

An aerial photograph of a modern cable-stayed bridge with two tall, white, A-frame pylons. The bridge spans a river and is surrounded by lush green hills. In the background, there are industrial facilities, including large storage tanks and buildings. The sky is clear and blue.

# Investor Conference

## L&K

## Group



# Safe Harbor Statement

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# Agenda

**01 L&K Introduction**

**02 Operational Summary**

**03 Strategy and Prospect**

**04 Financial Summary**

# L&K Introduction

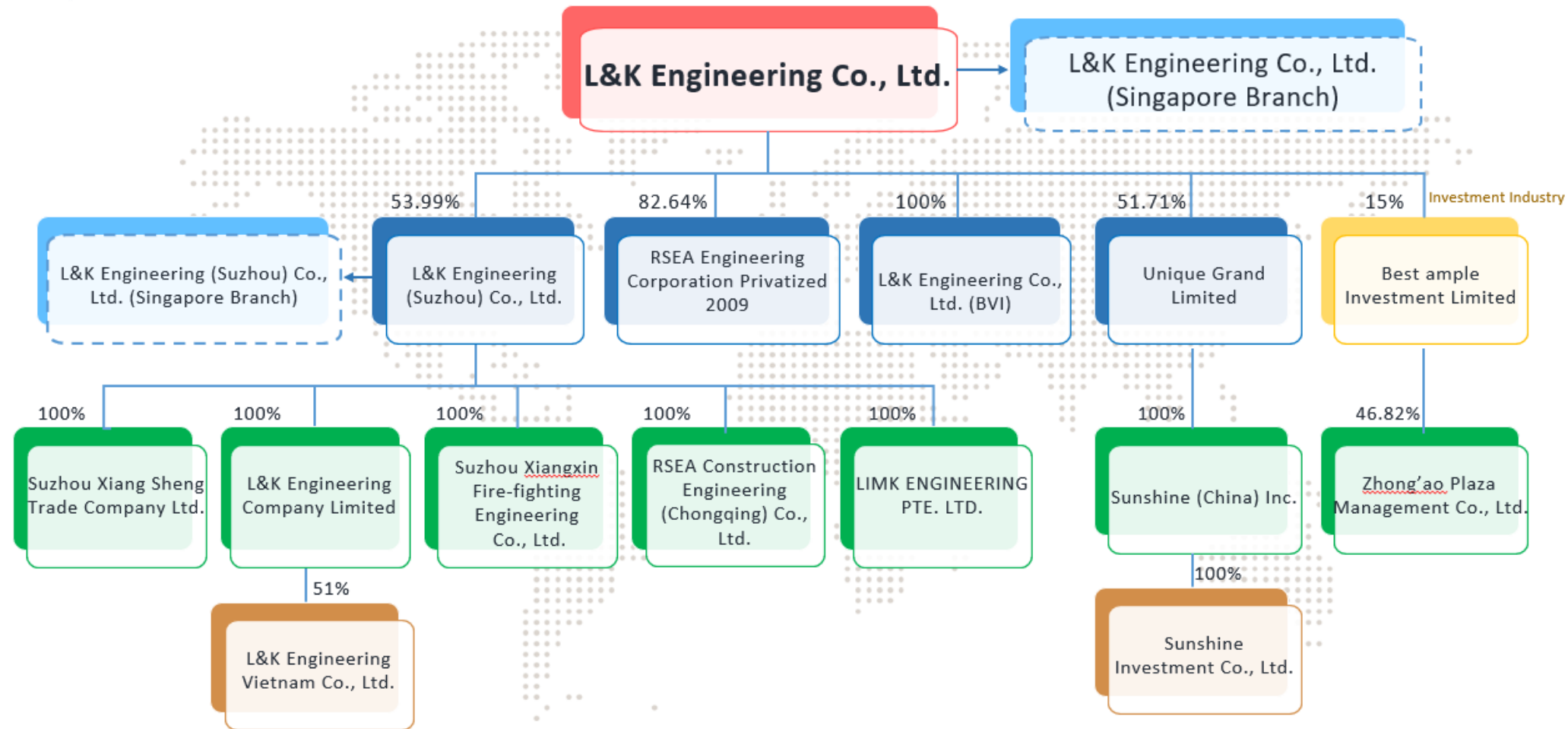
Innovation. Leadership. Professionalism. Waste Reduction. Responsibility

**In the past, we got a foothold in Taiwan.  
Nowadays, we strive to expand our business in China.  
Future, we expect to service the whole Asia.**

# Company Overview

Company	L&K Engineering Co., Ltd.	RSEA Engineering Corporation Privatized 2009	L&K Engineering (Suzhou) Co., Ltd.	Sunshine (China) Inc.
Profile	<ul style="list-style-type: none"> <li>Founded by Yao Chu Shiang (Kenneth Yao) in 1978</li> <li>Listed on Taiwan Stock Exchange in 2003, Stock Code 6139</li> </ul>	<ul style="list-style-type: none"> <li>Founded by Veterans Affairs Council, R.O.C in 1956.</li> <li>Joint-venturing with L&amp;K Engineering Co., Ltd. in Nov. 2009</li> </ul>	<ul style="list-style-type: none"> <li>Founded by Yao Chu Shiang (Kenneth Yao) in 2002</li> <li>Listed on Shanghai Stock Exchange in 2016, Stock Code 603929</li> </ul>	<ul style="list-style-type: none"> <li>Reinvested through Unique Grand Limited by L&amp;K Taiwan in 2010</li> <li>Practice Group's Diversified Business Operation Model in the 21 Century</li> <li>Ecological Town Development(At Present, it has Become the Core Area of TIANFU AG EXPO PARK in Sichuan Province)</li> </ul>
Capital	<ul style="list-style-type: none"> <li>NT\$ 3.5 Billion (Paid-in Capital is NT\$ 2.330 Billion)</li> </ul>	<ul style="list-style-type: none"> <li>NT\$ 10 Billion (Paid-in Capital is NT\$ 5 Billion)</li> </ul>	<ul style="list-style-type: none"> <li>CNY \$ 213.36 Million</li> </ul>	<ul style="list-style-type: none"> <li>Total investment : US\$150 Million</li> <li>Registered capital : US\$99.8 Million</li> </ul>
Service Scope	<ul style="list-style-type: none"> <li>EPC Turnkey (Design, Procurement, Construction)</li> <li>Clean Room Construction and MEP Project</li> </ul>	<ul style="list-style-type: none"> <li>A Class Comprehensive Construction Enterprises</li> <li>Construction Management</li> </ul>	<ul style="list-style-type: none"> <li>EPC Turnkey</li> <li>MEP Installation Class 1</li> </ul>	<ul style="list-style-type: none"> <li>and Readjustment &amp; Comprehensive Urban Development</li> <li>Construction of Supporting Facilities for Agricultural Leisure Industry</li> <li>Construction and Operation of Agricultural Industry Incubation Park</li> <li>Development and Construction of Sustainable Living Parks</li> </ul>
Employee	<ul style="list-style-type: none"> <li><b>531</b> Employees (as of May. 2025)</li> </ul>	<ul style="list-style-type: none"> <li><b>3,381</b> Employees (as of May. 2025)</li> </ul>	<ul style="list-style-type: none"> <li><b>806</b> Employees (as of May. 2025)</li> </ul>	<ul style="list-style-type: none"> <li><b>12</b> Employees (as of May. 2025)</li> </ul>
Phone Number	<ul style="list-style-type: none"> <li>+886-2-2691-9099</li> </ul>	<ul style="list-style-type: none"> <li>+886-2-8691-7366</li> </ul>	<ul style="list-style-type: none"> <li>+86-512-67027000</li> </ul>	<ul style="list-style-type: none"> <li>+86-18782168157</li> </ul>
Website	<ul style="list-style-type: none"> <li><a href="http://www.lkeng.com.tw">http://www.lkeng.com.tw</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="http://www.rseaec.com.tw">http://www.rseaec.com.tw</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="http://www.lkeng.com.cn">http://www.lkeng.com.cn</a></li> </ul>	

