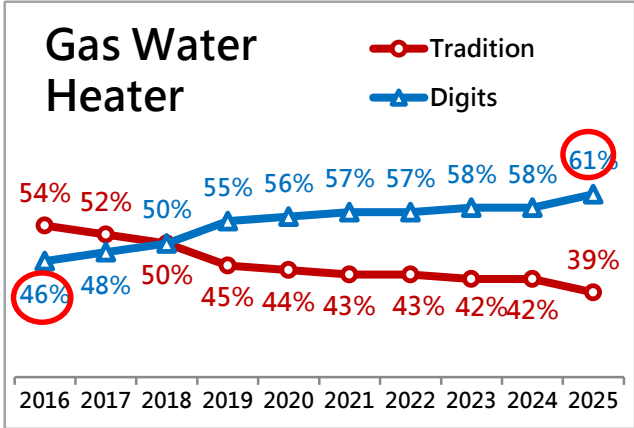


► Dual brands strategy

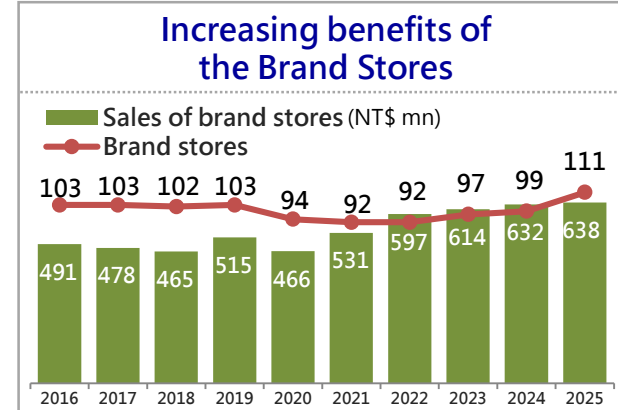
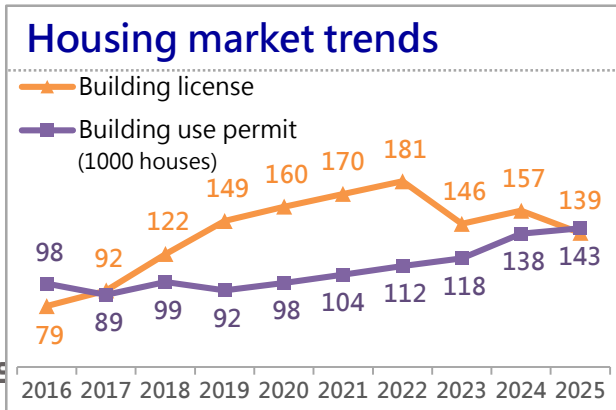
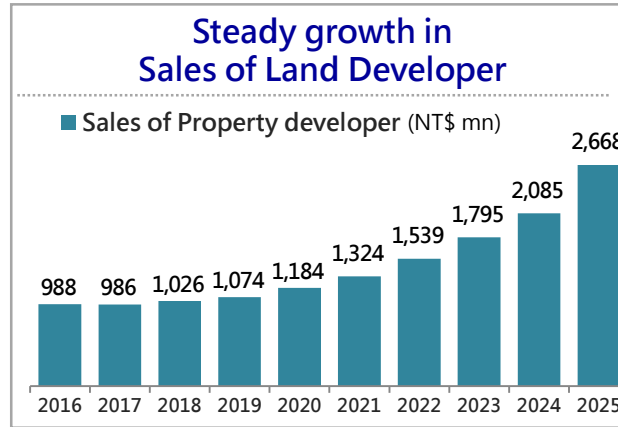
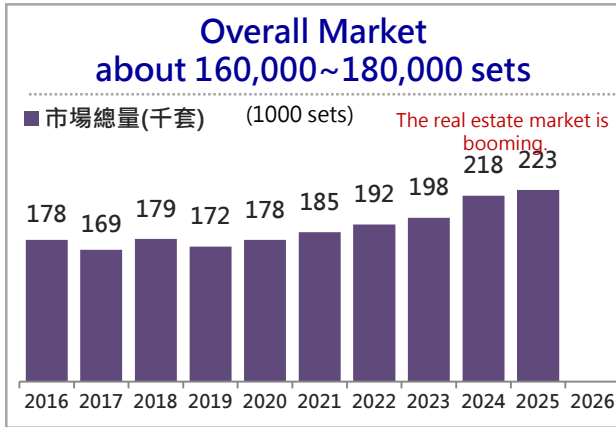
- **Sakura** : Increase profits by **promoting high-end models** and stabilize the market share.
- **Topax** : **Increase market share**, especially by **low-priced kitchen appliances**.



