

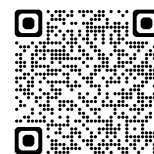


2025 Sustainability Report

L&K[®] 亞翔工程股份有限公司
L&K ENGINEERING CO., LTD.

2025 Sustainability Report

Company Website



Sustainable Development
Official Website



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■ Company Highlights

L&K's First "T+A" Cross-Strait Dual Listing

■ Recognitions and Honors

Won The National Golden Award for Architecture - [National First Prize for
the Kaohsiung Station Underground Construction Project]
[The National Golden Award for Architecture - Golden Quality Award]
[Corporate Certification]
[ESG Sustainability Label]

D-U-N-S® Registered™



About the Report



Reporting Period	Scope of Data Collection- Within the Organization	Scope of Data Collection- Outside the Organization	Data Quality Management	GRI Version	Assurance Level	Contact Person
January 1, 2025 to December 31, 2025	L&K Engineering Co., Ltd. (Taiwan Region)	- Customers - Investors - Suppliers - Competent authorities - Community groups/schools - Others (banks, media)	- Financial Data - LHC CPA - Quality management systems: ISO 9001 - Environmental management systems: ISO 14001 - International occupational safety and health management system: ISO 45001 - Taiwan Occupational Safety and Health Management System (TOSHMS): CNS 45001	GRI Standards 2021	AA1000 Type1 Moderate	ESG Officer: Shu-ming Hsu ESG Committee Tel: (02)2691-9099 Ext.588 smsheu@lkeng.com.tw
Data Scope	Within the Organization	The information disclosed in this report covers various actions and performance data of L&K Engineering Co., Ltd. (hereinafter referred to as “L&K” or “L&K Group”) in the areas of management, environmental protection, and community engagement from January 1, 2025 to December 31, 2025. The scope of this report focuses on the operations of L&K Engineering Co., Ltd. in the Taiwan region. Only the “Financial Performance” section is provided with respect to the consolidated entities, including subsidiaries RSEA Engineering and L&K Engineering (Suzhou) Co., Ltd., and L&K Group. Greenhouse gas inventories mainly encompass the controlled offices in Xizhi, Hsinchu, and Tainan in Taiwan, subsidiaries RSEA Engineering and L&K Engineering (Suzhou) Co., Ltd., while construction sites are not included in the inventory scope due to their lack of operational control. The previous report was published in Chinese in June 2025. The English version was published in July and can be downloaded from the official website. This Report was published in Chinese in June 2026 and in English in July. In the future, the report will be published once a year, and it is expected that the next report will be published in June 2027.				
	Outside the Organization	The scope of disclosure outside the organization includes investors, customers, suppliers, employees, communities/competent authorities/schools, and others such as lawyers and the media.				
Audit	Internal Audit	The ESG Committee has assembled the information in this report, and an external consulting firm has been engaged to provide the team with improvement suggestions. The data, when prepared in full, was reviewed by the departmental heads, and then by the Chairman for approval. The data in this report is expressed in standardized specification table, which is used as standard procedures for internal management, so as to ensure the credibility of data quality.				
	External Audit	The financial data in this report are from the annual financial report attested by LHC CPA and are calculated in New Taiwan dollars. The relevant quality management systems (ISO 9001), environmental management systems (ISO 14001), international occupational safety and health management system (ISO 45001), and Taiwan Occupational Safety and Health Management System (TOSHMS) (CNS 45001) have been certified by the third party SGS. The sustainability-related information in this report was verified by the third-party international certification agency AFNOR Asia Ltd., following GRI standards and AA1000 Type 1 moderate-level assurance. The greenhouse gas inventory was conducted by the third-party international certification organization AFNOR Asia Ltd. in accordance with ISO 14064-1: 2018 (Scope 1 + Scope 2) as required by the FSC.				

Company Highlights

L&K's First "T+A" Cross-Strait Dual Listing

Kaohsiung Station won the **Golden Quality Award | National First Prize**

Building and high-tech systems vertically integrated to create high-efficiency production bases

Promoted **eight** seminars on Net Zero

Recognized as one of the Top 100 All-Generations Enterprises

Dun & Bradstreet International dual certification: "D-U-N-S Registered" and "ESG Registered"

L&K ranked **2nd** in the engineering industry in terms of financial performance

2025 CommonWealth Magazine "Top 2000 Companies Survey Ranking"

Financial Performance Reached a **9** Year High

Earnings per Share Grew by **1.6** Fold

Operating Revenue Grew by **1.2** Fold

Increase in Net Income Margin by **1.4** Fold

Net Profit for the Current Period Increased by **1.6** fold

Sustainability report verified by a third party

Greenhouse gas inventory verified by a third party

Chairman's Message



Chu-Shiang Yao
kenneth Yao

Connection between AI and ESG , Innovation and Application

L&K Engineering's Innovative Perspective and ESG Strategic Logic

According to the understanding of L&K Engineering, "innovation" is not a once-off breakthrough, but rather a ability to continuously discover and solve problems. The term "innovation" has been abused for too long, and it has been portrayed as a grand and abstract concept, but in fact, many of the results that were once considered "innovations" have eventually become the basic threshold and common sense of the industry. L&K Engineering believes that true competitiveness comes from "dynamic innovation," i.e., whether a company can maintain self-reflection, self-review, and continuous improvement mechanisms over the long term. The essence of "innovation" is to constantly propose more effective solutions. Every problem that needs to be resolved, regardless of its size, is an opportunity for promoting corporate growth. Therefore, we define "innovation" as an organization's ability to self-optimize: it is not an inspiration, but a systematic response mechanism. When an organization continues to identify problems, analyze problems, mitigate risks, and prevent recurrence of problems, it demonstrates its fundamental capabilities for sustainable development.

From "Innovation" to "Sustainability": L&K Engineering ESG Thinking

ESG (environmental, social, and governance) is not an issue that is independent of business operations, but rather an external manifestation of a company's continuous improvement culture. If innovation is a company's "dynamic evolution system," then ESG is the governance framework and directing force of the system. In L&K Engineering's ESG strategy, innovation mechanisms and governance mechanisms work according to the same logic.

Environment (E)

We continue to discover and improve every aspect of the environmental impact of engineering, from material selection, energy consumption control to construction methods. All improvement actions start from problem identification and process optimization. This is the direct application of "innovation as an improvement mechanism".

Social (S)

The responsibility to employees, the supply chain, and the community is not static compliance, but a continuously updated and calibrated interactive relationship. Transform social responsibility into a process of continuously optimizing collaboration through the discovery and resolution of contradictions and blind spots between people and the organization

Governance (G)

The core of governance is not about how many rules there are, but the efficiency of rules being implemented. We use a transparent reporting system and a traceable decision chain to make self-review mechanisms part of daily management. This allows the company to make continuous improvements in a systematic manner, rather than respond temporarily to challenges.

Highlight: Kaohsiung Station won the Golden Quality Award | National First Prize

Essence of ESG: Make Improvements Part of the Corporate Structure

L&K Engineering's ESG strategy does not include an additional slogan or reporting framework in addition to the existing system, but incorporates ESG concepts into the company's daily operating procedures, making "continuous improvement" part of the corporate structure. At L&K Engineering, ESG is not a subordinate issue, but rather our self-question mechanism on "how to do better." Every optimization of the construction process, every supply chain adjustment, and every on-site safety improvement embody the spirit of ESG: continuously identify problems, systematically resolve problems, and ensure measurable responsibility results. It means that ESG is no longer just a compliance requirement, but an underlying structure for the company to maintain competitiveness, allowing the company to create long-term value at every level with less resource waste, greater transparency, and more stable risk control.

Practice Net Zero Commitment and Work Together for Inclusion and Mutual Prosperity

Facing international trends and the challenges of climate change, L&K firmly believes that corporate value lies not only in creating profits, but also in responding to social expectations and protecting environmental sustainability, creating a positive cycle and strengthening long-term competitiveness. With net-zero transition as our core strategy, we strengthen information disclosure and risk management in accordance with international standards such as GRI, SASB, and TCFD, integrating sustainability goals into operational decision-making and engineering lifecycle management. We comprehensively incorporate energy conservation, carbon reduction, and efficiency improvement concepts into every stage, from design, procurement, construction to maintenance.



**In the future,
L&K will continue to use “dynamic innovation” as the driving force,
combine AI technology and ESG governance, work with employees
and partners to jointly promote low-carbon transformation and value
co-creation, and move towards a new sustainable development net
zero and inclusiveness can work together.**

About L&K

In 1978, L&K Engineering was established as a company that focused on electromechanical and air-conditioning engineering, later on it designed and constructed system engineering for military lab clean rooms, forming the basis of Taiwan's early clean rooms. Having been a lab, biochemical pharmaceutical factory, electromechanical engineering total solution provider, and cleaning room engineering service provider, we evolve along with Taiwan's industry; by adopting to changes in times, we modify our operational philosophy and develop new technologies, thereby standing out from the conventional electromechanical industry. At present, L&K already possesses the clout to compete internationally.

Start-up Period 1978~1986

- Laid the foundation in traditional air conditioning industry, electromechanical engineering industry, and clean room basics, for 8 years.
- Provided clean room system engineering total solution for a military lab, laying the foundation for the clean room in Taiwan.
- Branched out into the biochemical pharmaceutical engineering sector in support of the government's promotion of GMP pharmaceutical factories, and undertook electromechanical, process, and clean room engineering turnkey projects from pharmaceutical factories.

Transition Period 1987~1990

- Deeply engaged in providing electromechanical total solutions for the clean room industry and related engineering projects.
- Undertook whole-plant mechanical and electrical, process, and clean room engineering projects from a GMP-certified British pharmaceutical factory, thereby attaining the international engineering experience from design, procurement, construction, validation, to acceptance.
- Licensed by EUROCLIMA, a company of air handling unit in Austria, as its agent, and gave basic and practical instruction in planning, design, and production management and had our technicians go abroad to pick up skills.
- Undertook whole-plant mechanical and electrical and clean room engineering projects from tech companies in Hsinchu Science Park, transitioning from the biochemical pharmaceutical industry to the semiconductor electronics industry engineering sector.
- Branched out from the engineering service industry into the manufacturing industry, and renamed ourselves "L&K Engineering Co., Ltd."

Research and Growth Period 1991~1994

- Actively undertook clean room projects, gaining the ability and strength to undertake large-scale clean room projects.
- Branched out into the engineering service industry for STN-LCD and TFT-LCD factories.
- Undertook electromechanical and clean room projects from GMP-certified pharmaceutical factories and branched out into the pharmaceutical fermentation engineering sector.
- Developed and produced clean room bulk materials, replacing imported products and enhancing international competitiveness.
- Started research and development of key clean room products and completed the development and production of the first generation ceiling system products.

Prosperous Period 1995~2008

- Undertook whole-plant engineering projects to plan, design, and construct 8-inch and 12-inch fabs and TFT-LCD production plants, becoming the first local manufacturer in Taiwan to obtain the construction of an 8-inch fab, thereby consolidating L&K's market position to compete with worldly renowned engineering companies.
- Passed ISO 9001, ISO 14001, and OHSAS 18001 quality management system certifications.
- Won the 10th National Award of Outstanding SMEs and the 4th Industrial Sustainable Excellence Award.
- In 2003, L&K's stock (6139) was listed in Taiwan.

Period of Strategic Integration 2009~2021

- The subsidiary "RSEA Engineering Corporation" was founded to vertically combine civil engineering, mechanical, and electrical capabilities.
- Expand overseas markets, invest in subsidiaries, and establish branches.
- Conferred the ISO 9000 (17 Years) Merit Award and the ISO 14001 (15 Years) Merit Award.
- In 2016, "L&K Engineering (Suzhou) Co., Ltd." was initially listed on the Shanghai Stock Exchange as an A share.
- Contracted multiple public projects and corporate investment projects.
- Provided internship opportunities and cultivated talents through industry-academia collaboration, allowing talents to quickly adapt to the workplace after graduation.
- Placed more emphasis on corporate social responsibility and continued to maintain the occupational safety and health management system and health promotion.
- Achieved outstanding economic performance and ranked among the leading large enterprise service engineering contractors in Taiwan.

Period of Sustainable Development 2022~2024

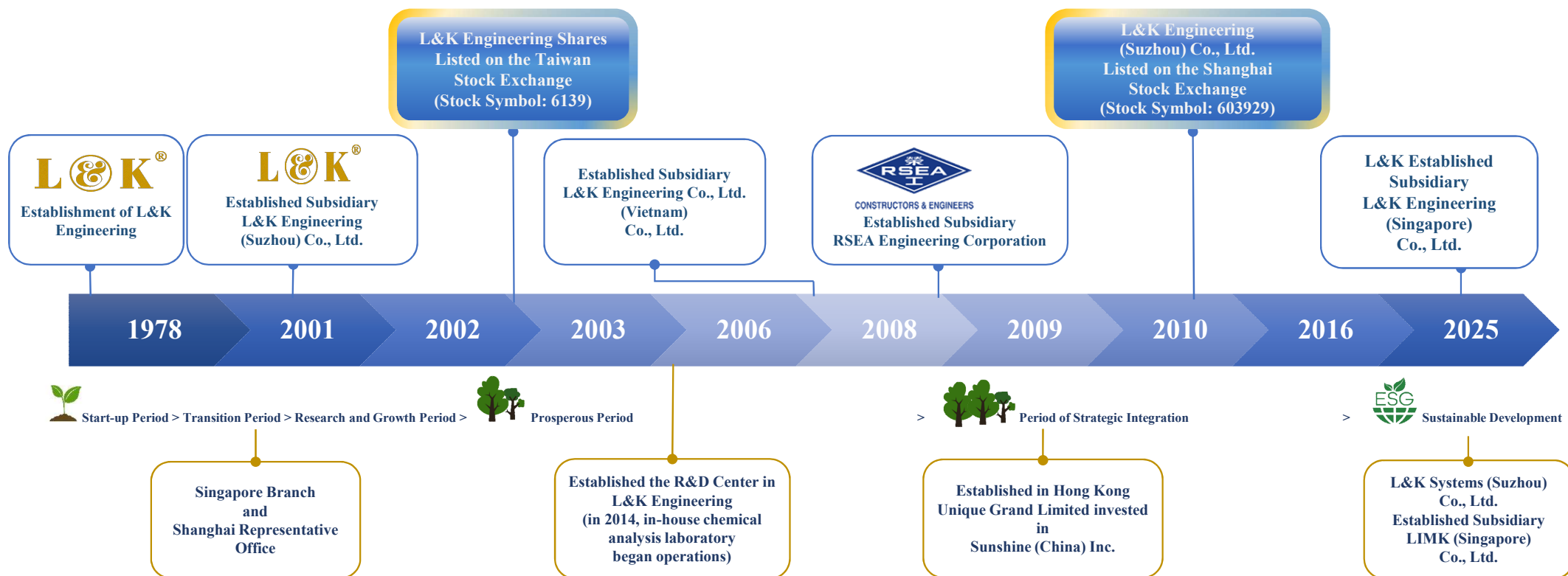
- Steady growth of domestic business and active expansion of overseas business.
- Won the 1111 Job Bank Happy Enterprise Award.
- Published the first Chinese and English version of the 2022 Sustainability Report and obtained third-party verification.
- Received the "23rd Golden Quality Award for Public Construction" under the Civil Engineering Category 1 of the Public Construction Committee, Executive Yuan (Excellence)
- Received the "Outstanding" rating at the "2023 Public Works Excellence Award" from the Ministry of Transportation and Communications.
- Continued with industry-academia collaborations and donated to schools for scholarships, bursaries, corporate internships, and employment opportunities through the "Employment upon Enrollment" program.
- The Chairman was selected as one of the "2024 Top 100 Corporate Leaders in Taiwan" in the "Harvard Business Review" (Global Chinese Version).

2025

- Actively expanded overseas operations and established subsidiaries LIMK (Singapore) Co., Ltd. and L&K Engineering (Singapore) Co., Ltd.
- Received the "Outstanding Contribution Award for Electromechanical Engineering at Kaohsiung Station" from the Railway Bureau, MOTC.
- Won the "27th The National Golden Award for Architecture - National First Prize" and "27th The National Golden Award for Architecture" from the Republic of China National Enterprise Competitiveness Development Association.
- Recognized as one of the Top 100 All-Generations Enterprises by Business Weekly.
- Won the "2025 Engineering Sustainability and Environmental Aesthetics Award - [Aesthetics and Landscape] Sustainability Contribution Award" from the Chinese Institute of Civil and Hydraulic Engineering.
- Passed the Dun & Bradstreet International dual certification: "D-U-N-S Registered" and "ESG Registered."
- Continued to publish sustainability reports for 2023 and 2024 and obtained third-party verification.

Highlight: L&K's First "T+A" Cross-Strait Dual Listing

In 2016, L&K (6139) created the **first "T+A" Cross-Strait Dual Listing** model. This innovative initiative opens up new financing channels for capital markets and corporate strategies for Taiwanese enterprises, enabling them to leverage resources from the cross-strait capital market. This initiated value reassessment to make the most substantial contribution to L&K. Over the years, the strong performance of subsidiaries on the A-share market has driven L&K's value in Taiwan to be re-evaluated and raised in the market. Furthermore, clarifying market segregation and global deployment will help the Group adopt more precise business strategies in different regions, integrate engineering technologies, and play a pioneering role in capital operations, successfully maximizing Taiwanese enterprise value in regional competition.



L&K Group



L&K upholds the business philosophy of steadfast and practical continuous improvement, and has long been deeply involved in core fields such as high-tech industrial factory building equipment engineering and commercial building M&E projects. We continues to strengthen professional technical capabilities and project management effectiveness. In recent years, in addition to consolidating our existing market foundation, we have also actively expanded domestic and overseas business portfolios to enhance the overall scale of operations and market competitiveness. At the same time, we leverage the capital market advantages of a listed company, carefully evaluate and promote strategic alliances and cross-industry cooperation, deepen the industry chain deployment through vertical integration and horizontal expansion, creating a more resilient and dynamic operating system.

Under the guidance of sustainable development and diversified development strategies, L&K continues to improve our corporate value and long-term competitive advantages. In 2025, we maintained a steady growth momentum in domestic operations and actively expanded overseas markets. Two subsidiaries were established in Singapore to further strengthen regional deployment and demonstrate our determination and accomplishments in international development.



Industry Scope and Turnkey Services 2-6

Highlight: Building and High-tech Systems Vertically Integrated to Create High-efficiency Production Bases

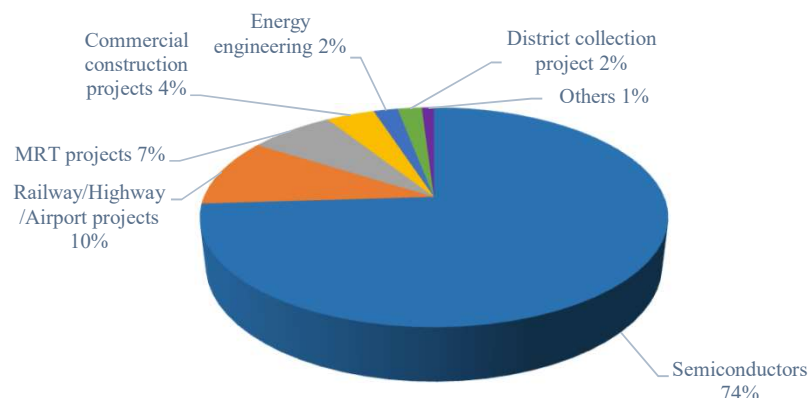


The engineering sector is both a technical service provider and a fundamental industry. L&K insists on being interdependent with the different industries, offering a complete suite of professional services, becoming customers' working partners, and forming mutually advantageous relationships. We emphasize that competition is the impetus for industrial advancement; competition in the engineering sphere is an armed struggle for "values." L&K is committed to having its employees create value relentlessly.

L&K is one of the few domestic peers capable of providing one-stop services, from planning, design, manufacturing, installation, testing, verification, to maintenance. Such complete one-stop engineering services can satisfy clients of different extent of engineering needs. In addition, since such technologies highly correlate with one another, mastering one such complete work one-stop services help judge future trend of engineering services while enabling rapid digestion of engineering experience into operational techniques in line with market trends.

Engineering Track Records and Goodwill

- 2024–2025, semiconductor sector accounted for the largest share of the service industries



L&K has over **47** years of engineering experience
Gradually expanded the scope of our services and the industries we serve



Affirmation and Honorary Awards

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Recognition Certification

- Passed ISO 9001, ISO 14001, ISO 45001, and CNS 45001 quality management system certifications
- Won the 10th National Award of Outstanding SMEs and the 4th Industrial Sustainable Excellence Award
- Ranked 4th place in the Top 50 Business Performance by Common Wealth Magazine in 2023
- Ranked 37th place among the most profitable companies by Common Wealth Magazine in 2023
- Ranked 3rd place in revenue in the Top 2000 Service Industries (Engineering Contractors) by Common Wealth Magazine in 2024
- Ranked 2nd place in revenue in the Top 2000 Service Industries (Engineering Contractors) by Common Wealth Magazine in 2025
- Passed the Dun & Bradstreet International dual certification: “D-U-N-S Registered” and “ESG Registered”



• ISO 9001



• ISO 14001



• ISO 45001



• CNS 45001

Validity period of the certificate is from September 15, 2024 to September 15, 2027

Honor



Sustainability Excellence Award (2003)



Received the 10th National Award of Outstanding SMEs (2001)



Kaohsiung Station Underground Construction
Awarded by the Republic of China National Enterprise Competitiveness Development Association
27th The National Golden Award for Architecture – National First Prize
27th The National Golden Award for Architecture – Golden Quality Award



Railway Bureau, MOTC
L&K Engineering carried out mechanical and electrical engineering at Kaohsiung Station
Contribution Excellence Award

Highlight: International Dual Label Certification



Dun & Bradstreet International dual certification

[D-U-N-S Registered] [ESG Registered]

Improve Brand Sustainability Image | Accelerate Market Expansion



Certificate Validity Period: 2025/10/15~2026/10/14

In 2025, L&K obtained the third-party international dual label certification from Dun & Bradstreet, an international business information agency, including “D-U-N-S Registered” and “ESG Registered”, showing that the company has reached international evaluation standards in terms of corporate governance, risk management, information transparency, and sustainable development systems.

The results of this certification were coordinated and promoted by the ESG Committee under the supervision of the Board of Directors. The ESG Committee is responsible for reviewing the Company's ESG policies, annual goals, and performance results, and regularly reports the implementation status to the Board of Directors. Through the operation mechanism of cross-departmental working groups, we integrate engineering, design, procurement, occupational health and safety, finance, and compliance units, and incorporate sustainable management into the company's operational decision-making and risk management processes to form a top-down governance framework.

In terms of engineering project management practices, the plan is gradually incorporated into each phase of the project life cycle:

- **Procurement and Planning Phase:** Incorporate energy-saving design principles to strengthen environmental and regulatory risk identification.
- **Design and Procurement Phase:** Submitted to review based on the principle of selecting high-efficiency equipment and materials with environmental protection labels, and introduced a supplier evaluation and code of ethics and code of conduct statement mechanism to reduce supply chain risks.
- **Construction Phase:** Implement the occupational safety and health management system, strengthen construction risk assessment and zero-major occupational accident target management, and plan to promote energy conservation, water conservation, and waste reduction measures at construction sites.
- **Acceptance and Transfer Phase:** Promote energy efficiency verification and operation testing procedures to help customers improve building efficiency and subsequent carbon emission management capabilities.

Through systematic management, the company plans to implement the operational stability and credit management capabilities represented by the “D-U-N-S Registered” label and the environmental, social, and governance integration mechanisms demonstrated by the “ESG Registered” label in the management process of each project.

The fact that the company obtained the dual label certification is not only a recognition of corporate governance maturity and sustainable management performance, but also strengthens the company's market competitiveness and international trust. In the future, the company will continue to deepen the integration of sustainability strategies and project management through the ESG Committee's review and performance tracking mechanism of the ESG Committee on a rolling basis, improve engineering quality, reduce environmental impact, and achieve long-term stable operations and sustainable value creation.

L&K's Sustainability Outlook



Short-term Targets:

L&K's order backlog has reached a record high with robust operating revenue momentum. Newly signed engineering contracts are split evenly between Taiwan and the ASEAN markets, due to a conservative economic outlook, activity in the Chinese market remains low. The company will assign more engineering management personnel to accelerate implementation of existing orders and revenue realization.

Medium-Term Targets: Continue to cultivate the core markets of semiconductor and high-tech plants, public construction, and commercial buildings. We will introduce the digital twin technology and AI to analyze the progress, risks, and costs of engineering, improve construction efficiency and project management capabilities, and indirectly support new contract signing and operating revenue growth.

Long-term Targets: Establish a smart and replicable engineering management model with sustainable development and ESG concepts at the core, taking into account environmental protection, occupational safety, and supply chain responsibilities, thus creating a stable and sustainable source of operating revenue and new contracts.

Looking Forward to the Future of Construction

From traditional engineering to smart operation engineering,

no longer just a passive engineering contractor, instead, we proactively monitor data, AI, and digital revitalization

to become an indispensable long-term business partner for customers

From Builder of the Physical World
Evolving into an Operator of the Digital World



1 Sustainable Development

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Stakeholder Engagement

■ Sustainable Development Strategy

Implementing Corporate Governance
Developing Sustainable Environments
Strengthening Sustainable
Development Information Disclosure
Enhancing Social Welfare

■ Net Zero Promotion

Promoted 8 sessions



Sustainability Blueprint

Looking Ahead: Vision and Practices

In recent years, global climate change has become increasingly severe, and the international supply chain has continued to increase its requirements for carbon reduction and sustainable management. Sustainable development has become an indispensable issue for corporate operations. Under the framework of the Paris Agreement, countries are actively promoting mitigation and adaptation measures and moving towards the goal of net-zero greenhouse gas emissions by 2050. At the same time, the United Nations Sustainable Development Goals (SDGs) have also become important guidelines for corporate strategic planning.

In response to international trends and strengthening sustainable competitiveness, Taiwan's Ministry of Environment announced the carbon fee rate in October 2024 and officially launched the carbon fee in 2026, indicating that carbon management will become an important cost and risk factor for corporate operations. Although L&K Group is not a high carbon emission industry, it is deeply aware of the impact of the carbon fee policy on the supply chain and has devised relevant response strategies in advance.

The company has established a ESG Committee to continuously strengthen its governance framework and promotion efforts. We follow international standards, including the Global Reporting Initiative (GRI), Task Force on Climate-related Financial Disclosures (TCFD), and Sustainability Accounting Standards Board (SASB), to systematically assess the risks and opportunities brought by climate change and incorporate them into corporate operations and decision-making. At the same time, we are actively investing in green technology R&D and low-carbon engineering applications. Based on the characteristics of each engineering project, from design, procurement, construction to operation, we comprehensively integrate life cycle management thinking across all stages. We formulate specific strategies and management mechanisms, and implement energy conservation and carbon reduction performance through regular tracking and continuous improvement while respecting environmental sustainability and investor rights.

In addition, L&K attaches great importance to talent cultivation and knowledge inheritance. Through education and training and industry-academia collaboration mechanisms, we cultivate professional talents with sustainable thinking and strengthen the overall competitiveness of the organization. In the future, the Group will continue to deepen its ESG practices and work with supply chain partners to promote low-carbon transformation and take concrete actions to move towards the long-term goal of net-zero emissions and sustainable development.

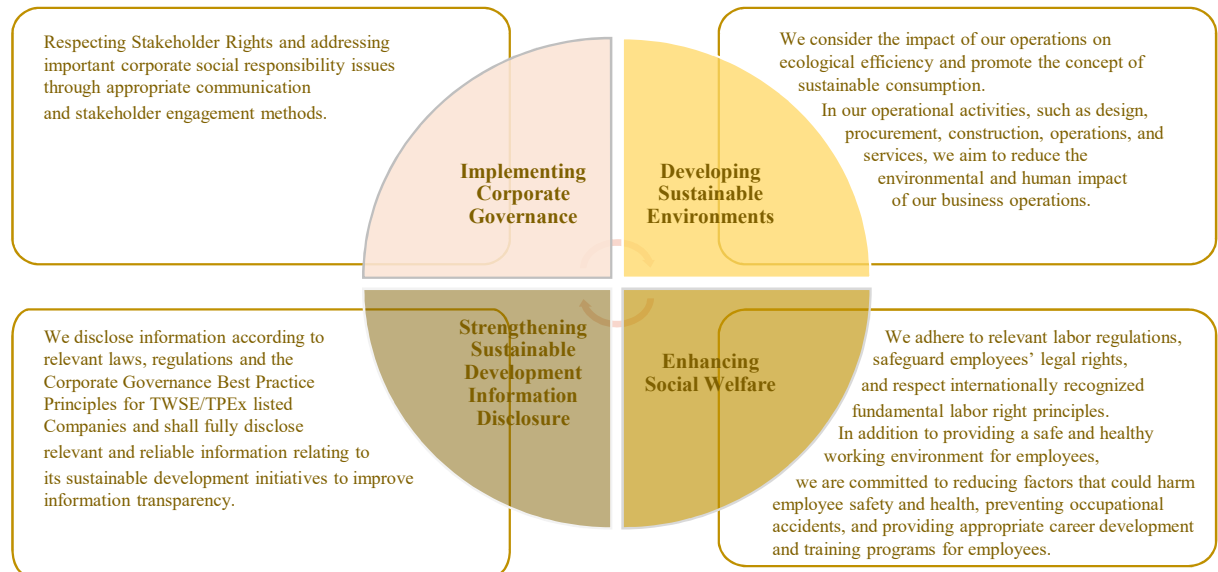
Sustainability Strategies

L&K's overall business strategies incorporate environmental, social, and governance principles. Through combining engineering expertise and smart engineering development, we continue to address industry transformation and stakeholder expectations.

In the short-term, we focus on digitized management of operations and projects to improve the quality of engineering, progress control, and risk response abilities. At the same time, we strengthen occupational safety and health, regulatory compliance, and carbon emission management to implement energy conservation, carbon reduction, and environmental protection.

In the medium-term, we optimize engineering life cycle management and resource allocation efficiency through data analysis, and promote talent cultivation, cross-departmental collaboration, and supply chain responsibility at the same time.

In the long term, we will deepen the application of smart engineering and low-carbon technologies, establish a replicable engineering management model, and ensure transparency and responsible decision-making through sound corporate governance and risk management mechanisms.



Sustainable Development Strategy 2-12, 13, 14, 2-22, 2-24

In the face of intensifying global climate change and increased carbon reduction demands in the supply chain, L&K actively responds to the “Paris Agreement” and 2050 net-zero emission trends. To address the challenges brought about by carbon pricing and related regulatory requirements, we have strengthened the corporate climate resilience and sustainable governance framework.

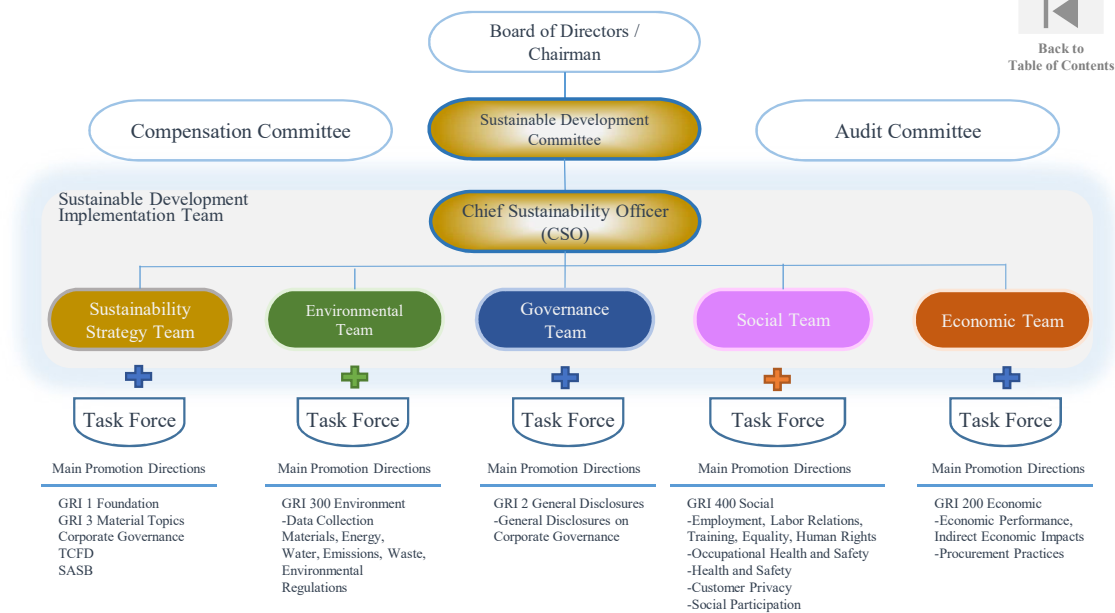
In accordance with international standards such as GRI, TCFD, and SASB, we systematically evaluate climate risks and operational opportunities, plan green technology and green engineering investments, and formulate energy conservation and carbon reduction strategies and management goals from the perspective of the engineering lifecycle. We implement low-carbon transformation actions through regular tracking and continuous improvement mechanisms. At the same time, we will deepen education, training, and industry-academia collaboration, cultivate professional sustainability talents, work with supply chain partners to jointly promote net-zero transition, and fulfill corporate long-term values and social responsibilities.

Composition and Responsibilities

L&K established the ESG Committee with the approval of the Board of Directors in 2022, and established the Sustainable Development Practices Guidelines as the standards for promoting sustainable governance. The Committee is chaired by the Chairman. The ESG Officer is responsible for coordination and regularly reporting policies and implementation results to the Board of Directors, as to strengthen the quality of decision-making and implementation effectiveness.

Under the implementation framework, five working groups have been established: Sustainable Strategy, Environment, Social, Governance, and Economics. Mid-level and senior managers of each department serve as the team leader, responsible for strategic planning, risk management, and goal promotion. The Committee continues to review domestic and international trends and benchmark practices, formulate development directions, and implement actions. In 2025, a total of 24 hours of education and training were held, enhancing the sustainability awareness and risk management abilities of all employees.

- Responsibilities and Operations**
- Formulate sustainable development policies, systems, or related management guidelines.
 - Formulate goals, strategies, and implementation plans for the company’s sustainability, including sustainable governance, ethical management, environmental concerns, and social aspects.
 - Review, track, and revise the company’s sustainability practices and their effectiveness, and report regularly to the Board of Directors.
 - Keep track of issues of concern to all stakeholders and oversee communication plans.
 - Review risk management policies and related topics.



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Member Knowledge

Shu-ming Hsu ESG Officer	Currently serves as the Special Assistant to the Chairman of the company and serves both as the Group’s ESG Officer and Chief Technology Officer. Holds certifications in civil engineering, arbitration, legal, industry knowledge, information and technology, business management, international market perspectives, and junior managers of IPASS net-zero carbon planning.
Tung-Hao Ho Committee Member	Currently serves as an independent director of the company and Vice President of St. John’s University. Has expertise in law, industry, information and technology, business management, and international markets.
Shu Chen Chen Committee Member	Current serves as Senior Vice President of the company. Has expertise in financial accounting, risk management, strategic planning, decision analysis, business management, industry knowledge, and international market perspectives.

Sustainable Development Structure

L&K’s approach to managing sustainability involves striking a balance between business operations and green practices. Along with developing a solid company foundation, we also commit to resource protection, environmental stewardship, and social engagement. In order to address the transformations that have occurred in the international landscape, the ESG Committee was created; such a dedicated unit coordinates the sustainable development strategy closely linked to the United Nations sustainable development goals, commits to helping the industry achieve carbon neutrality goals with core skills, and build a brighter future as one.

L&K combines the company’s vision, mission, and culture and integrates four strategies and departmental diversified business models to create reciprocal value out of sustainability along with stakeholders. The core framework and thinking of our promoting corporate sustainability lies within building ourselves as a trustworthy engineering service team, a promoter of green innovation, a responsible employer at a happy workplace, and a corporate citizen will to assume responsibilities.

Implementation promotion status

Corporate Governance Officer

The Board of Directors resolved to appoint a Corporate Governance Manager, who also serves as the Manager of the Financial & Accounting Division. The Corporate Governance Manager has three years or more of experience in serving as the financial officer of a publicly traded company, and completed 27 hours of continuing education at the end of 2025.

The responsibilities of the Corporate Governance Manager include:

- Matters relating to the board of directors meetings and shareholders meetings.
- Preparation of minutes of the board of directors meetings and shareholders meetings.
- Assistance in onboarding and continuing education of the directors.
- Providing the Board of Directors with the information required for business execution.
- Assisting the Board of Directors in complying with laws and regulations.
- Executing other matters described or established in the articles of incorporation or under contract.

Implementation Status of Sustainable Development Committee and Board of Directors Supervision and Management

Date	Management and Approval Presentations
2025/05/09	1. In accordance with the FSC’s “Sustainable Development Roadmap,” subsidiaries will be included in consolidated greenhouse gas inventories. 2. Conduct risk assessments according to the principle of materiality and formulate relevant risk management policies or strategies. 3. Stakeholder Engagement 4. Formulation and supervision of the implementation of ethical corporate management policies and preventive measures. 5. The company's [2024 Sustainability Report] has been completed, and has been verified and reviewed by a third party. It has been approved by all attending committee members, submitted to the Board of Directors, and passed by a resolution of all attending directors.
2025/11/07	1. The linkage, innovation, and application of AI and ESG. 2. Preparation of the Sustainability Report and the annual plan and implementation status of greenhouse gas inventories. 3. The company's preventive and implementation of ethical corporate management are in accordance with the TWSE’s “Ethical Corporate Management Best Practice Principles TWSE/TPEX Listed Companies.” 4. According to the climate-related financial management, execution, disclosure, and supervision announced by the Financial Stability Board.

Impact Management

The performance of sustainable strategic goals is regularly monitored by the ESG Committee and included as major considerations upon making operating decisions and important decisions. Through working group meetings, discussions, and reviews of the implementation of short- and long-term goals, a total of 5 working meetings were held in 2025. These meetings were used to report on the progress of initiatives based on the “Sustainable Development Practices Guidelines.” When impact events occur, the ESG Officer handles the event and reports it to the Board of Directors.

L&K's Specific Responses to SDGs

L&K [adopts a human-centered approach and the pursuit of building collective character within the team] as the foundation of our business operations. We prioritize sustainable operations by utilizing green technology and risk management as core practices to implement sustainable projects.

L&K uses the five pillars of “Essence of Professionalism,” “Innovative Value,” “Leadership Excellence,” “Waste Reduction,” and “Responsibility Assumption” to develop L&K’s employees, infusing L&K with vitality and a robust constitution as its core capability. We focus on the 13 SDGs and map the five pillars to them, actively implementing them in daily operations to ensure that the core functions of sustainable engineering are fulfilled and social and environmental issues are effectively addressed. For details, see the Material Topic Management Objectives.

Pillars	Goals	Actions	SDGs
Essence of Professionalism	Essence of professionalism: Technology, ethics, and work attitude Professional practice: Obey the regulations and persevere in striving for betterment Professional purpose: Ensure that customers have the best products Quality and service quality	Establish a cross-disciplinary integrated design BIM collaboration mechanism Improve engineering standardization and establish a technical knowledge transfer system Strengthen design review and value engineering	
Innovative Value	- Implement the company's sustainable development capabilities and new concepts - Continue to make the most of items in a timely fashion	Develop energy-saving design Enhance digital management Promote the use of low-carbon materials Introducing a smart construction site	
Leadership Excellence	- The Company has tremendous industrial value and is a leader in the sector. - Accomplish considerable gains and show remarkable contributions.	Improve project responsibility system Improve the effectiveness of cross-departmental integration meetings Cultivate mid-level and senior engineering management talents Promote transparent decision-making and performance review mechanisms	
Waste Reduction	- Optimize pipeline allocation to reduce material waste - Do it right, do it once	Construction reduction design Waste sorting and recycling Scrap material reuse Carbon emission management	
Responsibility Assumption	- Zero major occupational accidents 100% coverage of employee health examinations	Implement construction site safety management Promote employee health management Implement legal compliance and ethical management	

Impact Management

To address potential impacts and risks arising during operations, each functional unit has established control and prevention mechanisms, along with related management and oversight systems, to prevent potential losses from impacts and mitigate their severity. L&K's action plans for 2025 are as follows:

Item	Frequency
Safety management during holidays	4
Typhoon warning	3
Safety and health dissemination	12
Fire drills	2
Traffic safety dissemination	11
Emergency evacuation drills	2
Plant safety inspection	12
Fire equipment inspection	12
Workplace Unlawful Infringement Prevention Plan	1
Construction site inspection	8
Employee health checkups	Once every two years
Employee health and work-related ill health prevention and health promotion	9
Health consultation communication	
Maternal Protection Plan	4 People

Participation in Sustainable Development Knowledge



Since the establishment of the ESG Committee, company executives and members have participated in courses and seminars related to GRI standards, stakeholder communication, major theme analysis, disclosure indicators, management policies, TCFD, SASB, and carbon footprint audits. They have also been engaged in discussions on innovation, technology, carbon reduction development, engineering durability technology, and sustainability topics within the industry. Through various instant messaging software, they share research on sustainable energy development, low-carbon societies, green economic promotion, carbon credits, carbon trading, and other sustainability issues, facilitating the exchange of ideas and knowledge enhancement. The company's achievements from participating in the seminars on knowledge development in 2025 are as follows:

Type	Participation in Sustainable Development-Related Knowledge
Internal Training	Sustainability report preparation, TCFD, GHG inventory, occupational safety and health, and AI courses
External Training	2-day carbon footprint training for low-carbon net-zero personnel
	3-day seed class for GHG inventory
	Industrial AI seed talent three-day training course
	Carbon management trends and strategic focus
	Green management promotion talent cultivation course
	Greenhouse gas management training course
	Carbon footprint and product life cycle (LCA) management course
	Corporate ESG sustainability management training course
Seminars	Enterprise GHG Inventory Strategy: Inventory Process, Verification and Practices
	Employer Responsibilities under ESG Trend from a Legal Compliance Perspective
	Corporate Implementation of Human Rights Due Diligence (HRDD) Seminar

Net Zero Promotion

Highlight: 8 seminars

As stated by the Chairman, in the future, L&K will use “dynamic innovation” as the driving force, combine AI technology and ESG governance, and work with employees and partners to promote low-carbon transformation and value co-creation, moving towards sustainable development with net zero and inclusivity.

L&K implements net-zero actions through engineering practices, and plans to create three-dimensional data through laser scanning and digital modeling to improve design accuracy and reduce rework and material waste. Optimize construction processes and adopt high-efficiency systems to effectively reduce energy consumption and carbon emissions.

At the same time, the carbon inventory and energy data analysis mechanisms are planned to strengthen low-carbon management in the supply chain, and carbon reduction is included in investment evaluation, gradually achieving carbon reduction throughout the project life cycle, steadily moving towards the goal of net-zero EPC.



All-Employee ESG; Practicing Net-zero EPC

L&K incorporates sustainability concepts into daily work and project management processes. Through education and training, project case study sharing, and performance indicator tracking, every employee can clearly understand ESG goals, and incorporate energy conservation, carbon reduction, effective use of resources, and social responsibility into their work practices, gradually internalizing sustainable development into the company’s DNA and competitiveness.

L&K implements the indicators in the project process with “Sustainable Innovation and Green Engineering for a Friendly Earth” as the indicator. From design optimization, material selection, construction process improvement to energy and carbon emission inventory, we also take into account efficiency, environment, and sustainability performance.

Implementation promotion status

During his tenure as a committee member of the professional civil engineer associations of Taiwan, Taipei City, New Taipei City, and Taichung City, the company's ESG Officer Shu-ming Hsu actively participated in exchanges on sustainability and low-carbon issues promoted by professional engineering organizations, and was invited to academic institutions and professional seminars to give speeches and share his experiences. The topics mainly focused on “Applications of Low-Carbon Circular Materials” and “The Impact of Climate Change on the Engineering Industry.” The contents covered international climate governance trends and the direction of the construction industry's transition under the carbon reduction policy. A total of eight seminars were held in 2025.

In terms of low-carbon recycling materials, it was shared that engineering industry can reduce carbon emissions during the life cycle of buildings through material selection and design optimization, such as introducing low-carbon concrete, recycled materials, and EEWH products, while strengthening the material management in the design and procurement phases can improve resource recycling and attain carbon reduction goals.

In terms of climate change issues, the contents of the discussion also explained the global net-zero emission trends and the impact of climate policies on the engineering industry, including carbon pricing, greenhouse gas inventory, and green building systems. It was also shared that the importation of energy-saving equipment and low-carbon construction management by engineering companies can help reduce the environmental impact of buildings and infrastructure.

Organizer	Topic of Promotion
Chinese Institute of Engineers	• IEM-CIE-HKIE Automated Real-Time Monitoring System and Predictive Analysis for Geotechnical Engineering
Taiwan High-Tech Facility Association	• 2025 High-Tech Facility International Forum New-Generation Testing Technology: Analysis of High-Efficiency Factory Scanning Technology
New Taipei City Professional Civil Engineers Association	• Net Zero Carbon Emissions Engineering Seminar
Seminar at the Former Residence of Kuo-Ting Lee	• Impact of Climate Change on the Construction industry and Countermeasures
Tamkang University	• Sustainable Engineering and ESG Forward-looking Impacts
St. John's University	• Special Topic on Sustainable Development Engineering
Universitas Indonesia	• Diversity and Sustainable Development of Civil Engineering, Computer Science, and Education

(continued) **Net Zero Implementation Status****Environmental Climate Change for the Construction Industry Impact and Countermeasures****李國鼎故居
2025講座系列**

能源轉型與台灣永續發展

講者：梁啓源 博士

(中央大學管理講座教授暨台經中心研究員)

環境氣候變遷對於營建產業
之影響衝擊與因應對策

講者：許書銘 博士

(亞翔工程股份有限公司永續長)
(聖約翰科技大學兼任教授)6/21 (六)
14:00 開始

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 TEL: 022356-4308 (中/中) EMAIL: wensu@lks.org.tw

IEM-CIE-HKIE Automated Real-Time Monitoring System and Predictive Analysis for Geotechnical Engineering

Lectures at schools and associations:

- Impact of Climate Change on the Construction industry and Countermeasures
- Sustainable Engineering and ESG Forward-looking Impacts
- Special Topic on Sustainable Development Engineering
- Narotama University (Indonesia): Diversity and Sustainable Development of Civil Engineering, Computer Science, and Education

**2025 High-Tech Facility International Forum
New Generation Testing Technology: Analysis of High-efficiency
Plant Scanning Technology****智慧廠務新紀元
數位轉型與卓越运营管理研討會**

AI智慧應用 | 節能與綠色製造 | 預防性維護 | 前瞻解決方案

◆114年12月5日(五) ◆大臺南會展中心三樓

主辦單位：台灣高科技廠務設施協會 協辦單位：臺南市政府經濟發展局 協辦單位：臺南市高科技廠務設施研究中心



新世代測繪科技：
高效率廠房掃描技術解析
 New generation surveying technology:
 High-efficiency factory
 scanning technology analysis

**ESG 永續發展對於營建業影響之研析
—以環境、社會、治理三個層面探討**

許書銘 技師、永續長兼技術長 / 亞翔工程暨榮工工程股份有限公司

摘要

近年來全球環境氣候變遷劇烈，如何因應此一狀況，有效管理並降低溫室氣體排放，營造保護生態環境，兼顧經濟永續發展，已成為各國政府和企業努力的目標。各國在巴黎協定架構下，紛紛檢討因應氣候變遷作為，積極開展減碳、調適、技術、資金、能力建構、透明度等工作，並提出2050年達成溫室氣體淨零排放目標。台灣雖然非聯合國的會員國，但是在全球化的驅動下，仍然應有積極作為，因此，我國於2023年2月15日公布「氣候變遷因應法」，政府各部會亦積極推動諸項政策和法令。

Materiality Assessment and Stakeholder Engagement 3-1, 3-2, 3-3

L&K gets to understand relevant stakeholders by considering the purpose of its operational activities, the geographical locations of its business relationships, the applicable government laws and regulations, and the sustainability context of the business relationships. Through stakeholder engagement, we understand the expectations of these stakeholders for the company's direction and identify material topics that require priority attention, including their impact on the economy, environment, and society. This ensures that our approach to sustainable management remains accurate and effectively responsive to stakeholders' expectations.