# 1 L&K Group and Affiliates



➤ 2025 Engineering Company's Revenues Survey of Commonwealth Magazine-L&K ranked **2<sup>nd</sup>** place in 2024.

Data: Jun. 2025



# Location of Subsidiaries and Branches



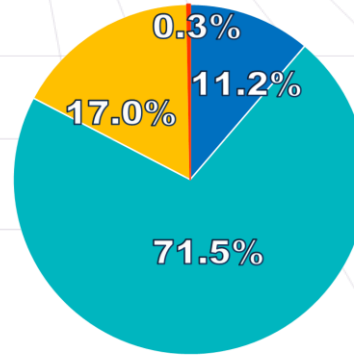
# 1 Group Employee Skill Profile

Group  
Employee  
**4730**

Taiwan	3,869人
China	751人
Vietnam	41人
Singapore	69人



## Employees



	%	Employees
L&K	<b>11.2%</b>	<b>531</b>
- Domestic Employees	(11.1%)	(525)
- Foreign Workers	(0.1%)	(6)
RSEA	<b>71.5%</b>	<b>3,381</b>
- Domestic Employees	(15.9%)	(751)
- Foreign Workers	(55.6%)	(2630)
L&K (Suzhou)	<b>17.0%</b>	<b>806</b>
Sunshine (China)	<b>0.3%</b>	<b>12</b>

## Skill Profile

Project Management & Engineering	<b>1,322</b>	<b>28.0%</b>
Design	<b>283</b>	<b>6.0%</b>
Safety & QC/QA	<b>210</b>	<b>4.4%</b>
Operations / Finance and Accounting	<b>279</b>	<b>5.9%</b>
Foreign Workers	<b>2,636</b>	<b>55.7%</b>