Water Heater & Kitchen Appliances Upgrades



Kitchen Solution



Growth Strategies:

- Property Developer:** Enhance customer value through brand strength and product competitiveness ("add one more appliances where space allows or upgrade to a higher-end product where space is limited")
- Retail:** Accelerate store expansion, optimize the consumer journey, and improve store productivity
- Production:** Improve production efficiency through smart manufacturing and enhance gross margin

AI KITCHEN Performance



Property Developer



Retail

AI KITCHEN share of total contract signings in 2026 Q1

20% ↑

25% ↑

Rising AI KITCHEN penetration has become a key growth driver across both markets.

Home Solutions

Fully-Furnished Housing Trend



Business Advantages :

- Leveraging the **strength of the SAKURA brand** and a foundation of 40 thousand kitchen solution sets, we continue to deepen partnerships with property developers.
- Through **diversified integrated service solutions**, we help developers enhance handover efficiency and service quality.



Overseas markets

China

Operational Structure Optimization

- Strengthening Product and Channel Competitiveness
- Production Automation to Reduce Costs



Vietnam

Key Overseas Growth Markets

- Aggressively Expanding Distribution Channels
- Enhancing Brand Awareness and Preference



North America

High-growth market opportunities

OBM

ODM/OBM

- Stabilizing ODM Business Opportunities
- Strengthening OBM Development

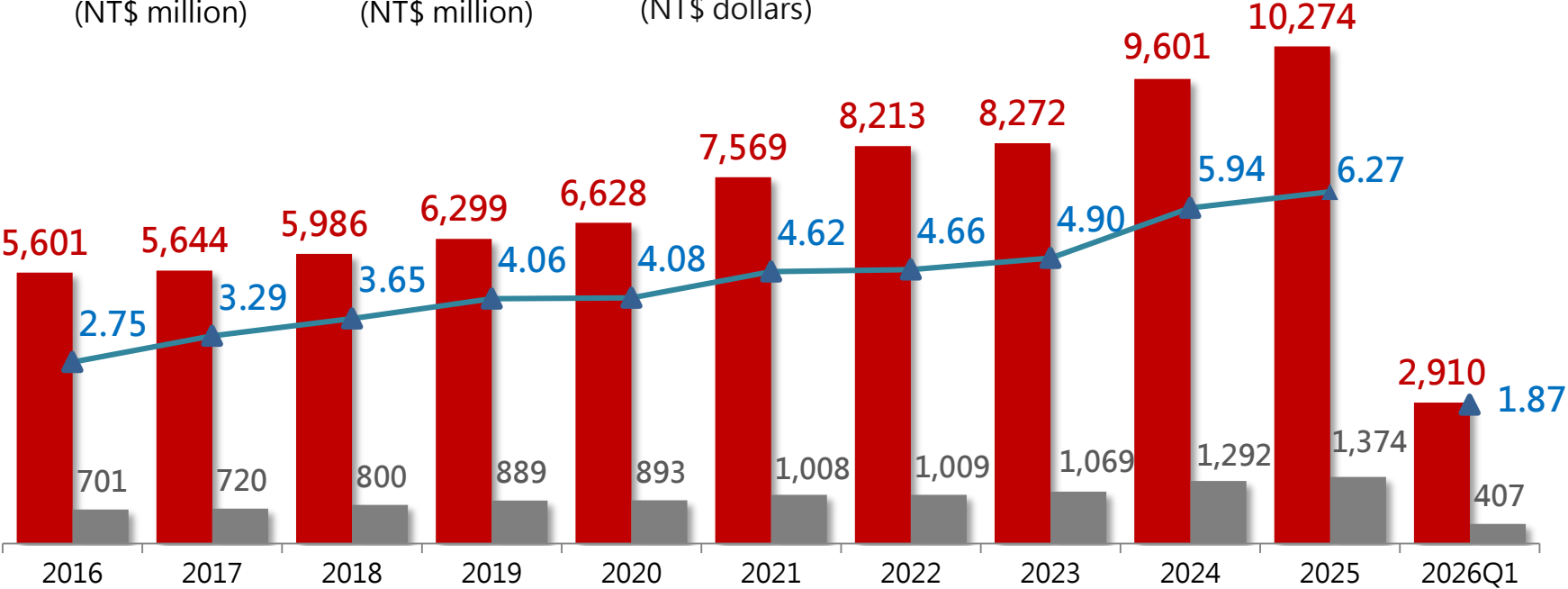


ODM



Financial Highlights

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

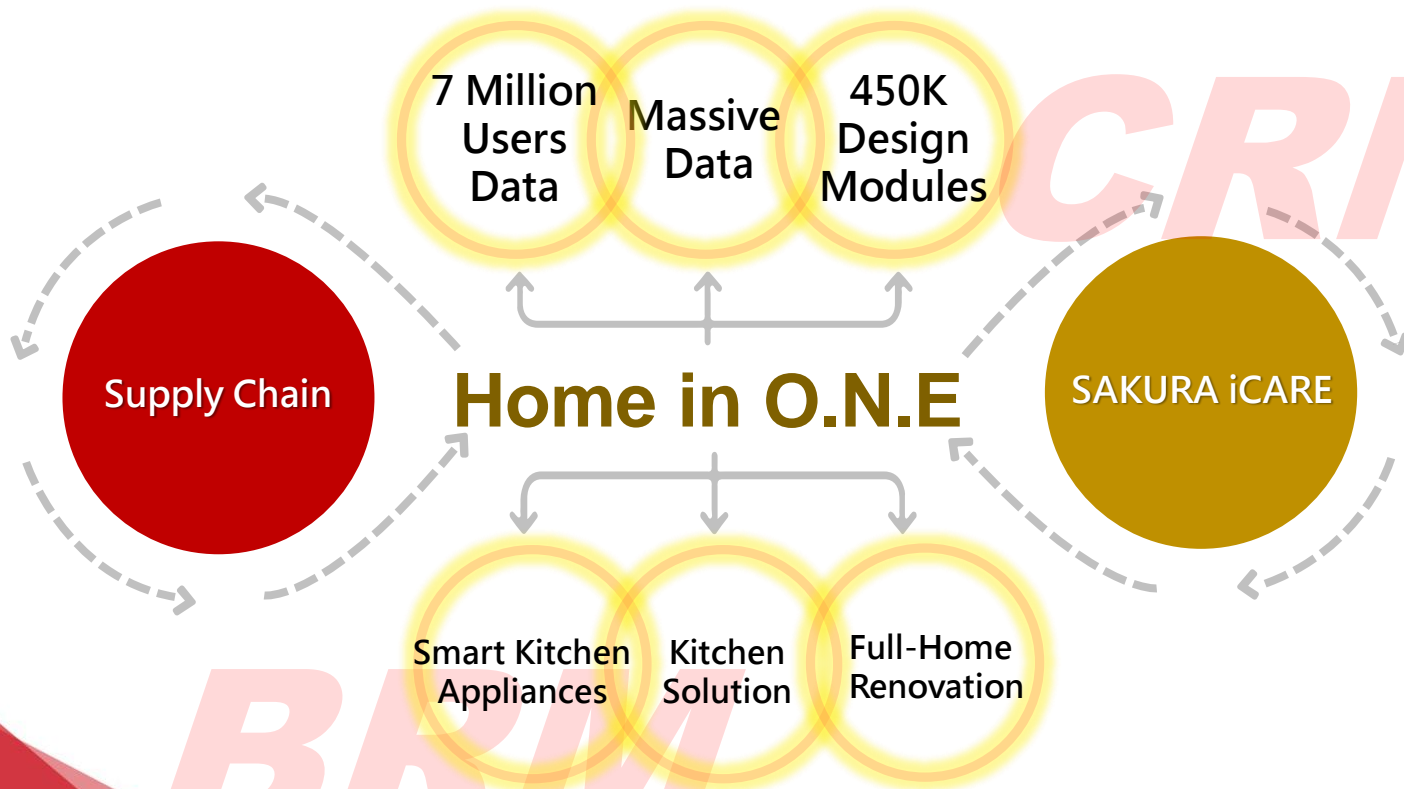


04

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
Range Hood



Production Line Consolidation to Maximize Synergies

Wuri Plant II

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



Phase 1 - Establish Wuri Plant II

Meeting Kitchen Solution Growth Demand

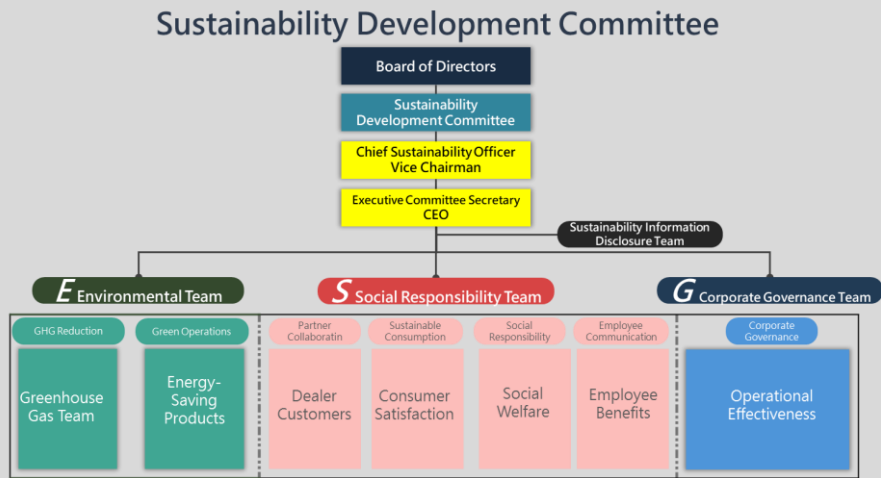
➤ Launched in 2025Q3

Phase 2 - Expanding Wuri Plant