STEP 1 Identify Stakeholders

7 engagement targets

The ESG Committee identified the main stakeholders relevant to operations, including customers, investors, employees, suppliers, competent authorities, community groups/schools, and others (banks, media).

STEP 2 Collect Sustainability Issues

23 Sustainability Issues

In terms of gathering sustainability issues, the Company identified topics related to L&K's operations by referencing international standards and regulations, stakeholder engagement, and the company's operational strategies and vision. These topics were categorized into the dimensions of Environment (E), Social (S), and Governance (G) and served as the foundation for the 2025 Sustainability Report.

STEP 3 Online Questionnaire Survey

313 Stakeholders

The ESG Committee conducted a survey using an online questionnaire system to evaluate the company's operational activities related to material topics in the 3 dimensions of sustainability, as perceived by employees and external stakeholders. A total of 313 valid responses were collected.

STEP 4 Screen Material Topics and Impact Levels

239 Employees

The ESG Committee analyzed feedback on material topics, compared material topics from the previous year, and examined the impact scope of these material topics across L&K's value chain, including upstream, operational, and downstream boundaries. As a result, L&K identified 8 material topics for the year. Through internal management assessment of positive and negative impacts and their frequency, a total of 239 valid responses were collected. In accordance with reporting standards, relevant information was gathered and disclosed.

STEP 5 Review and Disclosure

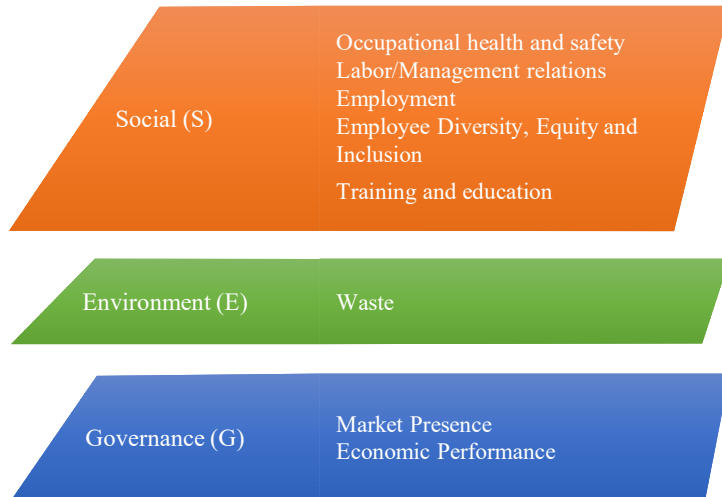
Third-party certification

The ESG Committee aligned the material topics with GRI Standards on sustainability reporting by explaining the management strategies, short-, medium-, and long-term goals, action plans, effectiveness assessments, and grievance mechanisms for each material topic in this report, which was also verified by an external third party to ensure its credibility.

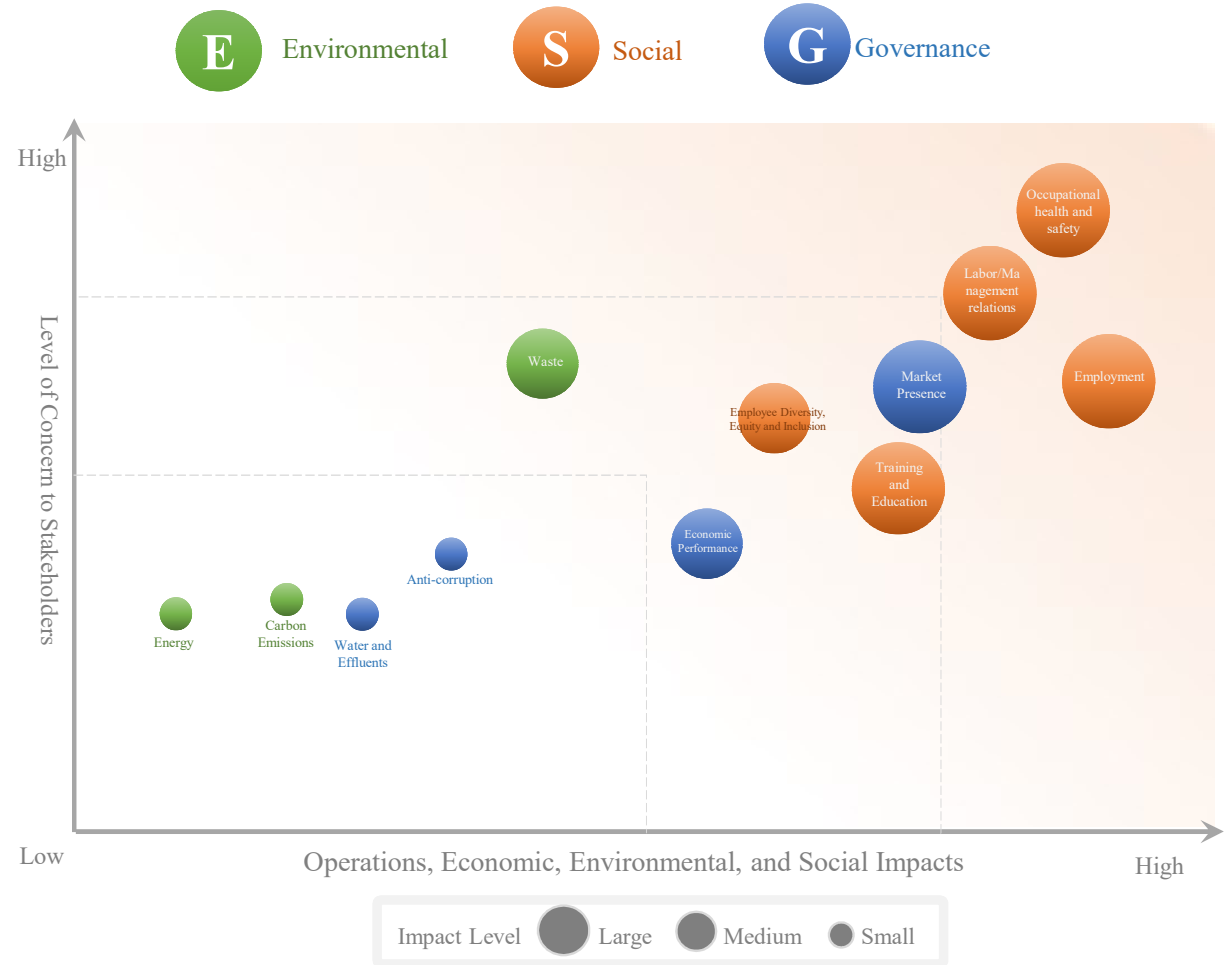
Material Topic Assessment Results

Based on a comprehensive evaluation of the results from the stakeholder concern questionnaire, the impact assessment survey, the company's philosophy, and core operational values, we identified eight material topics for the formulation of strategies and management goals in 2025, analyzing the results and the direction for implementation planning. For other items that were identified as non-material topics this year, relevant indicators were disclosed according to the existing management system to stakeholders to help them understand the company's overall sustainability results.

Based on the survey of material topics, the average score was 3.86, comparable to the average score of 3.86 on concern for material topics from the previous year.



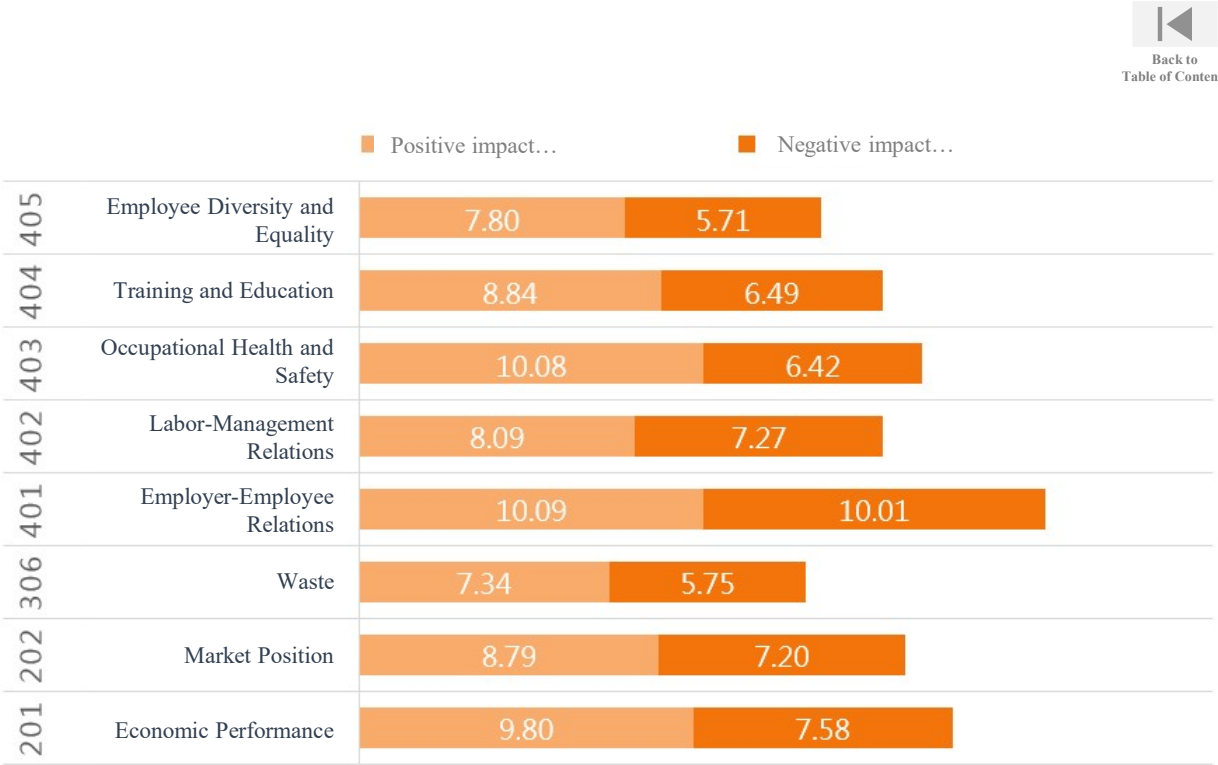
Materiality Matrix



Materiality Impact Assessment

Evaluate the positive and negative impacts of material topics on the company’s material topics and the frequency of occurrence through an internal questionnaire. The severity of positive and negative impact is divided into very high (5 points), high (4 points), moderate (3 points), low (2 points), and very low (1 point). The frequency of occurrence is divided into daily (4 points), monthly (3 points), semi-annual (2 points), annual (1 points), and zero (0 points). After summing the degree of positive and negative impacts and the frequency of occurrence, the total score is ranked from high to low. The 8 material topics are:

Significant Impact	
Level of Impact	Sustainability Issues
High	- Economic Performance - Employment - Occupational health and safety
Medium-term	- Market Presence - Training and education
Low	- Waste - Labor/Management relations - Employee Diversity, Equity and Inclusion



Involvement Level in the Value Chain of Material Topics

An analysis on the degree of impact of material topics on the company's [operations], [sustainable development] and [production stages] shows that occupational safety and health has a high net impact, and should be prioritized for investment, such as: introducing an AI occupational safety monitoring system to reduce the target accident rate and strengthen training education. The medium-term plan is to expand economic performance and introduce green design technologies to increase revenue. Increase employee diversity such as: Increase in the proportion of female engineers. Long-term consolidation of market presence, cooperation with customers to obtain green building certification, and market expansion. In terms of waste, it is necessary to increase the waste reuse rate.

■ Material topics corresponds to the United Nations Sustainable Development Goals (SDGs), and directly contributes to 17 SDGs through thematic management, with special emphasis on SDG8 (decent work and economic growth), SDG9 (infrastructure innovation), and SDG4 (quality education).

■ Material Topics corresponds to the Sustainability Accounting Standards Board (SASB), and occupational safety and health data directly raises the labor safety rating; waste indicators comply with the FSC's sustainability reporting requirements. Economic performance strengthens investor confidence.

Material Topic	Net Impact (see Note)	Operational Impact			Sustainability Impact			Stage of Impact			SASB Indicator	SDGs	Report Corresponding chapter
		Financial	Reputation	Operations Continuity	Environment	Society	Economic Governance	Upstream	Midstream	Downstream			
Economic Performance 201	2.21	High				Medium-term	Medium-term	Medium-term	Medium-term	Medium-term	IF-FR-110a Operating profit margin, return on equity (ROE), distribution of capital expenditures	8, 9, 12	2. Sustainable Governance
Market Presence 202	1.59	Medium-term		Low			Medium-term	High		Medium-term	IF-MC-000a Revenue growth rate, market changes	8, 9, 10, 12	2. Sustainable Governance
Waste 306	1.59	Medium-term		Low	Medium-term		Low	Medium-term	Low		IF-WM-120a Hazardous Waste Generation Volume, Reuse Rate, and Disposal Cost	11, 12, 13, 14, 15	3. Sustainable Environment
Employment 401	0.08		Low			Low			Medium-term		IF-HR-330a Employee Turnover and Distribution of Employment Contract Types	3, 5, 8, 10	4. Sustainable Society
Labor/Management Relations 402	0.82	Low		Medium-term		Low		Low		Low	IF-LS-330a Collective Bargaining Coverage Rate and Number of Labor Disputes	5, 8, 10	4. Sustainable Society
Occupational Health and Safety 403	3.66		High		Medium-term	High			High		IF-LS-320a Safety Incident Rate and Training Hours	3, 8, 11	4. Sustainable Society
Training and Education 404	2.35		Medium-term		Low	Medium-term					IF-LS-340a Employee Training Expenses/Total Wages, Safety Training Hours	4, 8, 10	4. Sustainable Society
Employee Diversity, Equity and Inclusion 405	2.09		Medium-term			Medium-term			Medium-term		IF-LS-310a Gender/Ethnic Diversity Ratio, Distribution of Senior Managers	5, 8, 10	4. Sustainable Society

Note: Net impact = Positive impact of material topics - Negative impact; Positive: Opportunity > Risk; Negative: Risk needs to be prioritized

Impact of Material Topics on the Organization

[Moderate]

This section has Market Presence, and Training and Education.

- **Training and education**
It directly affects talent development and accumulation of core competencies, which is critical to the company's long-term competitiveness.
- **Market Presence**
Although the level of external concern is moderate, it has a significant impact on the company's business strategy, revenue structure, and long-term development.

[Moderate to Low]

This section has **Employee Diversity, Equality, and Inclusion, and Labor/Management Relations**. External expectations for stable growth are relatively low compared to other social issues.

[Relatively Low]

Environmental aspect of **Waste management** is located in a lower quadrant, which reflects the current low level of concern; However, as environmental issues are susceptible to regulatory trends, the company still needs to maintain basic management.

[Conclusions and Management Direction]

Based on the results of the comprehensive analysis, the company listed **Occupational Health and Safety, Employment Relations, and Economic Performance** as the three main material topics of sustainable management in 2025, as well as disclosed management approaches, policies, goals, resource allocation, and performance indicators in accordance with GRI requirements. In addition, the company will continue to strengthen education and training, talent development, and market competitiveness, while ensuring diversity and equality and continuous improvement in environmental management. The above materiality analysis will serve as the basis for the company's sustainability strategy, goal setting, and resource allocation, and will continue to be disclosed transparently in the sustainability report to respond to the expectations of stakeholders.



[High]

The section has Occupational Health and Safety, Employment, and Economic Performance. It has a high impact on organizational operations and is the company's primary promotion item for sustainable management.

- **Occupational health and safety**
It shows that safety performance is not only relevant to the health of employees, but also affects the company's production capacity, operational risks, and compliance performance. The company must disclose the safety management system, accident rate, preventive measures, and improvement progress.
- **Employment**
Employee stability, talent retention, and labor-management coordination mechanisms have a significant impact on the organization's production efficiency and corporate culture. We also pay close attention to employee treatment, working conditions, and communication channels.
- **Economic Performance**
The core issues of concern to investors and customers are related to the company's financial stability, operational results, and value creation. The impact of this issue is connected and also affects the company's ability to make sustainable investments.



Material Topic Management Objectives



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Material Topic	Risk Factor	Management Measures	Commitment/Objectives	Mechanism
Economic Performance 201	- High liabilities ratio, low liquidity - Raw material price fluctuations reduce revenue from losses of a single large project - Cash flow due to project budget reduction or delay in contract issuance	- Customer Satisfaction Survey - Maintain a stable liability ratio and liquidity ratio - Raw material price adjustment clauses and a higher proportion of full advance payments set in contracts - Decentralize types of project contracting	- Customer satisfaction - Liability rate - Liquidity rate - Growth in EPS	- Employee satisfaction survey - Financial statements
Market Presence 202	- Insufficient integration capability, frequent design conflicts, and rework - Risk associated with evolution of green energy technology standards - Low brand awareness, falling behind in the Corporate Governance Evaluation, few awards, and falling in the target rating - International price fluctuation risk	- New technology training to increase the target achievement rate - Green building project - Increase the number of awards - Contracts include fluctuating raw material price terms and local supply chain reference - Publish sustainability reports and disclose greenhouse gas inventories, and improve competitiveness through third-party verification	- Target Achievement Rate - Number of Awards - Announcement of the Sustainability Report - Disclosure of greenhouse gas inventory	- Tenders awarded - Award recognition
Waste 306	- Contracted unqualified transportation companies resulted in fines with correlated liabilities and deducted points in corporate governance evaluations - False reports or penalties due to failure to report	- Contractors responsible for the collection and disposal of waste under outsourced contracts must hold a “Commercial Waste Collection and Disposal Permit” and a copy of the contract must be retained for at least 3 years. - Set up office waste sorting bins and ensure proper classification	- Recycling rate - Zero violations of regulations for industrial waste	- Recycling rate - Environmental Protection Administration violation records and penalties
Employment 401	- Losses from violations of the Labor Standards Act, compensation for labor litigation, and lawyer fees - Benefits and salaries do not meet expectations - Increased employee turnover results in project delays	- Caring for employee satisfaction regarding the work environment and life balance - Talent recruitment and retention - Regularly review the remuneration and benefit system - Diverse training mechanisms to enhance employee knowledge on career development	- Employee care 100% - Employee retention rate > 80% - Employee complaints ≤ 2 cases	- Employee retention rate - Employee complaints - Zero tolerance for labor disputes: mediation records of the Ministry of Labor, internal complaint system
Labor/Management Relations 402	- Unsatisfactory expectations leading to strikes - Impact of labor disputes on bidding score and award rate	- Establish a regular labor–management committee and implement a quarterly dialogue mechanism - Prevent and handle labor-management disputes, and set aside a reserve fund for labor-management disputes to prevent a single incident from impacting annual profits - Communication before major changes	- Labor-management meetings - Labor dispute cases - Strikes - Significant changes	- Employee retention rate - Strikes
Occupational Health and Safety 403	- Suspension or monetary losses from penalties - Overly high occupational accident rates affect eligibility to bid	- Comply with relevant regulations - Adhere to safety SOPs - Implement AI-based occupational safety monitoring	- Number of employees with major injuries and occupational diseases as defined by the Occupational Safety and Health Administration of the Ministry of Labor - Number of occupational injuries of contractors - Zero deaths	- Records of the Occupational Safety and Health Administration, Ministry of Labor - Occupational Accident Record Management
Training and Education 404	- Integrate skills gaps such as failure to operate Revit, design conflicts, rework, and construction delays - Insufficient system integration and management for engineers, lack of professional training certifications, pipeline conflicts, and excessive costs for contract changes - Lack of experience in general contracting makes it impossible to coordinate design, procurement, and construction	- System engineer training through practical software training and cross-system conflict coordination to enhance integration capabilities - Engineering technology forward-looking ability	- Professional skills training - Training hours - Education and training satisfaction rate	Certifications and training records
Employee Diversity, Equity and Inclusion 405	- Female engineers and low-level managers - Sexual harassment in the workplace, restrictions on eligibility for public contracts - Workplace exclusion of employees who are raising children - Insufficient quota for people with disabilities and penalties for accessible facilities	- Increase the hiring of female engineers and supervisors - Handle sexual harassment disputes in the workplace until the case is closed in accordance with the law - Protection of the right to work after parental leave - Legal minimum limit for hiring persons with disabilities - Regular care for disadvantaged groups	- Recruit female engineers - Female managers - Handle sexual harassment disputes in the workplace until the case is closed in accordance with the law - Protection of the right to work after parental leave - Legal minimum limit for hiring persons with disabilities - Regular care for disadvantaged groups	- Monthly Management Report - Ministry of Labor Reporting Records



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Corresponding analysis of management performance of material topics and UN SDGs

	Corresponding SDGs	Management Indicators and Results				
		Key Performance Indicators (KPI)	Management Effectiveness in 2025	Short-term Targets	Medium-Term Targets	Long-term Targets
				2026	2028	2030
Economic Performance 201	8.2 8.4 9.4 13.2	• Customer satisfaction • Liability rate • Liquidity rate • Growth in EPS	Target Met target not met target not met Target Met	≥ 80 points ≤ 70% ≥ 130% ≥ 10%	≥ 80 points ≤ 70% ≥ 130% ≥ 6%	≥ 80 points ≤ 70% ≥ 130% ≥ 3%
Market Presence 202	9.4 9.5 11.6 12.6 17.7	• Target Achievement Rate • Number of Awards • Announcement of the Sustainability Report • Disclosure of greenhouse gas inventory	Target Met Target Met Target Met Target Met	≥ 30% ≥ 5 cases Compliance with laws and regulations Compliance with laws and regulations	≥ 30% ≥ 5 cases Compliance with laws and regulations Compliance with laws and regulations	≥ 30% ≥ 5 cases Compliance with laws and regulations Compliance with laws and regulations
Waste Management 306	11.6 12.4 12.5	• Recycling rate • Zero violations of regulations for industrial waste	target not met Target Met	≤ 20% 0	≤ 20% 0	≤ 20% 0
Employment 401	3.4 5.1 5.5 8.5 8.6 8.8	• Employee care 100% • Employee retention rate > 80% • Employee complaints ≤ 2 cases	Target Met Target Met Target Met	100% >80% ≤ 2 complaints	100% >80% ≤ 2 complaints	100% >80% ≤ 2 complaints

Note: Short-term is within 1 year, medium-term is within 3 years, and long-term is 5 years or more, with 2022 as the base year.

(Cont'd)



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	Corresponding SDGs	Management Indicators and Results				
		Key Performance Indicators (KPI)	Management Effectiveness in 2025	Short-term Targets	Medium-Term Targets	Long-term Targets
				2026	2028	2030
Labor/Management relations 402	  8.8 16.6 16.7	- Labor-management meetings - Labor dispute cases - Strikes - Significant changes	Target Met Target Met Target Met Target Met	4 times/year 0 0 0	4 times/year 0 0 0	4 times/year 0 0 0
Occupational health and safety 403	  3.9 8.8	- Number of employees with major injuries and occupational diseases as defined by the Occupational Safety and Health Administration of the Ministry of Labor - Number of occupational injuries of contractors - Zero deaths	target not met Target Met Target Met	$\leq$ 3 people $\leq$ 5 people 0	$\leq$ 3 people $\leq$ 5 people 0	$\leq$ 3 people $\leq$ 5 people 0
Training and education 404	  4.4 4.7 8.2	- Professional skills training - Training hours - Education and training satisfaction rate	Target Met Target Met Target Met	$\geq$ 80% $\geq$ 15 hours $\geq$ 85 points	$\geq$ 80% $\geq$ 15 hours $\geq$ 85 points	$\geq$ 80% $\geq$ 15 hours $\geq$ 85 points
Employee Diversity, Equity and Inclusion 405	     1.2 4.1 4.5 5.1 5.5 8.5 8.8 10.2 10.3	- Recruit female engineers - Female managers - Handle sexual harassment disputes in the workplace until the case is closed in accordance with the law - Protection of the right to work after parental leave - Legal minimum limit for hiring persons with disabilities - Regular care for disadvantaged groups	Target Met Target Met Target Met	$\geq$ 40 people $\geq$ 20 people $\geq$ 2 cases $\geq$ 80% $\geq$ 1% $\geq$ 1 supplier	$\geq$ 50 people $\geq$ 25 people $\geq$ 2 cases $\geq$ 80% $\geq$ 1% $\geq$ 1 supplier	$\geq$ 60 people $\geq$ 30 people $\geq$ 2 cases $\geq$ 80% $\geq$ 1% $\geq$ 1 supplier

Note: Short-term is within 1 year, medium-term is within 3 years, and long-term is 5 years or more, with 2022 as the base year.

Stakeholder Engagement

L&K's main stakeholders include employees, customers, shareholders, suppliers, competent authorities, community groups, and others (such as banks and the media). To understand stakeholders' concerns and opinions, we have established diverse, open, and direct engagement channels. Feedback from stakeholders serves as a crucial reference for formulating management policies and execution plans, to which we respond in this report.

► The Importance of Stakeholders to L&K

Investors

Investors provide the company's funding. L&K continuously rewards investors with steady operational results, fostering investor support, stabilizing capital, and creating investment value.

Employees

Talent and innovation are key to L&K's core competitiveness and a crucial foundation for the company's sustainable development.

Clients

Clients are the company's main source of revenue. L&K values and listens to client feedback, focusing on their needs as core service to enhance client satisfaction. Through contract execution, we build performance, reputation, and brand.

Community Groups/Schools

As a corporate citizen, L&K collectively maintains the community's environmental ecology. Through industry-academia collaboration and corporate internships, we actively establish long-term cooperative relationships with major colleges and universities to cultivate industry talent.

Competent Authorities

Competent authorities play a crucial role in overseeing and evaluating corporate governance and sustainable development. L&K must comply with legal regulations and policies to thoroughly implement sustainable governance and work with the government to promote industrial development.

Suppliers/Contractors

L&K expects mutual collaboration and joint efforts with vendors to ensure that engineering services provided align with L&K's philosophy and satisfy clients, thereby promoting mutual growth and achieving sustainable operation and shared prosperity.

Others (Banks, Media)

Banks are important partners for L&K, developing stable cooperative relationships through mutual benefit. Media coverage and evaluation of L&K will affect the company's reputation and image.



Stakeholder Engagement



Employees

Topics of Concern

- Market Presence Employment Labor/Management Relations
- Occupational Health and Safety. Employee Diversity and Equality and Inclusion

Engagement Frequency and Channels

- Announcement system (real-time) . Supervisor meetings (monthly)
- Work report (weekly) . Monthly project meeting (monthly)
- Employee opinion platform (real-time). Labor-management meetings (quarterly)
- Employee Welfare Committee (quarterly) Sustainability Report (annually)
- GHG inventory (annually) . Company website (real-time)
- Occupational Safety and Health Committee meeting (quarterly)

Engagement Results in 2025

- Comply with tax laws and zero penalties for violations
- 148 internal announcements
- 4 labor-management meetings
- 4 Occupational Safety and Health Committee meetings
- 0 major injuries Zero penalties
- The Employee Welfare Committee held 15 meetings. All departments appointed representatives to jointly operated the Committee to ensure it stays attuned to employees' needs and promotes communication and connection.
- 8 executive meetings
- 0 material incidents reported in employee feedback
- Announced the Chinese and English version of the Sustainability Report, verified by a third party
- Greenhouse gas inventory verified by a third party

Disclosure Section:

Chapter 1 Sustainable Operation
Chapter 4 Sustainable Society



Customers

Topics of Concern

- Market Presence
- Occupational health and safety

Engagement Frequency and Channels

- Occupational Safety and Health Committee meeting (quarterly)
- Customer Satisfaction Questionnaire (periodically)
- Customer visits and sales meeting (real-time)
- Company website (real-time)
- Meeting and off-line event (real time)
- Sustainability Report (annually)
- Greenhouse Gas Inventory (annually)

Engagement Results in 2025

- 4 Occupational Safety and Health Committee meetings
- 0 major injuries Zero penalties
- Customer satisfaction had an average score of 83. For those with lower scores, we analyzed customer feedback, identified issues, proposed improvement measures, and responded to customers to improve their satisfaction.
- Customer Complaints
- Announced the Chinese and English version of the Sustainability Report, verified by a third party
- Greenhouse gas inventory verified by a third party

Disclosure Section:

Chapter 1 Sustainable Operation
Chapter 2 Sustainable Governance
Chapter 4 Sustainable Society



Investors

Topics of Concern

- Economic Performance
- Market Presence
- Waste Management

Engagement Frequency and Channels

- Shareholders' meeting (annually)
- Investor conference (every 6 months)
- Annual Report (annually)
- Company's official website and the Market Observation Post System (MOPS) (real-time)
- Sustainability Report (annually)
- Greenhouse Gas Inventory (annually)

Engagement Results in 2025

- Zero penalties for violations of regulations
- One shareholders' meeting and two investor conference were held, during which the company reported its latest operations and financial standing to shareholders and published the information on the company's official website.
- Public announcements on the Market Observation Post System (MOPS)
- Announced the Chinese and English version of the Sustainability Report, verified by a third party
- Greenhouse gas inventory verified by a third party

Disclosure Section

Chapter 1 Sustainable Operation
Chapter 2 Sustainable Governance
Chapter 3 Sustainable Environment

Cont'd



Suppliers

Topics of Concern

- Market Presence
- Occupational health and safety
- Labor/Management relations

Engagement Frequency and Channels

- Phone, email, and communication software (real-time)
- Company website (real-time)
- Business visit (real-time)
- Factory inspection (real-time)
- Supplier Code of Conduct Commitment (order form)
- Sustainability Report (annually)

Engagement Results in 2025

- 0 major injuries Zero penalties
- 133 new vendors evaluated
- Supplier evaluation found zero suppliers who were unqualified, suspended, or permanently blacklisted
- Supplier Code of Conduct Commitment 100%
- Announced the Chinese and English version of the Sustainability Report, verified by a third party

Disclosure Section

- Chapter 1 Sustainable Operation
- Chapter 2 Sustainable Governance



Competent authorities

Topics of Concern

- Occupational Health and Safety, Employment
- Labor/Management Relations . Training and Education
- Employee Diversity, Equity and Inclusion

Engagement Frequency and Channels

- Correspondence, supervision, inspection, and improvement (real-time)
- Legal news, briefings, and training (real-time)
- Various declaration announcements (real-time)
- Corporate Governance Evaluation (annually)
- Sustainability Report (annually)
- Greenhouse Gas Inventory (annually)

Engagement Results in 2025

- Market Observation Post System (MOPS) information announcements
- Reporting and announcing in accordance with regulations, zero violations and penalties
- 0 major injuries Zero penalties
- Announced the Chinese and English version of the Sustainability Report, verified by a third party
- Greenhouse gas inventory verified by a third party

Disclosure Section

- Chapter 2 Sustainable Governance
- Chapter 4 Sustainable Society



Community Groups/Schools

Topics of Concern

- Waste Management
- Employee Diversity, Equity and Inclusion

Engagement Frequency and Channels

- Legal regulations (real-time)
- Clean neighborhood and community environment (real-time)
- Industry-academia collaboration with schools and participation in campus recruitment (annually)
- Sustainability Report (annually)

Engagement Results in 2025

- Recyclable resources were sorted and recycled by neighbors
- Established industry-academia collaborations with numerous schools and gave donations to St. John's University for scholarships, bursaries, corporate internships, and employment opportunities through the "Employment upon Enrollment" program.
- Since 2023, in response to the government's "Implementation Plan for Attracting and Retaining International Students in Taiwan," we have jointly supported schools in organizing the "New International Industry Talent Course" to cultivate engineering and technical talents.
- Fulfill corporate social responsibility path adoption and optimize the walking environment
- Announced the Chinese and English version of the Sustainability Report, verified by a third party

Disclosure Section

- Chapter 2 Sustainable Governance
- Chapter 4 Sustainable Society



Others (banks, media)

Topics of Concern

- Economic Performance
- Market Presence

Engagement Frequency and Channels

- On-site visit (real-time)
- Capital Utilization Statement (real-time)
- Telephone and email communication (real-time)
- Media interviews and responding to news inquiries (real-time)
- Corporate Governance Evaluation (annually)
- Sustainability Report (annually)
- Greenhouse Gas Inventory (annually)

Engagement Results in 2025

- Market Observation Post System (MOPS) information announcements
- Financial institutions help provide preferential financing conditions through information exchange on the Company's operations, finance, and sustainability reports
- Responded appropriately to the media to build a trustworthy and positive brand image.
- Announced the Chinese and English version of the Sustainability Report, verified by a third party
- Greenhouse gas inventory verified by a third party

Disclosure Section

- Chapter 1 Sustainable Operation
- Chapter 2 Sustainable Governance

2 Sustainable Governance

35 Integrity Management
37 Corporate Governance
44 Economic Performance
47 Indirect Economy
50 Customer Service Management
51 Supply Chain Management
54 Information Security Management
57 Risk Management

- Ranked **2nd** place in the engineering industry in terms of financial performance

2025 CommonWealth Magazine "Top 2000 Companies Survey Ranking"

- Financial Performance

Reached a **9** Year High

Earnings per share grew by **1.6** fold

Operating Revenue Grew by **1.2** Fold

Increase in net income margin by **1.4** fold

Net Profit for the Current Period Increased by **1.6** fold



Integrity Management 205-3, 206-1

Policies

[In accordance with the business philosophy of integrity, transparency and accountability, the Company shall formulate policies based on integrity, which shall be approved by the Board of Directors. We will establish a sound corporate governance and risk control mechanism to create a sustainable business environment.]

L&K commences with human nature, strives to create a group identity, and inevitably adheres to the corporate culture of “integrity, value, and sustainability.” The ethical framework is the bedrock of L&K’s corporate culture. In terms of operation management, in order to strengthen ethical conduct, we have formulated the “Ethical Corporate Management Best Practice Principles,” Code of Ethical Conduct, and Principles for Employees Confidentiality and Ethical Code of Conduct, all of the stipulate that directors, managers, employees, appointed personnel, and actual controllers must duty of care expected of a prudent manager. They must supervise the Company to prevent unethical conduct, and review the effectiveness and continuous improvement at any time to ensure the implementation of the ethical corporate management policies.

The Company's directors, managers, and any person shall not engage in unethical conduct in the process of carrying out business conduct. The implementation of regulatory identification and implementation of education and training shall serve as the implementation policy for continuous compliance strengthening.

To guarantee that ethical corporate management is actualized and laws and regulations abided by, we broadcast the essential values of ethical corporate management frequently, augment the staff’s discernment of ethical corporate management, and finally solidify corporate governance. With respect to adhering to laws and regulations, apart from staying alert to local and international policies and laws that may influence the company’s business and finance, we have also established various corporate governance rules and protocols. The audit unit will ensure adherence to legal and regulatory requirements in keeping with the rules, and help in the revision of internal regulations.

In order to implement ethical corporate management policies and related rules and regulations, the Board of Directors passed the "Ethical Corporate Management Best Practice Principles" on November 11, 2019. The Principles stipulate the establishment, implementation, review, and revision of the policies on ethical business conduct and systems to prevent unethical behavior. It also addresses changes in the laws and regulations of the competent authorities, amend and promote relevant ethical management systems and regulations, and enhance employees’ awareness of legal compliance and ethics. It may be integrated with the internal control system based on business needs, and cooperate closely with compliance, audit, and human resources departments to strengthen the corporate culture of integrity and risk management mechanisms.

The Auditing Office receives and investigates reports of unethical conduct, and proposes improvement suggestions and handling plans. The ESG Committee evaluates internal integrity risks and discloses relevant implementation status on the official website, annual reports, and sustainability reports.

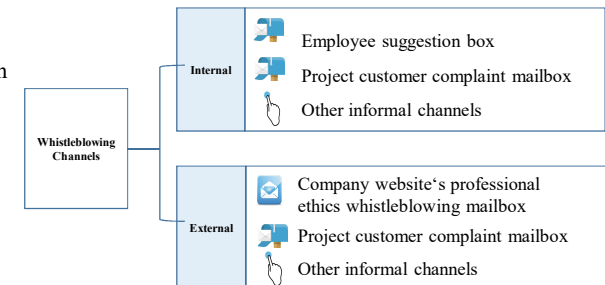
Whistleblower System

L&K has taken a hard-line stance against corruption, bribery, unfair competition, confiding, infringement, and insider trading. If any breach of the code of ethics or internal protocols is identified by the internal audit team or through the whistleblowing system, details shall be noted, investigated, and disciplinary action shall be taken to uphold our reputation for fairness and integrity.

Whistleblowing can be done through both internal and external mailboxes. If any improper behavior is uncovered, and it is believed to have a detrimental effect on the company or is infringing on the rights and interests of all employees, then they can expose it and remain anonymous if they choose to do so. The processing procedures will ensure the whistleblower remains secure, their rights and interests are safeguarded, and the whistleblowing incident is investigated and dealt with properly.

Whistleblowing Email: whistleblower@lkeng.com.tw

Whistleblowing Phone: (03)5981311 #231



Performance



- Three employees participated in external ethical management and ethics courses in 2025.
- The audit results of the implementation of ethical corporate management policies and preventive management in 2025 showed no abnormalities and was reported as such to the Board of Directors. There were no whistleblowing cases during the period.

L&K's Protection Mechanism for Whistleblowers

The mechanism reinforces the confidentiality of whistleblowers' personal data. All individuals involved in processing the case, as well as those responsible, must sign an undertaking of confidentiality. We define accountability and punishment for confiding. Anyone with a conflict of interest in the whistleblower case must recuse themselves from the inquiry. We commit to protecting whistleblowers from dismissal, demotion, salary reduction, infringement on their legal, contractual, or customary rights, or any other unfavorable punishments due to their whistleblowing. An incentive mechanism is put in place by the Rewards and Punishment Committee. If the exposed fact is verified to be true, whistleblowing bonus will be given immediately, and no merits will be recorded or announced separately so as to protect whistleblowers and encourage colleagues to whistleblow without fear.

To prevent corruption from external sources, we have included clauses on ethical management in contracts with suppliers and contractors, created a whistleblowing system on our website, and ensured the anonymity of the informant and the details of the report. In 2025, the company did not encounter any illegal incidents related to anti-competition, antitrust violations, monopolistic practices, or corruption.

Mechanisms for Seeking Advice and Raising Concerns 2-26, 207-3

There were 3 non-planned engagements during the period of 2025.

Incident \ Year	2022	2023	2024	2025
M&A, capital increase	0	0	0	0
Taxes	0	0	0	0
Shareholder	0	0	0	0
Suppliers	0	0	0	3
Major occupational accidents	0	0	0	0

Opinion platform reporting statistics



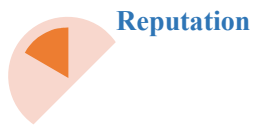
L&K receives complaint cases through the independent Auditing Office with decision-making authority, the company's official website, site complaint mailboxes, emails, and other non-format channels.

	Year	2022	2023	2024	2025
	Total Number of Reports	5	3	2	3
Category	Unreasonable use of company assets or resources	-	-	-	-
	Improper entertainment, gifts, and kickbacks	-	-	-	-
	Conflicts of interest	-	-	-	-
	Workplace bullying	-	1	-	-
	Sexual harassment	-	-	-	-
	Discrimination	-	-	-	-
	Others (including systems, customer feedback, supplier management, employee management, management communication and leadership)	5	2	2	3
	Number of cases successfully investigated	5	3	2	3
	Number of cases under investigation	0	0	0	0

Corporate governance

L&K developed gradually from its founding to its full maturity. Having been a lab, chemical pharmaceutical factory, electromechanical engineering total solution provider, and cleaning room engineering service provider, we evolve along with Taiwan's industry; by adopting to changes in times, we modify our operational philosophy and develop new technologies, thereby standing out from the conventional electromechanical industry. At present, L&K already possesses the clout to compete internationally. By virtue of the management team's extended expertise and all L&K employees' hard work, the Company has accumulated a wealth of knowledge and wisdom, and both tangible and intangible assets, and it has become a major contributor to the advancement of Taiwan's clean room engineering technology. L&K strongly believes that engineering is the combination of scientific knowledge and expertise. We adhere to stringent engineering management, continually replacing the outdated with the new, creating novel application technologies and products, augmenting our competitiveness, joining forces with foreign engineering firms, and heightening our competitive edge at all times. We have embraced the ISO 9001 quality management systems, ISO 14001 environmental management systems, ISO 45001 Occupational Safety and Health Management System and CNS 45001 Taiwan Occupational Safety and Health Management System, and are dedicated to competing internationally with determination.

L&K's Corporate Core



Reputation

L&K Engineering is devoted to equitable competition, reliable management, and sustained growth, to benefit the community, gain public approval and become a social treasure.



Value

Adhering to laws and regulations, L&K Engineering strives for optimal corporate governance and risk management, enhances the financial framework, preserves steady profits, and optimizes corporate value.



Survival

L&K Engineering begins with human nature, emphasizing the rights and duties of equality, and advocating and shielding the natural rights of individuals and collectives.

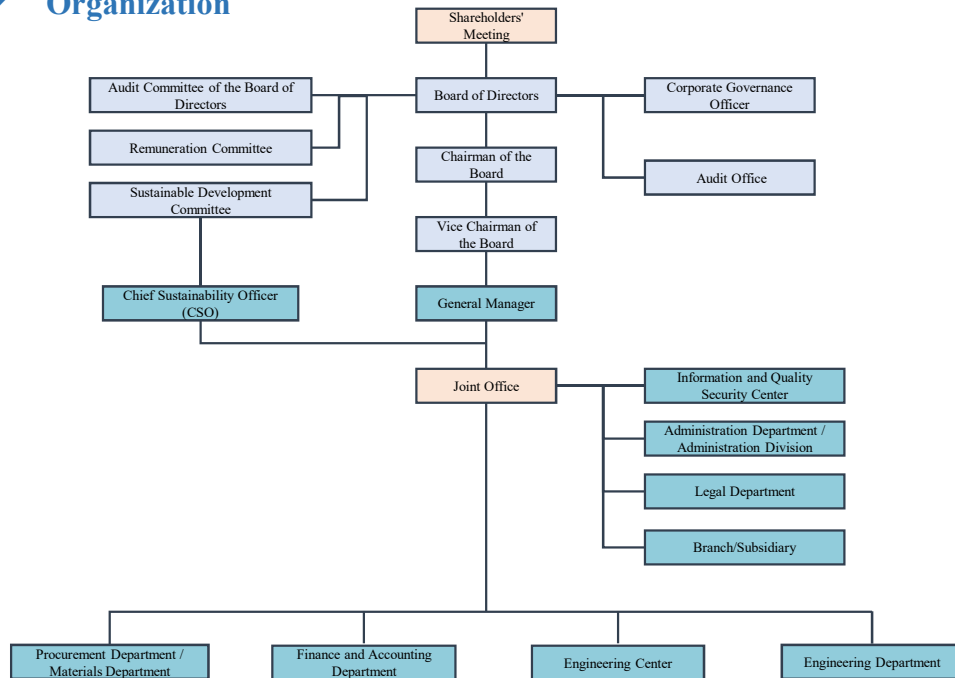
L&K's Business Philosophy

	Professionalism Essence of professionalism: Technology, ethics, and work attitude Professional practice: Obey the regulations and persevere in striving for betterment Professional purpose: Ensure that customers have the highest product quality and service quality
	Innovation To practice sustainability in corporate management Capable and ideal to innovate Make the most of items in a timely fashion.
	Leadership The Company has tremendous industrial value and is a pioneer in the sector. Accomplish considerable gains and show remarkable contributions.
	Waste reduction Reduce errors and avoid misuse of resources.
	Responsibility To preserve the basic rights and interests of the Company as the premise Making the protection of customers' and employees' highest rights and interests our implementation goal Avoid creating social problems and unwaveringly strive to become an asset to society

Governance Organization

The business climate around the world is difficult, thus executives in the high-tech industry have to make swift changes to their companies and reevaluate their reaction to stay ahead of the competition. The Company will leverage an enterprise resource management system and knowledge management to bolster its competitive advantage; modify the organizational structure to accommodate the executive clout required to take on market rivalry; form the corporate learning atmosphere to reinforce employees' various expert aptitudes; and improve the organization's suppleness to fluctuations in the market atmosphere.

Organization



Board of Directors

L&K has put into effect a system of corporate governance that is consistent with Taiwan's Securities and Exchange Act and related regulations. To safeguard the rights of stockholders, strengthen the operations of the board of directors, respect the rights and interests of stakeholders, and enhance information transparency, the board of directors passed the Corporate Governance Best Practice Principles. We adopt fair and impartial procedures for the selection of directors and establish independent directors, as well as other measures, to strengthen management and monitoring functions of a Board of Directors. The board of directors has also passed "Regulations for Processing Material Inside Information and Preventing Insider Trading" which forbids insiders like directors, supervisors and workers from profiting from info that is not available to the public. Besides, we keep to the tenets of accurate, timely, and fair disclosure, construct a thorough disclosure system, and offer different information regarding operations, financials, board of directors, and shareholders' meetings on our company website and the Market Observation Post System to guarantee that shareholders can have access to the most recent news about us.