## Education

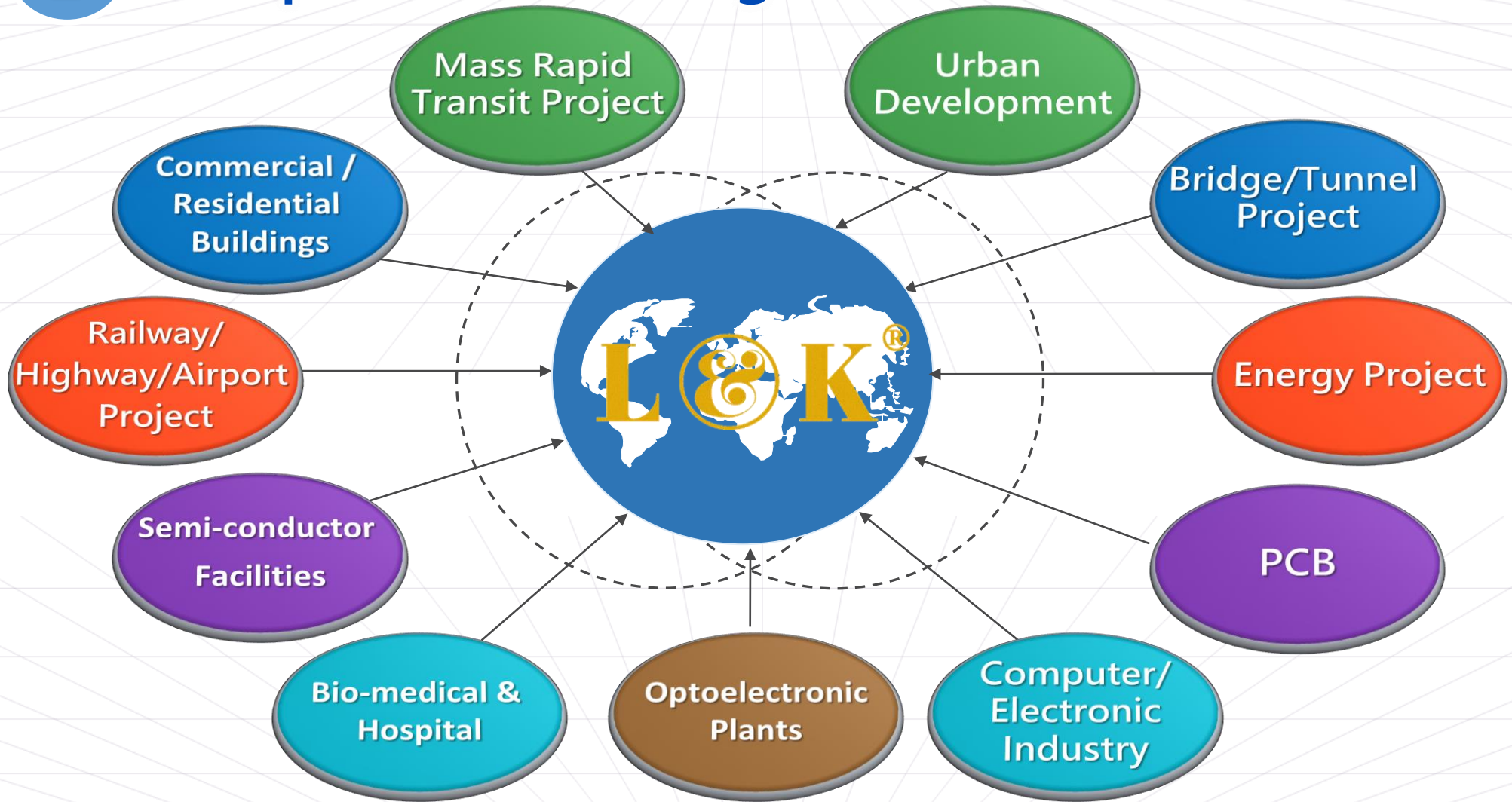


	%	Employees
Doctor's Degree	<b>0.2%</b>	<b>10</b>
Master's Degree	<b>3.8%</b>	<b>179</b>
Bachelor's Degree	<b>25.1%</b>	<b>1,189</b>
Associate Degree	<b>9.7%</b>	<b>456</b>
Senior High School and Under	<b>5.5%</b>	<b>260</b>
Others (Foreign Workers)	<b>55.7%</b>	<b>2,636</b>

Data: May 2025



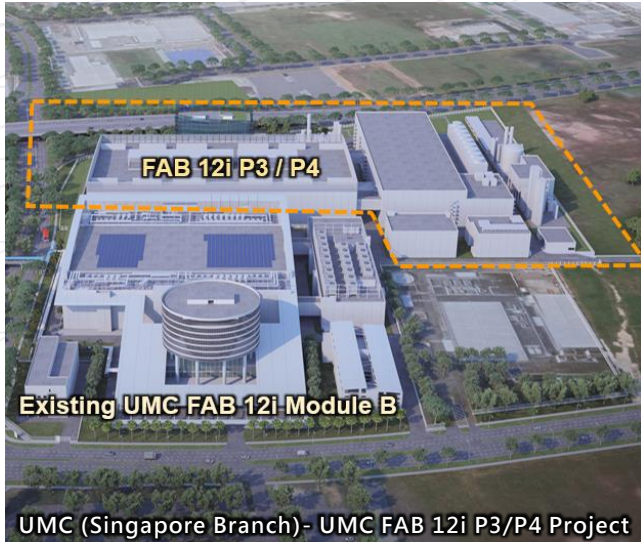
# 1 Scope of Marketing Industries



With More Than 47 Years Engineering Experiences,  
L&K has Progressively Expanded Our Scope of Services.



# The Achievement of L&K Group Service Strategy





## Sustainable Business Strategy

Respecting stakeholder rights and addressing important corporate social responsibility issues through appropriate communication and stakeholder engagement methods.

Implementing Corporate Governance

We consider the impact of our operations on ecological efficiency and promote the concept of sustainable consumption. In our operational activities, such as design, procurement, construction, operations, and services, we aim to reduce the environmental and human impact of our business operations.

Developing Sustainable Environments

In compliance with relevant regulations and corporate governance best practices for listed and OTC companies, we strive to provide transparent and relevant sustainable development information to enhance information transparency. We achieve this through the publication of sustainability reports, which detail our progress in promoting sustainable development.

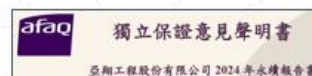
Strengthening Sustainable Development Information Disclosure

Enhancing Social Welfare

We adhere to relevant labor regulations, safeguard employees' legal rights, and respect internationally recognized fundamental labor principles. In addition to providing a safe and healthy working environment for employees, we are committed to reducing factors that could harm employee safety and health, preventing occupational accidents, and providing appropriate career development and training programs for employees.

## Achievements

- The Sustainability Report has been Verified by a third-party international verification organization.
- Excellent Project Award for Public Construction from Ministry of Transportation and Communications, R.O.C.- Kaohsiung Station
- FIABCI-Taiwan Real Estate Excellence Awards (the Best Planning and Design Category) -San-Ying Line MRT Project (D&B)-Guohua Station
- Taipei City Government Distinguished Public Construction Awards (Civil Engineering Category)-Wanda-Zhonghe-Shulin Line Project Phase 1 Contract No.CQ850
- Excellent Action Award for Construction Site Environmental Protection Management (Public Construction Category) from Ministry of Environment-Civil and Architecture Construction Tender for Terminal Building, Taiwan Taoyuan International Airport Terminal 3 Area
- CommonWealth Magazine 「Survey Ranking of 2000 Largest Companies」 Best Operating Performance-No.4 | Service Sector-NO.34 | Service Sector-Engineering contracting-No.3
- Global Views Monthly 《Harvard Business Review》「Taiwan Top 100 Best-Performing Business Leaders」
- Talent development plan – Collaboration with domestic and international universities through industry-academia partnerships, including the establishment of a new Southeast Asia special program at St. John's University to cultivate industry professionals.
- Fulfilling corporate social responsibility – Adopting roads and improving pedestrian environments by constructing sidewalks and safety markings along adopted road sections, implementing pedestrian-vehicle separation designs, and enhancing overall community safety and quality of life, thereby promoting sustainable values of community inclusion and environmental friendliness.



