



**Leader Environmental Technologies Limited**  
**利德环保技术有限公司**

**Sustainability Report 2020**

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## About this Report

This is the Annual Sustainability Report (“**SR**” or the “**Report**”) of Leader Environmental Technologies Limited (“**LET**”, and together with its subsidiaries, the “**Group**”) and covers the sustainability efforts of the Group in the financial year ended 31 December 2020.

Our approach is to focus on the four material topics of our sustainability strategies which are aligned to our core beliefs and business priorities. We continue to refine our practices to identify and manage key environmental, social and governance (“**ESG**”) factors that are material to the Group and our key stakeholders, including those topics highlighted in our previous Sustainability Report in 2019 through a materiality exercise that considers the developments of our business and evolving stakeholder concerns.

This Report describes management’s roles and responsibilities over these ESG factors in addition to how the Group’s interests are aligned with the evolving needs and concerns of our key stakeholders. It is recommended that you read this Report with our Annual Report which provides important information about our corporate governance, risk management, and financial information. We strive for clarity, transparency and reliability in our communication. Both reports are key communication tools in our communication with stakeholders.

This Report is prepared based on the requirements of Singapore Exchange Securities Trading Limited (“**SGX-ST**”) Listing Rules 711A and 711B and Practice Note 7F Sustainability Reporting Guide, with reference from the Global Reporting Initiative (“**GRI**”) Standards: Core Option. The GRI Content Index is identified at the end of this Report.

### Feedback

For any feedback, comments or suggestions regarding the Report, please contact Mr. Lim Poh Yeow, our Chief Financial Officer (“**CFO**”), at +65 6950 7700.

## Board Statement

The Board of Directors of Leader Environmental Technologies Limited (“LET”) is pleased to present its fourth Sustainability Report (“SR2020”) covering the period from 1 January 2020 to 31 December 2020 (“FY 2020”). The SR2020 is prepared in accordance with the internationally accepted global reporting initiative (“GRI”) standards and is in compliance with the SGX Listing Rules. Guided by the principal of materiality, the Group prioritises and focuses on economic, social and governance issues that are deemed to be of paramount importance to our key stakeholders and their progress are tracked in this Report.

The COVID-19 pandemic is an unprecedented crisis that has significantly affected the global economy and supply chains and is unavoidably affecting and impacting the Group’s business to a certain extent. Nevertheless, the Group remains committed in our sustainability efforts, and is looking to expand and embark on more environmental related projects, especially municipal sludge treatments and industrial wastewater projects, in the foreseeable future to reduce pollution and harmful materials to the environment.

FY2020 was the year of transformation for the Group amidst the COVID-19 pandemic situation, as we underwent a strategic review of our environmental businesses with the objective of creating and building a sustainable business for the Group and delivering long-term value to our key stakeholders.

The Group encourages environmental stewardship practices as a responsible organisation with the aim to create long-term stakeholder value. The Group will work closely with our various stakeholders, and endeavours to leverage on our expertise in offering and providing our customers with the best technologies and services to meet the various stringent regulatory requirements. The Group will continually look at new ways to achieve sustainability, and also fine-tune and improve on our existing sustainability practices for a sustainable future.

On behalf of the Board

Dr Lin Yucheng

Executive Chairman and Chief Executive Officer (“CEO”)

## What LET does

LET is an environmental services provider listed on SGX-ST and headquartered in Singapore. The Group's business scope includes treatment of municipal sludge, industrial wastewater treatment, and production of high-performance membrane products and equipment widely used in water and sludge treatment. Our services include system integration, equipment and product supply, project investment, engineering design procurement and construction ("**EPC**"), and operations and maintenance ("**O&M**").

During 2020, the Group underwent a strategic review to re-organise our group structure and de-registered two dormant companies, divested a loss-making subsidiary, and incorporated three new wholly-owned subsidiaries, namely, United Greentech Holdings Pte. Ltd., United Greentech (Guangzhou) Co., Ltd and United Greentech (Tianjin) Co., Ltd., to engage, invest and partake in the new environmental-related businesses in respect of sludge treatments, industrial wastewater, production of high performance membrane, and greentech investments.