The Chairman is the highest rank officer responsible for promotion of corporate sustainability at L&K. The ESG Officer will fulfill the role of commander-in-chief to communicate pertinent policy advances to the Board of Directors in line with its powers and responsibilities. The implementation team comprises sustainable strategy group, environmental group, governance group, social group, and economic group, all off which is headed or staffed by mid-level and senior departmental supervisors. The ESG Committee is responsible for designing and executing sustainable development initiatives and risk management regulations. The ESG Committee establishes development principles and outlines promotion strategies after examining internal and external trends, industry standards, and significant internal and external comparisons.



Investor Conferences



Shareholders' Meeting

■ Nomination and Selection

To forge a diversity polity, enhance corporate governance, promote the sound development of the composition and structure of the Board of Directors, L&K nominates director/independent director candidates by the Company Act, Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, and Articles of Incorporation. In doing so, we assess the academic achievements, professional standing, character and other pertinent qualifications of each candidate and then put forward the details to the Board of Directors for resolution and then to the shareholders' meeting for election. The Board of Directors nominates the Chairman as the chair. To give full play to the functions of the Board of Directors, the Chairman does not take any concurrent position as manager.

■ Board of Directors Structure

As for the Board of Directors' membership composition, the number of directors concurrently being a company manager must not exceed one-third of the number of directors, and a diversification policy must be formulated based on its operations, business models, and development needs. The election process for all directors is open and impartial, and complies with the Company's Corporate Charter (Article of Incorporation) and the "Corporate Governance Best Practice Principles." The Board Directors is currently composed of nine directors, with three independent directors (33%), and six non-independent directors (67%). Currently, there is one female director, representing 11.11%. To enhance gender diversity and implement gender equality, 1 female director is expected to be added during the re-election of the next director, gradually increasing the proportion of female director seats, and moving towards complying with the regulations of the competent authority and the goal of gender equality.



Board of Directors

■ Diversity of Background of Board Members

Core diversification items Name		Gengory	Nationality	Concurrently being an employee	Independent Director Term of Office	Age					Professional Background				Professional Knowledge and Skills						
						30 – 40 Age	50 – 60 Age	61 – 70 Age	71 – 80 Age	81 – 90 Age	Financial Accounting	Industry	Information Technology	Law	Operational judgment capability	Management	Leadership and decision-making ability	Ability to manage crisis	Industry knowledge	An international market perspective	
Director	Chu-Shiang Yao	Male	R . O . C .	●					●			●	●		●	●	●	●	●	●	
Director	Chih-Hsun Yao	Male		●		●						●	●		●	●	●	●	●	●	●
Director	Tze Hung Wang	Male								●		●	●		●	●	●	●	●	●	●
Director	Chung-Cheng Lo	Male						●				●	●	●	●	●	●	●	●	●	●
Director	Bor-Jen Chen	Male		●					●			●	●		●	●	●	●	●	●	●
Director	Sha-Chuan	Male							●			●	●		●	●	●	●	●	●	●
Independent Director	Chien-Jan Lee	Male				May 2018 to date			●			●	●	●		●	●	●	●	●	●
Independent Director	Tung-Hao Ho	Male				May 2018 to date			●				●	●	●	●	●	●	●	●	●
Independent Director	Cho-Lan Peng	Female				May 2018 to date				●		●	●	●		●	●	●	●	●	●

Percentage of senior executive salaries

L&K separately discloses the total compensation paid to board directors, the President, the Vice President, and other senior executives over the past two years, for both the Company only financial statements and the individual financial statements of all entities included in the consolidated financial report, as a percentage of their respective net profit after tax.

Job Title	2024		2025	
	The Company	All Companies Included in the Consolidated Reports	The Company	All Companies Included in the Consolidated Reports
Director	143,891,000 and 3.32%	148,836,000 and 2.65%	221,608,000 and 3.10%	226,995,000 and 2.46%
Independent Director				
President Vice President Managers				

Participation in knowledge development

Board members received a total of 30 hours of continuing education.

Job Title	Name	Refresher course	Hour	Total
Director/ Independent Director	Chu-Shiang Yao / Chih-Hsun Yao / Chung-Cheng Lo / Bor-Jen Chen / Cho-Lan Peng	Post-AI Era - Corporate Governance, Risk Management, and Legal Compliance	3	15
Director	Tze Hung Wang	2025 Legal Compliance Briefing Meeting on Insider Equity Transactions	3	3
Director	Sha-Chuan	Sustainable development seminars - Taipei	3	3
Independent Director	Chien-Jan Lee	Practical Interpretation of Sustainability Information Disclosure and Accountant Assurance Reports	6	6
Independent Director	Tung-Hao Ho	FinTech from the Perspective of Stablecoins: Blockchain Practical Applications and Future	3	3

Directors' attendance

Job Title	Name	Actual Attendance Frequency	Attendance by Proxy Frequency	Actual Attendance Ratio (%)
Director	Chu-Shiang Yao	10	0	100%
Director	Chih-Hsun Yao	8	2	80%
Director	Tze Hung Wang	9	1	90%
Director	Chung-Cheng Lo	9	1	90%
Director	Bor-Jen Chen	6	4	60%
Director	Sha-Chuan	10	0	100%
Independent Director	Chien-Jan Lee	8	2	80%
Independent Director	Tung-Hao Ho	10	0	100%
Independent Director	Cho-Lan Peng	10	0	100%

Management of conflict of interest

L&K abides by the Rules of Procedure for the Board of Directors' Meetings. If a director or a juristic person that the director represents is an interested party in relation to an agenda item, the director shall state the important aspects of the interested party relationship at the respective meeting. When the relationship is likely to prejudice the interest of the Company, that director may not participate in discussion or voting on that agenda item and shall recuse himself or herself from the discussion or the voting on the item, and may not exercise voting rights as proxy for another director. In 2025, directors recused themselves from voting on four occasions during board meetings.

Implementation Status of Board Evaluation

To implement corporate governance and enhance the functionality of the Company's board of directors, L&K's Board of Directors approved the establishment of the Board Performance Evaluation Guidelines" on May 7, 2019. We offer courses promoted by competent authorities from time to time, and communicate information about the Ethical Corporate Management Best-Practice Principles and insider trading prevention regulations to Board members. We encourage continuous education for our directors to keep them updated on the latest laws and to provide the expertise needed for informed decision-making.

Evaluation Cycle	Evaluation Period	Evaluation Scope	Evaluation Method	Evaluation Content
From the end of each year to the end of the first quarter of the following year	2025/01/01 - 2025/12/31	- The entire Board of Directors - Individual Board members - Functional committee members	- Internal self-evaluation of the Board of Directors - Self-evaluation of board members - Appoint external professional institutions, experts, or other appropriate methods for performance evaluation as needed	The evaluation of board (functional committee) operation as a whole covers the following items: Participation in the operation of the Company - Improvement of the quality of the Board of Directors' decision making - Composition and structure of the Board of Directors - Election and continuing education of the directors - Internal control The self-evaluation of individual board members covers the following items: - Understanding of the company and awareness of responsibilities - Participation in the operation of the Company - Professionalism and continuing education of directors - Internal control
Evaluation Result	The Board of Directors and all functional committees operated well in 2025. The Company will continue to enhance Board functions based on the results of this performance evaluation. Most evaluation indicators received a rating of "strongly agree," indicating that directors fully expressed their opinions and recommendations on various proposals of the Company, effectively fulfilling the Board's guiding and supervisory roles. Each committee diligently performed its duties, thoroughly evaluating and overseeing the Company's risks while providing timely, professional, and objective recommendations for the Board's decision-making. This has effectively strengthened Board functions and aligned with corporate governance requirements. The overall evaluation results are excellent and have been submitted for future reference at the second Board meeting of 2026.			
Recommendations	Given the Directions for the Implementation of Continuing Education for Directors and Supervisors of TWSE Listed and TPEX Listed Companies, the continuing education of the Company's directors requires further improvement. The Company will, from time to time, provide directors with training and awareness courses that are promoted by the competent authority, and encourage directors to participate in continuing education to acquire the knowledge for the latest rules and regulations and the expertise required for decision making.			

Functional Committees

In order to improve the supervision function and strengthen the management function, the board of directors has set up the Audit Committee and the Compensation Committee. Except for the job duties they must independently exercise according to the law, the functional committees must be responsible to the board of directors and submit the proposals to the board of directors for resolution.

Audit Committee

The Audit Committee works in conjunction with the board of directors to monitor the accuracy of the firm's accounting procedures, auditing, financial reporting and financial control, and then presents their findings to the board of directors for consideration. In accordance with the "Audit Committee Charter," the board of directors established an Audit Committee, with three independent directors serving as committee members, including one as the convener, and at least one with expertise in accounting or finance.

Implementation Status

The Audit Committee holds meetings at least once a quarter. In 2025, a total of 9 Audit Committee meetings were held, with an actual attendance rate of 93%.

Job Title	Name	Number of Attendances	Attendance by Proxy Frequency	Actual Attendance Ratio (%)
Independent Director	Chien-Jan Lee	8	2	80%
Independent Director	Tung-Hao Ho	10	0	100%
Independent Director	Cho-Lan Peng	10	0	100%

Communication Matters between Independent Directors and Internal Audit Officer and Accountants

The internal audit officers send monthly internal control system audit reports and submits annual audit plans to independent directors. During quarterly Audit Committee meetings, the internal audit officers also submit an audit report. Communicated with the Audit Committee 5 times in 2025.

◆ Compensation Committee

To ensure that the salary and remuneration of directors and managers is justly allocated and their operational performance is up to standard, the board of directors established the “Compensation Committee Charter.” The committee under the board of directors must have at least one independent director as member. Currently, all three committee members are all independent directors.

The primary tasks of the Compensation Committee are to craft and re-examine the regulations and rules for the performance and pay of directors and managers, and to frequently assess the remuneration of directors and managers.

● Implementation Status

In evaluating, the Compensation Committee should simultaneously take into account the following principles: The Company’s remuneration conforms to applicable laws and regulations and is adequate to draw in top-notch talents; the evaluation of the performance and the remuneration of the director and manager should be in accordance with the usual payment conditions of the sector and take into account the personal investment time, responsibility, the achievement of the personal objectives, their performance while in other positions, the remuneration given by the Company in recent years to equivalent positions, achievement of the Company’s short-term and short-term business goals, the Company’s financial position, so as to evaluate the reasonableness of personal performance, company operations, and future risks; directors and managers should not be encouraged to conduct activities that surpass the organization’s risk threshold in order to receive a higher remuneration; the remuneration percentage for short-term performance of directors and senior managers and the timing of partly changing remuneration should be made taking into account the characteristics of the industry and the nature of the company’s business, achievement of the Company’s short- and long-term goals, and the Company’s financial position.

In actual operation, the Compensation Committee abides by the duty of care of a good administrator faithfully implements the policies, systems, standards and structures for formulating and regularly reviewing the performance evaluation and remuneration of directors and managers, and regularly evaluates and formulates the performance evaluation and remuneration of directors and managers; it shall put forward a propose for the board of directors for discussion. In 2025, there were 2 meetings, with an actual attendance rate of 100%.

Job Title	Name	Actual Attendance Frequency	Attendance by Proxy Frequency	Actual Attendance Ratio (%)
Convener	Tung-Hao Ho	2	0	100
Committee Member	Chien-Jan Lee	2	0	100
Committee Member	Cho-Lan Peng	2	0	100

Date of Meeting	Management and Approval Presentations
2025/3/14	The Company’s 2024 distribution proposal for employee and director compensation.
2025/11/7	Review of adjustments to the Company’s 2025 remuneration for managers
	Review of the Company’s 2024 remuneration distribution proposal for managers and employees

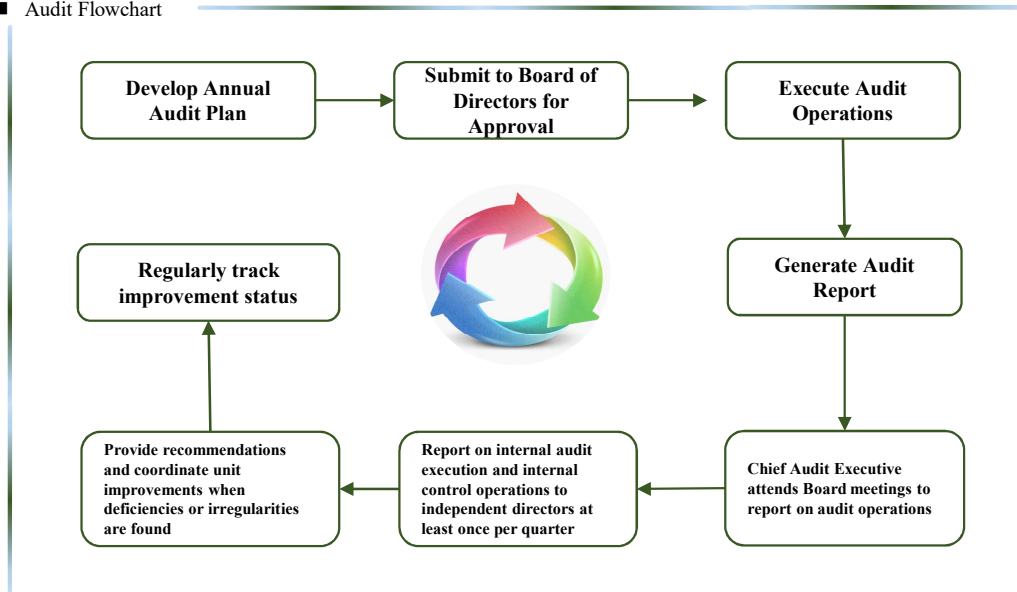


Internal Audit

The internal audit of the company is conducted to help the board of directors and managers examine and analyze any weaknesses with the internal control system, evaluate the effectiveness and efficiency of operations, give timely advice to make sure the internal control system is successfully carried out, and provide a reference for revising the internal control system in the future. By following the “Governing Regulations for Public Company’s Establishment of Internal Control System,” after considering the overall operating activities of the Company itself and its subsidiaries, we establish an effective internal control system, and review and improve it at any time to respond to changes in the Company’s internal and external environments and ensure the continuous effectiveness of the internal control system. To ensure the auditors perform the audit in an unbiased and impartial manner, the Auditing Office is separately set up under the Board of Directors as per the law and staffed with full-time auditors. The appointment, removal, evaluation, and remuneration of internal auditors shall be reported to the Chairman for approval.

In 2025, there were 4 reports and communications to the Audit Committee and the Board of Directors. The implementation and frequency of activities, including monthly, quarterly, and annual, are developed based on risk assessments in the annual audit plan. A total of 55 audit plans were implemented in 2025.

Audit Flowchart



Implementation Status

In 2025, 55 audit items were implemented, and there were no violations of laws and regulations or penalties imposed by the competent authority during the audit results.

Date of Meeting	Communication Matters between Independent Directors and Internal Audit Officer
2025/3/14	- Review of the “Amendments to the Regulations on Job Substitutes” - Internal Audit Report
2025/5/9	Internal Audit Report
2025/8/8	Internal Audit Report
2025/11/7	2026 Audit Plan - Review of the CW100 Payroll and Personnel Cycle revision proposal - Review of the revision proposal for the Internal Control System Internal Audit Implementation Rules – Audit Procedures and Key Audit Focus Standard (CW100 Payroll and Personnel Cycle Audit).

Audit Item	Number of reports executed	Abnormalities
Production cycle of engineering	4	No major anomalies found
Property, plant, and equipment cycle	1	No major anomalies found
Investment cycle	2	No major anomalies found
Purchase and payment cycle	4	No major anomalies found
Computer processing and control operation	2	No major anomalies found
Administrative control	17	No major anomalies found
Sale and receipt cycle	2	No major anomalies found
Financing cycle	6	No major anomalies found
Labor and wage cycle	3	No major anomalies found
Important transaction cycle	16	No major anomalies found

Economic Performance 201

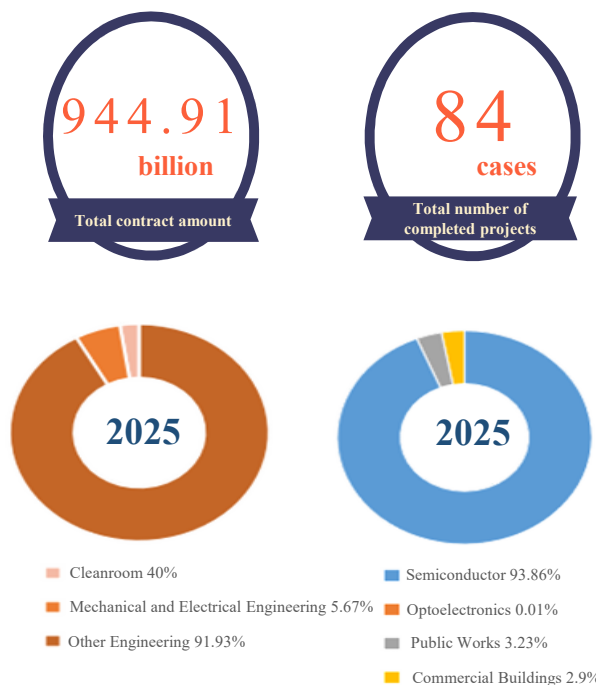
Established in 1978, L&K has experienced a Start-up Period, Transition Period, Research and Growth Period, Prosperous Period, Period of Strategic Integration, and Sustainable Development. It has developed from a small and medium-sized air-conditioning water and electrical engineering vendor to a domestic leader in clean room engineering and whole-plant turnkey projects. It's our insistence on our business philosophy that has carried us thus far. Leveraging our theoretical knowledge and over 40 years of continuous engineering practice, L&K has relentlessly focused on providing technical services, consistently delivering the highest level of service quality to our customers. In 2025, we completed a total of 31 engineering projects, amounting to NT\$607 million and have 53 projects in progress totaling NT\$93.884 billion, bringing the total number of projects to 84, with a cumulative contract amount of NT\$94.491 billion.

Engineering Track Records

- The only engineering company simultaneously undertaking clean room projects from 8"/12" semiconductor fabs, photovoltaic plants, and the biochemical pharmaceutical industry, as well as general projects like plumbing and electrical engineering projects, heating and ventilation engineering projects, and fire safety engineering projects.
- One of the few domestic engineering service companies that can simultaneously operate in various industrial fields such as optoelectronic, electronics, hospitals, biomedicine and pharmaceuticals, and energy at home and abroad and has accumulated track records of engineering contracts undertaking.
- NT\$94.491 billion/new contract value in 2025

Defined Benefit Plan Obligations and Other Retirement Plans 201-3

Due to the characteristics of the engineering industry, the average age of L&K's workforce is around 38 years old. Therefore, various manpower plans focus on professional (technical) training to improve the quality of colleagues, which is the core value of employees. Employees who meet retirement conditions apply for retirement according to the Labor Standards Act.



Financial Assistance from Government 201-4

Year	2023	2024	2025
Total Amount	643,000	616,000	112,000
Shareholding %	0.006%	0.004%	0.001%

Note: The Singapore Branch applied for funding from the Inland Revenue Authority of Singapore, and the grant was received on September 29, 2025.

Tax 207

L&K supports the government in formulating regulations that facilitate enterprise innovation and promote economic growth. The head of the Financial & Accounting Division reviews the company's tax policy annually and the company is committed to information transparency and sustainable development.

Tax policy

- ✓ L&K complies with all applicable tax laws and their legislative intent in the locations where it operates.
- ✓ The data contained in the financial reports are transparent and tax disclosures comply with relevant regulations and standards.
- ✓ Tax planning is not conducted for the purpose of tax avoidance.
- ✓ A mutually respectful relationship is established with tax authorities based on mutual trust and information transparency.
- ✓ The operating environment is assessed and management mechanisms are used for tax risk assessments.

Risk management

L&K complies with the tax laws and regulations applicable in each location where it operates. Adverse changes in tax laws and regulations could increase the company's effective tax rate, negatively impacting its performance. The company's internal control system addresses these risks by identifying, evaluating, and adopting response strategies, effectively reducing the impact of tax risks.

Tax governance

The head of Financial & Accounting Division assumes ultimate responsibility for tax management, while the head of accounting is in charge of routine tax administration and management. The Audit Committee oversees the quality and integrity of accounting, auditing, and financial reporting processes and controls, reviewing matters including accounting policies and procedures, the internal control system, legal compliance, and risk management. The effective tax rate in 2025 was 17.15%, and there were no violations of regulations and penalties in the period in accordance with regulations.

Financial Performance

Highlight: L&K ranked **2nd** in financial performance among engineering contracting firms

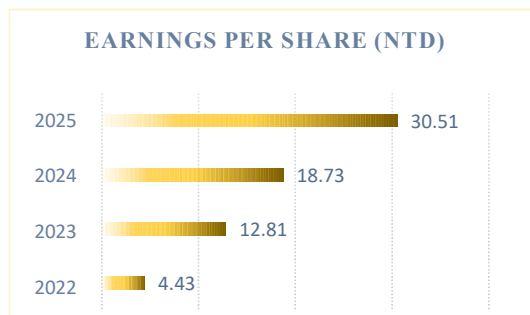
◆ Consolidated Financial Statements



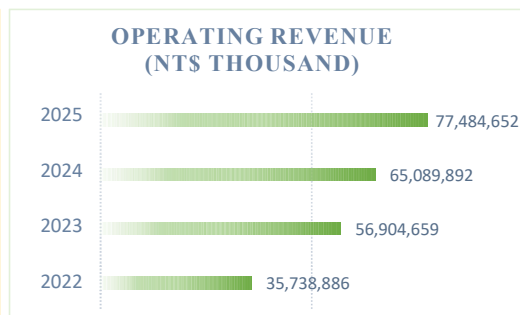
L&K's business reached an all-time high in 2025. The project team's efforts yielded particularly impressive financial results: parent-company-only and consolidated revenue, gross profit, and gross profit margin all increased compared to previous year. Profitability also improved over the previous year. Additionally, multiple performance metrics hit a 9-year high. The consolidated financial statements (including subsidiaries RSEA Engineering Corporation and L&K Engineering (Suzhou) Co., Ltd., and L&K Group) have been audited with unqualified opinion by the LHC CPA.



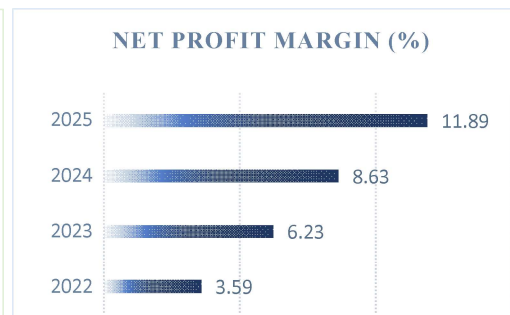
EPS grew by **1.6 fold**, a **9-year high**



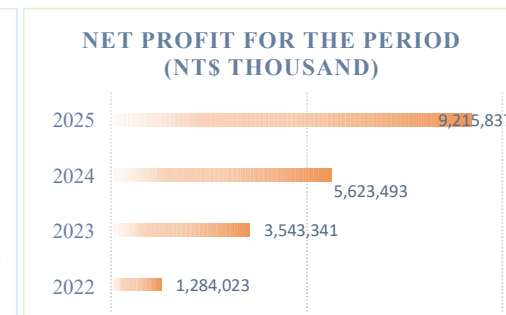
Operating revenue grew by **1.2 fold**, a **9-year high**



Net profit margin grew by **1.4 fold**, a **9-year high**

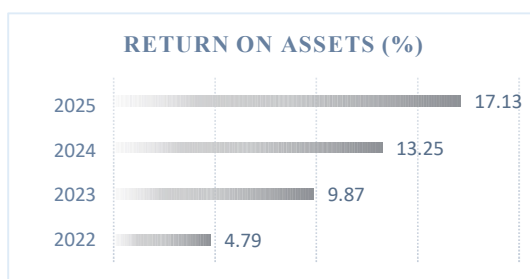


Net profit for the current period grew by **1.6 fold**, a **9-year high**

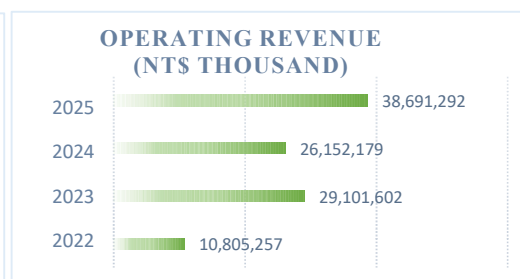


◆ L&K Standalone Financial Reports

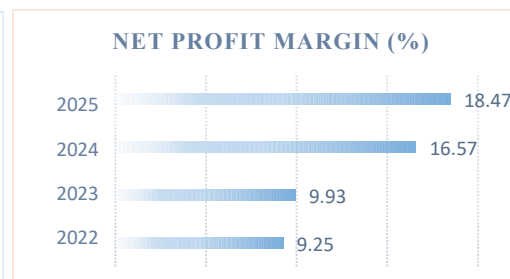
Return on assets growth **1.3 fold**, a **9-year high**



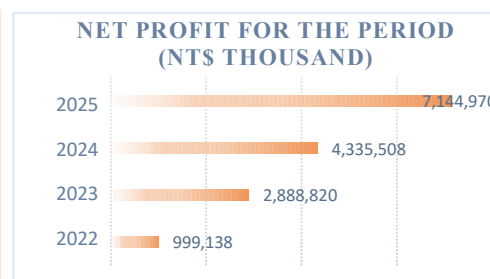
Operating revenue grew by **1.5 fold**, representing a **9-year high**



Net profit margin grew by **1.1 fold**, a **6-year high**



Net profit for the current period grew by **1.5 fold**, a **9-year high**



Sustainable Value

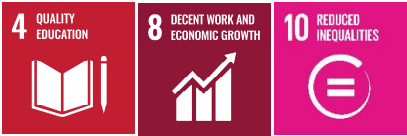
L&K seeks to leverage economic, intellectual, social and other resources in order to increase corporate operating profits and maximize value for shareholders, promote the corporate sustainability management system in the organization, pursue the spirit of continuous improvement, and maximize output value and benefits. When it comes to promotion of sustainable management, we leverage organizational capabilities such as corporate governance, procurement management, economic impact, turnkey project management, environmental safety and health management, human resources and stakeholder communication to achieve the sustainable performance of improving and diversifying our profits. This will lead to sustainable benefits for the industry and the public, increase the reach and advantage, and permit corporations and society to work together towards a prosperous and attractive future.



Contribution	Sustainable Value Management				Output
	Dimension	ESG management capability	Material Topic	Stakeholders	
Economic 	Governance	Corporate governance Supply chain management Economic impact Risk management	Economic Performance Market Presence	Customers Investors Employees Suppliers Competent authorities Community/school Others (banks, media)	Investors Net profit 2025: NT\$7,144,970,000 2024: NT\$4,335,508,000 2023: NT\$2,888,820,000
Knowledge 	Environment	Climate change Green engineering track records Energy management Emissions management Waste Management	Waste Management		Customers Customer satisfaction 2025: 83 points 2024: 86 points 2023: 80 points
Society 	Society	Human resources Occupational safety and health Ethics and human rights Community engagement	Employment Labor/Management relations Occupational safety and health Training and education Employee Diversity, Equity and Inclusion		Suppliers Subcontracted projects and procurement costs 2025: NT\$33,530,641,000 2024: NT\$22,217,303,000 2023: NT\$26,245,229,000
					Employees Employee benefits 2025: NT\$31,570,000 2024: NT\$25,591,000 2023: NT\$24,478,000
					Government Income tax 2025: NT\$1,680,943,000 2024: NT\$1,006,139,000 2023: NT\$710,660,000
					Society Amount donated 2025: NT\$20,800,000 2024: NT\$20,986,000 2023: NT\$20,556,000

Indirect Economy 203-1 203-2

Talent Cultivation Plan



Faced with the ongoing labor shortage and skills gap in the engineering industry, companies urgently need innovative talent cultivation models, especially against the backdrop of low birthrate and young people showing low willingness in engineering careers and high turnover rate. Since 2015, we have been actively engaging in industry-academia collaboration with various universities of science and technology. Through practical training, we cultivate students' employment skills, create future market employment opportunities, fulfilling our corporate social responsibility. We have established scholarships and retention incentive programs to encourage students to enter the workplace for internships. In terms of industry-academia collaboration, we have deepened the practical talent cultivation of green energy and AI power management system industries, so that students can align with the social environment and keep pace with the times. Through diverse learning experiences, we aim to prepare a talent pool for

corporate sustainability in advance.

While actively collaborating with multiple schools, L&K mainly works with St. John's University to promote industry-academia integration programs. Through the **“Employment upon Enrollment”** program, scholarships, and corporate internship opportunities, students can apply what they learned to practical scenarios, bridging the gap between academic theory and professional practice. At the same time, we utilize alumni's corporate resources to establish a comprehensive talent reserve mechanism. Not only does this strengthen the management of corporate human resources, but also reduces the indirect impact of talent shortages on operations, improves market competitiveness, and achieves a win-win situation for enterprises and education.

In China, the subsidiary L&K Engineering has also implemented diverse talent cultivation programs to cultivate young people's interest in engineering management and participation willingness. We also combined language proficiency training with international engineering management knowledge to develop engineering talents with a global perspective. This measure not only supports the corporate sustainable development strategy, but also fulfills our social responsibility, ensuring technical skills transfer, shortening the technical training cycle, and driving long-term and stable talent momentum into the engineering industry.

	2021	2022	2023	2024	2025
Interns					
Number of people	25	39	36	12	15

Talent Cultivation Goals and Strategies

L&K has been actively responding to the government's “Implementation Plan for Attracting and Retaining International Students in Taiwan” since 2023. Together with industry partners, we jointly supported the “New International Industry Talent Course” organized by St. John's University. Through industry-academia collaboration, we cultivate engineering and technical professionals equipped with specialized skills and practical capabilities. The talent course mainly recruits international students from Indonesia and Vietnam to study in Taiwan. Students are not only receiving professional coursework from the university during their studies, but also engage in corporate visits, internships, and industry-oriented courses, meeting industry needs in advance and shortening the gap between academic learning and practical application.

Through this collaboration mechanism, L&K helps students understand the practices and corporate culture of the engineering industry during the learning stage, and gradually cultivates professional skills and workplace literacy related to electromechanical engineering. After graduating, international students will formally join the company's team and begin work, bringing new talent into the company, and also help alleviate the labor shortage that the engineering industry has long faced. This plan not only promotes international talent cultivation and development in Taiwan, but also demonstrates the company's active participation in talent cultivation, strengthening industry-academia connections, and supporting the sustainable development of the industry.

	2024	2025
International		
Number of		
people	14	56



[Employment upon Enrollment] Cultivating Youth | Nurturing Talent | Deepening Campus Engagement | Bridging the Gap Between Theory and Practice

Interns

L&K promotes the “Deepening Campus Engagement” talent cultivation program based on existing industry-academia collaboration, and is committed to bridging the gap between academia and industry. Since 2023, we have cooperated with the Department of Electrical Engineering of St. John's University to cultivate electromechanical talents through scholarships/bursaries and the four-year tuition-free recruitment model. Interns share their learning and work feedback during their studies and practical experiences, which are published in the company's quarterly newspaper to be shared with employees.



Overseas Recruitment

The Company promotes the "International Industry-Academia Talent Education Program" to systematically cultivate engineering professionals with practical capabilities and cross-cultural literacy. The overall mechanism begins with overseas recruitment. Through local partner schools and talent selection mechanisms, resume screening and online tests are conducted, emphasizing students' professional foundations, learning motivation, and adaptability, ensuring that they can successfully align with courses and workplace needs after coming to Taiwan.



One-on-one interview



Group interview

Diverse Learning

After students arrive in Taiwan, in addition to assisting with enrollment and living arrangements, we have established a comprehensive orientation and support system. These include language support, life guidance, and cultural introduction, to help them quickly integrate into Taiwan's local environment. During the semester, the coursework design emphasizes the balance between theory and practice. In addition to teaching by faculty members, industry professionals are also invited to participate in the teaching, sharing practical engineering experience and case analysis, for example, common legal disputes and problem-solving methods in the performance of mechanical and electrical engineering projects, so that students can effectively combine academic knowledge with practical operations.

Furthermore, construction site visits and practical lectures are also arranged for students to understand in person the environment, safety management, and construction processes of the future workplace, and build awareness of the workplace in advance. At the same time, we plan a variety of outdoor activities and cultural experiences during holidays, such as visits to local attractions, festivals, and special Taiwanese dining experiences, to help international students understand and identify with local culture and customs.

Through the comprehensive "recruitment-training-practice-cultural integration" integrated training model, we not only improve the professional capabilities and employment competitiveness of international students, but also cultivate key engineering talents with international perspectives and local adaptability for enterprises, achieving the goal of industry-academia collaboration and talent sustainable development.



On-campus teaching



Airport Terminal 3



Tamkang Bridge



Social building construction



Coastal cleanup activities



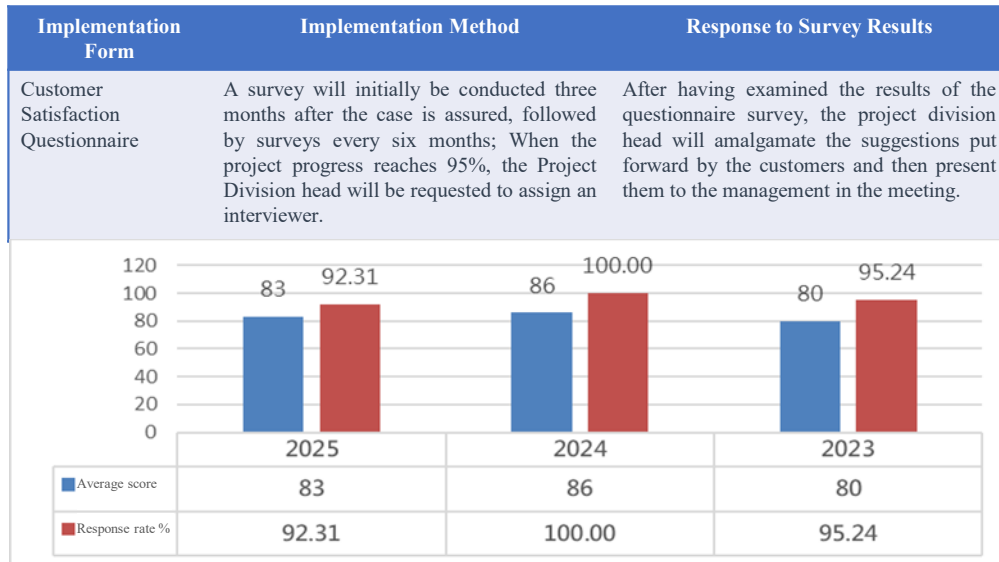
Outdoor activities

Customer Service Management

L&K offers an all-encompassing solution for engineering services, striving to be a dependable business ally for customers by delivering superior quality services. Adopting a responsible and sincere approach, we leverage the advantages of collaboration and division of labor to offer our customers the most dependable services.

Customer satisfaction

Clients are essential to a business's success, and the capacity to retain them is an important determinant of whether a business can expand in a fiercely competitive environment. Consequently, customer satisfaction forms the foundation of business success and continuation of source of projects, and serves as the driving force for the sustainable operation of enterprises. For businesses, this is a highly essential area. To ensure better project quality and to value customer opinions, customer satisfaction survey by questionnaires are conducted on a regular basis.



L&K places a strong emphasis on the quality of engineering services, with particular focus on feedback regarding project progress, construction quality, interface coordination, environmental safety and health management, design/blueprints, administrative operation efficiency, project supervisors, site engineers, subcontractors, and construction management. Over the past three years, feedback from questionnaires indicated weaknesses in three areas: subcontractors, construction management, and site engineers. Environmental safety and health management is vigilantly enforced to ensure worker safety and maintain the construction environment.



Loss from deficiencies and work-related incidents

Based on the Structural Integrity & Safety under the SASB Standards, L&K discloses deficiencies and safety-related rework costs, including costs arising from external competent authorities or customers imposing penalties for worker violations of the Occupational Safety and Health Act, which may result in hazardous conditions and deficiencies. During the requisition stage, a review process is conducted. It is required that only after approval can the procurement budget be executed.

Year	Competent Authority Penalty Ticket		Penalty Ticket from Clients		Penalty Ticket from the Client Association Meeting		Costs Incurred by Deficiencies		Litigation	
	No. of Cases	Amount NTS	No. of Cases	Amount NTS	No. of Cases	Amount NTS	No. of Cases	Amount NTS	No. of Cases	Amount NTS
2023	0	0	6	12,500	20	103,050	21	15,562,114	0	0
2024	2	106,000	4	15,000	0	0	5	411,500	0	0
2025	1	100,000	0	0	0	0	1	30,000	0	0

Supply Chain Management 2-6 204



Procurement Management

While EPC turnkey contracting and clean room technology are L&K's main focus, we have expanded our business to a wide range of sectors, including public works, commercial offices, medical services, and transportation. The ability to collaborate with the supply chain has become a key competitive advantage. Facing fluctuations in the supply chain and increased market demand, the company integrates suppliers of materials and equipment, labor contractors, and human resources to strengthen cross-departmental collaboration. By balancing budget control and risk management, we ensure project quality and progress, thereby enhancing clients' construction efficiency and return on investment.

For each project, we complete a needs assessment and procurement schedule planning in the early stages. We implement purchase requests and procurement operations according to the systematic process, controlling equipment specifications and reviewing contractors' safety, health, and performance capabilities. At the same time, we continue to optimize supplier management and communication mechanisms to deepen cooperation. Through systematic procurement management, projects goals of quality, on-time delivery, and within budget are achieved. Supply chain resilience is improved to promote sustainable development.

Supply Chain Attribute Categories

By distinguishing material/equipment suppliers and labor subcontractors based on their upstream supply chain characteristics, L&K manages them in line with different attribute specifications and contract fulfilment status to capture supplier information promptly and effectively manage supplier activities. By 2025, L&K has amassed a total of 4,489 vendors, both domestic and foreign, with 3,947 domestic suppliers and 542 foreign suppliers.

Upstream

Manufacturers and Suppliers of Various Materials
(wires, cables, plastic materials, metals, lighting equipment, etc.)

Various Equipment Manufacturers and Suppliers
(raised floor, air conditioning and refrigeration, cleanroom monitoring system, etc.)

Labor Subcontractor
(pipelines, fire safety and air conditioning, electricity, interior decoration, water plumbing, machinery, etc.)



downstream

Government Public Works

- Transportation, electricity, environmental protection
- Water resources, public buildings
- Art center

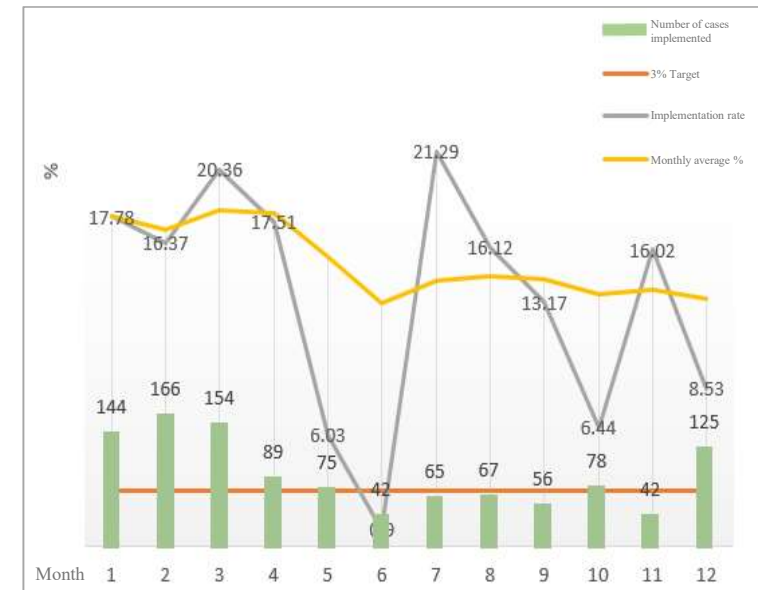
Private Sector Engineering

- Semiconductor industry, electronics industry
- Biochemical industry, construction industry
- Various buildings, energy industry

Customer Groups

Cost Control Performance

Budget implementation was subject to monthly rolling reviews in 2025, and overall average performance met the set goals. Analysis showed that the main cause of the low budget execution rate was largely due to inadequate budget preparation, budget exhaustion or failure to allocate funds, and are mostly concentrated on deficiency improvement and unplanned expenditures, which are potential risk items. For cases where budget shortfalls occur, subsequent procurement operations may only proceed after undergoing review mechanisms, evaluation and approval procedures, as to strengthen budget control and risk management effectiveness.



Supply chain management

Supplier Code of Conduct

At L&K, we operate ethically and take great care to ensure the ethics of our suppliers. In order to pursue sustainable business development, we have created a supplier code of conduct, which is in accordance with the relevant requirements of the engineering industry and is based on international supplier initiatives and issues of concern. Suppliers of hardware and materials, contractors of installation labor, and their related firms, subsidiaries, and suppliers come together to comply with it, promote the Ethical Management and Guidelines for Conduct, and take corporate sustainability responsibilities and climate actions.

Procedures for Ethical Management and Guidelines for Conduct

Code of Ethics

- Integrity Management
- Legitimate gains
- Information disclosure
- Intellectual property
- Fair trade and competition
- Conflict-free mineral sources
- Privacy protection
- Eradicate bullying

Labor and Human Rights

- Ban child labor
- Working hours
- Wages and allowances
- Fair treatment
- No discrimination
- Free employment
- Freedom of association

Safety and Health

- Compliance with occupational safety regulations
- Occupational safety
- Environmental sanitation
- Emergency response
- Occupational injury and illness
- Safety protection
- Occupational safety and health education

Environmental responsibilities

- Compliance respecting environmental permits
- Compliance with environmental regulations
- Hazardous substance
- Pollution control
- Wastewater discharge
- Exhaust emissions
- Waste Management
- Energy saving and carbon reduction

Management System

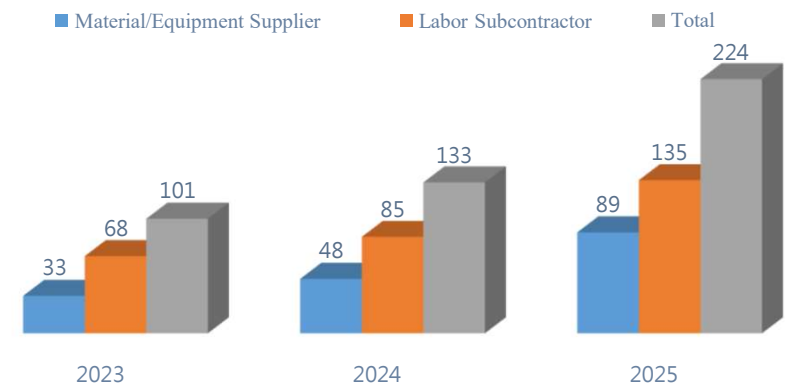
- Management Responsibilities
- Legal requirements
- Customer requirements
- Risk assessment management
- Corporate responsibility
- Documents and records
- Education and training
- Audit improvement

Selection of New Vendors

Suppliers of material/equipment and labor subcontractors must be evaluated and chosen in line with the procurement operating regulations. The growth of corporate operations necessitates the addition of further suppliers, according to our statistics:

- Vendors must be sourced from projects or independently. New vendors must then furnish relevant documents and undergo an initial review
- The labor subcontractor must provide a certificate from the labor inspection unit or the competent authority governing the contracting site, verifying that there have been no occupational accidents within the past year. If this certificate is not available, then the “No Occupational Incident Affidavit” must be signed back
- A single order of NT\$5 million or more submitted must come with a financial credit report from the Joint Credit Information Center or a proof that there has been no rejected negotiable instruments in the last six months
- The Financial and Accounting Department gathers appropriate credit data and assesses if they have the financial capability to undertake projects
- If the evaluation necessitates a factory visit, a responsible evaluator or pertinent professionals will be delegated to perform the factory visit

Newly Onboarded Suppliers from 2023 to 2025



Supplier Qualification Assessment

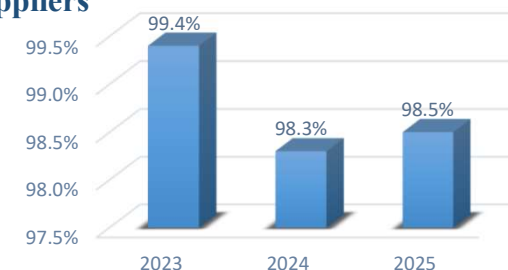
To effectively comprehend the cooperativeness of suppliers, L&K has split them into three distinct types by qualifications: qualified vendors, sub-standard vendors, and unsatisfactory vendors. Vendors with abnormal performance will be evaluated by project owners, graded by the procurement representative according to the evaluation results, and assessed by the head of the Procurement Division for approval. In the event that a vendor is judged to be qualified, it will have precedence over price inquiry. Sub-standard vendors shall be barred from inquiry or rejected for a period of one year. If it is deemed an unsatisfactory vendor, it will not receive any price inquiry from us or will be rejected for the time being. If sub-standard or unsatisfactory vendors are not up to the required standards in terms of quality or technology, yet have the potential in terms of manpower, manufacturing/processing capabilities, and financial resources, the Procurement Division can work alongside relevant units to offer guidance on technology, quality control, and schedule control.