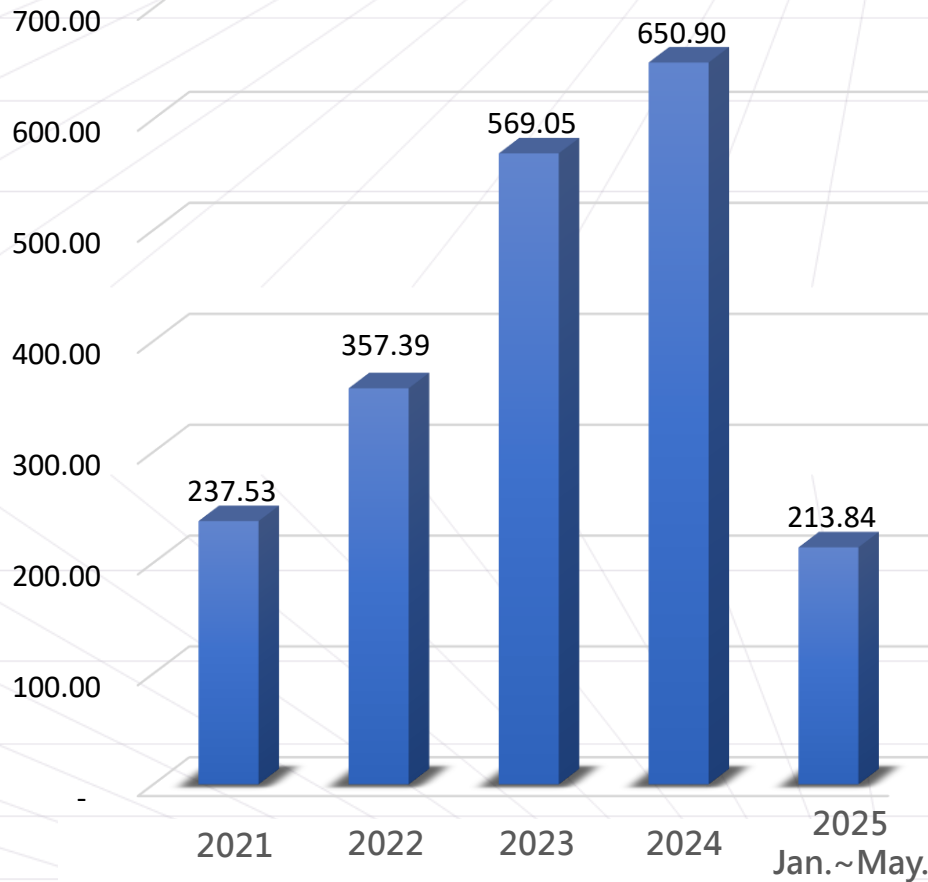


# Operational Summary

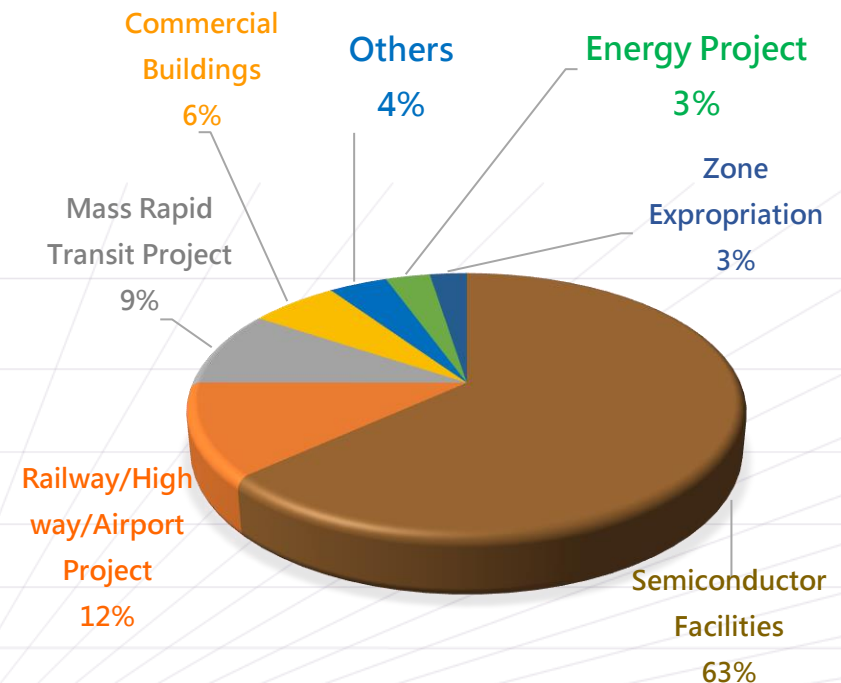
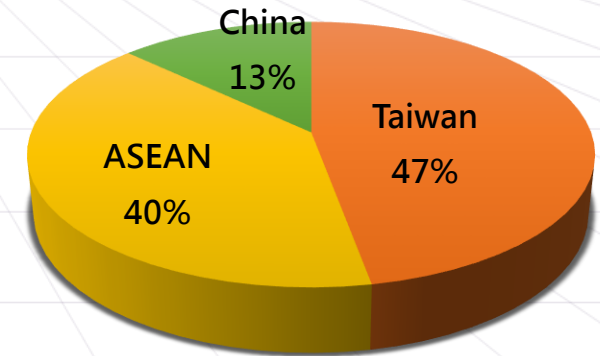
Design 、 Procurement 、 Construction 、 Performing 、 After-sales Service ...