In January 2021, we acquired Bituo Environmental Technologies (Tianjin) Co., Ltd. ("**Bituo**"), an environmental technology company specialising in municipal sludge treatment with nine patents covering different technologies and processes. We believe that Bituo's patented technologies, particularly its continuous thermal hydrolysis technology, can help to reduce the water content of sludge to 30-40% and generate dried sludge with higher heating value. This improves the overall energy recovery of the sludge treatment process and brings significant cost savings. The acquisition will provide us with an added advantage in tendering for sludge treatment projects.

In the same month, the Group also entered into a joint venture investment with Nanosun Pte. Ltd. ("**Nanosun**") to set up high performance membrane manufacturing facilities in Singapore and China. The high-performance membrane is widely used in water treatment, as well as the pharmaceutical, life science and medical industries. This is a strategic investment for the Group as we move towards building our position as an integrated solution provider of membrane-based treatment technologies.

In the midst of working on the Group's transformation plans, our business activities in FY2020 were largely confined to completing the manufacturing and installations of the remaining dust elimination and industrial wastewater projects.

With the transformation, the Group positions ourselves as a technology-driven environmental solutions provider. Having established a core team of specialists and instilled an enterprise culture of technological innovation and management efficiency, the Group has developed proprietary technologies focusing on addressing pressing environmental issues and new capabilities in sludge management, industrial wastewater treatment and membrane technology. The Group also intends to achieve greater impact through collaboration and project investments. This will include equity investments in promising greentech companies with strong environmental technologies.

Our core business:



#### SLUDGE TREATMENT

- Supply integrated sludge solutions for municipal/industrial sludge treatment using our proprietary technologies
- Innovative sludge pretreatment and efficient energy recovery system to achieve the objectives of zero-waste discharge and resource recovery



#### INDUSTRIAL WASTEWATER TREATMENT

- Treatment and recycling of highly pollutive industrial wastewater using advanced membrane-based technologies, namely, Membrane Bio-reactor ("MBR"), Continuous Membrane Filtration ("CMF") and Reverse Osmosis ("RO")
- Higher margins than municipal wastewater treatment



#### HIGH PERFORMANCE MEMBRANE SPECIALIST

- Manufacturing of high-performance NANO- hybrid membrane products, mainly for wastewater treatment to generate "surface" water for reuse
- Significantly reduces the maintenance costs of regular cleaning of membranes with chemicals and down-time



#### GREENTECH INVESTMENTS

- Equity investments in start-ups in technologies, high-tech products & services for environment protection

## Supply Chain Management

The Group believes in building a resilient and sustainable supply chain and has procurement policies over the selection of suppliers and our procurement process.

The main suppliers of the Group comprise subcontractors and suppliers of raw materials to our business operations. Subcontractors are typically engaged for scavenging, excavation, installation and other civil engineering works for our projects. On suppliers, we perform the necessary due diligence checks based on the evaluation criteria established in accordance with the Group's procurement policies before entering into any transaction with them. In situations where several suppliers can meet our project requirements, the Group will select those with a good reputation for being environmentally and socially responsible. This underpins our commitment to a sustainable supply chain.



## Key Stakeholders Engagement

We have identified and prioritised five key stakeholder groups to understand and respond to their concerns, needs and expectations.