Vendor Qualification	Equipment and Materials Suppliers	Installation Service Provider
Qualified Vendors	New vendors are evaluated and approved as qualified. Existing vendors whose delivery quality indicated in the acceptance slip is satisfactory, which have no record of abnormality and violation of occupational safety, health and environmental protection related laws and regulations, and which is quite cooperative in offering price quotation.	New vendors evaluated as qualified. Existing vendors with no records of abnormalities, industrial safety accidents, and abnormalities in the warranty period, with good cooperation in price inquiries/comparisons/negotiations, and with no abnormalities in financial ability as indicated in a credit investigation.
Sub-standard Vendors	Vendors whose delivery quality indicated in the acceptance slip is unqualified, with overdue fines, with records of violation of occupational safety, health and environmental protection related laws and regulations, with abnormal records but no specific evidence that makes them an unsatisfactory vendor, or which is not cooperative in price inquiry.	Vendors scoring below 6 points in an engineering project undertaking review, with abnormal records but no evidence making them an unsatisfactory vendor, with occupational safety incident records or abnormal records during the warranty period, and which has made an improvement or is not cooperative in price inquiry/comparison/negotiation but somehow financially sound as indicated in a credit investigation.
Unsatisfactory Vendors	With any of the following unspecific facts items: - Included as a sub-standard vendor twice a year - Suppliers with poor design, poor quality, or poor service who are punished by the Procurement Division with a written warning, or suspended for price inquiry, or delisted from the register - Offering dishonest quotation - Regretting after offering quotation; refusing to sign a contract after being awarded a bid; or refusing to perform a contract after signing it - Delaying in goods delivery and making no improvement despite being prompted - Poor transaction records - In financial difficulties - Defamation of the reputation of L&K - Violating occupational safety, health, and environmental protection laws and regulations to an extent deemed material by relevant unit supervisor - Bribing L&K's personnel	With any of the following specific facts deemed conduct of a sub-standard vendor: - Included as a sub-standard vendor twice a year - Suppliers with poor design, poor quality, or poor service who are punished by the Procurement Division with a written warning, or suspended for price inquiry, or delisted from the register - Offering dishonest quotation - Regretting after offering quotation; refusing to sign a contract after being awarded a bid; or refusing to perform a contract after signing it - Delaying in project progress and making no improvement despite being prompted - Poor transaction records - In financial difficulties - Defamation of the reputation of L&K - Scoring below 6 points in the Evaluation of Vendors Undertaking Engineering Projects twice (relevant unit supervisor will be consulted on their opinion towards vendors scoring below 6 points for 1 time) - Intimidating and threatening site supervisors or arguing with L&K/clients or demanding unreasonable additions - Bribing L&K's personnel

Local sourcing

To bolster its beneficial effect on the environment and society, and to motivate upstream and downstream supply chain manufacturers to focus on environmental protection, L&K recommend customers to adopt energy-saving and carbon-reducing construction techniques and the utilization of green products. In addition, to support the sustainable growth along with suppliers, we will foster the source goods bearing an environmental protection mark, energy mark, water-saving mark, EEWH, and carbon footprint reduction mark, from local providers, so as to improve service efficiency, lower carbon emissions from transportation, provide local job opportunities, and promote local economic development.

Number of local suppliers



Total contract amount and percentage of domestic and foreign procurement contracts in the past three years

Unit: in thousand NT\$, excluding Singapore Branch

Year	2023		2024		2025	
Category	Total Amount	%	Total Amount	%	Total Amount	%
Domestic	1,507,241	99.6	1,661,988	96.3	4756,166	98.98
Foreign	6,796	0.4	63,176	3.7	58,781	1.2

Information Security Management

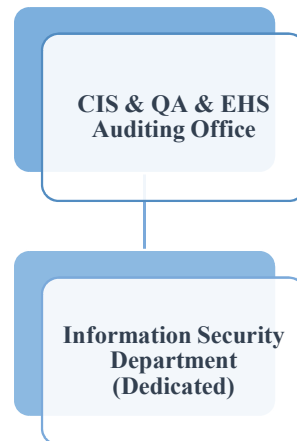
L&K have created a specific division devoted to information security, with the responsibility of keeping and administering information security lying with the Information Security department. This unit is tasked with formulating information security policies and operating guidelines, executing information security management plans, augmenting employee security awareness, and continuing to fortify protective measures to minimize information security risks, thereby ensuring the confidentiality, integrity, and availability of the company's important information.

Through the audit plan on the internal control system and management regulations, internal audit unit assesses the company's information security, and presents the management with the performance of the internal control function to allow them to recognize any existing or potential flaws and consequently enhance and optimize them.

Organization

With the intention of advancing the various operations of L&K in the area of information security management, the Information Security Department under the QA and EHS Auditing Office has been established. The organization has personnel devoted to the advancement of information security, and an alert system in place to ensure personnel are aware of security incidents. The committee also offers various suggestions for the promotion of information security.

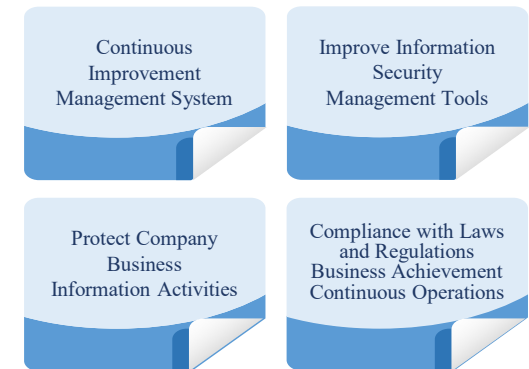
The PDCA cycle is employed as a risk management technique for information security, in order to guarantee sustained improvement in information security and ensure the efficiency of the overall management system.



Information Security Policy

To meet the objectives of the information security policy, L&K creates information security management approaches:

1. Information security and QA and EHS Auditing Office
2. Management cycle
3. Information security control measures
4. Training and drills



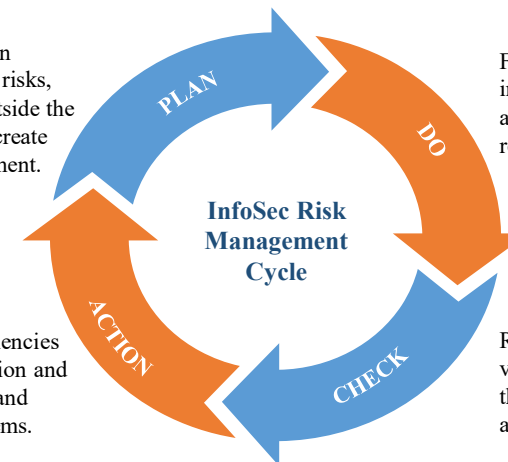
Risk management

Analyze the data on numerous security risks, both inside and outside the organization, and create plans for improvement.

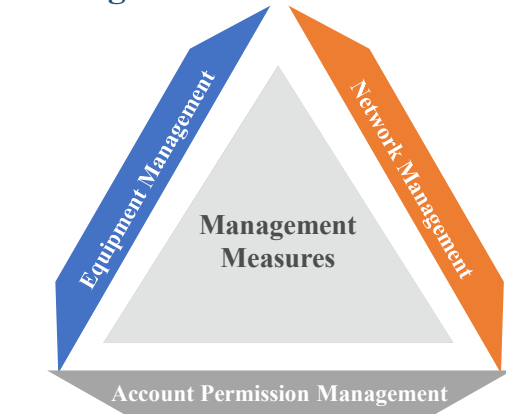
Follow the plan strictly and put in place a range of preventive and curative measures and regular management systems.

Improve the deficiencies in various prevention and control measures and management systems.

Review the implementation of various measures and whether the management system has achieved expected results.



Management Measures



● Equipment Management

All the information equipment has been managed, and the important equipment has been under the control of the computer room. We have measures to keep an eye on the situation in place. Important data is regularly backed-up and a protection against hacking is installed on the system.

● Network Management

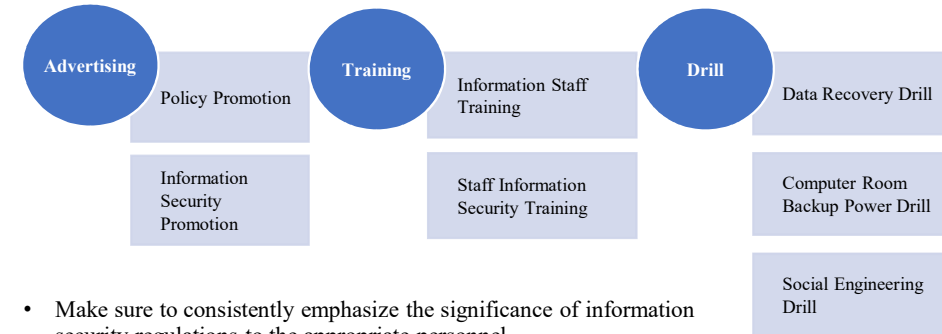
We have installed advanced firewalls and control network services to prevent unauthorized access. We also have email filtering controls to enhance email security.

● Account Permission Management

All accounts are administered centrally, with appropriate access permission being attributed. The access permission is assessed on a regular basis to ensure they remain reasonable. Highly sensitive information is encrypted to prevent unauthorized disclosure.

Computer Room/Asset Control	Access control and CCTV surveillance are both present in the computer room to track those entering and leaving. Compile an inventory of computer hardware and carry out regular maintenance and stocktaking.
Record storage	Store access records of various events for future reference. Monitor network equipment and server operations.
Data backup	Important data on the device is regularly backed up.
Anti-hacking	Install advanced EDR and XDR anti-hacking protection on information equipment.
APT Firewall	Separate internal and external networks to defend against external attacks.
Internet Service Access Control	Control unauthorized network connections and deny access.
Mail Gateway Filtering Control	Defend against spam and phishing emails, scan emails for viruses, and strengthen email anti-counterfeiting.
Privileged Account Control	Privileged accounts are centrally controlled and changed regularly to prevent password leakage.
User Account Low Permission	The default is set to the lowest level of permission, please make a request for any alterations needed. Notify permission changes when personnel leave or change position.
Document Encryption	All information activities document circulating are automatically encrypted.

Information Security Training and Drill



- Make sure to consistently emphasize the significance of information security regulations to the appropriate personnel.
- Conduct regular education and training for colleagues
- Personnel in the field of information security regularly take part in various educational trainings and seminars in order to have access to the most recent technical information and to be able to apply it to information security management in a timely manner.
- Regularly perform data backup and restoration drills to verify the availability and validity of data
- Regularly perform backup power drills in the computer room to ensure the functioning of the Company's information operations
- Regularly implement social engineering drills to increase employees' awareness of email fraud

Promotion Item		2022	2023	2024	2025
Advertising	Policy Promotion	6 times	6 times	6 times	6 times
	Information Security Promotion	480 persons	483 persons	485 persons	514 persons
Training	Information Staff Training	50 hours	22 hours	436 hours	64 hours
	Staff Information Security Training	100 hours	31 hours	36 hours	18 hours
Drill	Data Recovery Drill	2 times	2 times	2 times	2 times
	Computer Room Backup Power Drill	2 times	2 times	2 times	2 times
	Social Engineering Drill	2 times	4 times	4 times	2 times
	Information Security Promotion	2 times	4 times	6 times	6 times

Information safety management effectiveness

In order to strengthen the company's overall information security awareness and protection capabilities, the company continues to promote information security education and training and promotion activities. We share the latest information security trends, common cyberattack techniques, and preventive measures through various channels such as email, company quarterly, and internal communication platforms. The content covers topics such as password management, phishing email recognition, data protection, and safe use of information equipment, helping employees improve their information security sensitivity and response ability in daily operations. At the same time, through case studies and practical reminders, employees can understand the important relationship between information security and corporate operations, and gradually establish a culture of information security involvement among all employees in daily work, thereby reduce information security risks and ensure the security of the company's information assets.

- There were no external or internal complaints about information leakage, theft, or loss of customer data in 2025.

Key Objective	KPI	2023	2024	2025	Short, Medium, and Long-Term Target		
					2026	2028	2030
Incidents of regulatory authority complaints	≤ 3	0	0	0	≤ 3	≤ 1	≤ 0
Verified incidents of information leakage, theft, or loss of customer data	≤ 1	0	0	0	≤ 1	≤ 1	≤ 0
Internally reported but unverified incidents of information leakage, theft, or loss of customer data	≤ 1	0	0	0	≤ 1	≤ 1	≤ 0

Quarterly publication



The methods used by hackers to crack passwords are endless, and these attack methods make it nearly impossible to provide effective protection. Therefore, companies must adopt enhanced account security measures.

Topics discussed in this quarterly issue include:

- Promoting strong password policies
- Education of employee on safety awareness
- Monitor abnormal login behavior
- Increase the importance of password security among management



By simply copying the Wi-Fi names commonly used by companies, hackers can set up a nearly identical "evil twin" network to trick employees into connecting, thereby intercepting data, installing malware, and even penetrating the company's intranet. Topics discussed in this quarterly issue include:

- False SSID: Corporate information security vulnerabilities
- Companies should be alert to three major risks
- True Case studies to serve as warning to enterprises
- Key measures to prevent fraudulent SSDs
- Employees are the first but also most vulnerable line of defense
- Conclusion: The information security strategy must not ignore wireless networks

Risk Management GRI 2, GRI 3



The company has established risk management policies and procedures to strengthen operational resilience and support sustainable development.

Policy Goal

The company formulated risk management policies in accordance with the operational strategies and goals for 2025 and the characteristics of the engineering industry. Through systematic identification, assessment, monitoring, and improvement, we control strategies, operations, project execution, finance, regulatory compliance, information security, environment, and occupational safety risks. At the same time, we seize market opportunities to ensure effective resource allocation and create long-term value.

Management Framework

The internal QA and EHS Auditing Office coordinates the identification, assessment, and management of business risk KPIs of each unit. Through cross-departmental collaboration, risk management is incorporated into the project lifecycle. The risk management framework is coordinated by the ESG Committee, which covers policy planning, implementation, supervision, and continuous improvement. The Committee reviews the organization's goals and implementation status to the Board of Directors to improve governance transparency. Protect the rights and interests of shareholders, employees, partners, and customers.

Operating Procedures

Each unit conducts risk assessments each year, combines strategic goals with external changes (such as climate change, geopolitics), and sets KPIs and monitoring indicators. Two management review meetings were held in 2025 to review the system, performance, and improvement plans.

Effectiveness and Optimization

Through systematic processes and feedback mechanisms, risk management not only prevents adverse events, but also transforms it into strategic tools to enhance competitiveness. In the future, we will continue to optimize, such as strengthening information security drills, compliance reviews, and smart monitoring to ensure the steady execution of engineering projects.



Risk Identification | Response Measures | Management Results

Category	Risk Item	Risk Content	Response Measures	Target	Short term	Medium term	Long term	Management Effectiveness
Strategic and Operational Risks	Market Risks	1. Insufficient diversity in business operations	• Expansion of new fields and development of potential customers • Operational performance improvement	• Contract signing goals	V	V		Target Met
		2. Core values and competitiveness	• Implement work optimization and knowledge management	• Purchase order review	V			target not met
				• Purchase orders posted	V			Target Met
				• System function development			V	target not met
				• APP function development	V			Target Met
				• Assessment of management tools	V			Target Met
			• Strengthen core competencies and consolidate competitive advantages	• Time validity of certification	V			Target Met
				• Establish a Revit Reserve			V	Target Met
				• Establish Revit operating rules			V	Target Met
				• Optimize plug-in tools			V	Target Met
		3. Technical talent shortage and gap	• Strengthen employee training and promote industry-academia collaboration	• Employee suitability training			V	target not met
			• Increased employee engagement	• Reduced turnover rate		V		target not met
				• Caring for new employees' problem handling and feedback		V		Target Met
				• Quarterly publication on schedule		V		Target Met
				• Staffing increase		V		Target Met
			• Multi-faceted competency development	• Job rotation mechanism		V		Target Met
				• Skills test for drawing reading and material take-off		V		target not met
				• Professional skills training and certification		V		Target Met

Note: Short-term is within 1 year, medium-term is within 3 years, and long-term is 5 years or more.

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Category	Risk Item	Risk Content	Response Measures	Target	Short term	Medium term	Long term	Management Effectiveness
(continued) Strategic and Operational Risks	(continued) Market Risks	4. Labor shortage	• Plan with suppliers in advance, consensus on working hours, prioritizing workers, and effective implementation	• Supplier evaluation pass rate			V	Target Met
			• Develop labor supplier resources	• Number of new vendors developed each month	V			Target Met
		5. Material price fluctuations, salary increase	• Trend monitoring	• Increased budget execution accuracy	V			Target Met
			• Precautionary measures	• Reduced purchase order change rate	V			Target Met
				• Improvement in contract performance	V			Target Met
Financial Risks	Credit Risks	1. Risk of failure to fulfill payment terms under contracts	• Effectively execute customer credit investigations • Pay attention to customer market and operations • If the abnormal situation remains unresolved, the level of risk is assessed as material and authentic, and progressive reporting is conducted.	• Increase in collection of accounts receivable	V			Target Met
		2. Suppliers may be suspended due to poor quality or other factors, resulting in the company's risk of loss	• Ensure to conduct supplier credit evaluation thoroughly • Pay close attention to supplier management, finance, and work arrangements	• Reduced number of non-compliance in supplier evaluations	V			Target Met
		3. In addition to the impact of force majeure, unforeseen events such as: Misconduct in internal operations, fraud incidents, litigation incidents, damage to reputation, and so on, affect the company's stock price or cause the company's financial losses	• Compliance with laws and the company's internal control systems. • Job optimization and knowledge management • In the event of a major incident, it must be reported immediately through the appropriate chain of command. If the matter requires notification to the competent authorities, the Financial & Accounting Division must be promptly notified to issue a material disclosure in accordance with the law. It must then be submitted to the Chairman and President for review and reported to the Board of Directors.	• Zero violations of laws and regulations and fines • Losses from administrative negligence • Litigation losses • Zero fraud incidents	V			Target Met
				• Decreased number of debt adjustments	V			target not met
				• Legal compliance announcements	V			Target Met
				• Number of remittances canceled and corrected	V			Target Met

Note: Short-term is within 1 year, medium-term is within 3 years, and long-term is 5 years or more.

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Category	Risk Item	Risk Content	Response Measures	Target	Short term	Medium term	Long term	Management Effectiveness
Hazardous Risks	Climate Change Risks	Asset impairment and human safety hazards caused by extreme weather such as high temperatures, intense heat, and heavy rainfall	• For details, please refer to Chapter 3 Sustainable Governance					
	Information Security Risks	Increasing corporate information threats	• Strengthen information security risk defense and response abilities	• Information Security Promotion	V			Target Met
				• Social Engineering Drill	V			Target Met
				• Database and file recovery testing	V			Target Met
				• Machine room UPS and generator testing	V			Target Met
				• Reinstalled the power and air conditioning of the Tainan server room	V			Target Met
				• Establish a network quarantine area	V			Target Met
	Losses and impacts of occupational accidents	Occurrence of unforeseen major events include: Fatal occupational safety incidents cause financial losses, affect stock prices, or damage reputation	• Compliance with laws and the company's internal control systems. • Reduce the prevention of occupational safety hazards • Maintain a safe environment • In the event of an unforeseen major incident, it must be reported immediately through the appropriate chain of command. If the matter requires notification to the competent authorities, the Financial & Accounting Division must be promptly notified to issue a material disclosure in accordance with the law. It must then be submitted to the Chairman and President for review and reported to the Board of Directors.	• First aid training	V	V	V	Target Met
				• Project labor safety fines	V	V	V	Target Met
				• Complaints filed by government agencies throughout the year	V	V	V	Target Met
				• Injury Severity Rate (ISR) ≤ 23 • Injury Frequency Rate (IFR) ≤ 2.5 • Number of Fatalities = 0	V	V	V	target not met target not met Target Met
				• Project inspection and guidance	V	V	V	Target Met
				• Irregular plant inspections and completion of improvements for abnormalities	V	V	V	Target Met
				• CO2 and noise testing in the work environment every six months	V	V	V	Target Met

Note: Short-term is within 1 year, medium-term is within 3 years, and long-term is 5 years or more.

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Category	Risk Item	Risk Content	Response Measures	Target	Short term	Medium term	Long term	Management Effectiveness
(continued) Hazardous Risks	Natural disasters or other unforeseen major events	Occurrence of natural or unforeseen events, situations of force majeure, such as Regional torrential rain, flooding, earthquake, and the impact and impact of the pandemic	- Compliance and drills for emergency response management - Improve disease prevention measures and management and mitigate the impact of the pandemic - In the event of natural disasters or other unforeseen major events, immediately establish an emergency response team and the handling outcome should be reported to higher management tier by tier. If there are circumstances that require informing the competent authority, promptly notify the Financial & Accounting Division to issue a material information announcement as required by law. Submit the reports to the Chairman and the President for their review, and subsequently report to the Board of Directors.	2 emergency response plans and fire drills - During the pandemic prevention period, the Taiwan Centers for Disease Control, Ministry of Health and Welfare, issued notification regulations and implemented relevant response measures. - Occurrence of unforeseen major events that cause financial losses of more than NT\$1 million, affecting the company's stock price or reputation.	V			Target Met
Compliance Risks	Failure to keep abreast of recent laws and regulations	Failure to keep abreast of or introduce the latest laws and regulations in a timely manner, resulting in design, construction, or operational non-compliance, resulting in the risk of fines or shutdowns	Establish "Regulatory Identification and Update Mechanism" to take inventory at least once a year	100% understanding of regulatory updates	V			Target Met
	Risk of non-compliance in construction	Failure to implement construction or design in accordance with relevant regulations or approved drawings, resulting in failure of inspection, the need for corrective action, or even fines	- Establish standard operating procedures and audit mechanisms - Strengthen supervision and quality audits	- Zero major violations - Sewage discharge inspection is conducted 2 times a year in accordance with the law - The volume of waste removed is less than 12 tons/year, and it is declared in accordance with the law	V			Target Met
	Risk of false or overdue certification/reporting	Failure to apply for, renew, or report incorrectly for professional technician licenses, and construction permits, environmental protection filings, leading to violations of regulations	- Implement digital management platform - Clear division of responsibilities - Regular internal audits	- Certification effectiveness 100% - Zero violations of regulations and penalties	V			Target Met

Note: Short-term is within 1 year, medium-term is within 3 years, and long-term is 5 years or more.

3 Sustainable Environment

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94 Waste Management



■ Corporate Spirit

Technology innovation and environmental protection

is key to promoting social progress

■ Cultural Structure

Emphasize environmental protection awareness and promote the application of energy-saving technologies

■ Energy management

Carbon emissions

intensity

Scope 1 reduction of **17.51 %**

Reduction of **79.0 %**

Scope 2 reduction of **9.14 %**

Reduction of **74.6%**

Climate Governance and Actions



GRI 201-2

L&K is fully aware that climate change will bring significant risks to the organization's continued operations. Therefore, since its 2022 Sustainability Report, it has introduced the Climate-Related Financial Disclosures (TCFD) published by the Task Force on Climate-Related Financial Disclosures established by the International Financial Stability Board (FSB) as a framework for planning and managing climate change-related risks and opportunities, and tracks global environmental trends every year to continuously review and adjust strategies.

Climate Change Scenario Analysis – Responding to Challenges and Opportunities of 2°C Temperature Rise

To actively respond to the risks and opportunities brought by climate change, we use scenario analysis methods to predict future development paths. Assuming that the 2050 global net-zero target cannot be achieved, resulting in a global temperature rise of 2°C at the end of the century, L&K has formulated short-, medium-, and long-term risk management and opportunity response plans for this scenario. As a construction contracting service provider, L&K's main role lies in promoting sustainability and energy-saving goals in cooperation with customers, such as assisting in obtaining green building certifications and providing integrated services based on customer needs. Therefore, the company's strategic focus is on “supporting customers in achieving sustainability goals” and “ensuring the resilience of their own operations.” Through engineering design optimization, construction management, and system integration capabilities, climate-related risks are reduced and development opportunities brought about by low-carbon and energy-saving projects are seized. The relevant plans are described in the table below.

Scenario Item			Scenario Description (temperature increase by 2°C)	Short-term (up to 2030) Ineffective control of global warming	Mid-term (up to 2040) Ineffective control of global warming	Long-term (up to 2050) Ineffective control of global warming
Risks	Transition Risks	Carbon Pricing and Stricter Regulations - Rise in carbon tax, increase in carbon border in construction contracts	- Increase in procurement costs and energy expenses - Collection of carbon fees - Customers require a decrease in carbon footprint during construction	- Increase in procurement costs and energy expenses - Increased carbon fee collection at home and abroad - Provide carbon emission calculation and low-carbon material options during the bidding phase in line with customers' carbon emission thresholds	- Increase in related costs - Increase carbon fee collection - Support customers' low-carbon contracts and give priority to low-carbon materials	- Increased energy conservation control due to higher carbon fees - Become a net-zero transition partner for customers and provide carbon neutral construction verification services - Reduce the burden of customer carbon fees through low-carbon construction
	Physical Risks	Increase in Extreme Weather - Increased frequency of typhoons and floods, affecting construction site safety and delays	- Construction delays in high rainfall areas - Supply chain disruption	- In line with customers' climate resilience requirements, flood prevention drainage, temperature reduction equipment, and emergency response plans are provided in high-risk construction sites. - Climate resilience assessment during bidding stage	- Improve the resilience of construction equipment and use waterproof and earthquake resistant machinery and materials - Negotiate climate delay terms with customers to reduce the risk of compensation	- Transition to climate-stable regional construction - Adopt AI climate prediction systems to help customers plan their working hours and reduce climate impact losses
Opportunities		Green Infrastructure Requirements - Growth in energy-saving building orders	- The government implements green building certification - Increased market demand	- Support customers with green building certifications and provide design and construction evaluations - Accumulated green building construction experience	- Establish a green building construction team and develop professional energy-saving service capabilities - Help customers obtain green building certification points	- Experts in regional green building construction to support customers' multinational green building projects - Establish a database of best practices for green building construction
		Renewable Energy Integration -Solar energy and energy storage requirements	Under the 2°C pathway, customers will accelerate the procurement of green electricity and increase the opportunities for mechanical and electrical system integration	Obtain construction qualifications in accordance with customers' green power requirements	- Expand green power construction capabilities and develop solar power + energy storage integration construction solutions - Support customers' green power self-sufficiency target	- Professional services for green power construction, providing installation and maintenance of large energy storage systems - Assist customers in participating in carbon trading projects

Based on the scenario analysis results, the possible financial impact, response measures, and management effectiveness of climate-related risks and opportunities

By referring to the climate-related risks, opportunities, and financial impacts recommended by the TCFD, L&K has established an analysis of the possible financial impact of climate-related risks and opportunities.

Risk / Opportunity	Impact Timeframe (short-term, mid-term, and long-term)	Issue Category	Impact Scope	Possible Impact Level (low, medium, high)		Response Measures	Management Effectiveness
				Internal	External		
Transition Risks	Short-term	Stricter Policies and Regulations	As the regulatory system matures and regulations become more stringent, comprehensive implementation is required: increased regulatory capabilities, increased outsourcing fees, increased carbon costs, increased equipment and technology investments, limited operational flexibility, and increased regulatory capabilities	Medium-term	High	- Track information on laws and regulations, maintain internal management mechanisms, and reduce the risk of violations and fines - Continuous maintenance of carbon inventory and management system to optimize GHG management capabilities - Evaluate project regulatory requirements in advance and incorporate them into design and construction planning - Strengthen internal education and training to improve regulatory knowledge and execution abilities	Establish a regulatory update management mechanism, and no violations or fines occurred in 2025
		Increase in Market Costs	As demand for low-carbon materials, equipment, and supply chains increases, overall market costs increase: increase in procurement costs, increase in operating costs, decrease in gross profit margin, and increase in competitive pressure	Medium-term	High	- Maintain a list of procurement and qualified suppliers, especially green supply, and strengthen cost and quality control - Continue to monitor trends in the low-carbon materials and equipment market to increase procurement flexibility - Establish strategic procurement and long-term cooperation mechanisms to reduce price fluctuation risks - Reasonably reflect green costs during bidding and quotation to improve cost transferability - Optimize design and construction technologies to reduce the cost of the entire lifecycle	By adjusting bidding and procurement strategies, as well as optimizing design and construction measures, effectively managed cost fluctuations and maintained stable project gross margins in 2025
		Increase in Technical Services	With the rapid increase in demand for low-carbon and green buildings, it is necessary to strengthen design integration capabilities and improve energy-saving technologies and digital tools: increase in capital expenditures, increase in operating costs, decrease in gross profit, and increase in benchmark opportunities	Low	High	- Strengthen mechanical and electrical integration and energy-saving design capabilities to increase the added value of project technologies - Establish internal technical standards and knowledge bases to reduce dependence on external consultants - Continue to organize professional training and obtain certifications to improve personnel's low-carbon technical capabilities - Become familiarized with digital tools to improve design efficiency and construction accuracy - Cooperate with equipment manufacturers and technology manufacturers to keep abreast of the latest energy-saving technology applications	Standardization of design tools, re-optimization of plug-in tools, and skills training. In 2025, the number of contracts signed, projects under construction, and completed projects, as well as their total value, all increased compared to the previous year.
	Medium-term	Stricter Policies and Regulations	Accelerate the implementation of carbon reduction policies and government standards for energy efficiency and disclosure requirements: Increase in regulatory capabilities, increase in outsourcing fees, inclusion of carbon costs in normal costs, increase in administrative and management costs, and increase in violation risk costs	Medium-term	High	- Track information on laws and regulations, maintain internal management mechanisms, and reduce the risk of violations and fines - Continuous maintenance of carbon inventory and management system to optimize GHG management capabilities - Evaluate project regulatory requirements in advance and incorporate them into design and construction planning - Strengthen internal education and training to improve regulatory knowledge and execution abilities	Maintain regulatory updates and management mechanisms on an ongoing basis



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Risk / Opportunity	Impact Timeframe (short-term, mid-term, and long-term)	Issue Category	Impact Scope	Possible Impact Level (low, medium, high)		Response Measures	Management Effectiveness
				Internal	External		
Transition Risks	Medium-term	Increase in Market Costs	The market gradually matures and low-carbon costs become more reasonable, but competitive pressure increases: costs gradually stabilize, green market price mechanisms gradually become acceptable, profits gradually stabilize, and supply chain diversification	Medium-term	High	- Maintain a list of procurement and qualified suppliers, especially green supply, and strengthen cost and quality control - Continue to monitor trends in the low-carbon materials and equipment market to increase procurement flexibility - Establish strategic procurement and long-term cooperation mechanisms to reduce price fluctuation risks - Reasonably reflect green costs during bidding and quotation to improve cost transferability - Optimize design and construction technologies to reduce the cost of the entire lifecycle	- Establish flexible cost adjustment mechanisms - Improve overall project performance and technology standardization
		Increase in Technical Services	Technical capabilities gradually matures, and the market gradually considers low-carbon capabilities as the basic threshold: cost structure optimization, gradual recovery in gross profit, increased market competitive pressure, and revenue growth	Low	High	- Strengthen mechanical and electrical integration and energy-saving design capabilities to increase the added value of project technologies - Establish internal technical standards and knowledge bases to reduce dependence on external consultants - Continue to organize professional training and obtain certifications to improve personnel's low-carbon technical capabilities - Become familiarized with digital tools to improve design efficiency and construction accuracy - Cooperate with equipment manufacturers and technology manufacturers to keep abreast of the latest energy-saving technology applications	Keep up with the times, improve the standardization of design tools, optimize plug-in tools, and train skills
	Long-term	Stricter Policies and Regulations	Comprehensive institutionalization of net-zero-related regulations with high market regulations: in response to the further increase in regulatory capabilities, outsourcing fees and carbon costs are listed as fixed expenses, asset impairment risks, long-term investment pressure, and gradual financial stability	Medium-term	High	- Track information on laws and regulations, maintain internal management mechanisms, and reduce the risk of violations and fines - Continuous maintenance of carbon inventory and management system to optimize GHG management capabilities - Evaluate project regulatory requirements in advance and incorporate them into design and construction planning - Strengthen internal education and training to improve regulatory knowledge and execution abilities	Maintain regulatory updates and management mechanisms on an ongoing basis
		Increase in Market Costs	Low carbon has become a market standard, and the cost structure and business model have completed the transformation: Low-carbon procurement becomes the norm, carbon cost is a fixed expense, low-cost is compromised for those with procurement advantages, and there is a risk of falling behind in the low-carbon market	Low	High	- Maintain a list of procurement and qualified suppliers, especially green supply, and strengthen cost and quality control - Continue to monitor trends in the low-carbon materials and equipment market to increase procurement flexibility - Establish strategic procurement and long-term cooperation mechanisms to reduce price fluctuation risks - Reasonably reflect green costs during bidding and quotation to improve cost transferability - Optimize design and construction technologies to reduce the cost of the entire lifecycle	Continue to improve green energy and sustainability cost and income management capabilities
		Increase in Technical Services	Under the trend of net-zero transition, technical capabilities have become the key to corporate survival: low-carbon and high-efficiency engineering has become the main source of revenue, has competitive advantages, and has long-term financial stability to increase corporate value	Low	High	- Strengthen mechanical and electrical integration and energy-saving design capabilities to increase the added value of project technologies - Establish internal technical standards and knowledge bases to reduce dependence on external consultants - Continue to organize professional training and obtain certifications to improve personnel's low-carbon technical capabilities - Become familiarized with digital tools to improve design efficiency and construction accuracy - Cooperate with equipment manufacturers and technology manufacturers to keep abreast of the latest energy-saving technology applications	Keep up with the times, improve the standardization of design tools, optimize plug-in tools, and train skills

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Risk / Opportunity	Impact Timeframe (short-term, mid-term, and long-term)	Issue Category	Impact Scope	Possible Impact Level (low, medium, high)		Response Measures	Management Effectiveness
				Internal	External		
Physical Risks	Short-term	Increased frequency of extreme weather events	Increased frequency of extreme weather events, which directly impacts construction and operations: increased cost of construction delays, increased cost of repair and maintenance, increased insurance costs, and reduced work efficiency	Low	High	- Improve climate risk assessment mechanisms and incorporate them into construction plans and construction schedules - Installation of disaster prevention facilities and response measures for construction sites - Appropriately adjust construction procedures and construction methods to reduce the impact of climate change on construction - Establish a supply chain backup mechanism to reduce the risk of material delays - Review and optimize insurance allocation to diversify risks	There were no delays in delivery due to weather events in 2025
	Medium-term	Increased frequency of extreme weather events	Increased climate impact and uncertainty: continuous increase in operating costs, supply chain disruption risks, increased bidding risks, and stricter insurance conditions in high-risk areas	Low	High		- Optimize construction and operating cost control - Strengthen supply chain and bidding strategy resilience
	Long-term	Increased frequency of extreme weather events	Extreme weather has become the norm, affecting operations and assets: loss of assets, business suspension, need to invest in climate resilience design, disaster prevention engineering and technology upgrade	Low	High		- Continue to keep up with the times in climate resilience design and disaster prevention projects - Improve technology and asset management strategies
Opportunities	Short-term	Increased market demand	With the rapid growth of demand for energy conservation, carbon reduction, and green buildings: increased revenue growth opportunities, requiring manpower and technology to meet customer needs	Low	High	- Actively cooperate with customers to obtain green building certifications and achieve energy-saving goals - Improve mechanical and electrical contracts and system integration capabilities, and expand the opportunities for high-speed projects - Establish green engineering performance cases and strengthen market competitiveness - Maintain customer relationships - Continue to invest in energy conservation and smart engineering technologies to increase the added value of services	Increase in revenue and EPS in 2025 compared to the previous year
	Medium-term	Increased market demand	Low-carbon demand has become the mainstream in the market, and the gap in professional capabilities has gradually emerged: steady revenue growth, increase in foreign and high-standard customers	Low	High		Continue to refine professional knowledge management and talent training system to differentiate service capabilities
	Long-term	Increased market demand	Complete the net-zero transition and systematize low-carbon demand: stable revenue, competitive advantages, and increased corporate value	Low	High		Invest in R&D and smart solutions to stay ahead of technology

Based on the scenario analysis results, the potential financial impact of climate-related risks and opportunities

Risk and Opportunity Matrix

In L&K’s operation of construction contracting, the impact of climate change-related risks and opportunities is relatively stable, mainly covering changes in regulatory policies, the impact of extreme weather on the construction process, and market demand brought about by low-carbon transition. The assessment results of each year showed that there were no significant changes in the types of risks and opportunities. However, we continue to conduct rolling reviews and strengthen response measures to ensure stable operations and sustainable development.

4 material risks and 1 opportunity

Transition Risks

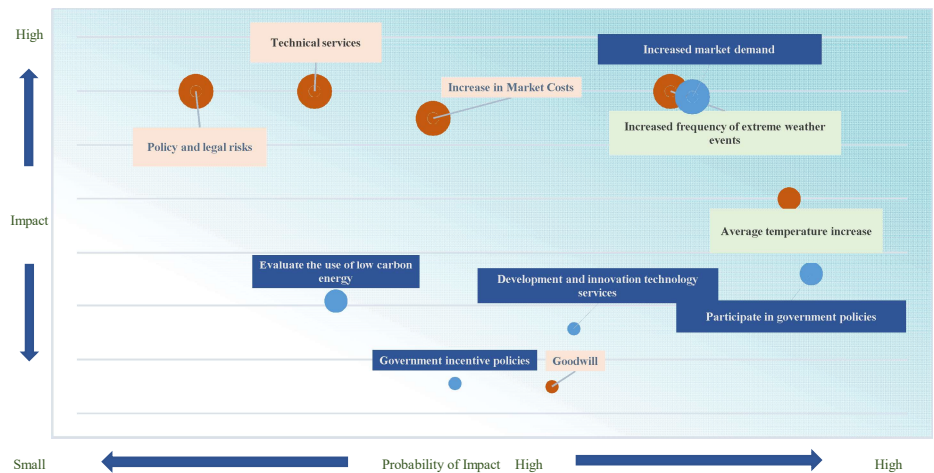
- Strict policies and regulations
- Increase in Market Costs
- Increase in Technical Services

Physical Risks

- Increased frequency of extreme weather events

Opportunities

- Increased market demand



Climate Change Governance, Strategies, Risk Management, Metrics and Targets

Core Elements	Disclosure Dimensions
Governance	Board of Directors oversight process • The ESG Committee reports related issues to the Board of Directors at least once a year • Report material proposals to the Chairman at any time Role of management in the evaluation process • Each unit will invest in the development of issues related to governance, economy, environment, society, and human rights, pay attention to external trends, set internal KPIs, and regularly review the implementation status. The President convenes a management review meeting to examine and evaluate the effectiveness of target implementation
Strategy	Identify short, medium, and long-term risks and opportunities • Identify short, medium, and long-term risks and opportunities through climate scenario analysis • Evaluate the possible financial impact based on the identified risks and opportunities Impact of climate risks and opportunities on the organization • Identify risks that may have a greater financial impact and plan response strategies according to the scenario • Plan and gradually invest in projects with future development opportunities Scenario Analysis • Transition Risks: Stricter policies and regulations that fail to effectively control the 2050 net-zero target • Physical Risks: Failure to effectively control global temperature rise by 2°C, resulting in the impact of extreme weather on the performance of construction contracts • Opportunities: Low-carbon demand becomes the mainstream of the market and market demand increases
Risk management	Risk Identification and Assessment Process: ESG Committee members discuss and focus on relevant risk issues Management Process: Management results of identified material risks are presented to the ESG Committee and Board of Directors, and disclosed in the Sustainability Report
Indicators and Goals	Achievement of evaluation indicators: • Set short-, mid-, and long-term goals for material topics related to climate change, and review the progress in the following year • GHG inventory results, reduction targets set by category Greenhouse Gas Inventory and Risk Response • Inventory of emissions from Xizhi, Hsinchu and Tainan offices • Examine whether there may be significant financial impact risks for each emission source Goal Setting and Regular Tracking • Disclose Scopes 1, 2, and water resource and waste emissions and set reduction targets, and track them annually. (Refer to Greenhouse Gas Inventory for details)

Green Engineering Implementation

Project Management System

In the engineering industry, the life cycle of project management is a dynamic process that integrates contractor management with occupational safety and health management. Through the standardized P-D-C-A cycle, we have established a rigorous system similar to navigation engineering, and adopted the system's core spirit to promote:

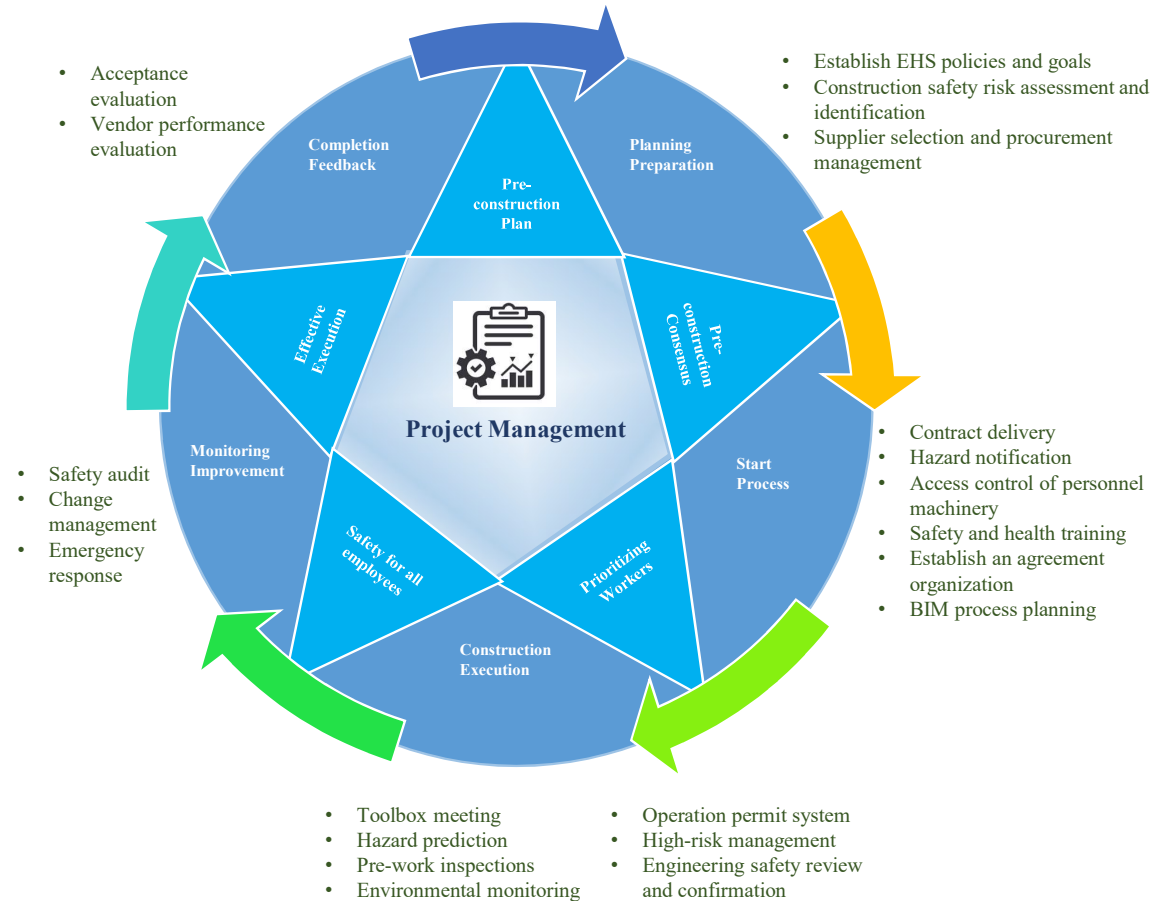
Pre-construction Plan: Risk assessment and vendor selection are carried out at the beginning of the project to select partners with certification of non-occupational accidents and good credit.

Pre-construction Consensus: During the delivery of contracts, hazard notification is implemented in writing, and consensus on safety and health management plans is achieved through agreement organization meetings with contractors at all levels. Simulate processes through BIM technology to eliminate design conflicts in advance.

Prioritizing Workers: We consider that "people" are the most valuable assets. We implement access control, education and training, and health risk management to ensure that every worker entering the construction site are equipped with protection awareness and is in good health.

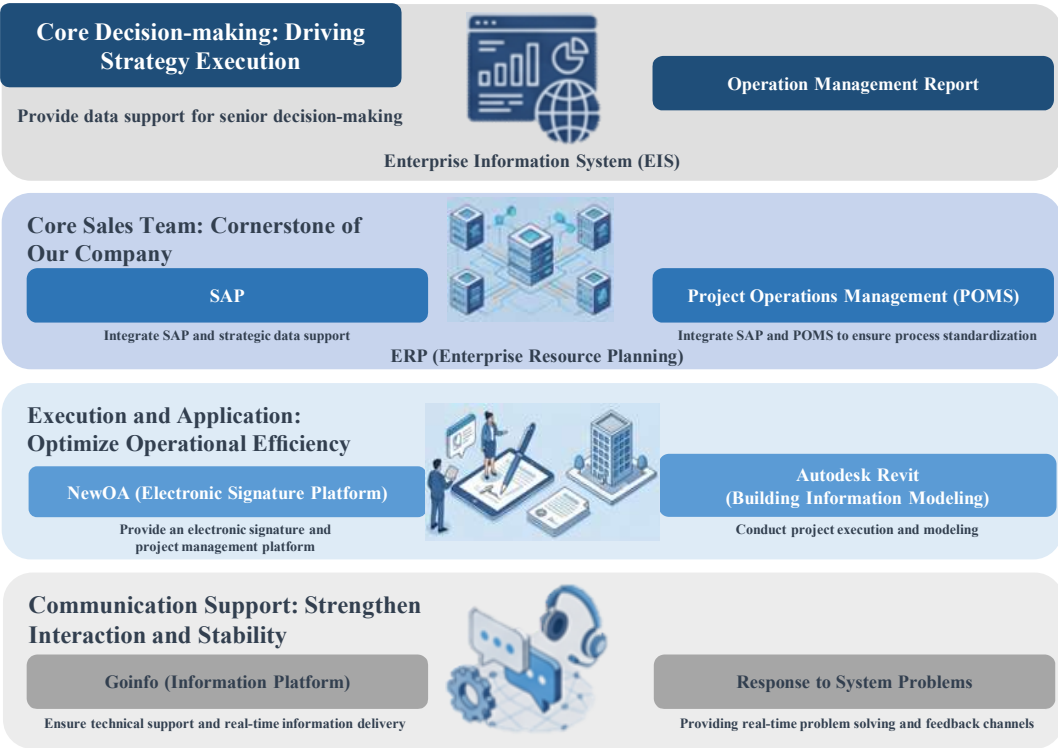
Effective Execution: Implement the daily construction safety cycle, including daily toolbox meetings, hazard notifications, and pre-operation inspections, to ensure that every high-risk operation is "done right the first time" under strict supervision.

Employee Safety : All aspects are closely linked, so that engineering can safely and accurately reach the goal of "zero occupational accidents" and "high quality".



Electronic Management System

L&K integrates human resources, design, procurement, construction, and project management systems through electronic operating procedures to reduce labor hours and improve information synchronization efficiency, strengthening teamwork and competitiveness. At the same time, we have introduced technologies such as REVIT analysis to optimize design and construction quality and effectively reduce the impact on the environment. In addition, we have planned an international version of the ERP system to improve project automation and resource allocation capabilities, and strengthen cross-border project management and global market competitive advantages.



Engineering Knowledge Management Training

In the engineering knowledge course in 2025, we actively promoted green engineering practical training. Through standard courses and customized project training, employees can immediately apply it to work and strengthen their sustainable development abilities.