# Consolidated Revenue and Distribution

NT \$100 Million

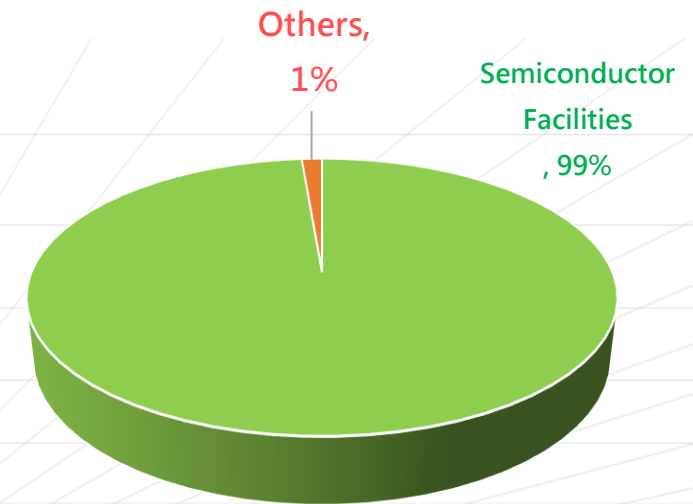
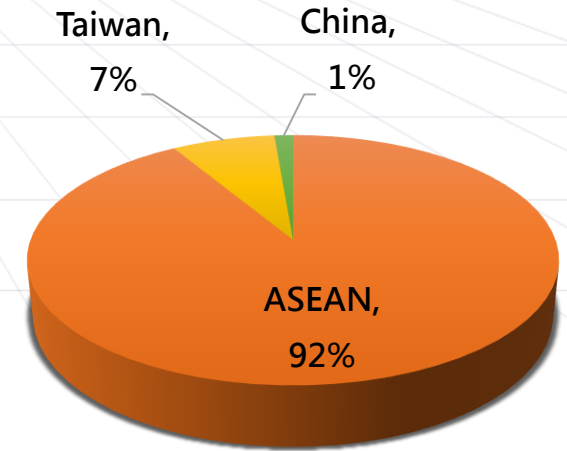
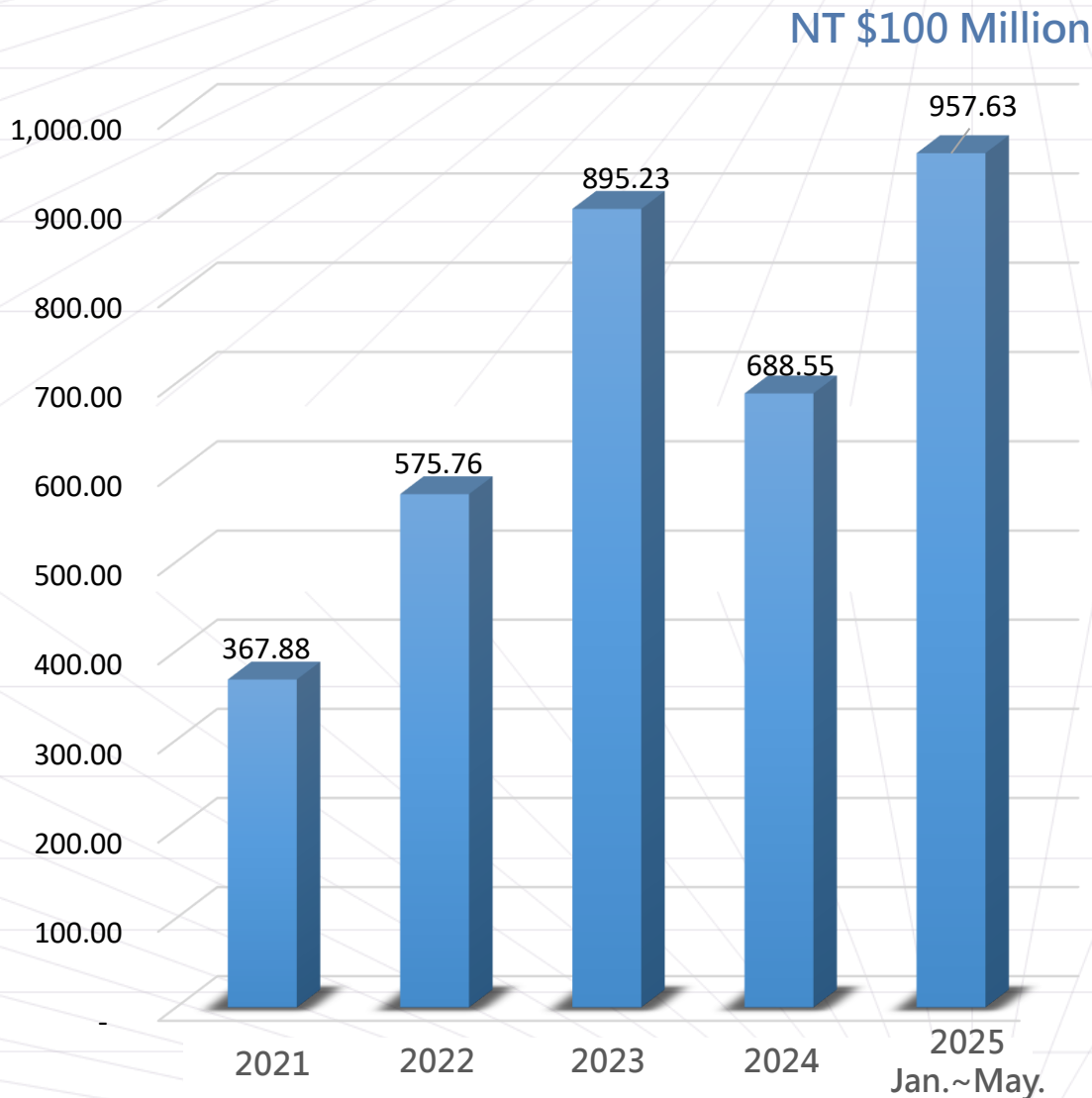


2025/ Jan.~May.



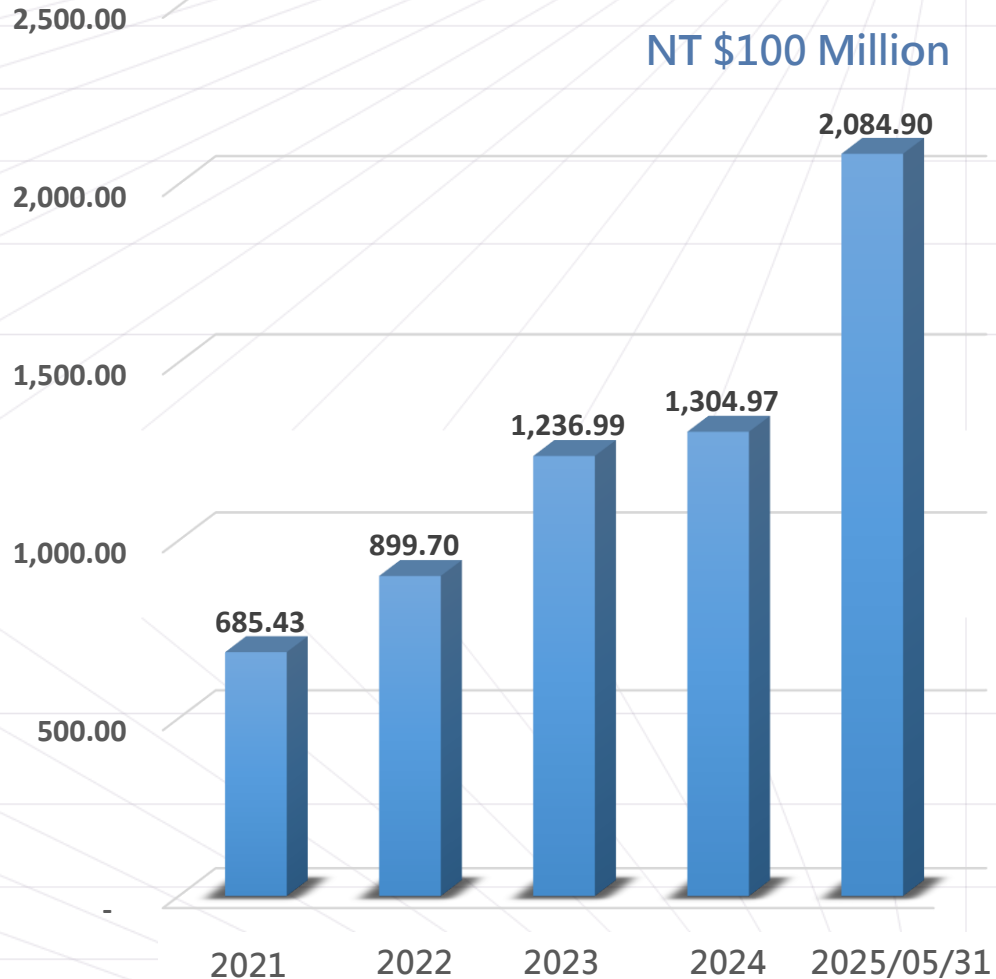
# Annual Contract Amount and Distribution

2025/ Jan.~May.