Smart Manufacturing and Efficiency Optimization for Water Heater & Kitchen Appliances

➤ To be finished in 2028

Sustainability Development Strategy and Plan



Note: Established on May 11, 2026

E Environmental Sustainability | Green Manufacturing and Energy-Efficient Products

- Implementation of ISO 14064-1 Greenhouse Gas Inventory
- Smart and Automated Green Manufacturing
- Development of Low-Carbon Smart Kitchen & Bath Products

S Social Inclusion | Service Commitment and Employee Care

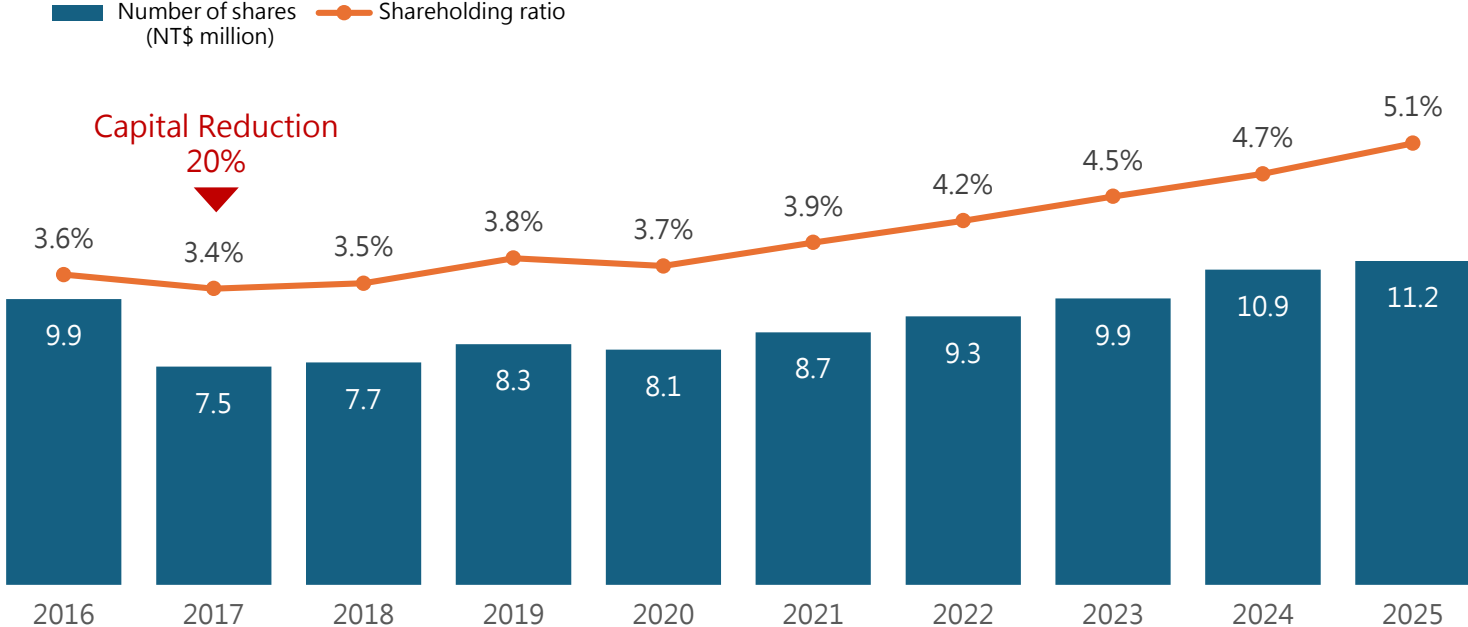
- Lifetime Free Service Commitment and Customer Care Program
- Employee Welfare and Career Development
- Social Engagement and Industry–Academia Collaboration

G Corporate Governance | Transparent Operations and Service Transformation

- Robust Corporate Governance Framework
- Risk Management and Information Security
- Advancing the Transformation toward Manufacturing Servitization

Employee

Stock Ownership Trust (ESOT)



9911

櫻花集團

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