Course Name
Key Considerations for Data Center Planning, Design, and Construction
Legal Affairs Related to Engineering
Introduction and Practical Applications of the Five Major MEP Systems: Electrical and Low-Voltage Systems
Introduction and Practical Applications of the Five Major MEP Systems: Fire Prevention, Drainage, and Air Conditioning
Engineering Subcontracting Plan and Overall Construction Plan Control
Project Supervisor Cost Management
Ceiling Construction and Safety Management



(Cont'd)

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Engineering Subcontracting Plan and Overall Construction Plan Control



Engineering Subcontracting Plan and Overall Construction Plan Control

Training topics:

1. Preparation of project subcontracts and equipment and material procurement plans
2. Preparation of project progress plan
3. Examples of single system construction plans
4. Attitude towards the preparation of the progress plan



Legal Affairs Related to Engineering

Training topics:

1. Introducing promissory notes and checks
2. Overview of non-litigation proceedings and relevant documents of the court
3. Case study of engineering contract disputes

Legal Affairs Related to Engineering



Ceiling Construction and Safety Management



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Introduction to the Five Major Mechanical and Electrical System Equipment System and Practical Applications



Project Cost Management

Implement practical training to the engineering site to shorten work hours, conserve resources, improve safety, and reduce carbon emissions. Directly apply skills in the project execution, to not only improve engineering efficiency, but also strengthen low-carbon and safety performance, which ensures that project performance is achieved simultaneously with sustainability goals.



Work Hour Optimization (Schedule)

Carbon Emissions
Reduced
(Carbon)

Resource
Conservation
(Resources)

Safety Enhancement
(Safety)



Green Procurement Contracts



L&K focuses on green engineering practices and complies with local building regulations, green building certification assessment regulations, Building Energy-Efficiency Label product management regulations, and other regulatory requirements. L&K optimizes designs and construction according to customer specifications to realize customers’ energy conservation and carbon reduction goals.

Compliance and Customer-Oriented Design

We strictly comply with local laws and energy-saving policies at each stage of contract performance, implement pre-construction plans and pre-construction consensus meetings with suppliers, pay attention to the safety and rights of workers, and implement environmental impact assessment indicator management during construction. Through professional communication, customers are advised to select high-efficiency equipment and materials to reduce operational energy consumption and facilitate operations to reach net zero carbon emission standards.

Green Building Materials and Sustainable Materials Strategies

The materials and construction supplies used comply with the client’s specifications, and include environmentally friendly products that have passed SGS testing and come with certificates of non-radioactive contamination, such as acoustic foam. The construction workplace adopted the Ministry of Environment's Green Energy Label, FSC™ certification, and Taiwan Carbon Footprint Label to recycle paper to reduce carbon emissions.

Combine engineering knowledge courses, such as data center design and energy-saving applications of the five major MEP systems, to strengthen employees' green construction capabilities, corresponding to GRI 301, 305 standards and SDGs 9 and 12. BIM simulation are introduced during the construction phase to optimize the construction schedule and reduce energy waste.



Sharing and Inheritance of Engineering Technology



Sharing and passing on engineering technologies play a key role in the promotion of green technology applications. L&K has long been committed to accumulating engineering experience and the passing down of knowledge. Since 2008, it has been publishing quarterly corporate magazines, organizing and transferring various engineering cases, technology applications, and practical experiences through a systematic knowledge management mechanism. This diverse exchange platform not only enables personnel within the Group to keep abreast of the latest technology trends and engineering practices, but also serves as an important resource for continuous learning and professional improvement, while fully preserving valuable experience and technical assets in the company's development process. Furthermore, quarterly publications are also proactively provided to universities and related professional groups to promote industry-academia exchanges and knowledge sharing, allowing academic theories and engineering practices to be mutually verified and deepened, and exert more concrete social impact. From 2023 to 2025, the energy-saving strategies and green technology applications are systematically organized and shared, covering the use of high-efficiency equipment, energy management optimization, and low-carbon construction technologies. This not only demonstrates the practical results of companies in the field of sustainable engineering, but also further strengthens the overall technical capabilities and market competitive advantages.

Discussion Topics
Current and Temperature: Interactions between Noise and Vibration
Transformers Vibration and Noise
Sharing on the Project O and the Construction of the Attached Underground Parking Garage
Insights on Project O’s Lightning Protection and Grounding Engineering
Development of Software for Calculating and Certifying Energy Performance
Integrating MRT Interfaces Using BIM Technology: A Case Study of Project O
Introduction to Access Control Management System
Introduction to Theater Lights
A Study on Power Quality and Harmonic Mitigation
A brief description of the construction of the cooling tower and related precautions for the construction of the new Project O station and the existing stations of the Bannan Line

Discussion Topics
Sharing on the New Construction of the Project O Indoor Gymnasium
Overview of Installation and Maintenance of Air-Cooled Split-Type Air Conditioners
Overview of Pipeline Implementation Methods
Key Points for Raised Floor Supervision and Measures to Prevent Recurrence of Common Issues
Introduction to the Guanshan to Shanli Station Dual-Track Railway and Station Expansion Project
Sharing Experiences from the Project O Water Pump Test Run
Brief Discussion on Project O Fire Protection Power Framework and Experience Sharing
Brief Discussion on the Application Process for Water Supply Internal Line Inspections
Brief Discussion on the Guidelines for Effluent Inspection Operations
Brief Discussion on the Review of Water Supply Equipment Drawings and Design Work
Brief Discussion on Foam Fire Suppression System Engineering

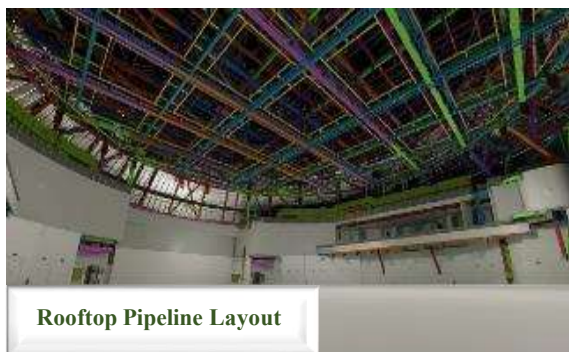
BIM Technology Application

Adhering to the concept of sustainable development, L&K combines BIM technology to significantly improve design efficiency and construction standards, which in turn continue to effectively reduce the impact on air, water resources, electricity, and carbon emissions, thereby achieving a green environment and sustainable development.

BIM Extension Applications

Extension

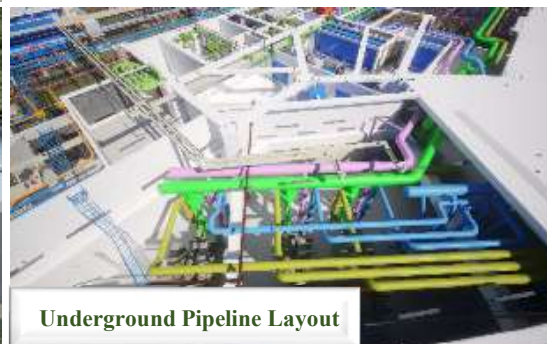
Use BIM technology to accurately extract the number of projects and calculate material requirements to reduce waste and improve construction efficiency while reducing energy consumption. Use the material quantification table to ensure procurement accuracy and avoid excess inventory and onsite waste. Through BIM clash detection, ensure that there is no conflict between the electrical pipes, structures, and buildings, thereby preventing construction changes and rework. Reduce material waste and engineering delays caused by design errors to improve the overall benefits of the project.



Rooftop Pipeline Layout



External View



Underground Pipeline Layout



Plant-wide Pipeline Layout

Visual Walkthrough Simulation Applications

Visual walkthrough simulation

Through the use of information such as engineering progress scheduling, construction plans, and roaming technology simulation, help customers quickly understand the design or engineering appearance. At the same time, virtual simulations are conducted before construction to identify potential safety risks in advance and reduce the accident rate to ensure compliance with general design specifications.

Integrated Modular Resource Applications

Integrating modular family library

To improve construction accuracy and efficiency, L&K has established a standard reservoir to ensure that the dimensions are consistent with supplier standards, optimized the pipeline pre-fabrication design, and reduced material waste. Through BIM technology, we ensure that the dimensions of pipelines, connectors, and brackets are accurately arranged, reducing on-site cutting and installation errors, thereby reducing the consumption of construction waste and additional materials, while effectively reducing carbon emissions, achieving a more environmentally friendly construction method. At the BIM application level, we emphasize the accuracy and practicality of information. The shapes and dimensions of objects in the standard library are based entirely on the model and meet on-site construction requirements, ensuring that the contractors can follow the drawings and improve the consistency of construction. In addition, to avoid malfunctioning of computers due to inappropriate group use, we optimized the operating environment and provided more practical functions within the group based on the needs of drawing personnel, comprehensively improving drawing efficiency and smooth operation.

BIM Point Cloud Scanning Application

Point Cloud

1. Digital management of mechanical and electrical equipment in existing buildings

Through point cloud scanning technology, we accurately record the layout of mechanical and electrical equipment (pipelines, distribution plates, and air conditioning systems) in the existing buildings, and establish a complete BIM model for subsequent transformation and maintenance. Reduce traditional drawing errors, reduce carbon emissions from on-site inspections and construction demolitions, and improve transformation efficiency.

2. Renovation of old buildings and smart management

Applicable to the construction of existing buildings with digital lifestyles, it can analyze the energy use of buildings through BIM modeling and optimize future maintenance plans. Help old buildings with green renovations, such as improving insulation materials, replacing high-efficiency equipment, and so on, to reduce overall energy consumption.

3. Accurate forecasting results in capital and resource allocation

In the electromechanical retrofit projects, use point cloud scanning to establish digital biomass models to accurately assess equipment replacement needs and avoid excessive demolition and material waste. By integrating the BIM platform with the supply chain, we can optimize the procurement and transportation of electromechanical materials and reduce the carbon footprint.

BIM Prefabrication of Piping Spools Application

Prefabrication of piping spools

1. Precision pre-fabricated machine pipeline to reduce on-site waste

Through BIM, pipelines are pre-fabricated and designed to ensure accurate pipeline dimensions, connectors, and brackets, reducing on-site cutting and installation errors. Pre-fabricated pipelines can reduce construction waste and additional material losses and improve construction efficiency.

2. Prevent pipeline clashes and reduce return rate

Clash detection is carried out through BIM to ensure that there is no conflict between the electrical pipelines, structures, and the interior of buildings, and to prevent changes and reinstatement during the construction phase. Reduce material waste and engineering delays caused by incorrect designs and improve overall project efficiency.

3. Integrate modular buildings to improve construction efficiency

Applicable to the design and installation of mechanical and electrical modules (such as pre-fabricated machine rooms, and modular pipeline brackets), it can accelerate construction speed, reduce on-site labor demand, and reduce carbon emissions during the construction process. Combine digital monitoring to ensure construction accuracy and improve quality and maintenance convenience.

CFD Fluid Analysis Application

CFD

1. HVAC system and ventilation system optimization

Use CFD analysis of the airflow distribution of buildings to ensure that the design of the air-conditioning system meets the requirements of energy efficiency optimization and reduce energy waste. Assist in designing low-carbon air conditioning systems (such as variable wind capacity VAV, natural ventilation, floor ventilation system.) to improve the overall indoor environment quality and comfort.

2. Fire-proof exhaust and emergency ventilation design

The CFD can simulate the smoke flow pathway when a fire occurs, optimize the layout of the firefighting smoke removal system, and improve safety. It helps control the concentration of pollutants, especially in high-volume spaces such as medical and commercial buildings, and can optimize ventilation and airflow designs to reduce the risk of disease transmission.

3. Optimization of the drainage and rainwater management system

Through the CFD simulation of rainwater discharge and water accumulation risks, the rainwater recycling system design can be optimized to increase the reuse rate of water resources and meet ESG goals. In large buildings or industrial parks, CFD can analyze the impact of cooling towers and air flow, optimize the electromechanical cooling system, improve equipment efficiency, and reduce energy consumption.

Engineering Track Records

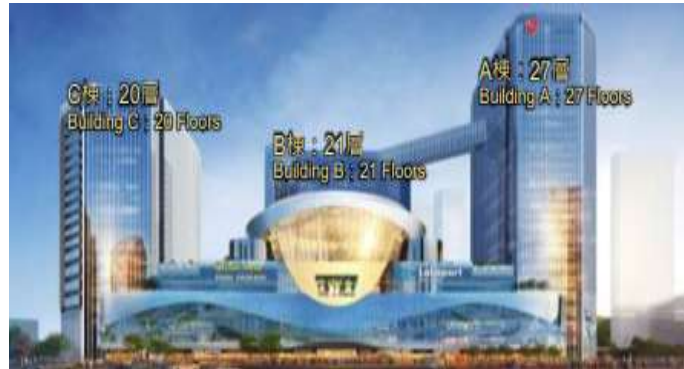
L&K adheres to green building and smart building specifications based on customer requirements throughout the entire process, from detailed design, review, procurement, construction, commissioning, acceptance, to operation. This approach enables customers to achieve their energy-saving goals.



Taipei Dome - Large Indoor Stadium Construction Project
Plumbing and Electrical Engineering



Kaohsiung Campus Construction Project for Garuda Technology



Taiwan Life Insurance C3 Construction Project - M&E Engineering



Taichung Photonics - FAB Expansion Project



Powerchip Semiconductor Manufacturing Corporation - 12-inch Wafer Fab Cleanroom
Turnkey Project 20K, 25K



Kaohsiung station section undergrounding (cut-and-cover) project and ceiling project -
mechanical and electrical engineering

Participation in Green Building Contracting Projects

The company undertakes plant construction projects for customers, carries out these projects in accordance with the terms and conditions specified in contracts, cooperates with customers on projects, and assists them in obtaining certifications. With the international LEED green building certification and Taiwan's EEWB green building certification, the certified green buildings are as follows:

Customers	Project Name
National Health Research Institutes	NHRI Biologics Pilot Plant (Vaccine Research Center) Construction Project
Nanya Technology Corporation	Nanya Technology Corporation 3A plant cleanroom phase 3.1 expansion project
United Microelectronics Corp (ADR)	UMC FAB12A P3&4 Plant Construction Project
CTBC Financial Holding Co., Ltd.	CTBC New Headquarters Building Construction Project Structural Work: MEP and HVAC Designated Subcontracting Project
Hermes-Epitek	Hermes-Epitek STSP Plant Phase II New Construction: Factory Office Building M&E, Fire Protection, and HVAC Cleanroom Turnkey Project
National Kaohsiung Center for the Arts (Weiwaying)	National Kaohsiung Center for the Arts (Weiwaying) Special Equipment Engineering
National Yang Ming Chiao Tung University Hospital	National Yang Ming Chiao Tung University Hospital Construction, Renovation, and MEP Turnkey Project Tender
ACADEMIA SINICA	National Biotechnology Research Park Project (Turnkey)
Taiwan Semiconductor Manufacturing Company Limited	TSMC STSP F14P7 MEP Project
Taisil Electronic Materials Corporation, GlobalWafers Co., Ltd.	Taisil Electronic Materials Corporation EPI Expansion Project (Phase I)
Taipei Performing Arts Center	CZ207 Taipei Performing Arts Center Construction Project: Phase I (TP4) of Theater Specialized Equipment Engineering
Nanya Technology Corporation	Nanya Technology FAB-3AN Cleanroom Expansion Project
Taiwan Obayashi, Farglory Group, and Obayashi Corporation Taiwan Branch Joint Contracting	Taipei Dome Complex Large Indoor Stadium Development Project - MEP Construction
Taiwan Semiconductor Manufacturing Company Limited	TSMC CTSP F15P7 MEP Project
Taiwan Apple, LLC, Taiwan Branch (U.S.A.)	LY3 Plant Construction Project
United Microelectronics Corp (ADR)	UMC 12A P6 Cleanroom + MEP Turnkey Project
United Microelectronics Corp (ADR)	UMC 8F Cleanroom Expansion and Utility Construction Project
Nanya Technology Corp.	Nanya Technology FAB-3A-N Cleanroom Expansion Project



CTBC Bank - Construction of the new headquarters building

■ Incorporation of environmental elements into product development and design

The company undertakes construction engineering contracts with customized services, provides detailed designs and submissions for authority review according to the terms and conditions specified in contracts. The design incorporates environmental elements, including water resource recycling and reuse, system optimization to improve load demand, use of energy-saving and high-performance equipment, prioritizing the use of removable or reusable materials for construction methods and falseworks, the use of HVAC and lighting systems that match equipment and materials to achieve optimal efficiency and functionality, and the selection of durable materials that reduce carbon dioxide emissions for pipeline layouts.

■ Adoption of energy usage recording and monitoring systems

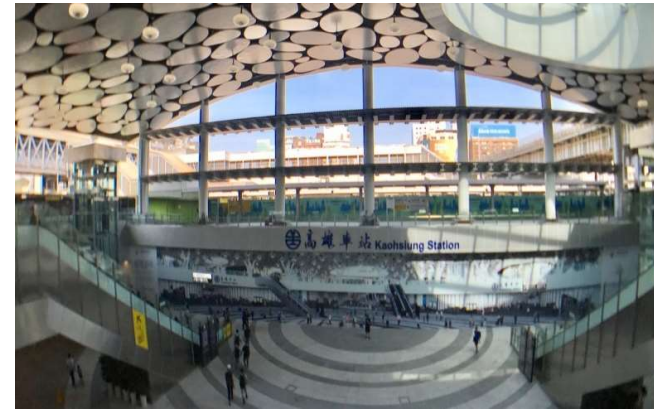
In the construction engineering services industry, project designs must be developed in accordance with customer requirements. For energy usage recording and monitoring, in addition to those standard billing meters installed by water, gas, electricity, and sewage treatment companies, independent meters are installed at each point of use, enabling customers to further subdivide and record the actual consumption at each individual point of use later.

Public works under construction— Kaohsiung Main Station

If L&K discovers an energy-saving plan that is superior to the specifications of the contract during the construction contract, it will actively communicate with the owner to explain the benefits to help improve the overall energy performance. In EPC projects, energy conservation concepts are introduced in the design planning phase. Through design simulation, cross-unit coordination meetings, submission of approvals for procurement, construction management, quality inspection, final inspections and acceptance, and final verification, energy-saving measures are effectively implemented throughout the entire lifecycle management.

Taking the electromechanical engineering of the Kaohsiung Main Station under-grounding and ceiling project as an example, in order to implement the design concepts of “ecology, energy saving, waste reduction, health” and the nine assessment indicators of “biodiversity, greening amount, base water conservation, daily energy saving, CO2 reduction, waste reduction, indoor environmental indicators, water resources, and sewage and waste, the “Kaohsiung Main Station Green Building Diamond Label Working Group” was assembled by the Southern Region Engineering Office of the Railway Reconstruction Bureau. Regular meetings are held to track the progress.

The project was expected to obtain two diamond-grade green building labels for "Station and Commercial Building" and "General Hotel" respectively. The project obtained the candidate certificate in February and May 2021, and the application progress and quality were ensured through multiple data review and preparation meetings. At this stage, the "General Hotel" has completed the on-site assessment for Green Building Mark (Diamond) and there were no proposed improvement suggestions, and will obtain the official label in accordance with the procedures. “Commercial Building” has been submitted for review after obtaining a permit for use.



[Engineering Sustainability and Environmental Aesthetics Award - Sustainability Contribution Award]

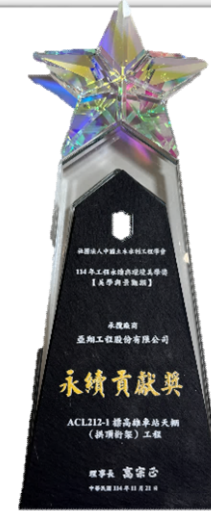


Project Acquisition
Station + Commercial
Building
Regular Hotel
Green Building Mark
(Diamond)

"27th The National Golden Award for Architecture - National First Prize" and "Golden Quality Award" from the Republic of China National Enterprise Competitiveness Development Association



Railway Bureau, MOTC
L&K Engineering carried out mechanical and electrical engineering at Kaohsiung Station - Contribution Excellence Award

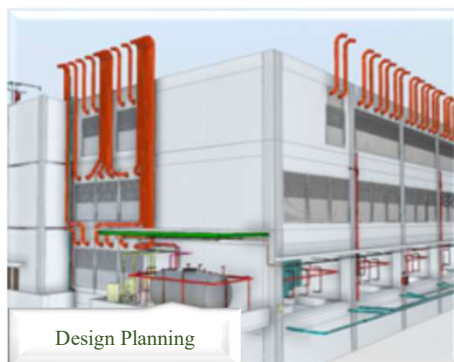


Carbon reduction review meeting

Cases of EPC expansion projects for technology factory under construction — Singapore project

Promoting a sustainable ecological environment has become an important direction for governments and enterprises around the world. In addition to the establishment of comprehensive regulations and certification labels in the construction sector, the engineering sector has gradually introduced energy efficiency-related regulations to implement energy conservation and carbon reduction goals. In the early stages of customer planning, L&K integrated design, construction, and subsequent operation and maintenance based on the characteristics of the project and our wealth of engineering practical experience. We proposed concrete feasible energy-saving strategies and system optimization plans to help customers clearly set implementation focuses, effectively reducing overall factory construction costs while taking into account performance and quality.

Under the engineering, procurement and construction (EPC) subcontract model, L&K implements international energy-saving standards at the design stage in accordance with the contract, and covers the entire lifecycle management from design, procurement, construction to trial operation, implementing integration and control in each stage. Under the framework of the total price contract, the company is fully responsible for the quality, safety, cost, and progress of the project to ensure that the project goals are achieved as scheduled. In addition, the EPC model also strengthens the strategic planning and execution management of infrastructure construction, covering procurement and outsourcing of professional equipment and materials, construction installation, testing and verification, and operation and maintenance training. Through systematic management mechanisms, engineering efficiency and sustainable performance can be improved.



Design Planning



BCA GREEN MARK

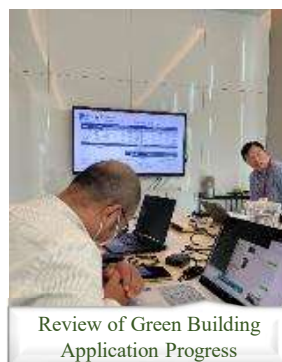
Plan Acquisition
Greenmark Gold
&
LEED Gold



Energy Saving Estimates vs Actual Results

The Company applied for the Green Building Certification for the Singapore project and passed the design certification in Phase I in 2025. The air conditioning and mechanical ventilation system (ACMV) completed the overall energy efficiency assessment in accordance with local Singapore standards and meets the strict requirements of TSE (Total System Efficiency) below 0.8 kW/RT.

This indicator is used to measure the energy efficiency of the overall air-conditioning system under actual operating conditions, and covers the overall energy consumption performance of the refrigerating units, cooling water and chilled water systems, air-conditioning boxes, wind turbine equipment, and related auxiliary power. The design team selects high-efficiency refrigerating units, optimizes the pump configuration and pipeline design, reduces system pressure loss, and improves the efficiency of wind-side equipment. At the same time, smart control strategies are integrated to ensure that each subsystem can maintain high-efficiency operations under different load conditions.



Review of Green Building
Application Progress

In addition, VSD and real-time load adjustment mechanisms have been introduced to effectively reduce energy waste during part of the load operation. Through energy simulation and calculation verification, the overall efficiency of the system has exceeded the baseline threshold of Singapore's Green Building Certification, demonstrating good energy conservation and low-carbon design results. Subsequently, we will enter the actual operation and performance verification stage, and the second stage is expected to apply for and obtain formal certification one year after the system stably operates, in order to ensure that the design benefits are effectively implemented in practical operations.

Case Study of the Commercial and Office Building —Nangang Project

L&K fully supported the client in applying for the Green Building Certification during the contracting of the Nangang project, with the goal of achieving EEWB Gold. We integrated engineering design, construction, and system optimization capabilities and was fully dedicated in the implementation. The project has been in operation since 2025 and has successfully obtained the Green Building Certification Gold label, demonstrating the sustainable performance of large commercial and compound development projects.

Among the nine major indicators of green buildings, L&K focuses on strengthening the “daily energy-saving indicators” to improve the overall performance of air conditioning and lighting systems. The air-conditioning system uses high-efficiency host equipment and combines central monitoring and variable frequency control strategies to improve system operational efficiency and reduce energy consumption. The lighting system incorporates high-efficiency LED lights and smart control mechanisms to effectively reduce the electricity demand for lighting. We also introduced water-saving equipment and rainwater recycling and reuse designs in the "Water Resource Indicators" to reduce the water load of buildings. The "Sewage and Waste Improvement Indicator" improves environmental quality and resource recycling efficiency through comprehensive treatment and classification management mechanisms.

In the project implementation process, L&K not only follows the green building evaluation regulations, but also implements system integration, energy consumption analysis, and construction quality control to ensure that various performance indicators are met. We also cooperate with subsequent tests and trial operations to implement design performance. In the end, we successfully assisted the client in obtaining the **Green Building Certification Gold Label**, demonstrating L&K’s professional capabilities and implementation results in the field of mechanical and electrical integration and sustainable engineering.

Green Building Indicators:

Air conditioning Energy Saving Lighting Energy Saving Waste Water and Sewage



Chiller



Variable frequency drive control panel for water pumps



Glass window lighting



Waste storage and refrigeration equipment

Water Resources



Reclaimed water tank



Sanding filtration equipment

Project Acquisition
Green Building
Certification



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Application of Green Engineering Technology

Although green technology applications face challenges such as higher initial cost investments and upgrading technology thresholds, from a mid- to long-term perspective, they all show significant benefits in energy conservation, carbon reduction, cost control, and enhancement of market competitiveness. The application of green technology in the operation and maintenance management stage has become an important strategy for enterprises to strengthen long-term business performance and implement sustainable development. The following describes the advantages and challenges from the perspective of customers and L&K:

1. Advantages

From the customer's perspective, the adoption of high-efficiency equipment, smart control systems, and overall system optimization can effectively reduce energy consumption, water resource use, and equipment maintenance costs. Although the initial investment is higher, it can be gradually recovered through savings in electricity bills, water bills, and maintenance expenses during the operation stage, thereby achieving a good LCC. At the same time, system stability and operational efficiency can be improved, which can reduce the failure rate of equipment and improve the comfort and quality of space use, which is of particular value to technology factories and commercial buildings.

From L&K's perspective, the use of green engineering technology can help accumulate project performance, meet the ESG (environmental, social, and corporate governance) requirements of large customers, and further enhance the company's brand image and market trust. In the tender bidding, the performance of energy conservation and carbon reduction and smart management has become an important value-added condition, which helps increase the chances of winning a bid. In addition, by continuously deploying new technologies and accumulating experience, we can strengthen mechanical and electrical integration and green professional capabilities, and gradually establish differentiated competitive advantages.

2. Deficiencies and challenges

For the customer side, the use of high-efficiency equipment, green building materials, and smart systems requires higher cost of installation. In the event of budget constraints, it may affect their willingness to invest. Insufficient understanding of the benefits of green technologies may also hinder decision-making.

From L&K's perspective, the promotion of green technology applications requires high design integration capabilities and professional skills. The professional requirements for designers, engineers, and the supply chain have significantly increased, and corresponding education and training and talent cultivation costs have also been invested. At the same time, cross-system integration and technology deployment require complete planning and multilateral coordination at the beginning of the design process. Inadequate communication in the early stages or insufficient management mechanisms may lead to design changes, construction conflicts, or delays, thereby increasing the risk of project implementation. In addition, due to budget and scheduling constraints, the difficulty in implementation has also increased, and the overall complexity of project coordination has also imposed higher requirements on project management abilities.

Technical Scope	Implementation	Practical Application Cases or Results
Water Resources	Recycling and reuse of water resources	Serving multiple projects with the most direct and most significant benefits - Choose a cooling tower with low splash loss - Recycle and reuse condensed water from the air conditioning and steam systems - Recycle rainwater for green space watering and other purposes - Reclaimed water can be used to replenish water in cooling water towers - Use water-saving devices with low flow
System Optimization	- Calculate appropriate load requirements - System optimal configuration design - Choose high-efficiency equipment	Optimization of air-conditioning host group control, variable frequency control, equipment operation schedule, and regular equipment maintenance data to effectively reduce energy consumption
Interior Partition	- Use low volatile organic compounds materials - Space integration - Construction method optimization	- Use low-volatile organic compounds materials and construction control to effectively reduce TVOC concentration, reduce odor and hazardous gas accumulation, make space more quickly reach usage standards, and reduce discomfort for personnel - Modular, lightweight materials - Pipelines and equipment reserved above the ceiling for space integration to effectively reduce heavy work
REVIT technology application	3D modeling	- Conduct pipeline collision review - Establish precision models - Quantity automatic statistics - Simulation of construction sequence
Internal System	In recent years, many domestic companies have acquired existing factories and implemented reconstruction projects. In the past, all cases took the full demolishing and new construction approach. In recent years, we have simultaneously checked with customers whether existing facilities or equipment can be renovated and retained, and the recommendations have been adopted and applied.	Reused after several project renewal Implementation results of project OO: - Ceiling scale*2,449m². - Concealed ceiling grid* 2,039 units. - Door fan*120 units. - High flooring*3,764 sheets. - DCC*111 sheets. - FFU*664 units. - Other

(Cont'd)



Technical Scope	Implementation	Practical Application Cases or Results
Air conditioning system:	Central air-conditioning system part: Project OO is reviewed against the air-conditioning heat load calculation report. Each building is equipped with a heat source system, air supply system, water supply system, cooling tower by applying equipment logic strategies, energy-saving equipment, and optimal control and management functions. The energy-saving cost (EAC)=0.71. Individual air-conditioning system: Individual air-conditioners have energy-saving label certification, with grade 1 energy label air-conditioning area ratio, the grade 2 energy label air-conditioning area ratio. The air-conditioning energy-saving design value EAC'=0.60. EAC is calculated by weighting the floor area of each air-conditioning system of the building; the heat load air-conditioning calculation report is verified by the technician.	Day-to-day energy conservation Central air conditioning energy saving design value EAC=0.71 $\leq$ energy-saving reference value EACc=0.80. Individual air conditioner energy saving design values EAC'=0.60 $\leq$ energy-saving reference value EACc=0.80.
	The filter net (HEPA or ULPA) of the Fan Filter Unit in cleanrooms does not generally have surface protection or only has one side. Protective nets are set up on both sides of HEPA and ULPA.	The filter surface is very fragile and is prone to damage due to external forces. The installation of both sides of the protective nets can significantly reduce damage caused by external collision during the construction process and operation. If there is still damage, it is easier to identify compared to traditional filter nets that do not have protection, which can reduce the detection during the testing stage and the need for rework.
	Ventilation environment: Split, VRV or central air-conditioning are the main types of closed air-conditioning for year-round use, with a fresh air supply system installed in living spaces. Indoor building materials decoration: Medium amount of decoration with green building materials Rg=62.54% > Rgc+15%. Indoor ecological building materials decoration: More than 50% of the pipelines are replaced by non-PVC materials. In this case, the IE value, i.e., indoor environment design value, of sound environment, light environment, ventilation environment, indoor building materials decoration, and indoor ecological building materials decoration is 82.29.	Indoor environment design indicators qualified: indoor environment design value IE=82.29 $\geq$ indoor environment reference value IEc=60.00
	The cooling tower operates with a frequency converter	The cooling fan motor of the cooling tower is equipped with a frequency converter, which automatically changes the operating speed according to the set environmental conditions to reduce energy consumption

Technical Scope	Implementation	Practical Application Cases or Results
Lighting system	The fundamental layout and ornamentation of a building's main living space is furnished with a basic illumination system. In the section of artificial lighting, all lights in living areas feature anti-glare grilles, lampshades, or similar accessories. Such a traditional project does not incorporate renewable energy sources such as gas-electric symbiosis, wind power generation, etc., and there is no energy monitoring and management systems such as natural daylight utilization, lighting monitoring, and power load management in place. There are no other unique lighting systems such as light guides and optical fiber light collection devices to improve energy efficiency, and the energy-saving performance of the lighting system is EL=0.65	Daily energy-saving design value EL=0.65 $\leq$ energy-saving benchmark value ELc=0.80
Piping layout	Durability index of carbon dioxide reduction is adopted; air-conditioning equipment pipelines are designed with open conduits, which will not be damage the structure if updated; most of the pipes for water supply and drainage sanitary pipelines are designed with open conduits, which will not be damage the structure if updated; maintainability consideration is given to electrical communication lines. The durability coefficient of each building is D=0.06-0.20	The designed carbon dioxide reduction design value CCO2=0.53 $\leq$ reduction baseline value CCO2c=0.82
Falsework	Purchasing green building materials or sustainable recycled consumables: During the building process, there are numerous openings in the floor, thus presenting the danger of falls when on the truss layer. Before, wooden boards were laid in an overlapping fashion; however, this method was not very sturdy and could be damaged easily, making it hazardous for construction personnel. Round iron hole covers are substituted for wooden boards, lessening the threat of being trodden upon due to damage and strongly increasing the safety of construction sites. Reusing the round iron hole covers, which is feasible, can reduce the need for wood boards in the traditional construction method and, consequently, cut down on the amount of construction waste produced.	Reduce setup costs: An assessment of wooden board laying onsite with traditional construction methods in a 30,000m2 clean room reveals a cutting loss of 20% and a recovery rate of 50%. If steel plates are used, the recovery rate can be as high as more than 97%

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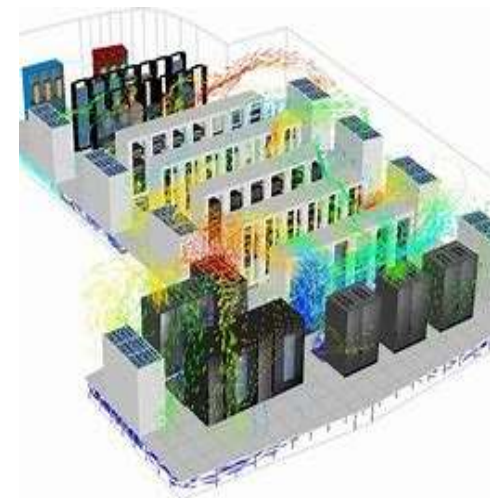
Technical Scope	Implementation	Practical Application Cases or Results
(continued) Falsework	1. High-efficiency equipment for temporary electricity use 2. Optimization of construction lines 3. Replace diesel with electric vehicles 4. Centralized material storage reduces transportation energy consumption	LEDs have been installed to denote the warning area in place of the conventional warning lights: LED energy-saving bulbs are now common energy-saving devices in various premises. LEDs employed by L&K offer a range of color light characteristics, with red, yellow and white markings to identify the potential hazards in the environment. Apart from being energy-efficient, it also minimizes the occupational safety hazards
Equipment noise prevention	Control the noise in the factory within the allowable range and provide a healthy and comfortable working environment	Use low-noise equipment, soft connectors installed in pipelines, soundproof walls in the machine room, and sound absorption materials in combination with nighttime operation equipment load reduction control and other preventive measures to effectively reduce noise.
Construction	· Implementation of BIM · Engineering waste sorting and recycling · Pre-manufacturing · Precision procurement · Construction site dust control	· Intensive systems and integrated planning to effectively reduce the waste of recurring construction resources · Regulate the sorting and recycling of construction waste, and unify the removal and disposal · Encourage suppliers to improve pre-manufacturing modules and low-carbon construction methods to effectively reduce on-site pollution · Precision control of procurement quantity and time of entry to effectively reduce material waste · The construction site regularly spills water to control dust and effectively reduces environmental pollution.
Logistics management	· Material entry schedule · Reduce reliance on large machinery	· Integrate the timetable for incoming materials of suppliers to reduce the waiting time for vehicles and reduce carbon emissions · Modular, lightweight, and durable materials reduce the dependence on heavy lifting



Falsework - Green Grid



LED Warning Light



Energy-saving airflow design for HVAC system in the plant



Energy-saving Lighting Equipment



Replace wooden plates with iron-making round holes

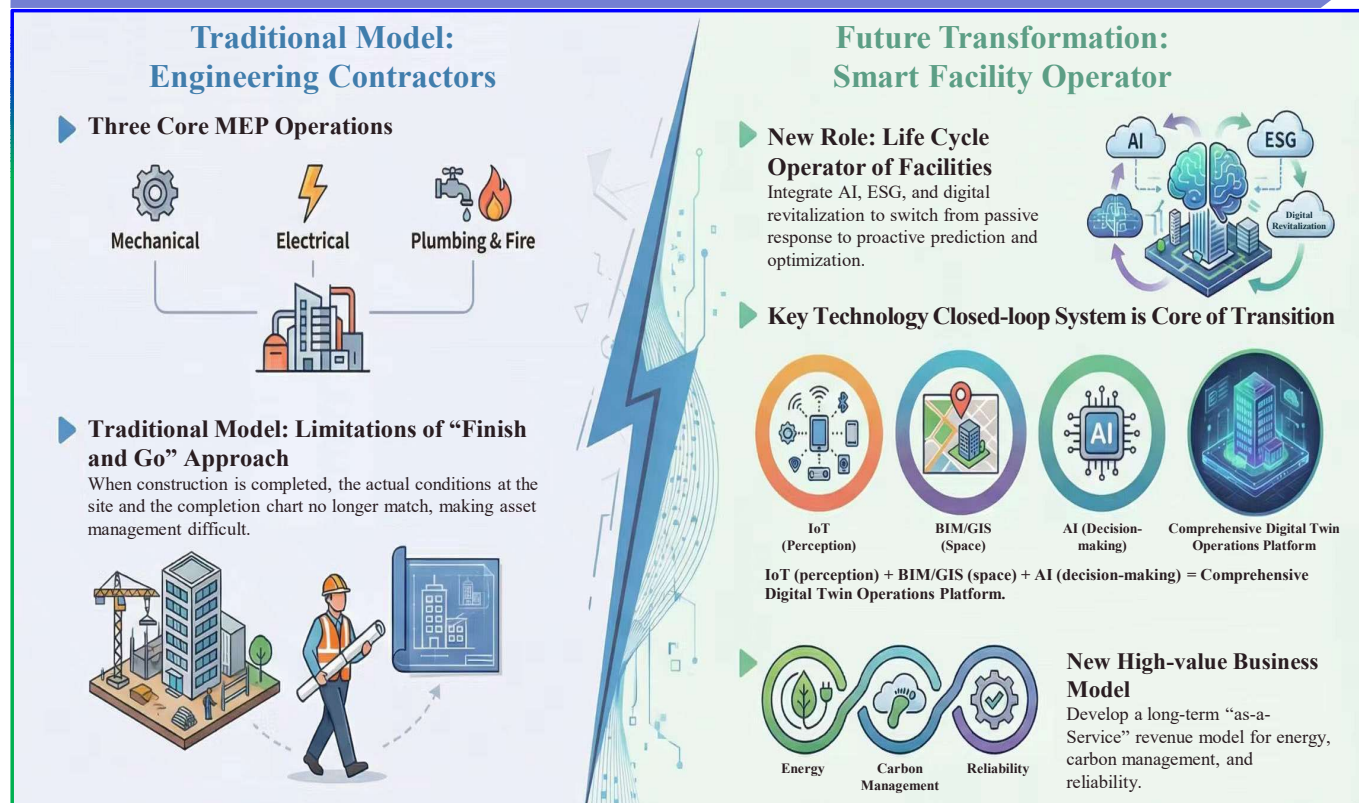
Medium and Long-term Outlook for Green Technology Application

Under the wave of smart factories, the mechanical and electrical engineering industry is experiencing a model shift from "labor-intensive construction" to "data-intensive operations". The core logic is to transform "cold and lifeless" hardware facilities into digital assets with vital signs through technology integration.

The establishment of an information platform centered on **GIS + LiDAR + BIM + VR + IoT + AI + Cloud + ESG** is to create a "digital brain" that crosses the physical and digital boundaries.

Technical Aspect	Function
■ IoT	Real-time sensing of life signs of equipment
■ GIS / BIM / LiDAR	Real alignment between space and assets
■ Digital Twin	Only room for decision-making
■ AI prediction calculation	Prediction, optimization, and prioritization of decisions
■ AR / VR	On-site execution and senior decision-making
■ Cloud	Borderless Collaboration
■ ESG Carbon Inventory	Value realization

Looking Towards the Future of Engineering, Transforming Traditional Engineering into Smart Facility Operators



Greenhouse Gas Inventory 302

Policies and Commitments

L&K complies with environmental protection laws and standards such as the “Environmental Protection Act,” the “Air Pollution Prevention and Control Act,” the “Water Pollution Control Act,” and the “Environmental Pollution by Solid Wastes Prevention and Control Act.” In 2000, we successfully acquired ISO14001 certification for our environmental management system, and are currently actively practicing it. We take serious consideration of environmental impacts and resource usage in our offices and during construction operations. It is essential for us to take tangible steps to ensure green operations and to reach the goal of emission peak and carbon neutrality, promote green growth, and establish an eco-friendly business.

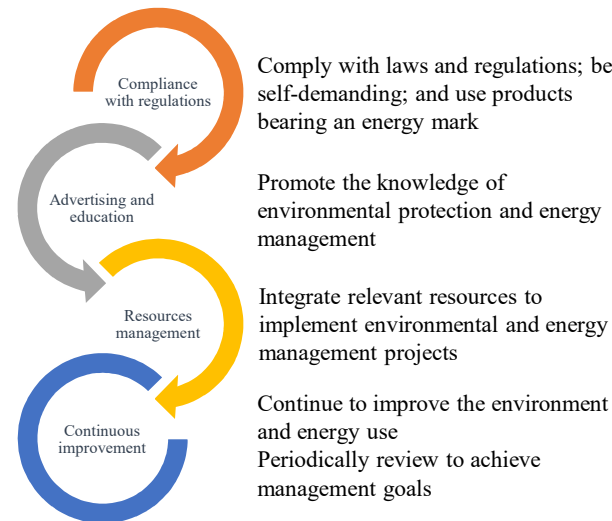
To fulfil the responsibility of the citizens of the Earth, to comply with the relevant laws and regulations when preventing and controlling pollution, to promote the concepts of energy savings and reduction in carbon emissions and take actions to achieve social responsibility and sustainable management, we will gradually promote energy conservation and carbon reduction work and continuously improve it.

In 2025, the greenhouse gas inventory was conducted by the third-party international certification organization AFNOR Asia Ltd. in accordance with ISO 14064-1: 2018 (Scope 1 + Scope 2) as required by the FSC.



Comply with environmental protection and energy regulatory requirements and regulations and the commitments we make.
Improve energy efficiency and reduce energy consumption costs in the offices
Put energy management in place to reduce carbon dioxide output and strive to further enhance sustainability in the enterprise.
Promote waste reduction, sorting, and resource recycling.
Ensure that all domestic and engineering wastes are properly disposed of.
It is the duty of every person to preserve our environment, and we keep encouraging and teaching this idea.

Take the initiative to offer or recommend energy-efficient labeled products to clients.
Implement designs or facilities that improve usage efficiency.
Reduce environmental impact.



Reductions in energy requirements of products and services 302-5

L&K provides engineering services, performing work on project sites. Its offices handle only administrative tasks. As no products are manufactured, there are no solutions in place to reduce the energy demand of products and services.

Biodiversity management 304

Policy Advocacy

L&K falls under the engineering service industry and is not involved in manufacturing and production activities. Currently, we have offices and dormitories in the Xizhi Office Building, Hsinchu Industrial Park, and Xinshi District in Tainan City. We inventoried the project construction sites and employee dormitory rental sites and their surrounding environments, all of which are located within the scope of the already-developed urban or industrial area, and are not located in statutory environmental protection areas or biodiversity sensitive areas. The direct impact on natural habitats and ecosystems is relatively limited.

However, during the construction process of contracted projects, the development of construction sites, underground projects, pipelines, and temporary facilities may still have indirect or cumulative impacts on the surrounding ecological environment, habitat integrity, and species. If this occurs, relevant information will be disclosed in accordance with regulations. Therefore, this item does not apply and no relevant reports will be made.

Energy-saving Management Objectives

Traditional energy sources on a global level are finite, the issue of climate change is becoming more and more pressing due to global warming. We will concentrate on relevant energy saving and carbon reducing strategy. By raising staff's energy conservation awareness and implementing various energy-saving procedures, we can enhance energy productivity. This will aid in establishing an operational energy management system and help to construct a sustainable low-carbon society. and ensuring the sustainable development of the environment, economy, and society. In doing so, we take actions to guarantee that we are doing our share in the sustainable development of the environment, economy, and society.

L&K conducts energy inventory for fuel, paper, refrigerants, electricity, water, and waste generated by activities within its operational control. Since energy consumption varies with the demands of construction projects in progress, to determine if management targets for the current year are met, energy use is measured by changes in carbon emissions as well as in intensity. We draft energy-saving targets by referencing the energy-saving and carbon-reduction lifestyles promoted by the Ministry of Environment and facilitate energy conservation and carbon reduction efforts through various action plans, gradually fostering a green workplace environment. Internally, we leverage the company's electronic bulletin board for advocacy, publishing initiatives, promotions, announcements, and other information, keeping all regions where the company operates on the same page. In doing so, we hope that employees will internalize energy-saving and carbon-reduction concepts, take action, and extend these practices to their personal lives and families, ultimately influencing the social environment. The performance in 2025 is compared with the 2022 baseline year as follows:

Strategy	Action	Key Objective	2025 Target	2025 Implementation Results	2030 Target
Forge consensus	- Utilize when necessary, conserve when necessary - Encourage employees to bring eco-friendly dishware - Approve of the social responsibility of energy saving and carbon reduction	Number of promotions	12 promotions	39 promotions; target met	12 promotions/year
Energy saving and carbon reduction	- Reduce garbage and implement garbage classification - Dispose of 100% of waste in a harmless manner - Save electricity, water, paper, and fuel	Waste reduction Electricity consumption reduction Water withdrawal reduction	Reduce by 0.3% Reduce by 0.5% Reduce by 0.5% Reduce by 0.5%	Increased by 41%, target not met; intensity reduced by 60.6% Reduced by 9.1%, target met; intensity reduced by 74.6% Increased by 3.5%, target not met; intensity reduced by 71.5%	Reduce by 0.3% per year Reduce by 0.5% per year Reduce by 0.5% per year Reduce by 0.5% per year
Improve efficiency	- Replace with energy-saving products - Install water-saving appliances and equipment - Air conditioning equipment and maintenance	Paper reduction Fuel reduction	Reduce by 1%	Reduced by 55.6%, target met; intensity reduced by 87.6% Reduced by 41.8%, target met; intensity reduced by 83.7%	Reduce by 1% per year
Renewable energy	- Water resource reuse: rainwater and reclaimed water recycling - Route the Hsinchu Office cooling tower drain pipe to the fire water tanks for overflow recycling	Reduce water withdrawal	Incorporate into the target for reducing water withdrawal.	Aligned with the target for reducing water withdrawal.	Aligned with the target for reducing water withdrawal.

Note: Comparison of implementation results with carbon emissions.