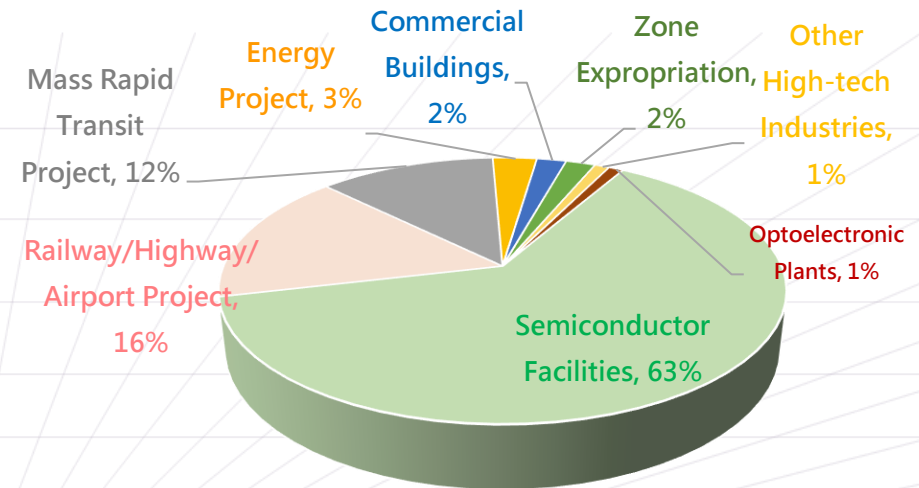
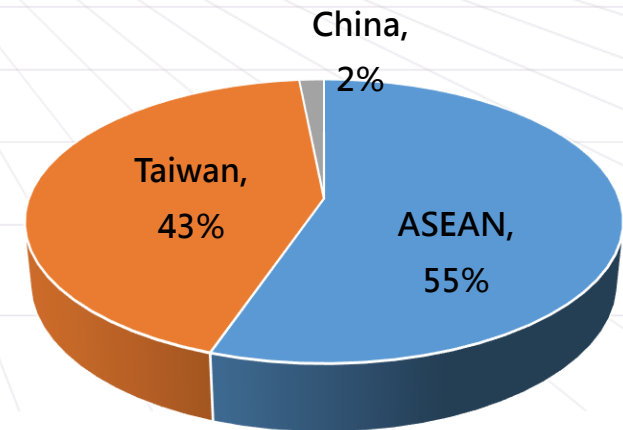




# The Balance of Unfinished Orders on Hand and Distribution



2025/05/31



# 2 Major On-going Project –Taiwan

Client	Project
<b>1. Mass Rapid Transit Project</b>	
Mass Rapid Transit Bureau, Kaohsiung City	Kaohsiung MRT Metropolitan (Xiaogang-Linyuan Line) RLC01 Civil Engineering Project
Department of Rapid Transit Systems, New Taipei City	San-Ying Line MRT Project (D&B)
South District Project Office, Department of Rapid Transit Systems, Taipei City Government	Wanda-Zhonghe-Shulin Line Project Phase 1 Contract No.CQ850
<b>2. Railway/ Highway/Airport Project</b>	
Region Engineering Branch Offices (Northern), Railway Bureau, MOTC	Taoyuan Urban District Railway Underground Project,- LOT CJ16 Zhongyuan Station Section Railway Underground Engineering
Region Engineering Branch Offices (Eastern), Railway Bureau, MOTC	Railway Dual-Track Electrification Plan in Hualien and Taitung Area, Construction Works of Civil from Guanshan to Shanli, Lot CB05
Construction office New Taipei City Government	Construction of Dan Bei Rd.
Region Engineering Branch Offices (Southern), Railway Bureau, MOTC	ACL212-1 Kaohsiung Station Canopy (Roof Truss) Project.
Taoyuan International Airport Corporation Ltd.	Civil and Architecture Construction Tender for Terminal Building, Taiwan Taoyuan International Airport Terminal 3 Area
<b>3. Energy Project</b>	
Taiwan power company Southern Region Construction Office Department of Transmission Line & Substation	Renwu~Xiongjiwu~Xiongjizi Line Construction Turn-key Project
CPC Corporation, Taiwan	Engineering, Procurement, Construction Project of the Terminal Facilities and Piping System for Taichung LNG Plant Phase III

## 2 Major On-going Project –Taiwan

Client	Project
<b>4. Zone Expropriation</b>	
Land Administration Department, NTPC	Contract 1-1, Xin-Tai Yuzizhen Area urban land readjustment and Development Project, New Taipei City
Land Administration Department, NTPC	Contract 1-2, Xin-Tai Yuzizhen Area urban land readjustment and Development Project, New Taipei City
<b>5. Commercial Buildings</b>	
Taiwan Life Insurance Co., Ltd.	Taiwan Life C3 Project(Main Contractor Project Of Taipei City Nangang District Jingmao Section Land serial no.15 Superficies) (Phase II)
New Construction Office, Public Works Department, Taipei City Government	General Building and Underground Parking Lot Project ,Taipei Jingmei Girls High School
<b>6. High-Tech Plants</b>	
Garuda Technology Co., Ltd.	Kaohsiung Science Park-KA01 4F Relayout Project (BTK)
Tekscend Photomask Corp.	Tekscend Photomask MEP Design Project
Taiwan Semiconductor Manufacturing Co., Ltd.	tsmc AP8 Demolition and MEP and Cleanroom Projects
Taiwan Semiconductor Manufacturing Co., Ltd.	tsmc F22 P1/P2/P3 Underground Piping Package (Kaohsiung)
Taichung Photronics Photomask Co., Ltd.	Taichung Photronics Photomask FAB Expansion Project



Client	Project
<b>1. Wafer Industry</b>	
Fujian Jinhua Integrated Circuit Co., Ltd	P1 Electrical System, HVAC System, Process System Expansion Project 12" FAB Hook UP Project
<b>2. Overseas</b>	
VisionPower Semiconductor Manufacturing Company Pte Ltd.	VSMC FAB Construction-GC(CSA+MEP)
Semiconductor Memory FAB in Singapore	EPC of the Advanced Packing Project
Sunrex Technology Co., Ltd.	Design & Construction-Main Building, Structure and MEP Project(Turnkey) Building Turnkey Project (Phase I) HVAC System & Ventilation System (Phase I)

# Strategy and Prospect

## ➤ Mass Rapid Transit Project

- Taipei metro-north and east section of the circular line
- Kaohsiung MRT metropolitan Xiaogang-Linyuan line RLC02 civil engineering project
- Taichung Metro - blue line
- Extend Taoyuan MRT green line to Zhongli
- Extend MRT San-Ying line to Taoyuan Bade section

## ➤ Railway/ Highway/Airport Project

- Taoyuan metropolitan area railway underground plan
- National freeway No.5 connects to Suhua highway improvement project
- The Suhua highway improvement project- Heren~Chongde section construction project

## ➤ Water Resources, Environment & Energy

- Cable line shield tunnel and ancillary MEP work(turnkey project)
- LNG storage tank turnkey project
- The construction plan of indoor drystorage facilities for the spent nuclear fuel of nuclear power plant



# 3 Taiwan Market

## ➤ Commercial Buildings

- Urban renewal construction project
- Commercial office building
- Data center

## ➤ High-Tech Plants

- Semiconductor manufacture(silicon wafer, foundry, RAM, photomask, equipment, advanced packaging)
- High-end circuit boards and IC substrates
- Biomedical pharmaceuticals and vaccines
- Circular sustainability and clean energy

# 3 China Market

## ➤ High-Tech Plants

- HBM memory chip companies continue to expand.
- Continue to develop the IC industry and become a semiconductor industry cluster.
- Compound semiconductor industry project
- Due to the development in the fields of AI and IoT, the enterprise customized chips develop rapidly.
- The increase of high-end equipment manufacturing production line and intelligent factory facilities.
- The investment and development in biopharmaceutical field.
- With the development of the semiconductor industry, high-end circuit boards and IC substrate will be expanded.

## ➤ The Investment of High-tech Manufacturing Industries like IC in Southeast Asia Continues to Boom.

- Singapore is attracting investments from leading front-end IC manufacturers and advanced back-end packaging companies to set up production facilities.
- High-tech companies from Malaysia, Indonesia and Thailand have settled in and invested.
- Vietnam maintains rapid growth.



## ➤ The subsidiary in Chengdu -Sunshine Enterprise Group

### 1.Key factors affecting asset value and risk in Chengdu

#### (1)Cost advantage (Advantageous)

- The book cost of the land is low, the market value is far higher than the cost, and there is no pressure of asset impairment or urgent disposal.

#### (2) Location advantage (Advantageous)

- The land is adjacent to Tianfu New Area, a key development zone in Chengdu, where major infrastructure projects continuously enhance the land's value.
- Located in the core area of Tianfu Agricultural Expo Park, adjacent to the National 4A Bamboo Forest Scenic Area, the surrounding conditions support land value preservation.

#### (3)Macroeconomic sentiment remains weak (Disadvantageous)

- The overall economic environment remains weak due to the impact of the US-China technology and trade conflicts.
- There is insufficient confidence among investors and homebuyers regarding future market outlooks.

#### (4)Decline in the suburban real estate market (Disadvantageous)

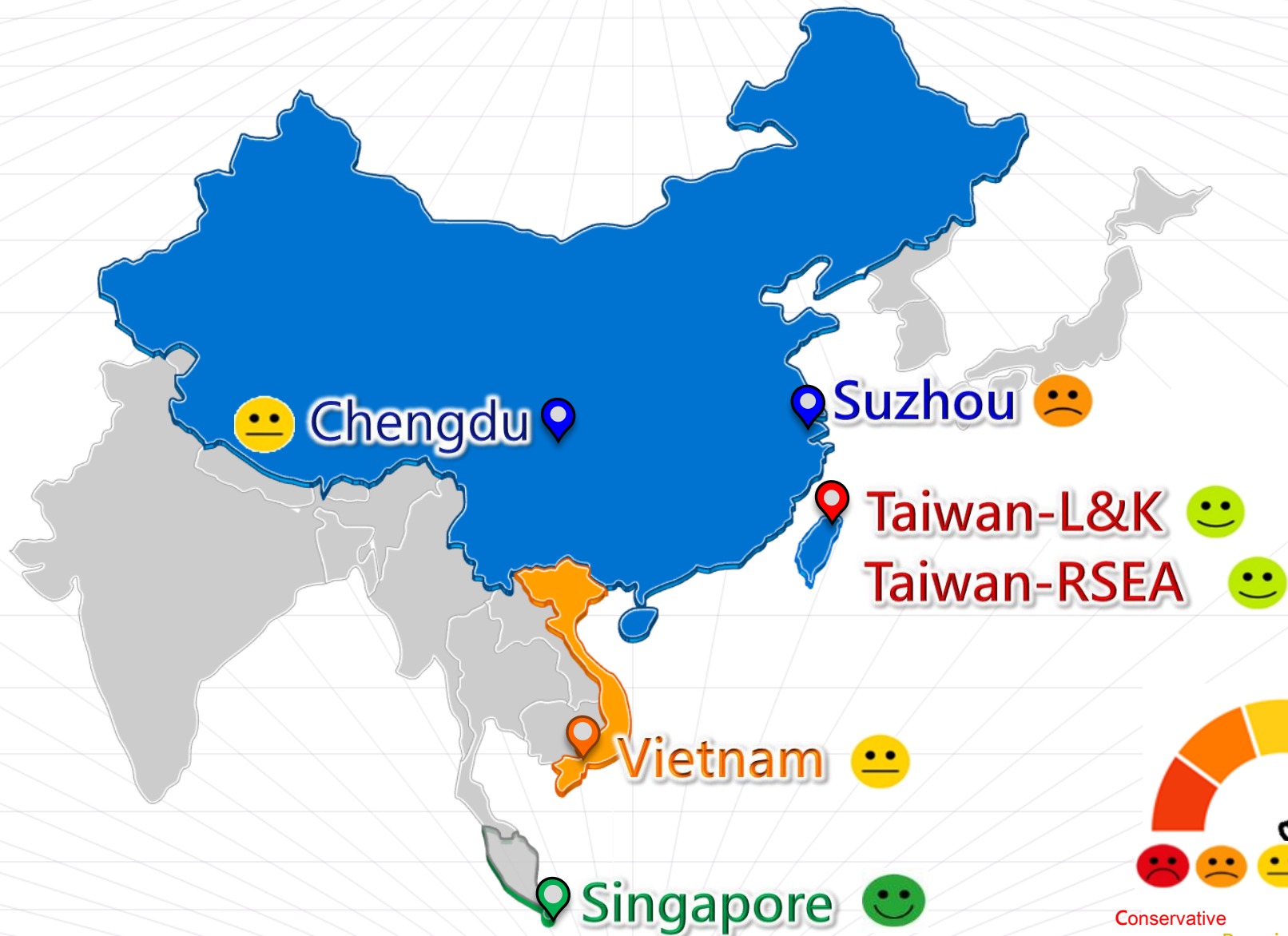
- Although the overall housing market in Chengdu remains relatively stable, demand for suburban properties has weakened.