Non-renewable Fuel Use 302-1, 302-2, and 302-3

L&K's GHG inventory for fuel includes gasoline and diesel usage under its operational control, calculated using factor conversion values provided by the Bureau of Energy. Since energy consumption varies with the demands of construction projects in progress, to determine if management targets are met, energy use is measured by changes in carbon emissions as well as in intensity. The carbon emissions from fuel in 2025 decreased by 41.8% compared to the baseline year of 2022, meeting the target. 83.7% reduction in intensity based on operating revenue. During this period, L&K switched to renting energy-efficient vehicles for company use upon expiration of the old vehicle lease and posted energy-saving tips inside the vehicles to remind employees to adopt carbon-reducing driving habits.

Quantitative Indicators	Unit	2022 (baseline year)			2023			2024			2025		
		Xizhi	Hsinchu	Tainan	Xizhi	Hsinchu	Tainan	Xizhi	Hsinchu	Tainan	Xizhi	Hsinchu	Tainan
Gasoline	Liter	18,295	18,332	79	12,356	18,678	4	12,549	19,294	0	13,619	14,780	82
Diesel	Liter	0	143	18	0	1,530	0	118	1,220	0	46	1,245	19
Carbon Emissions	t CO ₂ e	55	56	0.3	37	61	0.01	37	60	0	30.82	36.69	0.24
Intensity	t CO ₂ e/NT\$1 million	0.00510	0.00515	0.00003	0.00128	0.00211	0.0000004	0.00142	0.00231	0	0.00080	0.00095	0.00001

Note:

1. The boundary for fuel usage under operational control includes fuel expenses reimbursed by the company, covering company vehicles, vehicles with fuel subsidized, machineries and equipment, and the quantities needed for operational activities.
2. The Company's fuel GHG emission factor is based on data announced by the Bureau of Energy, and consistent with the GHG inventory report verified by a third party in 2025.
3. The target for carbon emissions from fuel is 1%.

Purchased Energy Consumption 302-1, 302-2, and 302-3

L&K's GHG inventory for power consumption falls within the scope of its operational control. Power comes from 100% purchased electricity. Since energy consumption varies with the demands of bidding projects and construction projects in progress, to determine if management targets are met, energy use is measured by changes in carbon emissions as well as in intensity. Carbon emissions from electricity use in 2025 decreased by 9.1% compared to 2022, meeting the target. A 74.6% reduction in intensity based on operating revenue. Although the office electricity consumption is not considered high, L&K still attaches great importance to and values electricity usage. We urge employees to autonomously and painstakingly manage their own electricity use. By promoting energy-saving concepts and encouraging the development of good habits, we contribute to protecting the Earth.

Quantitative Indicators	Unit	2022 (baseline year)			2023			2024			2025		
		Xizhi	Hsinchu	Tainan	Xizhi	Hsinchu	Tainan	Xizhi	Hsinchu	Tainan	Xizhi	Hsinchu	Tainan
Electricity	kWh	227,988	427,339	81,950	237,056	405,259	100,621	223,907	426,127	98,898	167,457	443,332	88,784
Total consumption	MJ	820,757	1,538,419	295,020	853,401	1,458,932	362,236	806,064	1,534,057	356,033	602,844	1,595,995	319,623
Carbon Emissions	t CO ₂ e	113	212	41	117	200	50	111	211	49	79	210	42
Intensity	t CO ₂ e/NT\$1 million	0.010	0.020	0.004	0.004	0.007	0.002	0.004	0.008	0.002	0.002	0.005	0.001

Note:

1. Source: Total electricity consumption is calculated based on Taipower billing details.
2. The greenhouse gas emission factor for externally purchased electricity is based on the announcement of the Bureau of Energy, the 0.474 kgCO₂e in 2024 was adopted in 2025.
3. The target for carbon emissions from power is 0.5%.
4. Number of office employees in three locations: 144 in 2025.
5. The data of electricity consumption (including dormitories) in 2025 was consistent with the greenhouse gas inventory report verified by a third party.

Paper Consumption 302-1, 302-2, and 302-3

L&K’s GHG inventory for paper consumption falls within the scope of its operational control. Since energy consumption varies with the demands of bidding projects and construction projects in progress, to determine if management targets are met, energy use is measured by changes in carbon emissions as well as in intensity. Compared to the baseline year of 2022, the total weight of paper procurement amount in 2025 was down by 55.6%, meeting the target. When calculating emissions intensity using revenue, intensity reduced by 87.6%. During this period, energy-saving methods for paper usage and photocopying were posted in public and promoted. Additionally, the optimization of electronic procurement documents also contributed to reduced paper consumption.

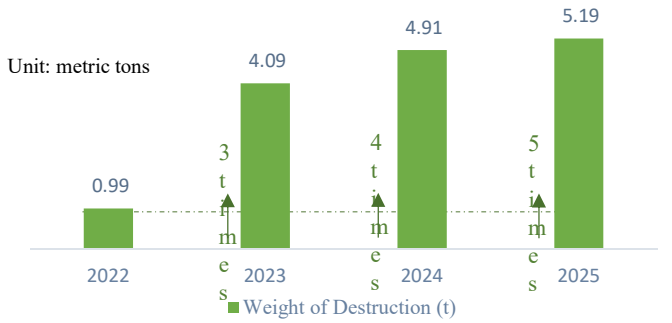
Quantitative Indicators	Unit	2022 (baseline year)		2023		2024		2025	
		Amount NT\$	Total Weight	Amount NT\$	Total Weight	Amount NT\$	Total Weight	Amount NT\$	Total Weight
Photocopy	kg	90,675	5,640	89,788	1,913	41,560	3,276	75,670	2506.5
Eco-friendly pull-out-type paper towel	kg	36,940	357	22,818	323	26,273	383	25,286	365.5
Total Weight	t		6.0		2.2		3.7		2.9
Carbon Emissions	t CO ₂ e		20.6		7.1		12.1		9.3
Intensity	t CO ₂ e/NT\$1 million		0.00190		0.00025		0.00046		0.00024

- Note:
1. According to the Environmental Protection Administration, Ministry of Environment of the Executive Yuan’s announcement, the carbon factor for photocopy paper (virgin paper) is 3.06 kgCO₂e and Dandelion eco-friendly pull-out-type paper towels is 0.739 kgCO₂e.
 2. The target for carbon emissions from paper is 0.5%.

Recycling of expired documents

Qualified vendors are engaged to water pulp and reuse the company’s expired documents. Compared to the baseline year of 2022, the weight of water-pulped documents increased 5 times in 2025. Timely disposal of expired documents ensured the safety of the work environment, freed up space for effective tidy-up and organization. Old document folders and stationery can be recycled and reused. This allows us to reduce waste in the document processing process, promote paper recycling, and optimize the reuse of water resources, and reduce carbon emissions through resource recycling.

Year	Weight of Destruction (metric tons)
2022	0.99
2023	4.09
2024	4.91
2025	5.19



Total Energy Consumption of Business Locations

Based on the "Sustainable Development Roadmap" promoted by the Financial Supervisory Commission to disclose companies' inventory information in the consolidated financial report, the Company included this information in the greenhouse gas inventory of subsidiaries in the consolidated financial report since 2024 and comply with the statutory schedule. It helps to establish a complete greenhouse gas management mechanism without undue delay, and respond to customers' requirements for carbon management and information disclosure, further strengthening the company's sustainable competitiveness.

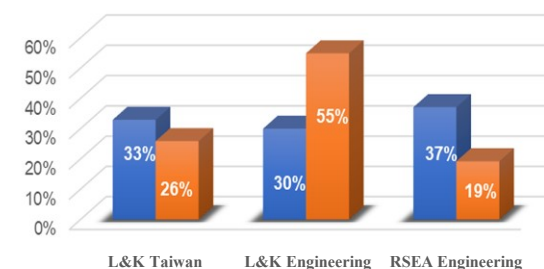
In 2025, the total energy consumption was 10,146,649 million joules, mainly from purchased electricity consumption, accounting for 63% of the overall energy consumption. Second in place was the fuel used by personnel in the areas under the management control of vehicles and machinery, accounting for 37% of the overall energy consumption. In the future, we will continue to track the use and trends of various energy sources and devise energy conservation plans.

Type of Energy			2024				2025			
			L&K Taiwan	L&K Group	RSEA Engineering	Total	L&K Taiwan	L&K Group	RSEA Engineering	Total
Non-renewable Fuels	Gasoline	Liter (L)	31,843	30,324	22,551	84,718	28,481	62,978	20,416	111,874
		MJ	1,039,693	990,103	736,315	2,766,112	929,919	2,056,277	666,592	3,652,788
	Diesel	Liter (L)	1,338	0	13,875	15,213	1,310	0	1,533	2,685
		MJ	47,041	0	487,873	534,914	46,048	0	53,908	99,955
Purchased Energy	Electricity	kWh	748,932	767,481	235,915	1,752,328	699,573	831,158	246,897	1,777,627
		MJ	2,696,154	2,762,932	849,295	6,308,380	2,518,462	2,992,169	888,828	6,399,458
Total Heat Value of Energy Consumed			MJ		9,609,405		MJ		10,152,202	
Total Energy Intensity			million joules/million revenue		0.017		million joules/million revenue		0.014	

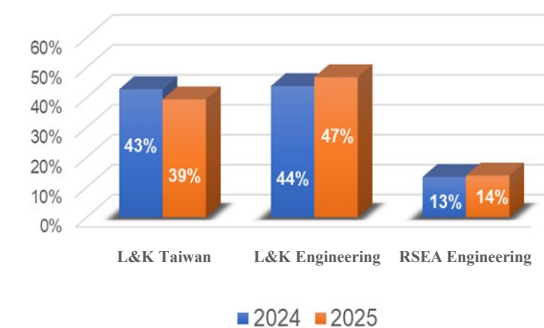
Note:

- Scope of calculation of energy consumption covers operating locations: Mainly based on L&K's offices and dormitories in Xizhi, Hsinchu, Tainan, as well as the offices of L&K Engineering and RSEA Engineering.
- Source of information: Gasoline and diesel are mainly based on actual consumption. Electricity usage is calculated by adding the monthly electricity bills of each location of operations.
- Heat value conversion coefficients of various types of energy: The carbon emission factor of electricity in 2024 was 0.474 kgCO₂/kWh from the Energy Administration, Ministry of Economic Affairs. The heat value of gasoline and diesel was converted by referring to the Climate Change Administration, Ministry of Environment. Gasoline MJ = $L \times 7,586 \times 4.186 \div 1,000$; Diesel MJ = $L \times 8,636 \times 4.186 \div 1,000$ (LHV).

Non-renewable Fuel



Purchased Energy



Water Stewardship 303-3

The water considered in L&K's inventory is supplied directly by the government's water system. No water is sourced from other bodies of water and all wastewater is discharged into the sewer system. Water usage statistics are based on the figures in cubic meters shown on the water bills. The total water withdrawal is equal to the total water consumption. Since energy consumption varies with the demands of construction projects in progress, to determine if management targets are met, energy use is measured by changes in carbon emissions as well as in intensity. During the period, water reduction measures included improving the reuse of cooling tower drainage at the Hsinchu Office, replacing equipment with water-saving equipment and installing water-saving valves in all offices, and promoting water-saving actions and slogans to remind employees to save water.

Water Withdrawal of Three Offices under Operational Control

Quantitative Indicators	Unit	2022 (baseline year)			2023			2024			2025		
		Xizhi	Hsinchu	Tainan	Xizhi	Hsinchu	Tainan	Xizhi	Hsinchu	Tainan	Xizhi	Hsinchu	Tainan
Water withdrawal	t	1,139	2,078	1,506	880	2,053	1,153	1,011	2,157	1,372	909	2,468	1,511
Carbon Emissions	t CO ₂ e	173	316	229	137	320	180	158	336	214	136	370	227
Energy intensity	t CO ₂ e/NT\$1 million	0.016	0.029	0.021	0.005	0.011	0.006	0.006	0.013	0.008	0.005	0.014	0.009

Total Water Consumption of Business Locations

Operational Sites	L&K Taiwan	L&K Group	RSEA Engineering	Total	Water Productivity Intensity (m ³ /NT\$1 million in revenue)
2024	4,540.48	5,662.12	1,843.97	12,046.57	0.028
2025	4,888.24	6,668.00	1,652.39	13,208.63	0.026

Year	Reduction Target	Total Water Withdrawal (unit: t)	Achieved or Not	Intensity t CO ₂ e/NT\$1 million	Amount per capita
2022 (baseline year)	0.5%	4,722.89	Baseline year	0.066	41
2023		4,086.00	Reduced by 13.49%, target met	0.022	32
2024		4,540.48	Reduced by 3.86%, target met	0.027	33
2025		4,888.24 (Note)	Increased by 3.5%; target not met	0.019	33

Note: There were 144 permanent residents and about 5 project personnel who were withdrawn from the Hsinchu office during the period. In addition, during the period from the end of September to the beginning of October, there was a water leakage caused by damage to the water line parts. There were no abnormal water withdrawals after the completion of the inspection.

Note:

1. The GHG emission factor for water is based on the Taiwan Water Corporation's announcement. 2021: 0.152 kg CO₂e per cubic meter. 2022–2024: 0.156 kg CO₂e per cubic meter, 2025: 0.150 kg CO₂e per cubic meter.
2. Number of office employees in three locations: 115 in 2022, 128 in 2023, 136 in 2024, and 149 in 2025. During this period, some project staff returned to the offices.
3. The scope of water consumption inventory includes operating locations: L&K's offices and dormitories in Xizhi, Hsinchu, Tainan, as well as the offices of L&K Engineering and RSEA Engineering.
4. Disclose information on the company's inventory in the consolidated financial report.

Results

✓ Reuse of recycled water

At the Hsinchu office, drainage pipes from the cooling tower were routed to the fire water tanks for overflow recycling, reusing the reclaimed water for improvement.

✓ Replacing traditional equipment with water-saving alternatives

Replaced traditional toilets with facilities with water-saving labels in Hsinchu offices.

✓ Post “Save Water” slogans at faucet switches to reduce water consumption

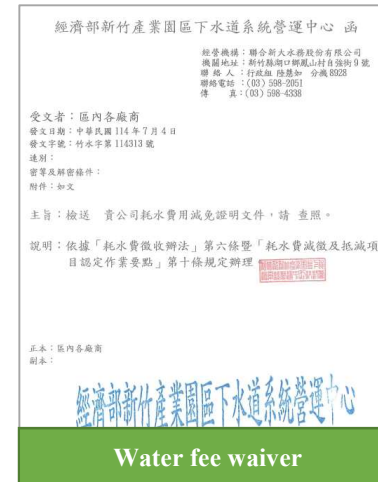
✓ Install water saver on faucets

✓ Posters featuring dual-flush flushing instructions are put up on the toilets to reduce the amount of flushing water

✓ The water dispenser has a timer controller that cuts off operation after office hours, helping to conserve water and electricity

✓ Constantly monitor plumbing fixtures such as taps, water tanks, and toilets for any water leakage, and report any repairs needed promptly

✓ Hsinchu office reduces manpower, time, and energy consumption from cooking through group meals and eco-friendly tableware



Emissions Management 305-1-5

L&K’s greenhouse gas emissions are based on ISO 14064-1: 2018 set by the FSC, where we disclose greenhouse gas emissions for the past two years. The Company has completed the individual inventory for 2025 and commissioned an international third-party verification institution, AFNOR Asia Ltd., in accordance with ISO 14064-1: 2018 (Scope 1 + Scope 2) as required by the FSC.

The Company adopts a proactive deployment strategy to complete verification operations ahead of schedule. It not only complies with statutory schedules, but also helps establish a complete greenhouse gas management mechanism in advance, responds to customers' requirements for carbon management and information disclosure, and further strengthens the Company's sustainable competitiveness.

Compared to the 2022 baseline, for carbon emissions in 2025, Scope 1 emissions reduced by 17.51% while Scope 2 emissions increased by 9.14%. When calculating emissions intensity using revenue, Scope 1 intensity reduced by 79.0% and Scope 2 intensity reduced by 74.6%.

Year	Scope 1 Total emissions (metric tons of CO2e)	Scope 2 Total emissions (metric tons of CO2e)
2022 (baseline year)	116.349	364.952
2023	98.595	367.010
2024	97.886	369.972
2025	95.9728	331.598

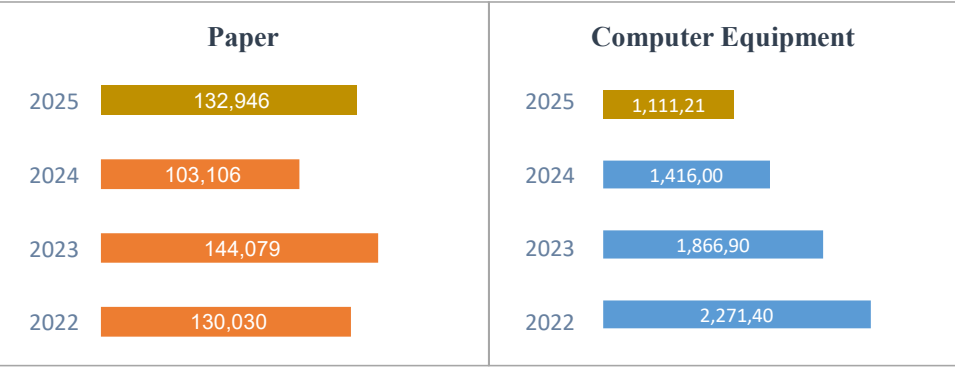
Year	Scope 1 Intensity (metric tons of CO2e per NT\$ million)	Scope 2 Intensity (metric tons of CO2e per NT\$ million)
2022 (baseline year)	0.0118	0.034
2023	0.0034	0.0126
2024	0.0037	0.0141
2025	0.0025	0.0086



Green procurement

L&K’s green procurement, conducted within the scope of activities under its operational control, includes computer equipment and paper. Procurement is non-periodic and done on an as-needed basis, with quantities varying according to the demands of ongoing construction projects.

Year Total Amount	2023	2024	2025
Green-labeled Products	1,996,995	1,523,848	1,244,156
Computer equipment	1,866,900	1,416,000	1,111,210
Paper - PEFC sustainable forest management certification - FSC Forest Stewardship Council certification	155,940	107,848	132,946



Reduction Action 302-

4, 305

Fuel reduction targets and measures

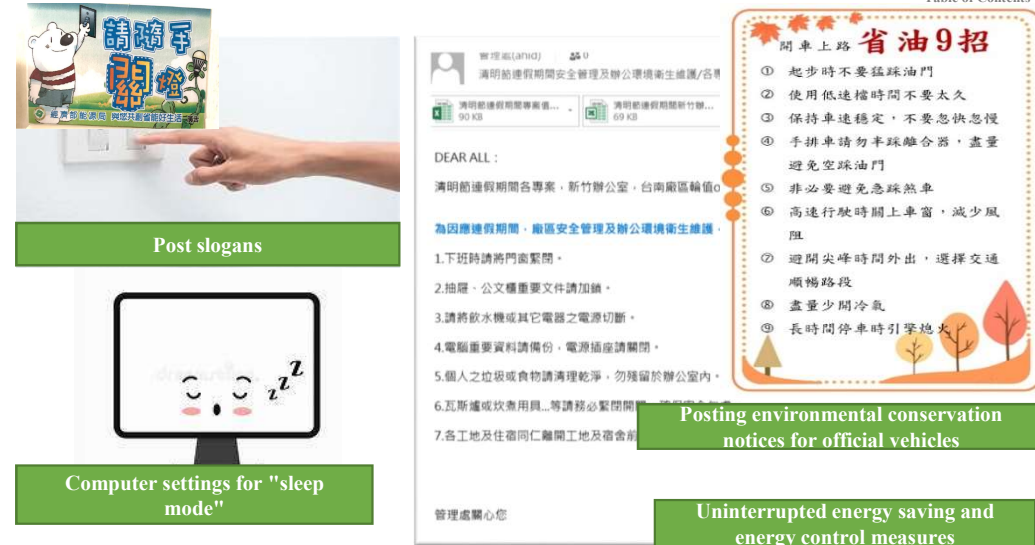


- **Policy goal:** Utilizing 2022 as the base year, the office intends to decrease fuel consumption by 1%.
- The Company and projects use shared transportation to improve the energy efficiency of vehicles and reduce vacant vehicles and idle spaces
- Purchase or lease eco-friendly and energy-saving vehicles.
- If feasible, video conferencing should be employed to diminish the need for transportation.
- Ensure that the vehicle is routinely maintained to ensure it is operating at its optimal performance. This will naturally drive more efficiently and reduce fuel consumption.
- Educate personnel to not place excessive clutter in the car, as it can decrease fuel efficiency.
- Promote correct and safe driving, maintain steady driving speed, and abide by speed limits
- Promote parking while waiting to avoid idling
- Promote the maintenance of suitable temperature in the vehicle
- Declare the carbon emission factor of transportation vehicles and encourage the use of low-energy transportation methods when commuting to and from work

Energy-saving goals and measures



- **Policy goal:** The office aims to reduce electricity consumption by 0.5% compared to the 2022 baseline year.
- Use products bearing an energy mark
- Put up signs with "Energy Saving" slogans at power switches to promote the habit of turning off lights.
- Implement responsibility zone management and ensure lighting is turned off when not in use.
- In areas with low lighting requirements, the number of lamp tubes can be reduced, provided this does not raise safety concerns.
- Printers and other electronic devices automatically switch to power-saving mode after a period of inactivity, or have timers installed.
- Perform regular upkeep and daily maintenance on air conditioning units to ensure high-efficiency operation.
- Blinds are installed on office windows to minimize the amount of solar heat admitted through the glass into the room, thereby reducing the power consumed by air conditioning.
- Select extension cords with a switch design, and unused electrical devices are turned off
- Hsinchu office reduces manpower, time, and energy consumption from cooking through group meals and eco-friendly tableware



Emissions of Ozone-depleting Substances (ODS)

L&K conducted an inventory on the use of refrigerants in offices in three locations based on the scope of business control. The overall use was low and the impact on the environment was limited. We continued to adopt general management and regular monitoring mechanisms to effectively control the use.

Carbon Pricing Policy

In accordance with GRI 305 established by the Global Reporting Initiative (GRI), L&K voluntarily discloses that the total Scope 1 and Scope 2 greenhouse gas emissions under operational control are approximately 500 tons of CO₂e. The current announced carbon fee in Taiwan is NT\$300 per ton of CO₂e, which is used as the basis for internal carbon pricing. Based on an annual total emissions volume of 500 tons, the estimated annual internal carbon cost is NT\$150,000. This carbon cost estimate is not an actual payment, but is used as a financial reference for future capital expenditures and operational decision-making, to facilitate cost-benefit comparisons for energy-saving and carbon reduction measures.

Waste Management 306

In accordance with the operating regulations of relevant government units, L&K has set up a centralized temporary waste storage area, implemented resource recycling and sorting, with 100% of the waste removed by a qualified company, and incineration as the final treatment procedure. Record the production, recycling, and disposal of waste to ensure proper waste disposal and sustainable use of resources. Domestic garbage is mainly produced in offices and some of it is collected back by the Department of Engineering Services from construction sites. During the last three years, there have been no major environmental pollution incidents that have been penalized with fines. There were no hazardous waste and no fines in 2025.

Waste Management 306-5

In 2025, the total weight of waste generated and removed from the Hsinchu and Tainan offices was 24.76 metric tons. The Xizhi Office was handled by the Building Management Committee. During the period, old office equipment was discarded and damages were handled according to normal procedures. The target for waste carbon emissions reduction in 2025 was 0.3%, up 41% compared to the 2022 baseline year, with the target not met. A 74.6% reduction in intensity based on operating revenue 60.6%. Directly recycled categories included PET bottles, aluminum cans, and paper. The neighborhood near the plant assisted in recycling 7.88 metric tons of resources, a 6.2 times increase in the recycling rate compared to the baseline year, but a decrease of 1.3 times from the previous period.

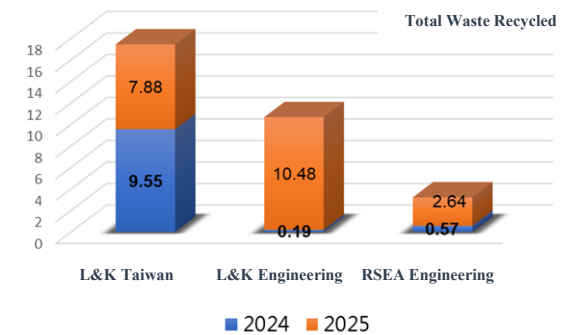
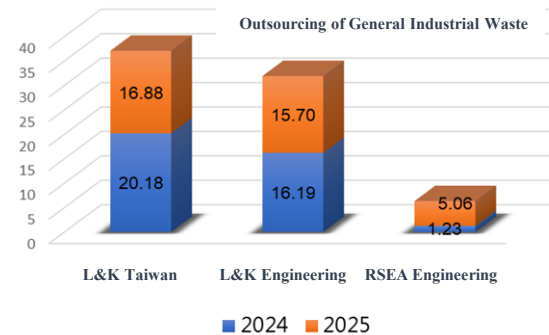
Total Waste Disposal at Business Locations

Disclose information on the inventory of subsidiaries in the 2025 consolidated financial report based on the Sustainable Development Roadmap.

Year	Total General Industrial Waste (tons)	Total Hazardous Waste (tons)	Total Waste Recycled (tons)
2024	37.59	0.08	10.32
2025	37.63	0.18	21

Year	Total Weight Generated (tons)	Waste Removed and Treated (tons)	Directly Recycled (tons)	Directly Recycled Rate	Hazardous Waste
2022 (baseline year)	13.25	11.97	1.28	9.7%	0%
2023	16.03	12.62	3.40	21.2%	0%
2024	29.73	20.18	9.55	32.1%	0%
2025	24.76	16.88	7.88	46.7%	0%

Year	Reduction Target	Waste Removed and Treated (tons)	Performance
2022	Baseline year	11.97	-
2023	0.3%	12.62	Increased by 5.43%; target not met Intensity 0.000893
2024	0.3%	20.18	Increased by 68.59%; target not met Intensity 0.001589
2025	0.3%	16.88	Increased by 41.02%; target not met Intensity 0.000899



Waste Reduction Action 302-4, 305

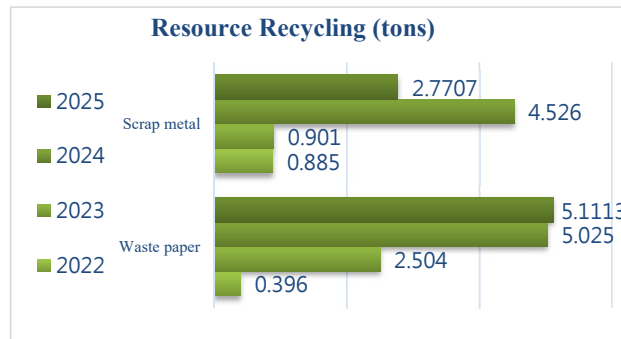
Resource-based waste reduction goals and measures

- **Policy goal:** Reduce domestic waste by 0.3% from the level of 2022, the base year.
- Office furniture is delivered to a recycling company for reuse
- Set up resource recycling bins in response to the government's garbage sorting policy.
- Encourage employees to bring their own personal cups and provide environmentally friendly tableware in the employee canteen.
- Implement paperless electronic documents and work documents to lower the usage of paper and toner.
- Before photocopying, consider the number of copies required, to avoid overprinting.
- Promote double-sided printing and use recycle paper for other purposes.
- Have toner cartridges recycled by the manufacturer when information equipment is scrapped.
- Adopt products bearing the Green Mark of the Ministry of Environment, Forest Stewardship Council (FSC™) Forest certification, and Taiwan Carbon Footprint Label certification.
- Recycle paper products

Recycling Performance

After sorting L&K's office domestic waste, it can be directly recycled into categories including plastic bottles, aluminum cans, and paper. To reduce the cost of waste disposal, recycling and reuse may be more cost-effective than direct disposal or incineration.

In 2025, 7.88 metric tons of resources were recycled, with a recycling rate 6.2 times higher than the baseline year and 1.3 times lower than the previous year.



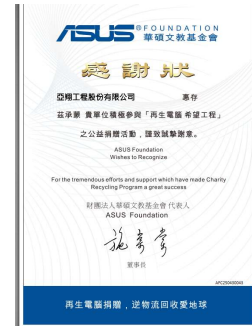
Equipment Reuse

Donated decommissioned office equipment to the ASUS Foundation. Through recycling and repairs, decommissioned products are converted into recycled equipment and donated to disadvantaged groups to help them improve their digital learning abilities and promote resource recycling and reuse, helping to promote environmental protection.

Year	Product Name	Quantity
2025	Printing machine	1

- ◆ During the normal depreciation period of computer equipment, the number of computer servers and laptops replaced is planned to ensure performance. Other computer accessories that are damaged or scrapped before reaching their depreciation period are not included in the performance target statistics. Computer equipment and accessories are recycled and handled by qualified professional manufacturers.

Year	Computer server		Laptop		Other accessories	Total Amount
	Planning	Execution	Planning	Execution		
2025	40	20	16	25	92	134
2024	56	52	31	24	220	296
2023	30	76	30	15	346	437
2022	68	51	72	6	61	118



4 Sustainable Society

97 Employment

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111 Training and Education

115 Employee Diversity, Equity and Inclusion

121 Community Building and Inclusion

■ Occupational health and safety

No violations or penalties
No major occupational accidents

■ Employee Diversity, Equity and Inclusion

No workplace violation grievances
Recognized as one of the Top 100 All-Generations Enterprises

■ Community Building and Inclusion

We deepened our engagement with schools, fostered enterprise talents, and inspired students to gain work experience through internships.
Industry-academia collaboration between domestic and foreign universities to establish new courses in Southeast Asia and cultivate industry talents
Road adoption, implementing separation of pedestrians and vehicles, and strengthening community traffic safety



Employment 401

New Hires and Terminated Employees

According to statistics of new employees of L&K in the past three years, the proportion of employees under the age of 30 has always been the highest, demonstrating the Company's high degree of appeal to the youth and our determination to cultivate young talents. These young employees not only inject new blood into the company, but also bring innovative thinking and vitality, driving the company's continuous growth and transformation. As of the end of 2025, there were 76 new employees under the age of 30 and a total of 103 new employees, accounting for 74% of the overall total. The data show that L&K is actively recruiting new generation talents and providing comprehensive training and growth opportunities to ensure that new employees and the company work towards a better future.

Recruitment and retention

L&K attracts outstanding talents through a diverse array of recruitment channels, including job banks, industry-academia collaboration, and the vocational training council. During recruitment, L&K consistently upholds the principles of fairness and justice, adopting equitable recruitment procedures for all candidates regardless of their race, class, language, ideology, religion, political stance, place of origin, birthplace, gender, sexual orientation, age, marital status, appearance, physical or mental disabilities, zodiac sign, blood type, etc., complying with all legal provisions.

L&K has been actively promoting industry-academia collaboration on campuses since 2015, and has established close partnerships with colleges and universities to provide internship opportunities for students. At the same time, the company has designed a comprehensive graduation incentive plan to ensure that outstanding talents can successfully align with career development and inject a stable new force into the company. Since 2019, we have implemented an employee referral bonus program to encourage employees to recommend outstanding engineering talents to join the team. Not only does this strengthen the internal talent network, but also improve recruitment efficiency and continue to build an efficient and competitive talent team.



Proportion of New Hires									
Year		Female	Male	Female	Male	Female	Male	New Hires Number of people	Employees Total number of people
		Under 30 years old		Aged 31~50		Aged 51 and over			
2025	Number of new hires	16	60	5	17	0	5	103	513
	New hire rate	16	58	5	17	0	5	20	
2024	Number of new hires	5	40	6	12	0	3	66	485
	New hire rate	8	61	9	18	0	4	14	
2023	Number of new hires	13	57	8	14	0	3	95	484
	New hire rate	36	51	9	9	0	5	20	

New hire rate (%) = number of new hires in this category in the current year/total number of employees in this category at the end of the current year

Proportion of Terminated Employees									
Year		Female	Male	Female	Male	Female	Male	Resignation Number of people	Employees Total number of people
		Under 30 years old		Aged 31-50		Aged 51 and over			
2025	Number of terminated employees	6	31	6	13	3	6	65	513
	Turnover rate	9	48	9	20	5	9	13	
2024	Number of terminated employees	5	24	6	17	2	8	62	485
	Turnover rate	8	39	9	28	3	13	13	
2023	Number of terminated employees	6	43	9	23	2	11	94	484
	Turnover rate	17	39	10	14	8	18	19	

Turnover rate (%) = number of terminated employees in this category in the current year/total number of employees in this category at the end of the current year

Compensation and Benefits 2-7, 2-21, 202, 207-3, 405-2

L&K complies with relevant laws and regulations and has established guidelines on employee salary payment in its articles of incorporation. Employee income is subject to withholding tax according to the Income Tax Act. An employee compensation distribution plan is developed according to the articles of incorporation. The plan stipulates that if the company makes a profit for the year, 3-5% should be allocated as employee compensation. In 2025, there were no violations or penalties.

Compensation and Proportion

Overall Female-to-Male Compensation Ratio

Proportion of Senior Management Hired from the Local Community

Employee Category/Gender		Male	Female	Hiring	Number of people	Ratio
Managerial Position	Senior supervisor (division level or above)	1.3	1	Senior management	22	64%
	Middle-level supervisor (manager level and above)	1.2	1			
	Junior supervisor (director level and above)	1.1	1			
Non-managerial position	General employees	1.0	1	Local Senior management	14	

Note: The overall remuneration ratio is calculated based on the number of employees on December 31, 2025.

Ratios of Standard Entry Level Wage by Gender Compared to Local Minimum Wage

Salary Ratio Categories	Local Minimum Wage Ratio		Basic Salary Ratio			
	Basic-level Personnel		Not Supervisors		Supervisors	
Operating locations/Gender	Female	Male	Female	Male	Female	Male
Xizhi Office	1.7	1.7	1	1.0	1	1.6
Hsinchu Office	1.4	1.4	1	1.0	1	1.1
Tainan Office	1.1	1.4	1	1.4	-	-
Other project	1.3	1.4	1	1.2	1	1.3

Number of Full-time Non-managerial Employees and Their Average Salary

Item/Year	2023	2024	2025	Comparison with Previous Year Comparison
Total employee salary (in thousands of NT\$)	498,145	447,590	473,038	5.69%
Number of employees - annual average (person)	478	467	467	0%
Employee salary - average (in thousands of NT\$/person)	1042	958	1,013	5.74%
Employee salary - median (in thousands of NT\$/person)	762	880	1,058	20.23%

Note: Salary information is sourced from publicly available data on the Market Observation Post System for non-supervisory full-time employees.

Annual Total Compensation Ratio

Indicator/Year	2023	2024	2025
Annual Total Compensation Ratio (Note 1)	4.86	5.25	7.47
Percentage Increase in Annual Total Compensation Ratio (Note 2)	-1.4	1.5	1.63

Note 1: Annual total compensation ratio = Annual total compensation of the person with the highest compensation / Median annual total compensation of other employees

Note 2: Percentage increase in annual total compensation ratio = percentage increase in annual total compensation of the highest-paid individual / percentage increase in the median annual total compensation of all employees (excluding the highest-paid individual)

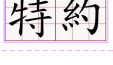
Note 1: Local Minimum Wage: the basic wage was NT\$28,590 in 2025.

Note 2: Gender-specific ratios are calculated as follows: Local Minimum Wage Ratio = Company Minimum Wage by Gender / Local Minimum Wage.

Note 3: Basic-level personnel are defined as non-supervisory employees.

Note 4: Basic salary refers to regular wages (excluding bonuses).

Welfare Policy

	Labor insurance, health insurance, group insurance, labor pension, statutory leave
	Dragon Boat Festival, Mid-Autumn Festival, year-end bonus and dividend
	Birthday vouchers, labor day vouchers, wedding cash gifts, childbirth cash gifts, travel subsidies, children's education scholarships, senior employee rewards, retired employee souvenirs, and subsidies for children with disabilities, emergency relief and loans, and funeral subsidies
	Health checkup
	Education and training
	Lactation rooms
	Sports centers have treadmills, exercise bikes, massage chairs, table tennis, and other equipment
	Free accommodation for cross-regional employees
	Provide uniforms and ESH supplies needed in the workplace
	Accessible parking for disabled and pregnant employees
	Contracted suppliers include kindergartens, hotels, restaurants, travel agencies, medical clinics, and amusement parks
	Flexible meal supply and meal subsidies

Welfare Fund Items and Number of Applicants

Welfare	2023	2024	2025
Total Welfare Expenditure (NT\$ thousand)	22,250	19,644	19,347
Profit per capita (NT\$)	45,970	40,502	37,714
Marriage cash gift	2	4	9
Funeral subsidies	8	9	14
Monetary gifts for maternity	11	7	3
Children's scholarships	70	102	68
Birthday			
51 Gift vouchers	All	All	All
Employee travel			





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Employee travel



Family Day



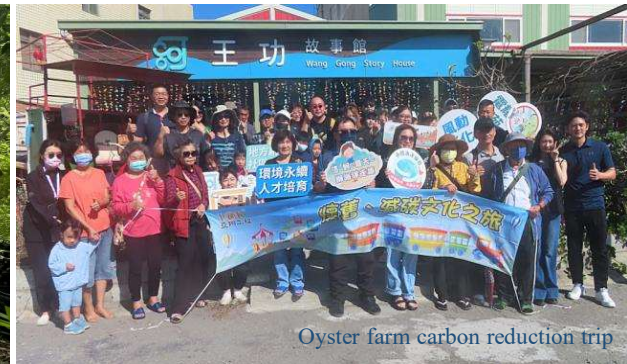
Salt Field Experience



Ecological travel



ESG Environmental Education Journey



Oyster farm carbon reduction trip

Year-end dinner party



Labor/Management Relations 402

Labor-management Policy

L&K complies with labor laws and regulations, such as the Labor Standards Act and the Gender Equality in Employment Act. It respects the fundamental human rights of employees, protects their personal data, and ensures that their rights and interests are properly safeguarded. We attach great importance to the rights and interests of employees and comply with applicable laws and regulations, providing a reasonable compensation package. Every employee enjoys equal treatment in salary, benefits, and other working conditions, and will not be discriminated against based on their race, religion, political affiliation, gender, age, marital status, zodiac sign, or other factors.

L&K abides by labor laws to employ individuals through open recruitment channels, upholding the principle of equal opportunities regardless of race, gender, age, religion, or nationality. We select the right person for the right position to establish an organizational structure that aligns with the company's development. L&K strictly prohibits forced labor and the recruitment of child labor. When new hires come on board, everyone must sign an employment contract to safeguard the rights and interests of both the employer and the employees. To practice ethical corporate management, we have developed a "Code of Integrity," which is communicated to employees through meetings and ERP systems. This ensures that employees are fully aware of the company's commitment and policies on ethical management, preventive measures, and the consequences of violations. We achieved 100% signing rate. For the specific reporting of illegal and unethical conduct, L&K lists a reporting mailbox on its official website. Each construction site also has a customer complaint mailbox in place. We maintain absolute confidentiality of the identity of the reporting party and the details of the reports. There have been no grievance cases established for discrimination against human rights such as race, gender, disability, or labor rights (including the rights of indigenous peoples).

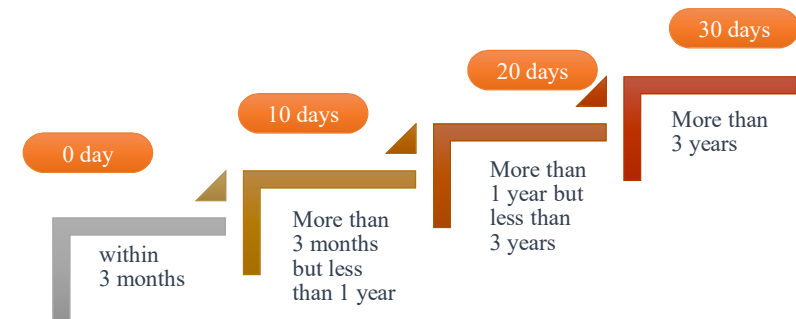
Operational Change Notice Period

L&K values the connection between management and employees, as well as employee safety. As such, it holds quarterly meetings dedicated to labor and labor safety. A suggestion box has been put in place by the company for employees to voice their thoughts and remarks on the firm's management, salary and welfare systems, thus creating an atmosphere of mutual understanding and progress between employers and employees.

L&K complies with Article 16 of the Labor Standards Act, which allows for work suspensions under certain circumstances

- Going out of business or transfer
- Losses or business contraction
- When work is temporarily suspended for one month or more due to force majeure
- When changes in the nature of business necessitates reducing laborers and no other suitable job is available
- When workers are truly incompetent for their jobs

Notice period for employee resignation based on Labor Standards Act.



Occupational Health and Safety 403

ESH Policy 403-1

L&K Engineering Co., Ltd. is an engineering service engaged in design and implementation of engineering projects. We have always been centered around people and regard staff as the most valuable resource of the Company. Abiding by environmental protection regulations, occupational safety and health requirements and other applicable laws, we continue to strive towards reducing hazards and risks associated with the project and ensuring the rights and interests of employees are safeguarded.

Do our best to control pollution and prevent disasters!
Comprehensive safety and health management, safety first, prevention first!
All employees shall take action and lead by example, using safety and environmental protection as guiding principles in their actions!

This is the foundation of our environmental, safety, and health policy, which serves to establish and maintain an environmentally responsible, safety, and healthy work environment. We strongly advocate the prevention of pollution and the protection of the environment, absolutely not tolerating workplace violence and preventing overwork in order to maintain the physical and mental well-being of employees.

We require all personnel and vendors to uphold our beliefs and abide by the following commitments without hesitation:



Continuously Improve Performance.

Strengthen the environmental safety and health responsibility of supervisors

Environmental Safety and Health Management System 403-1

L&K has integrated ISO 14001: 2015 Environmental Management Systems, ISO 45001: 2018 Occupational Safety and Health Management System, and CNS 45001 Taiwan Occupational Safety and Health Management System into its own Environmental Safety and Health Management System, ensuring consistency in management and practical execution, with the objective of assisting supply chain partners to progress towards sustainable development collaboratively.

Occupational Safety and Health Management Committee 403-1

We set up an Occupational Safety and Health Management Committee according to regulations. The committee is composed of the chair Chief Supervisor Chiang, the heads of the various departments, representative of safety and health engineering personnel, representative of safety and health personnel, and labor representatives. The “Occupational Safety and Health Management Meetings” is held quarterly wherein ESH management reports, safety and health proposal discussions, and labor submissions of improvement suggestions take place. labor and management can use the topics to discuss the issues. Communicate, identify and evaluate, review, coordinate and recommend safety and health related matters, implement environmental safety and health management, and jointly create a safe and friendly workplace environment. Through dialogue, identification and evaluation of safety and health issues, review, coordination and advice, both labor and management are empowered to put into action environmental, safety and health management and build a secure and congenial workplace setting.

Occupational Safety and Health Management Committee	2025
Number of meetings	4
Number of management representatives	6
Number of labor representatives	6
Proportion of labor representatives	50%
Proportion of labor representatives to total employees	1.14%

**HEALTH
SAFETY
ENVIRONMENT**

EHS Organization

We established the CIS & QA & EHS Auditing Office as a first-tier unit, responsible for formulating, planning, promoting, and supervising the Company's occupational safety, health, and environmental protection management. It provides guidance to departments and project implementation, conducts regular inspections of safety, health, and environment management performance, and oversees the effectiveness of safety, health, and environment management execution across all units. The objective is to reduce the number of occupational accidents, ensure worker safety and health, and protect environmental resources.



Occupational Safety Management Effectiveness 403-4 403-5

- 1 regular follow-up on ISO 45001
- 1 regular follow-up on ISO 14001
- 1 regular follow-up on CNS 45001

Management System

Work Environment Monitoring

- Commissioned professional institutions to implement environmental monitoring 2 times
- Water dispenser was regularly disinfected 4 times
- Water quality of the water dispenser was tested 4 times
- Wastewater quality inspection and reporting 2 times

Emergency response

- Emergency evacuation drills: 2 sessions
- Conducted external fire safety equipment inspections 2 times
- Conducted internal fire safety equipment inspections 12 times

Risk Assessment

- 8 construction site risk assessments
- Standard version of the risk assessment form was formulated once

Construction site inspection

- Conducted 8 construction site inspections
- Conducted 2 construction site internal audit spot checks
- Conducted 1 external verification of the construction site

Education and training

- Occupational safety and health training: 415 people/3,254 hours
- Emergency response team regular training: 2 sessions
- Occupational safety and health awareness courses: 12 sessions

Hazard Identification, Risk Assessment, and Incident Investigation 403-2



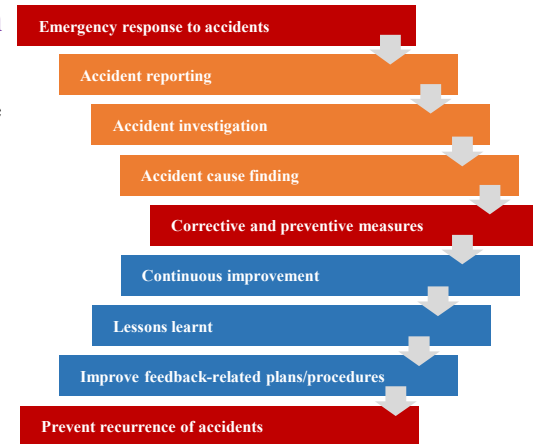
Hazard Identification and Risk Assessment

When a project is established, the work environment is investigated to identify hazards for air pollution, water pollution, and waste. Environmental factors such as waste and hazardous factors such as physical, chemical, biological, and ergonomic factors are evaluated. Formulate specific hazard control plans and measures, and conduct regular reviews every six months. Whenever there are changes to construction methods, equipment, or work procedures, or in the event of a health and safety incident or a major accident, reassessment and re-identification must be conducted.



Accident Response and Prevention

When an incident occurs, in addition to immediately and proactively implementing improvements and assessing the cause of the accident with the personnel and external suppliers, the person in charge of the project should conduct a thorough examination based on the findings of the accident investigation, carry out safety analysis at work, and take preventive steps accordingly. The project leader should also implement safety and health management, improve hazardous environments, and address other project matters, aiming to enhance the capability to recognize risks, establish effective safety practices, and foster a corporate safety culture, ultimately reducing occupational hazards and effectively implementing safety management.



Safety for all employees

At L&K Engineering, everyone is involved in occupational health and safety. In addition to complying with legal requirements for occupational safety and health, we periodically provide courses and information to enhance awareness, offering new knowledge in occupational safety and health. This helps protect ourselves, others, and collectively maintains a safe working environment. Supervisors, employees, and contractors jointly promote “zero accident and zero incident,” improve occupational safety and health performance through continuous review and improvement, and thereby fulfill corporate social responsibilities.



EHS Certification

- Occupational safety and health specialists: 12 people
- Occupational safety and health managers: 35 people
- Class A occupational safety and health supervisors in the construction industry: 112 people
- First aid personnel: 91 people

Occupational Injury Statistics 403-9 403-10

In 2025, no major occupational accidents occurred. The recognition of occupational diseases requires a diagnosis certificate issued by a physician, and no such cases occurred this year.

Occupational Injury Statistics	2025	
	Employees	Contractors
Total working hours (total actual working hours)	976,976	2,364,000
Number of people with disabling injuries	6	5
Days lost due to disabling injuries	197 (Note)	146
Disabling Injury Frequency Rate (FR)	6.14	2.12
Disabling Injury Severity Rate (SR)	202	62
Frequency-Severity Indicator (FSI)	1.11 (Note)	0.36
Work-related ill health	0	0

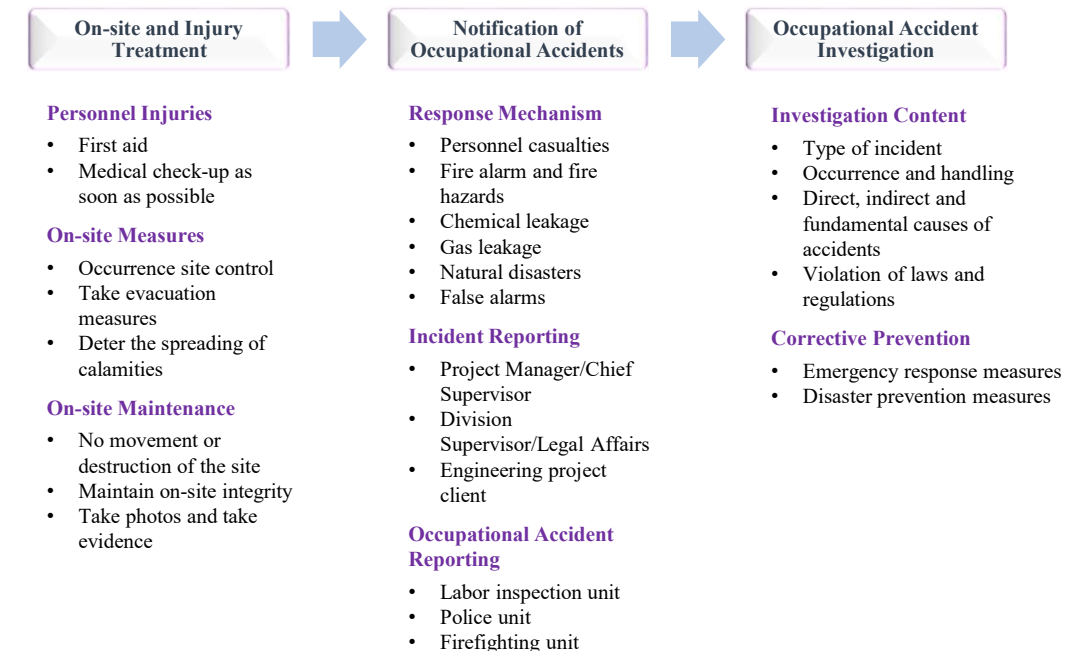
Note: Employee lost a total of 97 days due to post-surgery recovery after a falling accident in March
Employee lost a total of 90 days to recover from fracture caused by a falling accident in May

Type of Occupational Injury (number of cases)	Employees	Contractors
Falling, rolling	1	0
Falling	1	1
Object falling	1	0
Collision	0	1
Trapped or rolled	1	2
Cuts, lacerations, and abrasions	1	1
Non-work-related traffic accidents	1	0

Occupational Accidents and Incidents Management 2-8, 2-25, 403-7

In order to prevent occupational accidents, protect labor safety and health, improve operating efficiency, and implement safety and health management, the Company, when formulating a project-based safety and health management plan, considers the environmental and engineering characteristics and operating procedures of the project concerned in accordance with the terms of the project contract, standard procedures required by the ISO&TOSHMS, the Occupational Safety and Health Act, and the Regulations for Occupational Safety and Health Organization Management and Automatic Inspection Measures. The plan serves as the safety and health management standards in the construction site of the project concerned.

Professionalism Begins with “Safety First!”



Occupational Safety and Health Management of Vendors 403-5

Zero accident, zero incident is our goal!

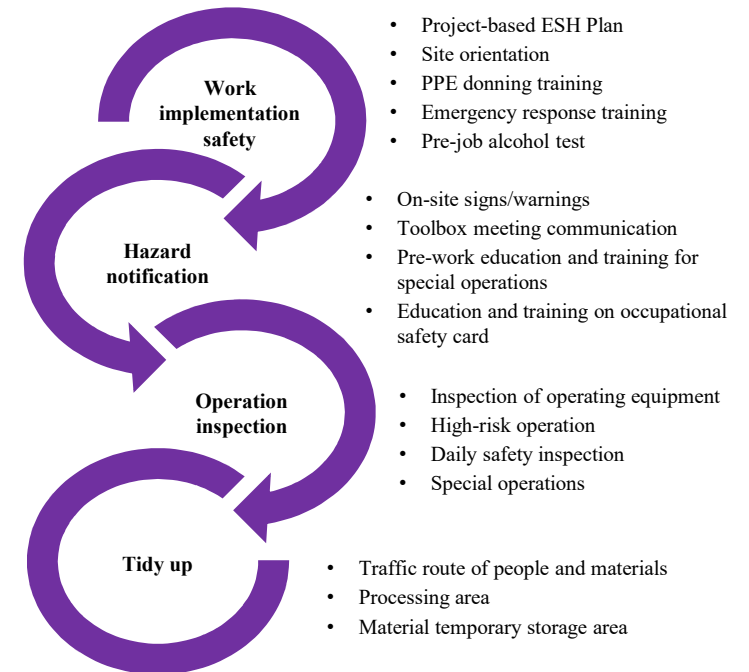
Vendors are an important working partner of L&K!

To ensure vendors comply with environmental, safety and health regulations and the relevant provisions of L&K and its clients, certain occupational safety and health management regulations and requirements have been established in the early stages of procurement and contracting. Vendors and their subcontractors must secure labor insurance, national health insurance, and employer's liability insurance (including Erection All Risks Insurance) for the people they employ for the construction project. This will ensure that labors can work in a more dignified and secure environment.

During the project, vendors should adhere to the project-specific entry control regulations, occupational safety and health management protocols, toolbox sessions, engineers' and workers' safety inspections, and so on in order to comprehend and comply with L&K's "environmental, safety and health requirements."

To guarantee that L&K's environmental safety and health requirements are met, and to boost the safety consciousness and vigilance of its vendors, the environmental, safety and health performance of the vendors will be quantified and incorporated into evaluation criteria during the project to be used as a benchmark for vendor selection in upcoming procurement and outsourcing activities.

A total of 295,500 on-site safety and health training sessions were conducted for contractors of the project in 2025.



Comprehensive Workplace Health and Care 403-3 403-6

Employees are the most valuable asset of an enterprise. Therefore, L&K is actively creating a comfortable, safe, and healthy workplace environment, and comprehensively promotes the concept of health management and preventive healthcare. With "peace-of-mind" and "care" as the core, we allow our employees to feel the company's "passionate" care and support through "thoughtful" and "caring" actions. Through this sincerity and effort, we are committed to enhancing employees' sense of identification and creating an excellent working team.

Health Risk Management Grades

Based on annual employee health check-up reports, we analyze employees' health problems, conduct management classification, and identify high-risk groups.

Grades	Description of Management	Management Measures
Tier 1	Results of a special health checkup or follow-up health exam show that everything is normal, or that some items are abnormal but the doctor later determines that there is no issue.	Regular Tracking
Tier 2	Results of a special health checkup or follow-up health exam show that all items or some items are abnormal and the doctor later determines that such anomaly has nothing to do with work.	Provide labor health guidance
Tier 3	Results of a special health checkup or follow-up health exam show that all items or some items are abnormal and the doctor later is unable to determine whether such anomaly has to do with work and therefore recommends advice by a occupational physician.	Occupational physicians are invited to perform health follow-ups, and if required, perform on-site appraisals of assumed work-related ailments. We shall re-classify based on the assessment findings, and the classification information and the measures taken shall be reported in accordance with the declaration of the central competent authority.
Tier 4	Results of a special health checkup or follow-up health exam show that all items or some items are abnormal and the doctor later determines that such anomaly has to do with work.	Those who are still exposed to work-related hazards after being evaluated by doctors be provided with hazard control and related management measures.

Health checkup

The company conducts general health check-ups for employees in accordance with the "Labor Health Protection Rules." We exceed legal provisions by conducting these check-ups every two years for employees under 65 and annually for those aged 65 and above. In addition to the legally mandated items, other check-ups include abdominal ultrasound, cancer marker tests, and multiple exams that involve the use of medical devices (such as carotid ultrasound, optical coherence tomography, HRV autonomic nervous system assessment, and Helicobacter pylori test). We also offer optional self-paid check-up items for employees to choose from.

Employee Health Checkup Statistics	2022	2023	2024	2025
◆ Number of employees who have completed health checkup				
Employee < 65 years old (once every two years)	400		430	
Employee > 65 years old (once a year)	6	6	8	7
◆ Health checkup reporting rate				
Employee < 65 years old (once every two years)	88.9%		97%	
Employee > 65 years old (once a year)	100.0%	0.86	80%	64%

Work Environment

According to Article 17, Paragraph 2, Sub-paragraph 1 to Sub-paragraph 3 of the Implementation Rules for Regulations for Labor Working Environment Monitoring, the employer shall implement working environment monitoring in accordance with the following provisions.

- Indoor workplaces in buildings with centrally managed air-conditioning equipment should check the carbon dioxide concentration at least once every six months.
- Workplaces where the daily average sound pressure level of noise exceeds 85 decibels for a duration of eight hours on any given workday must conduct noise monitoring more than once in a six-month span.

Work Environment Monitoring	2023	2024	2025
◆ Carbon dioxide concentration <5000ppm Office area (inspection every six months)			
First half	488~830	451~972	631~975
Second half	535~788	556~868	526~765
◆ Daily average phonological level <90.0dBA Aluminum cutting area (inspection every six months)			
First half	85.6	84.7	78.5
Second half	85.7	78.7	73.5

Workplace Violation Prevention Program

The company's senior executives signed a workplace violation prevention declaration, affirming zero tolerance for violations in the workplace, promoting a friendly workplace, and creating an environment that is safe, dignified, free from discrimination, and of mutual respect.

There were no workplace violation grievances in 2025.

Abnormal Workload-triggered Diseases Prevention Program

Based on the employee health check-up results, questionnaire scales, work patterns, and overtime hours in 2024, we screened out 8 employees (2%) as high-risk and 67 employees (13%) as medium-risk for abnormal work overload. We scheduled on-site consultations with physicians for these employees, providing health guidance and medical advice. The remaining employees received regular health information from the company's on-site nursing staff on preventing sudden illness due to overwork.

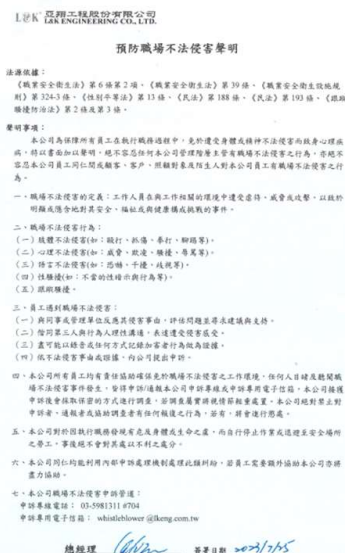
Human-factor Hazard Prevention Program

51 employees (12%) were screened out through the Musculoskeletal Health Questionnaire (MSK-HQ).

Conducted professional on-site consultation with physicians and provided guidance on proper posture for computer tasks and health education.



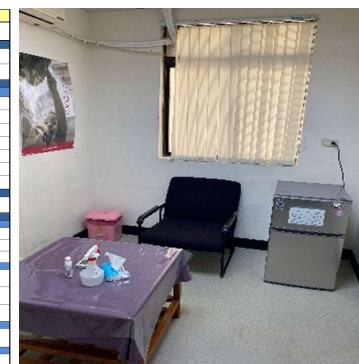
Senior executives of the company signing the declaration to prevent workplace violations and posting it on the bulletin board, making it publicly known



Workplace Maternal Health Protection Program

L&K employs 124 women (representing 24% of the company's workforce) of childbearing age. To prevent female employees from being exposed to hazardous workplaces during the period of maternal health protection, if the workplace environment and operations are likely to be harmful to maternal health, further measures will be taken. These measures include scheduling on-site physicians to complete work suitability assessments and implementing appropriate hazard controls based on recommendations from professionals to protect the health of female employees. The maternal health protection program covered 4 employees in 2025. Their hazard assessments were all classified under Level 1 management. In addition, to create a more friendly workplace environment, breastfeeding rooms are also set up for female employees.

附則一：作業場所危害評估及母性健康保護推行措施表		
母體對金、銀害	千兩研室	無任何危害 (無害)
母體對金、銀害	千兩研室	無任何危害 (無害)
一、物理性危害		
部門名稱	銀室中心	
作業範圍 (作業日期、職別、其他)	無任何	
一、作業場所危害類型 (無害、無害、無害)		
物理性危害：	無	
化學性危害：	無	
生物性危害：	無	
人因性危害：	無	
工作能力/體能能力：	無	
其他危害特性：	無	
補充說明	無	
二、健康維護 (無危害)		
一、危害及健康維護		
1. 物理性危害 (無害、無害、無害)		
機械設備、請敘明：	無	
起重機械設備設備、請敘明：	無	
工程機械設備、請敘明：	無	
2. 行政設備 (無害、無害、無害)		
工程調整、請敘明：	無	
機械或工作調整、請敘明：	無	
行政設備其他、請敘明：	無	
3. 使用防護具 (無害、無害、無害)		
防護具使用情形、請敘明：	無	
4. 其他探採措施 (無害、無害、無害)		
其他探採措施、請敘明：	無	
五、執行人員及日期 (僅就異常實際執行者簽名)		
執行部門	質安中心	
執行人員職務	職業安全衛生人員	
執行人員姓名	傅國	
執行日期 (西元年、YYYY/MM/DD)	2025/9/25	



Lactation room

Health Promotion and Services

L&K hopes to use the professional strengths of the occupational health service team to improve the work environment and pay attention to labor health services, protect labor rights, and promote the physical and mental health of workers. L&K passed the Health Workplace Promotion Self-Assessment Certification from the Health Promotion Administration in 2025.

- ✓ Provide the latest information on labor health services
- ✓ Provide professional consultation and health education information on labor health services
- ✓ Workplace Violation Prevention Program
- ✓ Abnormal Workload-triggered Diseases Prevention Program
- ✓ Human-factor Hazard Prevention Program
- ✓ Workplace Maternal Health Protection Program
- ✓ Workplace Health Management and Promotion Services
- ✓ Workplace Hazard Assessment



On-site Labor Health Services with Physicians

- ✓ Medical advice, health education, and guidance for high-risk groups
- ✓ Ergonomic improvements and guidance for human-factor musculoskeletal health
- ✓ Adaptive work and assessment of maternity protection
- ✓ Adaptive counseling for middle-aged and elderly workers
- ✓ Workplace hazard identification and assessment
- ✓ Medical consultation and health education with professionals
- ✓ Workplace Hazard Assessment
- ✓ Work-related injury rehabilitation and work assignment



On-site services in the Northern, Central, and Southern regions



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➤ AED installation and first aid training

Heart disease has long been ranked among the top three major causes of death in Taiwan. In particular, with cases of cardiac arrest caused by sudden arrhythmia, if an automatic external defibrillator (AED) is performed within one minute, the success rate of first aid can reach 90%. However, the success rate will decrease by 7–10% for every minute of delay.

To strengthen emergency response capabilities and employee health and safety, the AED setup and first aid training have been gradually promoted since 2023: the first AED was installed in the Hsinchu office in 2023, and CPR and AED first aid training are conducted every year; added AED equipment to L&K's/RSEA offices in 2024; installation will be completed at the Tainan plant in 2025.

Through the continuous promotion of health and safety equipment and training, L&K is committed to creating a safer, healthier workplace environment with emergency response capabilities.



AED installation and first aid training

➤ Employee Health Management and Health Promotion Plan

The Company upholds the concept of corporate social responsibility (ESG), is committed to providing a safe and healthy work environment, and enhances employees' health literacy and well-being through diverse health promotion programs.

➤ Organized the "Five-day Healthy Dining Challenge"

Through this activity, we hope to enhance employees' health awareness and dietary skills, encourage employees to engage in balanced nutrition and develop good eating habits.



➤ Nutrition and Health Support Program

Signed a contract with a nutrition advisory center to provide professional guidance to employees with dietary needs, assisting them in establishing balanced dietary habits to improve their health and improve their quality of life.

➤ Health Education and Seminars

To promote the physical and mental health of employees and improve health awareness, the QA and EHS Auditing Office invites professional medical personnel to organize health seminars every year.

Two seminars were held in 2025. In addition to in-person participation, they were also available online for viewing. The themes of the seminars included: "Eat for Eye Protection" and "Common Musculoskeletal Treatment".



➤ Health and Wellness Promotion

1. The company publishes relevant health and health information through the ERP system every month, covering smoking hazard prevention, pandemic, musculoskeletal problems, cardiovascular diseases, cancer screening, healthy diet, and health education.
2. In addition, health promotion posters are posted on the employee cafeteria and hallway bulletin boards to promote health knowledge through multiple channels and enhance employees' awareness and management of their own health.



Training and Education 404

Talent Selection, Cultivation, and Retention Policies

- We offer employees comprehensive education and training programs and incentives to motivate them to acquire professional credentials and foster innovation; we upgrade human resources quality through instruction and training, and improve the Company's competitiveness.
- Supervisory, departmental meetings, and labor-management meeting are held regularly to evaluate the suitability of different welfare schemes and managerial techniques, facilitate communication between personnel and the firm, foster collaboration between labor and management, and enhance productivity.
- We have put in place physical mailboxes for the Company and each project, allowing employees' voices and expectations to be directly communicated to senior management in real time, providing a basis for the company's ongoing improvement.

Retirement Rehire Plan

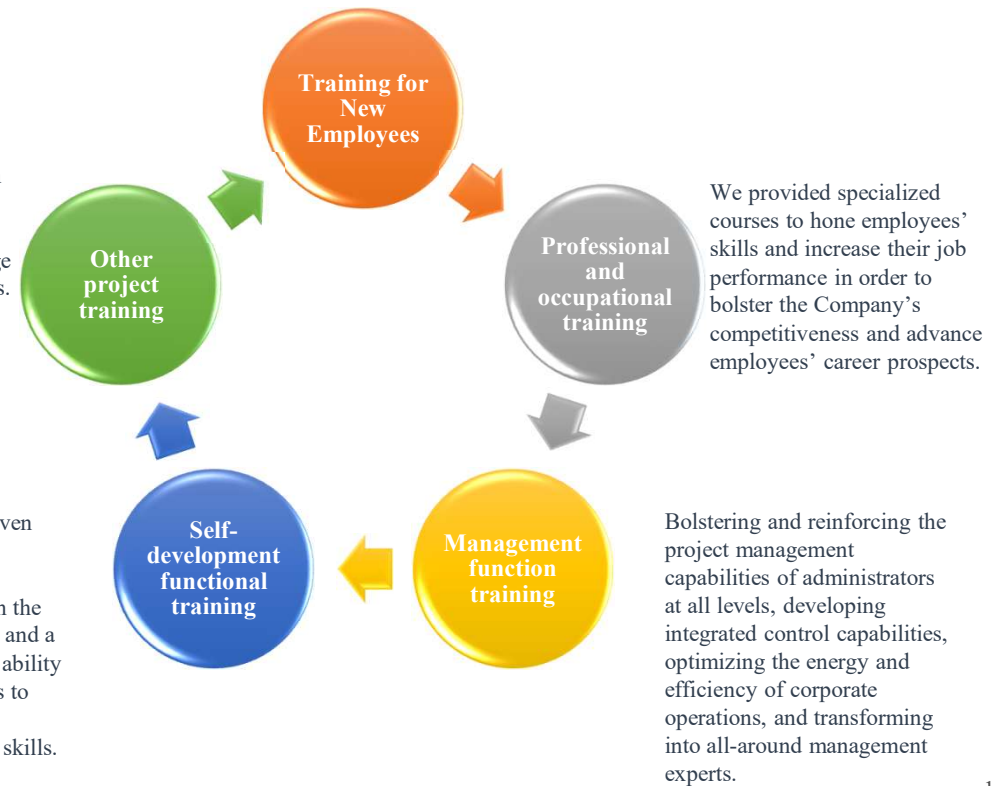
According to the Labor Pension Act under the Labor Standards Act, employees can apply for retirement after reaching the retirement criteria. In addition to providing labor pension reserve funds and monthly labor pension funds in accordance with the law, the company also provides retirees with souvenirs to express gratitude. Retirees have rich and valuable experience, so the company also provides retirement re-employment programs. By passing on the experience of senior employees, it can alleviate the bottleneck in the company's internal professional capabilities. On the other hand, it can also allow employees who are willing to continue to work to continue to contribute to the workplace. In the future, the company will actively encourage retirees to be re-employed as professional technicians or consultants to further realize their professional value.

Talent Cultivation System

New employees are guided by senior advisors to ensure that they comprehend the Company's ethos, business model and become accustomed to their work environment. This is done so that they can quickly become a part of the work team.

Working in conjunction with the Company's strategic promotion, we cultivate new knowledge and skills for employees. For example, skills training, job succession training at all tiers, presentation aptitude training, and so on.

Our employees are given access to a variety of domestic and foreign courses, depending on the specialism they have, and a range of professional ability training courses, so as to help them develop a comprehensive set of skills.



Cultivation and Short- and Medium-term Development

L&K is firmly convinced that “talents” are the utmost asset to the company. To help the business remain competitive, we run multiple technical and management capability courses as part of our training system plans, aiming to build the core value of personnel, assist them in reaching their potential, overcome traditional thinking, and enhance their job skills and self-development. Additionally, we align training and assessment with our promotion system, aiming to integrate selection, utilization, development, and retention, thereby comprehensively enhancing the company’s team competitiveness.

In addition to continuing to promote industry-academia collaboration and short-term and mid-term talent cultivation plans with schools, the company has been actively donating to St. John's University to support education development and industry-academia collaboration projects since 2023. This collaboration harnesses the strength of the Board of Directors and the alumni association to provide resources such as the “Employment upon Enrollment” program, various scholarships, and internship opportunities for students. The goal is to help students apply their knowledge in practical settings, match their talents to suitable roles, and simultaneously address the shortage of engineering manpower. This will enable the transfer and continuation of the company’s technical expertise and experience, enhancing overall competitiveness and creating a mutually beneficial relationship for all parties.

Industry-academia Collaboration and Sustainable Development Progress

- Cooperated with SINKO Japan to develop FFU DC MOTOR.
- Installed cleanroom ceiling to comply with regulations of the U.S. National Fire Protection Association (NFPA)
Development of fireproof sprinkler connectors for systems and obtained FM certification.
- Partnered with National Sun Yat-sen University to finish the engineering and examination of the fire and smoke control system in the clean room.
- Collaborated with the National Taipei University of Technology to bring the research on clean room air flow field simulation analysis and FFU diffusion network design analysis to fruition.
- Cooperated with National Chiao Tung University to conclude the technology for inorganic gas sampling analysis and ion chromatography examination.
- Concluded the fabrication and assembly of lift-up lamps for clean rooms.
- Partnered with NIPPON MUKI CO., LTD., a Japanese company, to finalize the assessment and analysis of material degassing properties.
- Signed a five-year technical cooperation contract with the Environmental and Safety and Health Technology Center of the Industrial Technology Research Institute (ITRI), including technology transfer in smoke control, fire protection, exhaust systems, BSL3/BSL4 biotechnology safety, and other knowledge services.
- Collaboration with multiple schools such as CSU, SJU, TNU, NCUT, CJCUC, STUST, UCH, KSU, CSU, and LHU in industry-academic partnerships.
- Make regular donations to St. John’s University’s “Employment upon Enrollment” program, starting from 2023.

Industry-association exchanges

Drawing on our core competencies in the engineering field, L&K remains devoted to offering engineering knowledge and services to various projects. Simultaneously, we are actively involved in business associations to advance mutual development and promote transnational economic and cultural exchanges. Additionally, we are deeply committed to professional talent training to exert our influence in the engineering industry, thereby facilitating the industry’s growth while honing L&K’s competitiveness.

Year	2023	2024	2025
Total Amount	195,000	165,900	233,960
Unit	The Institute of Internal Auditors - Chinese Taiwan	Professional Civil Engineers Association	Institute of Civil and Hydraulic Engineering
	Taiwan Parenteral Drug Association	The Institute of Internal Auditors - Chinese Taiwan	Professional Civil Engineers Association
Unit	Taiwan Cleaning Technology Association	Chinese Arbitration Association, Taipei	Chinese Institute of Engineers
	Taipei City Interior Design and Decoration Business Association	Occupational Health and Safety Association, R.O.C.	Chinese Society of Structural Engineering
Unit	Importers and Exporters Association of Taipei	Taiwan Parenteral Drug Association	Taiwan Parenteral Drug Association
	Taipei Electrical Commercial Association	Importers and Exporters Association of Taipei	Taiwan Cleaning Technology Association
Unit	Taiwan Society of Construction Law	Taipei Electrical Commercial Association	Taipei Association of Interior Designers
	Taiwan Fire Industry Association	Taiwan Society of Construction Law	Importers and Exporters Association of Taipei
Unit	Taiwan Water Pipe Engineering Industries Association	Taiwan Water Pipe Engineering Industries Association	Taipei Electrical Commercial Association
	Taiwan Electrical Contractors Association	Taiwan Electrical Contractors Association	Taipei Bar Association
Unit	Taiwan Woodworking Machinery Association	Taiwan Association of Machinery Industry	Taiwan Society of Construction Law
	National Association of Small & Medium Enterprises	National Association of Small & Medium Enterprises	Rail Engineering Society of Taiwan
Unit	Taiwan Bar Association	Taiwan Refrigerating & Air-Conditioning Engineering Association of R. O. C.	Taiwan Fire Industry Association
	Taiwan Refrigerating & Air-Conditioning Engineering Association of R. O. C.	Taiwan High-Tech Facility Association	Taiwan Water Pipe Engineering
Unit	Taipei Bar Association	Taiwan Bar Association	Taiwan Refrigerating & Air-Conditioning Engineering Association of R. O. C.
	Taiwan High-Tech Facility Association	Keelung Bar Association	Taiwan Electrical Contractors Association
Unit	Kaohsiung Bar Association	Taiwan Stock Affairs Association	Taiwan Association of Machinery Industry
	Keelung Bar Association	Chinese Institute of Engineers	Taiwan Woodworking Machinery Association
Unit	Taiwan Stock Affairs Association	Professional Nurses Association	National Association of Small & Medium Enterprises
	Hsinchu County Manufacturers Association of Industrial Park	Hsinchu County Manufacturers Association of Industrial Park	Taiwan Bar Association
Unit	Hsinchu County Nurses Association	Hsinchu County Nurses Association	Chinese Arbitration Association, Taipei
			Taiwan High-Tech Facility Association
Unit			Taiwan Stock Affairs Association
			Times Information
Unit			Professional Nurses Association
			Hsinchu County Manufacturers Association of Industrial Park
Unit			Hsinchu County Nurses Association

 A total of 1,625 internal and external employee education and training courses in 2025

- The total training hours of 11,329 hours
- The average number of training hours per employee was 22 hours
- An amount of NT\$1,538,643 was put into annual education and training funds

Employee Type	Gender	2023	2024	2025
Senior Executives (Deputy Director or above)	Male	25	19	6
	Female	22	16	25
Mid-level Executives (Deputy Manager or above)	Male	18	16	54
	Female	24	24	3
Entry-level Executives (Team Leader or above)	Male	14	6	21
	Female	14	26	29
General employees (including contract employees)	Male	16	10	28
	Female	12	11	20
Average number of training hours per employee		15	17	22

Note: 1. The average annual training hours per employee = the total number of annual training hours for employees/the total number of employees in the year
 2. The average training hours are rounded to the nearest whole number.



Training Courses	Gender	2023	2024	2025
Internal training courses	Male	10,008	116,742	16,950
	Female	25,500	32,067	8,170
External training courses	Male	723,219	678,155	1,092,775
	Female	170,617	275,631	420,748
Amount of education and training		929,344	1,102,595	1,538,643

Course Type	Gender	2023		2024		2025	
		Number of people	Hour	Number of people	Hour	Number of people	Hour
1. Courses for on-site engineering professionals	Male	728	3047	1185	3264	696	4547
	Female	218	868	303	1158	192	1492
2. ESH/regulations-related courses	Male	224	886	158	1064	264	2508
	Female	109	411	94	428	151	746
3. ISO/ESG-related courses	Male	112	261	39	118	8	61
	Female	105	230	48	220	41	288
4. Other management/professional courses	Male	81	824	113	610	49	238
	Female	71	301	85	458	73	353
5. New employee orientation	Male	75	528	76	548	114	832
	Female	21	138	20	132	37	264

Physical (face-to-face) education and training courses



Education and Training Achievements



Year	Total Number of Hours	Total Cost	Number of people	Actual Execution Situation (average number of hours: total number of hours/number of people)	Unachieved Action Plan
2023	7,492	929,344	484	15	We have achieved a goal completion rate exceeding 100% and will continue to implement suitable training programs.
2024	7,997	1,102,595	485	17	Achieving a target rate of 100% and above, each department continues to implement training in accordance with the annual course requirements plan to improve employee capabilities and functional development.
2025	11,327	1,538,643	513	22	Achieving a target achievement rate of 100% and above, implementation and training are planned according to the year and organization, and the focus is on professional skills training for employees, in order to attain the ultimate benefits of functional development.

Percentage of Employees Who Undergo Regular Performance Reviews 404-3

Performance evaluations are conducted in accordance with the Employee Performance Appraisal Management Regulations. The performance assessment in the past three years is as follows: Those not included in the annual performance assessment include those who have not passed the probationary period (new colleagues with less than three months of service), those on unpaid leave for more than six months, contract employees, temporary employees, and others.

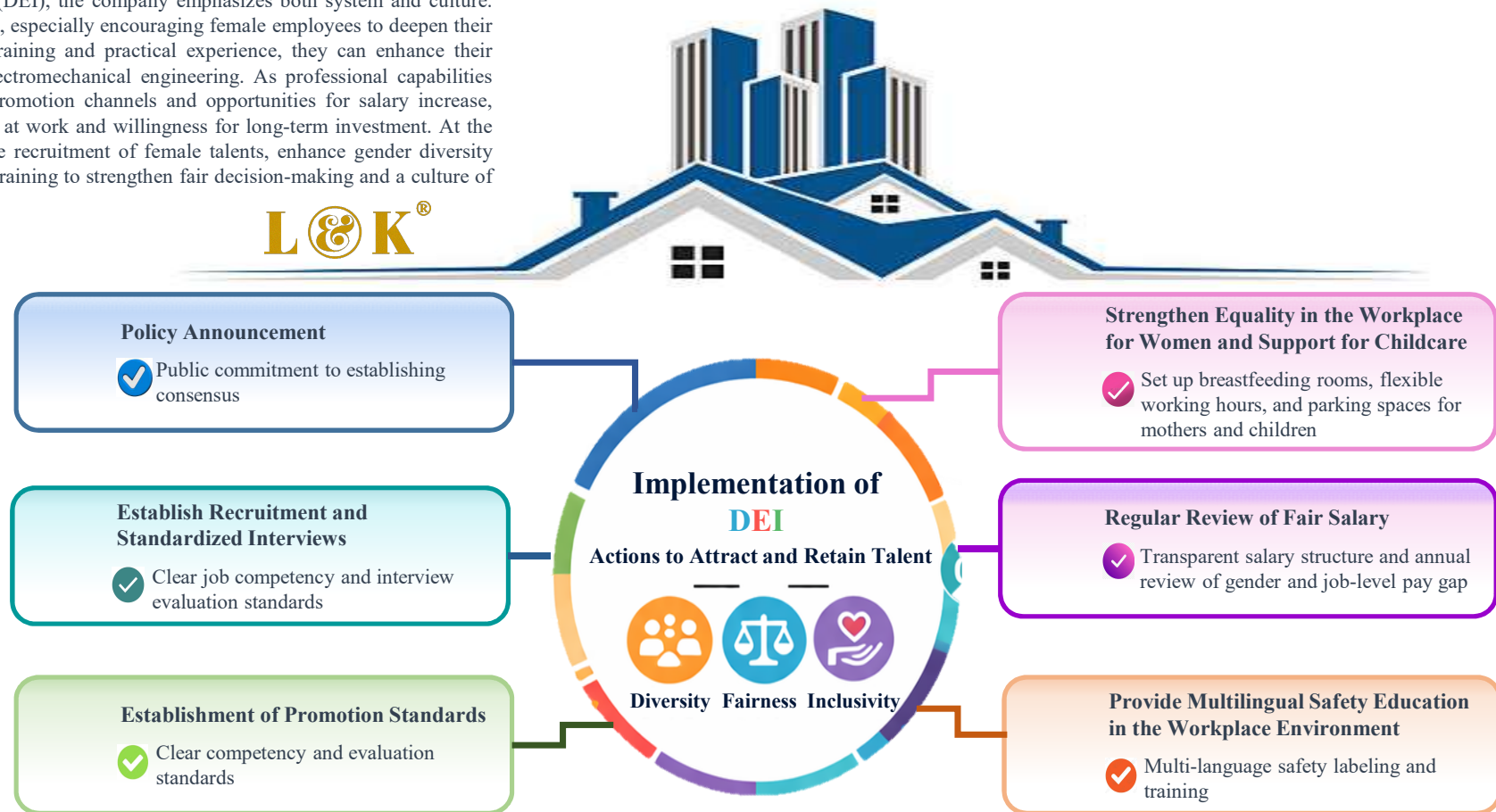
Year	Number of Employees	Number of Persons Evaluated	Proportion of People Participating in Performance Evaluation
2023	484	424	88%
2024	485	441	91%
2025	513	445	87%

Employee Diversity, Equity and Inclusion 405

In promoting Diversity, Fairness, and Inclusion (DEI), the company emphasizes both system and culture. We actively optimize talent retention mechanisms, especially encouraging female employees to deepen their engineering professional capabilities. Through training and practical experience, they can enhance their competency in the workplace in the field of electromechanical engineering. As professional capabilities grow, female employees can gain more clear promotion channels and opportunities for salary increase, thereby strengthening their sense of achievement at work and willingness for long-term investment. At the same time, the company continues to expand the recruitment of female talents, enhance gender diversity from the source, and introduce unconscious bias training to strengthen fair decision-making and a culture of diversity and inclusion.

There were 42 female engineers in 2025, down by 5 compared to the 47 in 2024. After review, it was found that the change was mainly affected by personnel turnover, which shows that there is still room for improvement in talent retention and career development support. In the future, the company will continue to strengthen training, career planning, and friendly workplace measures, increase the retention rate and development opportunities of female talents, gradually promote long-term balance of gender structure, and further improve the overall organizational competitiveness and sustainable development momentum.

Female Engineers	2024	2025
Number of people	47	42



Diversified Human Resources 405-1

Talent composition: as of December 31, 2025, the L&K staff count was 513.

- 4 employees with disabilities
- 7 indigenous employees
- No child labor or youth labor

Employee Type	Gender	Number of people	Ratio	Total
Full-time employee	Female	154	30	513
	Male	337	66	
Contract employee	Female	0	0	
	Male	22	4	

Note: No temporary worker.

Non-employee workers

Category	Gender	Number of people	Ratio	Total
Security personnel	Female	0	0	4
	Male	2	50	
Cleaning personnel	Female	1	25	
	Male	0	0	
Catering staff	Female	1	25	
	Male	0	0	

Employee Education Qualifications						
Educational background	High school or below	Junior college	University	Master's degree or above	Subtotal	Ratio
Female/persons	9	28	102	15	154	30
Male/persons	62	47	207	43	359	70
Subtotal	71	75	309	58	513	100
Ratio	14	15	60	11	100	

Employee age					
Gender	Under 30 years old	Aged 31~50	Aged 51 and over	Subtotal	Ratio
Female/persons	36	91	27	154	30
Male/persons	131	160	68	359	70
Subtotal	167	251	87	513	100
Ratio	33	50	17	100	

Highlight: Recognized as one of the Top 100 All-Generations Enterprises



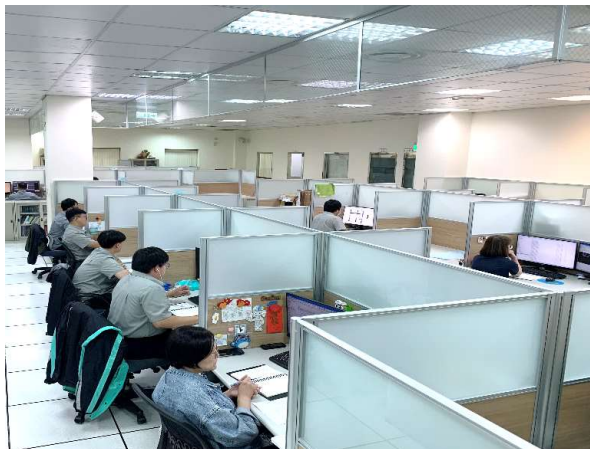
L&K was awarded the Business Weekly 2025 “Top 100 All-Generations Enterprises”, showcasing its dedication and innovation in “Talent Cultivation, Intergenerational Inclusion, and Sustainable Development”.

Recognized as one of the Top 100 All-Generations Enterprises, L&K takes action to face the challenges of declining birthrate and retirement. Taiwanese industries have generated positive benefits in terms of age inclusion and mutual prosperity. This is not only an honor, but also a joint learning map for Taiwanese enterprises, where they can work together to create a workplace that can shine as a stage for different generations and become a model for Taiwanese enterprises.

Business Weekly's "2025 Top 100 All-Generations Enterprises" is an evaluation that focuses on the inclusion and sustainable development of employees of different ages. Therefore, its spirit is closely related to the UN Sustainable Development Goals (SDGs).

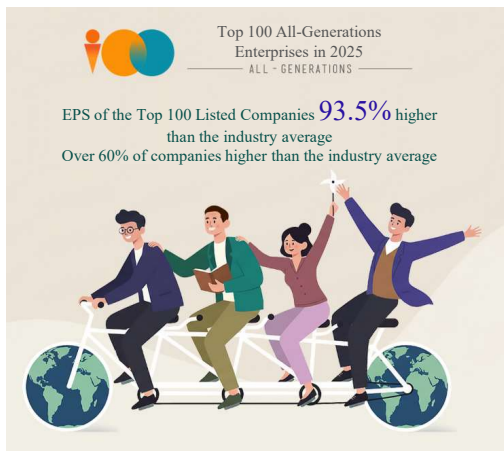
Workplace Environment

Office spaces have an open partition layout, with clear flow of traffic and suitable amount of privacy. The overall focus is on white and light colors, with uniform lighting to create a bright and comfortable atmosphere. The height of the ceiling and the window gap increase the permeability. The seats are consistently integrated to demonstrate good management and professional image.



Corresponding SDGs

SDGs	Goal Name	Description of Relation
SDG 3	Good Health and Wellbeing	Companies attach importance to the physical and mental health of employees, establish a friendly workplace environment, and support healthcare for all ages and work-life balance.
SDG 4	Quality Education	Promote lifelong learning and employee competency cultivation to provide growth and re-education opportunities for different age groups.
SDG 5	Gender Equality	Emphasize workplace equality and diversity and inclusion, covering equal treatment regardless of gender, age, and family caregiving responsibilities. Periodically promote training to employees and have a signing rate of over 99%.
SDG 8	Decent Work and Economic Growth	Establish a friendly and flexible employment system to ensure suitable job opportunities and career development for all ages.
SDG 10	Reduce inequality	Promote diversity and inclusion, including age, gender, and ethnic groups, so that employees from different backgrounds have equal development opportunities.



Professional and Social Ethics

L&K references the United Nations Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, and Taiwan’s National Action Plan on Business and Human Rights, and commits to safeguarding labor rights, freedom of association, non-discrimination, and a supply chain free of forced labor. This commitment applies to all offices and engineering projects across all regions.

Core policy content includes:

Labor Rights and Benefits: Comply with the Labor Standards Act and implement a digital working hours system, with 100% coverage.

Non-discrimination Principle: Ensure equality regardless of gender, age, or nationality; female employees account for 30%, and employment of persons with disabilities meets statutory requirements.

Supply Chain Management: Require suppliers to comply with the Labor Standards Act.

Grievance Mechanism: Set up a whistleblowing mailbox.

Responsible Unit: The ESG Committee oversees policy implementation, while management units are responsible for training and risk assessment. There were no violations in 2025. Specific management plans and measures are implemented as follows:

Item	Plan and Measure
Eliminate illegal discrimination	Apart from abiding by the ethos of fairness and impartiality in staff recruitment, we measure the attitude of job applicants, assess their overall performance, and give precedence to job applicants who have mental health issues, are indigenous persons, or are situated in the area in which our operations are based.
Diversity and inclusion and to ensure equal employment opportunities	In terms of employment, salary and benefits, training opportunities, promotion, dismissal or retirement, and other labor rights, we do not unfairly treat employees on the basis of race, class, language, beliefs, religion, party, place of birth, gender, sexual orientation, age, marriage, appearance, facial features, physical and mental disabilities, among other factors.
Comply with the requirement not to use child labor	We do not employ child labor, but out of our responsibility to protect the physical and mental development of children, we put in place regulations for the working hours and work content of child labor in compliance with legal regulations.
Implement human rights care	We comply with laws and regulations and do not force employees to work by means of, including but not limited to, corporal punishment, physical or psychological abuse or coercion, intimidation or other verbal violence, seizure of national identity cards, or other illegal practices.
Reasonable working hours and wages	- The Company complies with legal regulations regarding employees’ normal and extended working hours, leaves, special leaves, and other types of leave. - The wages given to employees are in accordance with wage-related laws, such as basic wages and overtime pay. No wage deductions are permissible under any circumstances as a form of disciplinary action by the Company.

Management Measures

Item	Management Measures
Healthy and safe workplace	Not only are we providing a secure and wholesome workplace in agreement with laws and regulations, but we have also established committed occupational safety and health unit and a committee. We also provide regular instruction and coaching on matters of safety, health, fire safety, and other relevant topics, and take the requisite preventive steps to avert occupational accidents and diminish the potential risks entailed in the working environment.
Privacy protection	To ensure the human rights and privacy of our customers are safeguarded, a comprehensive information security management system has been put in place, and strict control regulations and protective measures are being rigorously enforced.
Harmonious labor relations	To facilitate open communication between labor and management, we arrange labor-management meetings, distribute publications, set up suggestion boxes, and initiate employee forums.
Grievance system	To make certain that worker grievance issues are handled equitably, we have created effective grievance pathways so that each case can be properly managed. Staff experiencing internal issues can lodge grievances through the relevant human resources departments at all levels using the grievance pathways.

	Year	Total Number of Hours	Number of trainees	Ratio the number of trainees
New hires - Human rights policy Employee education and training	2022	141	141	100%
	2023	95	95	100%
	2024	66	66	100%
	2025	103	103	100%



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Friendly Workplace and Family Care Support

To allow employees to balance both work and family responsibilities, and to implement the spirit of the Gender Equality in Employment Act, the company not only provides statutory leave such as maternity leave, prenatal checkup leave, and paternity leave, but also provides friendly workplace facilities such as parking spaces for pregnant women and accessible parking spaces to create a safe, equal, and supportive work environment.

In terms of the leave system, the company has established a complete and flexible leave application management mechanism so that employees can flexibly use various types of leave based on their family care needs. In special circumstances, employees may also apply for unpaid parental leave in accordance with the law to meet short-term or emergency family care needs.

According to the Gender Equality in Employment Act, employees who have been employed for more than six months (regardless of gender) may apply for unpaid parental leave before their children reach the age of three for a maximum period of two years. When employees are raising two or more children, the periods of unpaid parental leave shall be consolidated in the calculation. It remains limited to the period until the youngest child reaches the age of three, with a maximum total duration of two years.

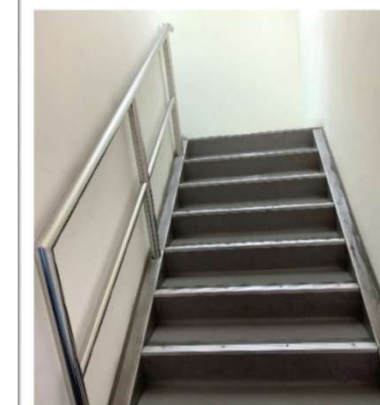
Gender/Total	2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Actual number of employees applying for parental leave without pay in the current year (A)	2	3	5	0	1	1	0	1	1
Number of employees who should be reinstated after the expiration of the parental leave without pay period in the current year (B)	2	1	3	0	0	0	0	0	0
The actual number of employees reinstated after the expiration of the parental leave without pay period in the current year (C)	2	0	2	0	0	0	0	0	0
The actual number of employees reinstated after the expiration of the parental leave without pay period in the previous year (D)	2	1	3	0	1	1	0	1	1
The number of employees reinstated after expiration of their parental leave without pay period in the previous year and thereafter continued to work for one year (E)	2	1	3	0	1	1	0	1	1
Current year parental leave without pay reinstatement rate (C/B) (%)	100	0	67	0	0	0	0	0	0
Current year retention rate after the expiration of the parental leave without pay period (E/D) (%)	100	100	100	0	100	100	0	100	100



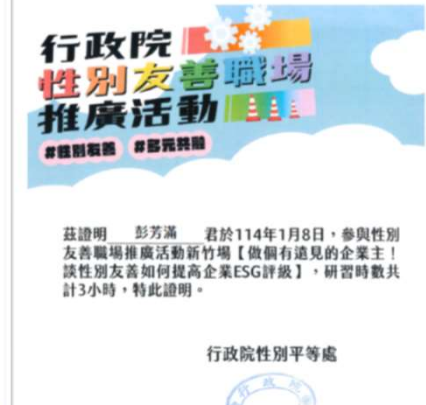
Accessible parking spaces



Established parking spaces for women and children



Set up handrails



Slogans to promote gender awareness

Communication Platform and Complaint Channel

To establish a good labor-management communication mechanism and ensure that the company's policies and important information are communicated in a timely and correct manner, L&K has established a diverse and hassle-free platform for employee communication and feedback. The company and each project site have set up diverse exchange channels to allow employees to fully express their opinions and suggestions. Through a systematic response and improvement mechanism, two-way communication and problem-solving are promoted to reduce the likelihood of labor-management conflicts and further create a work environment of respect and trust.