## ➤ The subsidiary in Chengdu -Sunshine Enterprise Group

### 2.Strategies to cope with the current situation

Due to our low land costs and advantageous location, the land has strong value preservation and risk resistance capabilities, with no urgent pressure to dispose of the asset. Therefore, we will adopt a strategy of “maintaining cautious observation and waiting for the market to recover before initiating development” to respond to the current economic situation.

# 3 Outlook for Entire Market





# Financial Summary



# Financial Summary

## 2025 Q1 Consolidated Statements of Comprehensive Income

NT \$1,000

	2025/03/31		2024/03/31		YOY%
Operating Revenue	12,074,965	100%	19,166,561	100%	-37%
Gross Profit	1,437,521	11.9%	1,855,881	9.7%	-23%
Operating Expenses	-298,605	-2.5%	-405,885	-2.1%	-26%
Operating Profit	1,138,916	9.4%	1,449,996	7.6%	-21%
Profit Before Tax	1,347,630	11.2%	1,505,402	7.9%	-10%
Net Income	1,053,239	8.7%	1,174,907	6.1%	-10%
Net Income Attributable to the Parent Company	885,231		931,374		
Basic Earnings Per Share (NTD)	3.80		4.10		

Data source :

Audited and certified report and Independent Auditors' Review Report  
by a certified public accountant.

# Financial Summary

## 2025 Q1 Consolidated Balance Sheets

NT \$1,000

	114/03/31	113/03/31		114/03/31	113/03/31
Contract Assets	15,690,062	11,913,299	Contract Liabilities	22,441,869	12,282,957
Other Financial Assets – Current	4,059,752	4,151,561	Other Current Liabilities	18,410,715	22,024,428
Other Current Assets	40,018,267	33,507,977	Bonds Payable	-	467,443
Property, Plant and Equipment	836,136	787,132	Short-term/ Long-term Borrowings	1,297,061	1,318,266
Right-of-Use Assets	2,770,533	2,701,101	Other Non-current Liabilities	969,216	752,279
Other Non-current Assets	1,599,488	1,734,517	Total Liabilities	43,118,861	36,845,373
			Total Shareholders' Equity	21,855,377	17,950,214
Total Assets	64,974,238	54,795,587	Total Liabilities and Shareholders' Equity	64,974,238	54,795,587

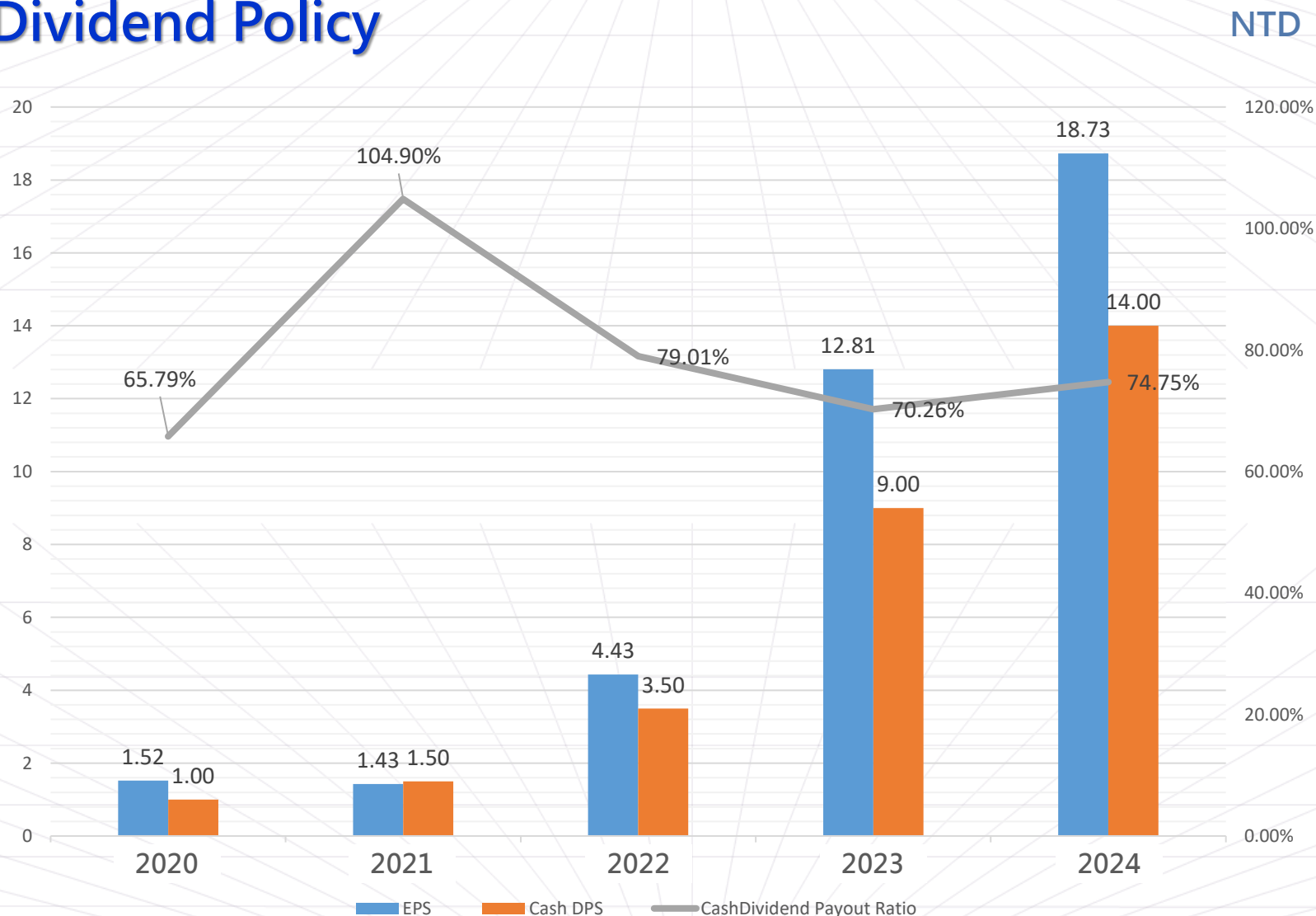
Data source :

Audited and certified report and Independent Auditors' Review Report  
by a certified public accountant.



# Financial Summary

## Dividend Policy



Data source :  
 Audited and certified report and Independent Auditors' Review Report  
 by a certified public accountant.



# Thank you



## Q & A