In addition, the company also regularly publishes internal quarterly publications as an important platform for the exchange of corporate culture and knowledge. Through the publications, the company shares professional experience and employee life points, facilitates internal exchanges and cohesion within the organization, bridges the distance between labor and management, and further maintain stable and harmonious labor-management relations.

The “L&K and RSEA Quarterly” publication covers a wide range of topics, including professional sharing, key concepts, ongoing construction projects, award-winning projects, mind journal, good news reports, welfare news, new employee introduction, honors lists, as well as local customs and culture, local food snacks, and lectures on healthy living and lifestyle. Through contents that focus on both professional and lifestyle aspects, employees are encouraged to interact with each other and pass on corporate culture.

Employee meals can strengthen cross-departmental and cross-work collaboration and improve on-site communication efficiency. It can also resolve conflicts and build cohesion in informal scenarios. At the same time, it diffuses the atmosphere of high-stress construction sites, raise morale and safety awareness, and further promote construction quality and stable progress.



Channel	Time	Concrete Action
Meal gathering	No restriction	Choose convenient transportation venues and use mixed seating arrangements to promote exchanges, interactions, or commendations
Employee land	No restriction	On receipt of any message to the company website, the Administration Division will respond and handle the matter.
Email	No restriction	On receipt of the message, the superior of the accountable unit will respond and take action.
Suggestion box	No restriction	Message sent through project-based and company-specific suggestion boxes, upon receipt, will be attended to by the project lead and the head of the Administration Division.
Employee Care	New recruit registration Three months	Following the reporting by an employee, the respective unit's supervisor will respond and take action
Quarterly publication	Quarterly	Honor board, professional sharing, ongoing construction projects, employee section (mind journal, good news, local customs/local food and snacks), life seminars
Labor-management meetings	Quarterly	Understand and communicate issues raised by employees, announce meeting minutes, and follow up until the case is closed

Community Building and Inclusion 413



Social Aid, Nurturing, and Communal Giveback

Following the idea of “returning to society what it gives,” L&K Engineering works to foster a sustainable society and environment. From time to time, L&K is involved in social services, actively participating in social emergency relief and social giveback and increasing our social participation and contribution. Our activities in this regard are as follows:

- We cared for the vulnerable and made recurring donations to Taiwan Fund for Children and Families - Hsinchu Branch, showing care for children, advocating ethical and moral values, and instilling the law in young people.
- We deeply engaged in community service in that we made regular donations to the Hsinchu County Friends of the Police Association to support collaborative crime prevention and promote police-civilian.
- We allocated funds on a regular basis for talent cultivation and to sponsor academic research. Through industry-university collaboration, we partnered with numerous universities to foster engineering and technical talents.
- We nurtured young students, fostered enterprise talents, and inspired young students to gain work experience through internships.
- We walked into campus to bridge the distance between learning and practical application, foster talents vigorously, and address the issue of social supply and demand discrepancy.
- we support natural agriculture practices, follow the laws of nature, respect the soil as the foundation, maintain the environmental ecosystem, and realize the harmonious prosperity of all living organisms.
- Responding to blood donation campaigns, the company encourages employees to show their love and join blood donation efforts.
- Invoice donations to support disadvantaged groups to demonstrate our care.
- Road adoption, environment optimization

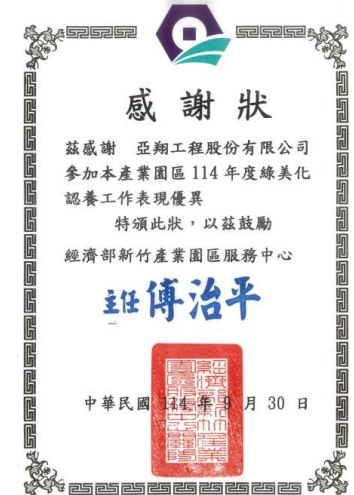
Fulfillment of Corporate Social Responsibility

Through road adoption, the company improves the allocation of layout of sidewalks and safety markings, implements designs to separate pedestrian and vehicle traffic, and strengthens traffic safety in the community. At the same time, we promote better quality of life, create a safer, friendly, and inclusive community environment, and fulfill our commitment to sustainable value.



Charitable Cause

L&K has been continuously donating to underprivileged groups for more than 20 years, including through organizations such as the Taiwan Fund for Children and Families. Additionally, to align with the goal of sustainable development, we have devised a talent reserve plan. We regularly donate to schools to support education, cultivate engineering talent for society, and strive to promote the development of human resources in the engineering industry. By fulfilling our corporate social responsibility, L&K hopes that everyone in this community can live in co-harmony and co-prosperity.



Event/Year	Amount (NT\$)			
	2022	2023	2024	2025
Caring for the disadvantaged	260,000	60,000	60,000	60,000
Social group	380,000	380,000	676,000	590,000
Talent cultivation	116,825	20,116,825	20,250,000	20,150,000
Total	756,825	20,556,825	20,986,000	20,800,000

Risk or Opportunity in the Community and Response Measures 413-1, 413-2

L&K is deeply involved in the engineering field. Before the project is launched, we conduct community risk or opportunity assessments, and discusses corresponding measures in hopes of smooth operations and community co-prosperity.

Assessment Mechanism

Construction plans are included in the community impact assessment, and potential risks such as noise pollution, airborne dust, traffic congestion, and waste emissions are inventoried for nearby communities. At the same time, opportunities such as local labor needs and waste recycling collaboration are identified.

Response Measures

Formulate mitigation plans in advance for high-risk items. Opportunity is given through community engagement and prioritizing the hiring of local workers to strengthen corporate governance and long-term partnerships.

Risks	Item	Corresponding Measures
Noise	Equipment operation disturbing residents' rest	Use low-noise equipment, install sound barriers, prohibit nighttime construction
Dust emissions	Affecting residents' health	Regular operation of water-spraying vehicles Cover exposed ground or stockpiled materials with dust-proof sheets (nets)
Traffic congestion	Road closures for hoisting delay commuting; increased parking demand	Plan alternative routes; deploy volunteers for traffic guidance
Opportunities	Item	Corresponding Measures
Labor demand	Creating local employment	Local hiring
Waste recycling	Creating green business opportunities	Resident participation in waste recycling



Construction site fences |
Maintain environmental safety



Notice: Noise Control Regulations Must Be
Observed in Construction Zones



Peripheral road cleaning
in construction areas



Set up waste sorting bins

Participate in Care for the Disadvantaged and Social Group Activities

The company encouraged employees to fulfill their civic responsibilities through practical actions and to participate individually in various charitable activities or donations. To ensure that employees were not burdened and to promote a culture of giving, activities such as the “Love Invoice Donation,” blood donation drives, participation in charity runs, charity sales, environmental education gaming competitions, and procuring from Children Are Us Foundation for event catering were continued. These initiatives allowed the company and its employees to proactively contribute their kindness, give hope to underprivileged groups, and embody the spirit of helping others.

The company cares about the natural environment and addressing environmental pollution. Through donations, we support the Mokichi Okada International Association (MOA), dedicated to maintaining a balance between nature and the land. We continue to research and promote MOA Natural Farming - a method that seeks to achieve true human health and happiness while safeguarding the Earth’s ecological environment. We hope to popularize this concept and techniques to benefit humanity and work together to create a sustainable environment.



St. John's University



Taiwan Fund for Children and Families



Taiwan High-Tech Facility Association



Friends of the Police Association



National Taipei University



National Taipei University of Technology



Hsin Kang Feng Tian Temple



Good Neighbors

Employees are L&K’s most valued and precious assets, and they are also L&K’s strongest pillar in promoting engineering services. By practicing the business philosophy of [Professionalism, Innovation, Leadership, Waste Reduction, and Responsibility], L&K has created a diverse and friendly workplace environment where employees can learn, grow, and utilize their talents. For talent selection, as L&K expands its business, we adopt a diverse array of channels including industry-academia collaboration, recruitment websites, and referrals from friends and family. The Hsinchu Office is located in a residential area within an industrial park. We regularly arrange pest control measures to keep the living environment there clean and tidy. Recyclable resources are centrally managed in the office area and handed over to nearby residents for sorting and recycling. We hope that this approach can get more people involved, help the elderly stay active, and provide them with additional income, which greatly benefits their lives.



Appendix

125 Appendix 1 GRI Standards Indicator Comparison Table

129 Appendix 2 Task Force on Climate-related Financial Disclosures

Task Force on Climate-related Financial Disclosures (TCFD) and
Climate-related Information Index for TWSE/TPEX Listed Companies

133 Appendix 3 SASB Indicator Index

134 Appendix 4 Table 1-14 Sustainability Disclosure Indicators - Other Electronics

135 Appendix 5 Third Party Verification

Appendix 1 GRI Standards Indicator Comparison Table

Serial No.	Disclosures	Corresponding chapter	Page
GRI 1: Foundation 2021			
GRI 2: General Disclosures 2021			
2-1	Name of organization	About the Report	4
2-2	Entities included in the organization's sustainability reporting	About the Report	4
2-3	Reporting period, frequency and contact point	About the Report	4
2-4	Restatements of information	1. Purchased energy consumption	87, 89, 90, 92
		2. Total energy consumption of business locations	
		3. The tap water coefficient has been adjusted in accordance with the emission coefficients announced by the Energy Administration, Ministry of Economic Affairs, on 2025.9.5.	
		4. Emissions management	
2-5	External assurance	About the Report	4
2-6	Activities, value chain and other business relationships	About L&K Supply chain management	11, 51
2-7	Employees	Employment Employee Diversity, Equity and Inclusion	98, 115
2-8	Workers who are not employees	Occupational health and safety Employee Diversity, Equity and Inclusion	102, 115
2-9	Governance structure and composition	Corporate governance	37-38
2-10	Nomination and selection of the highest governance body	Corporate governance	38-39
2-11	Chair of the highest governance body	Corporate governance	39
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Blueprint Corporate governance	18, 40
2-13	Delegation of responsibility for managing impacts	Sustainability Blueprint	18
2-14	Role of the highest governance body in sustainability reporting	Sustainability Blueprint Corporate governance	18, 40
2-15	Conflicts of interest	Corporate governance	40
2-16	Communication of critical concerns	Sustainability Blueprint Corporate governance	18, 40
2-17	Collective knowledge of the highest governance body	Sustainability Blueprint Corporate governance	17, 20, 40

Serial No.	Disclosures	Corresponding chapter	Page
2-18	Evaluation of the performance of the highest governance body	Sustainability Blueprint Corporate governance	41
2-19	Remuneration Policy	Corporate governance	42
2-20	Process to determine remuneration	Corporate governance	42
2-21	Annual Total Compensation Ratio	Employment	98
2-22	Statement of Sustainable Development Strategy	Sustainability Blueprint	17
2-23	Policy Commitment	Sustainable Development Strategy, Ethical Corporate Management, Tax Policy, Information Security Management, Risk Management, Greenhouse Gas Inventory, Carbon Pricing Policy, Biodiversity Management, Labor/Management Relations, Occupational Health and Safety, Training and Education, Employee Diversity, Equity and Inclusion, and Professional and Social Ethics	17, 35, 44, 54, 57, 84, 93, 101, 102, 111, 115, 118
2-24	Included in Policy and Commitment	Climate Governance and Actions, Greenhouse Gas Inventory	63-67, 84-90, 94
2-25	Procedures for Remediating Negative Impact	Sustainable Development Strategy, Integrity Management, Indirect Economy, Risk Management, Climate Governance and Actions, Emission Management, Waste Management, Occupational Health and Safety, Training and Education, Community Building and Inclusion	17, 35, 47, 57, 62, 92, 94, 102, 111, 121
2-26	Mechanisms for Seeking Advice and Raising Concerns	Integrity Management	35
2-27	Regulatory Compliance	No major violations in 2025	35, 64, 94
2-28	Membership qualification of cooperatives and associations	Promotion of net zero emissions and industry cooperation	21, 112
2-29	Stakeholder Engagement Policy	Materiality and stakeholder engagement	23-33
2-30	Group agreement	Company has not established a union or signed any agreements	-

Serial No.	Disclosures	Corresponding chapter	Page
GRI 3 Material Topics 2021			
3-1	Process for deciding material topics	Materiality and stakeholder engagement	23
3-2	List of material topics	Materiality and stakeholder engagement	24-26
3-3	Management of material topics	Materiality and stakeholder engagement	27-33
GRI 200 Economic Topic-Specific Standards			
GRI 201 Economic Performance 2016			
201-1	Direct economic value generated and distributed by the organization	Economic Performance	44
201-2	Financial implications and other risks and opportunities due to climate change	Climate Governance and Actions	63-67
201-3	Defined benefit plan obligations and other retirement plans	Economic Performance	44
201-4	Financial assistance received from government	Economic Performance	44
GRI 202 Market Presence 2016			
202-1	Ratios of Standard Entry Level Wage by Gender Compared to Local Minimum Wage	Employment	98
202-2	Proportion of Senior Management Hired from the Local Community	Employment	98
GRI203 Indirect Economic Impacts 2016			
203-1	Extent of development of significant infrastructure investments and services supported.	Indirect economy Community Building and Inclusion	47-49, 121-123
203-2	Significant indirect economic impacts	Indirect economy	47-49
GRI 204 Procurement Practices 2016			
204-1	Proportion of spending on local suppliers	Supply chain management	53
205-1	Operations assessed for risks related to corruption	Not Applicable	-
205-2	Communication and training about anti-corruption policies and procedures	Not Applicable	-
205-3	Confirmed incidents of corruption and actions taken	Integrity Management	35

Serial No.	Disclosures	Corresponding chapter	Page
GRI 206 Anti-competitive Behavior 2016			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Integrity Management	35
GRI 207 Tax - 2019			
207-1	Approach to tax	Tax	44
207-2	Tax governance, control, and risk Management	Tax	44
207-3	Stakeholder engagement and management of concerns related to tax	Tax	44
207-4	Country-by-country reporting	The Government of the Republic of China participates in the Country-by-country Reporting System developed by the OECD, primarily assisting tax authorities in the audit selection process. In accordance with the OECD agreement, this report's information will be retained by institutions with tax expertise to understand and assess sensitive information related to this business. L&K Engineering will provide the required business information to the Country-by-country Reporting System. This information will be retained exclusively by government tax authorities.	-
Serial No.	Disclosures	Corresponding chapter	Page
GRI 300 Environment-specific Topics			
GRI 301 Materials 2016			
301-1	Materials used by weight or volume	Non-material topic	-
301-2	Recycled input materials used	Non-material topic	-
301-3	Reclaimed products and their packaging materials	Non-material topic	-
GRI302 Energy 2016			
302-1	Energy consumption within the organization	Greenhouse Gas Inventory	86-90
302-2	Energy consumption outside of the organization	Scope 3: Voluntary Disclosure, not inventoried	-
302-3	Energy intensity	Greenhouse Gas Inventory	86-90, 92
302-4	Reduction of energy consumption	Greenhouse Gas Inventory	88, 91-95
302-5	Reductions in energy requirements of products and services	Greenhouse Gas Inventory	88, 91-95

Serial No.	Disclosures	Corresponding chapter	Page
GRI 303 Water and Effluents - 2018			
303-1	Interactions with water as a shared resource	Not Applicable	
303-2	Management of water discharge-related impacts	Not Applicable	
303-3	Water withdrawal	Water Stewardship	90-91
303-4	Water discharge volume	Not Applicable	
303-5	Water consumption volume	Not Applicable	
GRI 304 Biodiversity 2016			
304-1	Operational sites owned, leased, or managed by the organization or adjacent sites located in environmental protection areas or other areas with high biodiversity value	Non-material topic	-
304-2	Significant impact of activities, products, and services on biodiversity	Non-material topic	-
304-3	Habitats protected or restored	Non-material topic	-
304-4	Among the habitats affected by operations, the species has been included in the IUCN Red List and national conservation lists.	Non-material topic	-
GRI305 Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	Emissions management	92
305-2	Energy indirect (Scope 2) GHG emissions	Emissions management	92
305-3	Other indirect (Scope 3) GHG emissions	Not inventoried	-
305-4	GHG emission intensity	Emissions management	92
305-5	Reduction in GHG emission intensity	Emissions management	93
305-6	Emissions of Ozone-depleting Substances (ODS)	Emissions management	93
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant gas emissions, and other significant emissions	Not Applicable	-

Serial No.	Disclosures	Corresponding chapter	Page
GRI 306 Waste - 2020			
306-1	Waste generation and significant waste-related impacts	Waste Management	94-95
306-2	Managing significant waste-related impacts	Waste Management	94-95
306-3	Waste generated	Waste Management	94-95
306-4	Disposal and transfer of waste	Waste Management	94-95
306-5	Direct disposal of waste	Not Applicable	-
GRI 308 Supplier Environment Assessment 2016			
308-1	New suppliers that were screened using environmental criteria	Non-material topic	-
308-2	Negative environmental impact within the supply chain and countermeasures	Non-material topic	-
GRI 400 Society-specific Topics			
GRI 401 Employment 2016			
401-1	New employee hires and employee turnover	Employment	97
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employment Occupational health and safety Training and education	98-100, 107, 111-114
401-3	Parental leave	Employee Diversity, Equity and Inclusion	119
GRI 402 Labor/Management Relations 2016			
402-1	Minimum notice periods regarding operational changes	Labor/Management relations	101

Serial No.	Disclosures	Corresponding chapter	Page
GRI 403 Occupational Health and Safety-2018			
403-1	Occupational safety and health management system	Occupational safety and health	102-143
403-2	Hazard identification, risk assessment, and incident investigation	Occupational safety and health	104, 105
403-3	Occupational health services	Occupational safety and health	106-110
403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational safety and health	103
403-5	Worker training on occupational health and safety	Occupational safety and health	106, 113
403-6	Promotion of worker health	Occupational safety and health	106-110
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational safety and health	103, 104
403-8	Workers covered by an occupational health and safety management system	Occupational safety and health	102
403-9	Work-related injuries	Occupational safety and health	105
403-10	Work-related ill health	Occupational safety and health	105
GRI 404 Training and Education 2016			
404-1	Average hours of training per year per employee	Training and education	113
404-2	Programs for upgrading employee skills and transition assistance programs	Training and education	111
404-3	Percentage of employees receiving regular performance and career development reviews	Training and education	114
GRI 405 Employee Diversity and Equality and Inclusion Opportunities 2016			
405-1	Diversity of governance bodies and employees	Employee Diversity, Equity and Inclusion	116, 117
405-2	Female-to-male base salary ratio and salary ratio	Employment	98
GRI 406 Non-discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken	Non-material topic	-
GRI 407 Freedom of Association and Collective Bargaining 2016			
407-1	Locations of operations or suppliers likely to encounter risks associated with freedom of association and collective bargaining	Non-material topic	-
GRI 408 Child Labor 2016			
408-1	Operations and suppliers at significant risk for incidents of child labor	Non-material topic	-
GRI 409 Forced or Compulsory Labor 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Non-material topic	-

Serial No.	Disclosures	Corresponding chapter	Page
GRI 410 Security Practices 2016			
410-1	Security personnel receiving training on human rights policies or procedures	Non-material topic	-
GRI 411 Rights of Indigenous Peoples 2016			
411-1	Incidents involving infringement of the rights of indigenous peoples	Non-material topic	-
GRI 413 Local Communities 2016			
413-1	Operations with local community engagement, impact assessments, and development programs	Community Building and Inclusion	121
413-2	Operating activities with significant actual or potential negative impacts on local communities	Community Building and Inclusion	122
GRI 414 Supplier Social Assessment 2016			
414-1	New suppliers that were screened using social criteria	Non-material topic	-
414-2	Negative social impact within the supply chain and countermeasures	Non-material topic	-
GRI 415 Public Policy 2016			
415-1	Political donations	Non-material topic	-
GRI 416 Customer Health and Safety 2016			
416-1	Assess the impact of product and service categories on health and safety	Non-material topic	-
416-2	Incidents of non-compliance concerning product and service health and safety regulations	Non-material topic	-
GRI 417 Marketing and Labeling 2016			
417-1	Requirements for product and service information and labeling	Non-material topic	-
417-2	Incidents of non-compliance with regulations concerning product and service information and labeling	Non-material topic	-
417-3	Incidents of non-compliance concerning marketing communications	Non-material topic	-
GRI 418 Customer Privacy 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information Security Management	56

Appendix 2 Task Force on Climate-related Financial Disclosures (TCFD) and Climate-related Information Index for TWSE/TPEX Listed Companies

TCFD's Disclosure Recommendations	Implementation Status
1. Describe the oversight and governance of climate-related risks and opportunities by the Board of Directors and management team.	The ESG Committee, with the Chairman as the highest responsible authority, demonstrates commitment to net-zero climate, and is coordinated by the ESG Officer, who regularly reports to the Board of Directors on the progress and outcomes of policy implementation, thereby enhancing the quality and efficiency of decision-making. The implementation teams under the committee are divided into the Sustainable Strategy Group, the Environment Group, the Governance Group, the Social Group, and the Economic Group, each responsible for its respective business area. Progress and effectiveness of implementation are regularly reported to the Board of Directors. To address the impact of climate change on sustainable operations, the Company strengthens management's professional knowledge and practical experience in climate-related issues, and assesses the financial impacts, likelihood of occurrence, response measures, and oversight mechanisms of climate-related risks and opportunities, with regular reporting to the Board of Directors.
2. Describe the impact of the identified climate-related risks and opportunities on the organization's businesses, strategy, and financial planning over the short, medium, and long term.	The Company utilizes a risk matrix to identify material climate-related risks and opportunities from the perspectives of the organization, suppliers, and customers. The impacts at each stage are as follows: • Short-term (within 1 year) Risks: Cybersecurity threats, labor shortages, and rising raw material and labor costs, leading to increased procurement costs. Opportunities: Strengthening information security infrastructure and deepening technical collaboration with suppliers to reduce operating costs. • Medium-term (1–3 years) Risks: Constraints on business scope, gaps in technical talent, environmental impacts, and occupational hazards, which may weaken competitiveness and lead to customer loss. Opportunities: Expanding company scale to develop international business, strengthening EPC project track records, promoting diversified employee career development, supporting government environmental policies, and building a low-risk, zero-occupational-accident workplace. • Long-term (over 3 years) Risks: Missing low-carbon and green energy business opportunities, resulting in a decline in newly signed contract value. Opportunities: Meeting customers' net-zero transition needs and developing green energy businesses, leading to an increase in newly signed contract value. • Financial impact: on the risk side, increased operating costs and compressed revenue; on the opportunity side, revenue growth driven by strengthened management systems and technical capabilities. • Strategy: Transitioning toward green engineering contracting, designing energy-saving and carbon-reduction systems for clients, and building a strong track record to capture business opportunities.
3. Describe the impact of extreme climate events and transition actions on finances.	The Company has identified two key risks that impact finances: "policies and regulations" and "technical services." These risks may lead to increased operating costs, a rise in penalty cases, and reduced revenue. Multiple action plans have been developed to enhance market competitiveness. At the same time, the Company has identified two key opportunities: "energy sources" and "products/services." These opportunities can help reduce operating costs and increase revenue.
4. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	The Company, in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), assesses transition risks and physical risks. Groups under the ESG Committee discuss climate change issues, evaluate impacts across the value chain, identify material risks and opportunities, assess corresponding short-, medium-, and long-term strategies and financial impacts, and formulate energy-saving and carbon reduction plans. This framework promotes climate-related information disclosure and stakeholder communication, enhances organizational climate resilience, and effectively supports adaptation to and mitigation of climate-related risk impacts.

TCFD's Disclosure Recommendations

Implementation Status

5. Explain the scenarios, parameters, assumptions, analysis factors, and major financial impacts involved, if scenario analysis is used to assess resilience to climate change risks.

The Company, in accordance with the TCFD framework, analyzes transition risks and physical risks, evaluates the impacts on operations and the value chain under different global greenhouse gas emission scenarios, and formulates corresponding response measures.

Physical Risks: With reference to the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (2021), global climate models and Shared Socioeconomic Pathways (SSPs) are adopted to estimate the long-term impacts of future climate change across regions.

Transition Risks: Taking into account the global net-zero trend by 2050 and Taiwan's climate policies, the Company uses the net-zero scenario in the IEA World Energy Outlook 2022 and Taiwan's Nationally Determined Contributions (NDC) as the basis for assessment to plan its net-zero transition pathway.

6. If there is a transition plan in response to climate-related risk management, please describe the plan along with the metrics and targets used to identify and manage both physical and transition risks.

The Company operates in the engineering services industry and does not engage in manufacturing or production. It has implemented reduction plans at its three offices in Xizhi, Hsinchu, and Tainan, which fall under its operational control, and plans to invite upstream business partners to participate.

The reduction targets are based on the Science Based Targets initiative (SBTi) 1.5°C scenario, using 2022 as the base year, with the following Scope 1 and Scope 2 emission targets:

Short-term (within 1 year) and medium-term (1–3 years): Scope 1 reduced by 1% and Scope 2 reduced by 0.5%

Long-term (3 years or more): Continue to promote related reduction measures

7. Explain the basis for price setting if internal carbon pricing is used as a planning tool.

As an engineering service company, the Company continues to track the trends of carbon pricing at home and abroad, including the collection of carbon fees by the Ministry of Environment (NT\$300 per ton CO₂e starting in 2025), and the Carbon Border Adjustment Mechanism (CBAM) of the EU. The Company also evaluates the financial impact of carbon fees when procurement of projects and materials, and adjusts the cost structure to maintain competitiveness.

In the future, we will reference the SBTi 1.5°C scenario and company experience to plan the introduction of internal carbon fees, quantify the impact of climate change on financial operations, and improve the efficiency of carbon reduction decisions.

8. Provide information including the activities covered, the scope of GHG emissions, the planned time line, and annual progress compared to the targets, if any climate-related targets are established. Detail the source and quantity of the carbon reduction credits used for offsets, or the number of RECs, if carbon offsets or renewable energy certificates (RECs) are used to achieve relevant targets.

The Company, for its three offices in Xizhi, Hsinchu, and Tainan under operational control, has set greenhouse gas reduction targets based on the Science Based Targets initiative (SBTi) 1.5°C scenario, using 2022 as the base year.

The targets for each phase are as follows:

Short-term (1 year or less), medium-term (1 to 3 years), and long-term (3 years or more): Reduce Scope 1 emissions by 1% and Scope 2 emissions by 0.5%.

Scope 1 emissions mainly come from fuel use in company vehicles and are affected by project scale. The Company does not use carbon offsets or RECs.

9. Inventory and assurance of GHG emissions, reduction targets, strategies, and tangible action plans.

1. Please refer to Appendix 1-1 below for details of greenhouse gas inventory and verification.

2. Please refer to Appendix 1-2 below for details of reduction targets, strategies, and specific action plans.

Appendix 1-1

GHG Inventory and Verification

Company Profile	According to the Sustainable Development Roadmap for TWSE- and TPEx-Listed Companies, the minimum required disclosures are
☐ Companies with capital of NT\$10 billion or more, or those in the steel or cement industries ☐ Companies with capital of NT\$5 billion or more but under NT\$10 billion ☒ Companies with capital under NT\$5 billion	☒ Inventory of the parent company as an individual entity ☐ Inventory of subsidiaries included in consolidated financial statements ☒ Assurance of the parent company as an individual entity ☐ Assurance of subsidiaries included in consolidated financial statements

Scope of the Data: The greenhouse gas inventory adopts the “operational control approach.” The boundary includes greenhouse gas emission sources under the control of the following sites; construction sites are not included in the inventory as they are not under operational control.

No.	Facility/Site	Site Type	Address	Factory Registration Certificate	Emission type	Total emissions (t CO2e)	Intensity (t CO2e/NT\$1 million)	Verification Body	Description of Verification
1	Xizhi Office	Office	14F, No. 175, Sec. 1, Datong Rd., Xizhi Dist., New Taipei City	None	Scope 1				
					2024	97.886	0.0037	None	None
					2025	95.9728	0.0025	AFNOR Asia Ltd.	None
2	Hsinchu Office	Factory	No. 9, Ren'ai Rd., Hukou Township, Hsinchu County	99-630275-00	Scope 2				
					2024	369.972	0.0141	None	None
					2025	331.598	0.0086	AFNOR Asia Ltd.	None
3	Tainan Office	Factory	No. 219 & 219-1, Shenei Vil., Xinshi Dist., Tainan City	None	Scope 3 (Voluntary disclosure)				
					Waste	34.766	0.000899	None	None
					Water energy	554.776	0.0474339	None	None

Appendix 1-2

Appendix 1-2 Reduction Targets, Strategies, and Specific Action Plans

The Company's greenhouse gas reduction targets are set based on the 1.5°C scenario of the SBTi and aligned with its operational activities. Using 2022 as the baseline year, the targets are established based on the greenhouse gas inventory of its three offices in Xizhi, Hsinchu, and Tainan, which fall under its operational control. The short-term (within 1 year), medium-term (1–3 years), and long-term (3 years or more) targets aim for a 1% reduction in Scope 1 emissions and a 0.5% reduction in Scope 2 emissions.

Item	Strategy	Action Plan
Scope 1 - Fuel	Support government initiatives by cooperating with and advancing relevant energy reduction policies. Promote and post signage; cultivate daily life habits. Phase-out, procure, or lease of energy-saving vehicles. Reduce unnecessary movement	In 2025, hybrid vehicles accounted for 24% Shared use and carpooling of official vehicles Online meetings are adopted as appropriate based on needs
Scope 2 – Electricity	Support government initiatives by cooperating with and advancing relevant energy reduction policies. Reduce printing Procure or lease energy-saving vehicles	Prioritize procurement of Grade 1 energy-saving products Printers and other electronic devices automatically switch to power-saving mode after a period of inactivity. Perform regular upkeep and daily maintenance on air conditioning units to ensure high-efficiency operation. Install blinds on office windows to reduce solar heat gain and lower air conditioning electricity consumption.
Waste	Promote recycling method Set up waste sorting bins Provide reusable items Shop for eco-friendly products	Use reusable tableware for company-provided meals In 2025, the amount of procurement of eco-labeled products decreased by 48% compared to the baseline year (2022). (Description: procurement based on business needs) Recycling and reuse of packaging materials
Water energy	Install water-saving equipment Air conditioning temperature control Post water-saving reminder signage	Replace water-saving fixtures and check for leaks to prevent resource waste Set air conditioning temperature no lower than 24°C in summer Procure or lease Grade 1 energy-saving products Post signage to reinforce employees' energy-saving habits

2025 reduction target achievement status:

The Company's carbon emission reduction target is based on 2022 as the base year, and the implementation performance is as follows.

Item	Reduction Target	2022 (baseline year)	2024	2025 Performance		
Scope 1 emission equivalent (tCO ₂ e)	1%	116.349	97.886	95.973	-17.51%	Target Met
Scope 2 emissions equivalent (tCO ₂ e)	0.5%	211.533	369.972	331.598	-9.14%	Target Met
Waste removal and disposal volume	0.3%	11.97	20.18	16.88	41%	target not met
Water energy withdrawal	0.5%	4,722.89	4,540.48	4,888.24	3.5%	target not met

Appendix 3 SASB Comparison Table

Disclosures	Indicator Code	Accounting Indicator	Category	Unit	Corresponding Chapter/Section	Page
Environmental Impacts of Project Development	IF-EN-160a.1	Number of incidents of non-compliance with environmental permits, standards, and regulations	Quantification	0	Waste Management	94
	IF-EN-160a.2	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	Discussion and Analysis	Not Applicable	-	
Structural Integrity & Safety	IF-EN-250a.1	Amount of defect- and safety-related rework costs	Quantification	NT\$30,000	Customer Service Management	50
	IF-EN-250a.2	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	Quantification	NT\$0	Customer Service Management	50
Labor Health and Safety	IF-EN-320a.1	1. Employee incident rate and fatality rate	Quantification	0	Occupational health and safety	105
		2. Incident rate and fatality rates for vendors	Quantification	0	Occupational health and safety	105
		3. Contract employees' Total Recordable Incident Rate (TRIR)	Quantification	0	Occupational health and safety	105
Lifecycle Impacts of Buildings & Basic Facilities	IF-EN-410a.1	1. Number of commissioned projects certified to a third-party multi-attribute sustainability standard 2. Active projects seeking such certification	Quantification	1	Green Engineering Implementation	76
	IF-EN-410a.2	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	Discussion and Analysis	According to specifications provided by customers	Green Engineering Implementation	77, 78, 79, 80, 81
Climate Impacts of Business Mix	IF-EN-410b.1	1. Amount of backlog for hydrocarbon related projects 2. Amount of Renewable energy projects	Quantification	0	-	-
	IF-EN-410b.2	Amount of backlog cancellations associated with hydrocarbon-related projects	Quantification	0	-	-
	IF-EN-410b.3	Amount of backlog for non-energy projects associated with climate change mitigation	Quantification	0	-	-
Business Ethics	IF-EN-510a.1	Number of 1. active projects and 2. backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Quantification	Not Applicable	-	-
	IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anti-competitive practices	Quantification	0	Integrity Management	35
	IF-EN-510a.3	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behavior in the project bidding processes	Discussion and Analysis	Applicable management systems	Integrity Management Supply chain management	35 51
Activity Metrics	IF-EN-000.A	Number of active projects	Quantification	53 projects	Economic Performance	44
	IF-EN-000.B	Number of commissioned projects	Quantification	31 projects	Economic Performance	44
	IF-EN-000.C	Total backlog	Quantification	NT\$94.491 billion	Economic Performance	44

Appendix 4

Appendix 1-14 Sustainability Disclosure Indicators - Other Electronics

Serial No.	Indicator	Type of Indicator	Annual Disclosure
(I)	Total energy consumption, percentage of purchased electricity, and renewable energy usage rate	Quantification	1. For the disclosure of 100% of purchased electricity, please refer to page 88. 2. Strengthening renewable energy use rate Please see page 86, Strategy - Item 4 - Renewable Energy Water resource reuse: rainwater and reclaimed water recycling At the Hsinchu office, drainage pipes from the cooling tower were routed to the fire water tanks for overflow recycling. Please see page 92 for action Results_Recycled water for reuse
(II)	Total water withdrawal and total water consumption	Quantification	Disclose total water consumption: L&K's inventory of tap water is directly supplied by the government. There is no additional water source from other water bodies. The total water withdrawal is equivalent to the total water consumption. The statistics are based on the water consumption on the water bills. The total water withdrawal in 2025 was 4,888.24 tons, which was the total water consumption. Please see page 91.
(III)	Weight and percentage of hazardous waste generated	Quantification	L&K Taiwan disclosed 0% of hazardous waste, please refer to page 95.
(IV)	Description of the type, number, and rate of occupational injuries	Quantification	For disclosure of occupational hazard statistics, please refer to page 106.
(V)	Disclosure of product life cycle management: Including the weight of discarded products and electronic waste and the percentage recycled (Note 1)	Quantification	The Company is an engineering service company and does not manufacture any products.
(VI)	Description of risk management related to the use of key materials	Qualitative Description	The Company is an engineering service company and does not use critical materials.
Note 1: Including the sale of scraps or other recycling treatment, relevant explanations shall be provided.			

Appendix 5 Third-party Verification

Sustainability Report



Independent Assurance Statement

L&K ENGINEERING CO., LTD. 2025 SUSTAINABILITY REPORT

The AFNOR GROUP was established in 1926. We are the National Standardization Body of France, a permanent council member in ISO and one of the leading certification bodies in the world. This assurance work was carried out by AFNOR ASIA LTD., a subsidiary of AFNOR GROUP. All the members of the verification team have professional backgrounds and have accepted AA1000 AS, AFAQ 26000, ISO 9001, ISO 14001, ISO 14064, ISO 45001, ISO 50001, and other sustainability-related international standard trainings. All assigned verifiers have been approved as the lead auditors or verifiers. AFNOR ASIA LTD. (hereinafter referred to as AFNOR ASIA) and L&K ENGINEERING CO., LTD. (hereinafter referred to as L&K) are independent entities. Except for the contents described in this independent assurance statement, AFNOR ASIA LTD. is not involved in the preparation process of the sustainability report of L&K.

RESPONSIBILITIES

L&K is responsible for reporting its economic, environmental, and social operating activities and performance (financial and GHG information including overseas locations) in Taiwan operating locations in its sustainability report (hereinafter referred to as "the Report") in accordance with the declared sustainability reporting standards.

AFNOR ASIA is responsible for providing an independent assurance statement to L&K and its stakeholders in accordance with the described scope and method. This statement is for L&K use only and is not responsible for any other purpose.

SCOPE AND CRITERIA

The assurance scope of the agreement between L&K and AFNOR ASIA includes:

1. The scope of assurance operation is consistent with the scope disclosed in the "L&K ENGINEERING CO., LTD. 2025 SUSTAINABILITY REPORT".
2. AFNOR ASIA performs assurance operation according to the Type 1 assurance of the AA1000 assurance standard (v3), reviewing and evaluating L&K's compliance with the AA1000 AccountAbility Principles (2018).
3. The assurance operation includes reviewing and evaluating L&K's relevant processes, systems and controls and available performance information, as well as compliance with the following reporting criteria:
 - GRI Standards.
 - Task Force on Climate-related Financial Disclosures
 - Sustainability Accounting Standards Board Standards

METHODOLOGY

- The Report is reported in accordance with the GRI Standards, and the content of the Report is reviewed for compliance with the GRI Standards for general disclosure and specific topic disclosure.



- The verification team interviewed relevant personnel to confirm the communication and response mechanism for stakeholders and the decision-making process for material topics, but did not directly contact external stakeholders.
- All documents, data and information related to the preparation of the Report were verified by the verification team through interviews with relevant personnel.
- The process of reviewing organizational outputs, collecting and managing qualitative and quantitative data disclosed in reports based on a sampling plan.
- By interviewing the responsible personnel of each group, examining and reviewing the relevant documents, materials and information, the verification team evaluated the reasonableness of the sources of supporting materials and evidence for the contents of the Report.

CONCLUSION

◆ AA1000 Accountability Principles

Inclusivity

L&K has continued to seek stakeholder engagement and establish material sustainability topics to develop and achieve responsible and strategic responses to sustainability. The Report fairly reporting and discloses environmental, social and governance information, sufficient to support appropriate planning and target setting. Overall, the report covers L&K's inclusion issues.

Materiality

L&K has established an effective process to identify stakeholders whose issues are critical to operational performance. Stakeholders are identified through a formal review, and for each material topics, the organization reflects the importance and priority of these stakeholders.

Responsiveness

L&K has demonstrated its response to stakeholders' expectations and opinions in the Report, and included reporting on stakeholder participation and channels for their feedback. In general, the Report can provide timely responses to issues of concern to stakeholders.

Impact

L&K has used a combination of qualitative and quantitative objectives to measure and assess the impact of its operations in its Report. In the future, the organization can continue to invest resources to support the identification, quantification, assessment, and management of environmental impacts.

◆ Global Reporting Initiative Sustainability Reporting Standards

Based on the results of the review, it is confirmed that the general disclosures, specific topic disclosures, and material topics management disclosures in the Report have complied with the requirements of the GRI Standards. In the future, the organization can continue to collect and disclose information in accordance with domestic and other international reporting requirements, and continuously improve the quality of its Report.



◆ Task Force on Climate-related Financial Disclosures

Based on the results of the review, the Report has revealed the impact of climate change on the company's operations, as well as measures to respond to risks and opportunities. In the future, the organization can continue to monitor and update climate situation information, and regularly review and assess the response to risks and opportunities, as well as their potential financial impact.

◆ Sustainability Accounting Standards Board Standards

Based on the results of the review, the Report has disclosed relevant information based on the Sustainability disclosure topics & metrics and activity metrics of the SASB standards. In the future, the organization can continue to collect, monitor, and disclose information as required by the indicators, and integrate it into various management information for organizational operations for analysis and improvement.

ASSURANCE OPINION

AFNOR ASIA has developed a complete sustainability reporting assurance standard based on the verification guidelines of the AA1000 Assurance Standard (v3) and the GRI Standards. Based on the sufficient evidence provided by L&K and the facts seen during on-site verification, we adhere to the principle of fairness and issue a statement on the global sustainability reporting standards followed by the organization. In our opinion, the information and data presented in the Report by L&K provides a fair and balanced representation. We believe the focuses on economic, social, and environmental indicators in L&K in 2025 are well represented.

ASSURANCE LEVEL

In accordance with the AA1000 Assurance Standard (v3), we verified this assurance statement corresponding to a moderate level. The scope and methods are as described in this statement.

For and on behalf of AFNOR :

Dr. August Tsai
The Director for Certification and Assessment
Jun.08.2026

Verification team: Kuan Hsiung Huang (Lead Verifier).
AFNOR Asia Ltd.—20F-2, No. 102, Chung Ping Rd., Taoyuan, Taiwan
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AA1000
Licensed Report
000-84/V3-P9XRJ

Appendix 5 Third-party Verification

Greenhouse Gas Inventory

報告編號：(TH23-212 / 第 1 版)

Certificate

Certificat

溫室氣體查驗報告意見書
THGHG23212-00

查驗範圍：亞細亞工程股份有限公司
221451 新北市沙止區大同路一段 175 號 14 樓
☑涵蓋其他場域範圍如附表所示。

查驗準則：ISO 14064-1:2018

查驗目標：依據 ISO 14064-1:2018 標準，確認上述組織之溫室氣體聲明(溫室氣體查驗報告)依據雙方協議之查驗準則進行查驗並提出報告，法標以客觀公正之立場及原則(相關性、完整性、一致性、準確性、透明性)執行查驗。

數據期間：2025 年 01 月 01 日至 2025 年 12 月 31 日 (檢視的數據為歷史性質)

查驗結果：直接溫室氣體排放量(類別 1)：95.9728 公噸 CO₂e
能源間接溫室氣體排放量(類別 2)：331.5975 公噸 CO₂e

全球暖化潛勢值(GWP)：引用 IPCC 第 6 次評估報告，2024 年

意見書依據：本意見書必須與下列文件作為一個整體以進行解釋說明。
溫室氣體查驗報告 (版次： 1 ; 日期： 2026 年 03 月 18 日)
溫室氣體查驗準則 (版次： 1 ; 日期： 2026 年 03 月 18 日)

實質性：5% (類別 1 及類別 2)

意見類型：☒ 不含保留意見 ☐ 含保留意見(請見附表) ☐ 放棄查驗

查驗結論：確認組織依據雙方協議查驗準則之要求提出溫室氣體意見書，並公正地呈現溫室氣體數據及相關資訊，與雙方協議的查驗範圍、目標和準則一致。
意見書查驗數據之合理保證等級為類別 1 及類別 2

本文件核發日期：2026 年 04 月 28 日

APFOR Asia Ltd. - 台灣驗證及認證有限公司 20P-2, No. 102, Chung-Ping Road, Taoyuan, 330, Taiwan R.O.C.
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報告編號：(TH23-212 / 第 1 版)

多場址範圍之地理位置：

廠區 / 公司	活動範圍地址
沙止辦公室	221451 新北市沙止區大同路一段 175 號 14 樓
新竹辦公室	30352 新竹縣湖口鄉仁愛路 9 號
臺南辦公室	74446 臺南市新市區內里巷內 219 號及 219-1 號

各類別排放量數據：

類別	內容說明	溫室氣體排放量 (公噸 CO ₂ e)	備註
(類別 1) 直接溫室氣體排放	固定式燃燒源、移動式燃燒源、造製性排放源	95.9728	
(類別 2) 輸入能源之間接溫室氣體排放	電力	331.5975	所在地基準
(類別 3) 運輸之間接溫室氣體排放	NS	NS	
(類別 4) 組織使用的產品之間接溫室氣體排放	NS	NS	
(類別 5) 使用組織的產品之間接溫室氣體排放	NS	NS	
(類別 6) 其他來源之間接溫室氣體排放	NA	NA	

生質燃燒排放：0.0000 公噸 CO₂e

註：本意見書之數據小數點後呈現方式，依照查驗方之數量程序等文件之定義呈現；如未定義，則依照環境部組織型方案規定呈現，各類別排放量：小數點後 4 位。

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報告編號：(TH23-212 / 第 1 版)

多場址數據：

廠區 / 公司	排放量單位：公噸 CO ₂ e		
	直接溫室氣體排放量 (類別 1)	能源間接溫室氣體排放量 (類別 2)	間接溫室氣體排放量 (類別 3-6)
沙止辦公室	37.0991	79.3745	---
新竹辦公室	54.2698	210.1393	---
臺南辦公室	4.6039	42.0837	---

其他查驗相關資訊

組織邊界設定：普通控制權

溫室氣體類型：二氧化碳(CO₂)、甲烷(CH₄)、氧化亞氮(N₂O)、氟氯化物(HFCs)、全氟碳化物(PFCs)、六氟化硫(SF₆)、三氟化氮(NF₃)

預期使用目的：自願性溫室氣體排放狀況報告或減量策略依據。
(本聲明責任僅適用於上述預期使用目的，不適用其他任何目的。)

電力係數：引用 2025 年 04 月 14 日能源署公告之 2024 年度電力係數

數據來源：☒ 組織數據來源於現場營運活動的數據蒐集。
☐ 類別 3-6 排放量計算為使用估算數據。
☐ 其他說明：

查驗方法：☒ 現場查驗
☐ 其他

保留意見：無

其他：無

查驗作業實施日期：2026 年 03 月 09 日
2026 年 03 月 18 日

報告日期及版次：2026 年 03 月 18 日，第 1 版。

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報告編號：(TH23-212 / 第 1 版)

查驗團隊與技術審查

主導查驗員：王映敏 簽名：王映敏

查驗員：唐嘉潔 簽名：唐嘉潔

獨立審查者：呂木成 簽名：呂木成

查驗程序

法標以風險評估方法及管制為基礎，依據查驗程序包括：行前評估、現場訪視、與場址的人員訪談、確認所提供的文件證據、對排放數據進行抽樣、評估數據管理系統、確認排放數據的蒐集與彙總、生產與能源消耗之間的分配，並確認所參考的協議條款是否被適當應用。

角色與職責

受查組織責任方依據查驗準則規定，負責準備並提出溫室氣體聲明，此項責任包括規劃、實施及維護與溫室氣體聲明有關的數據管理系統，溫室氣體數據清冊和盤查報告確認。

法標對所報告的溫室氣體排放量提供獨立的第三方查驗，出具本次查驗組織型溫室氣體排放量之查驗意見，查驗團隊具備獨立公正性，不存在任何利益衝突。

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