The illustration below summarises the key avenues and outcomes of our engagement with our main stakeholders, as we continue to communicate with our shareholders and employees with enhancements as compared to previous reporting year:

*Figure 2: Key Stakeholders Engagement*



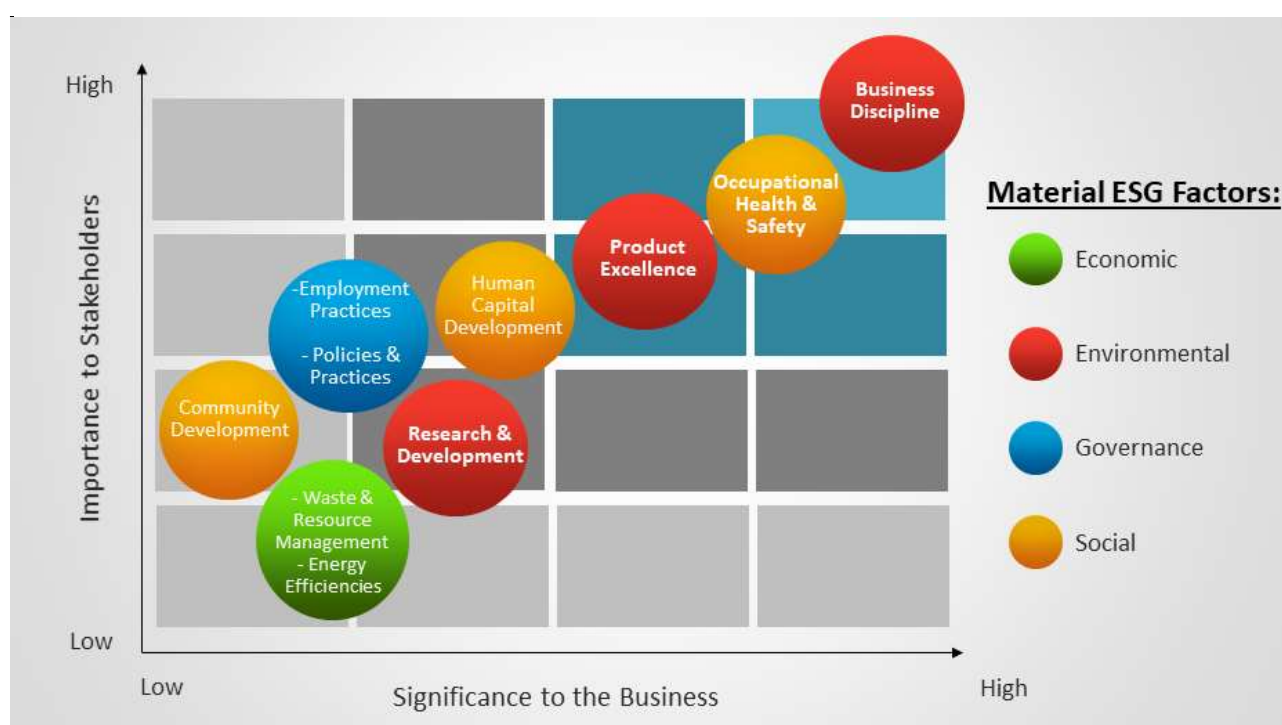


## Materiality Assessment

The Group adopts the same targeted approach through the use of questionnaires, as disclosed in our prior years' sustainability reports, to identify ESG factors and material topics which are of high importance to our key stakeholders and with greatest impact on the Group's businesses. Our materiality approach is closely guided by our core shareholders' value and long-term sustainability of the Group's business. The material topics based on the ESG factors affecting our business and operating environment presented in this Report were prioritised via a stakeholder-inclusive process to frame and focus our efforts.

The illustration below shows our prioritisation and presentation of material ESG factors:

*Figure 3: Material ESG factors*



The ranking of our ESG factors continues to be based on the same two parameters: importance to key stakeholders and impact on the Group's business. Additional priority on occupational health and safety in response to the evolving COVID-19 situation and our associated health measures is elaborated in the "Managing COVID-19" section of this Report.

As there are no significant changes to our business environment in FY2020, our ranking of the existing materials topics remains consistent with prior year. We remained focussed on addressing our material topics in "Our Economic and Environmental", "Our People" and "Our Governance" sections of this Report.

## Targets and Strategies

We categorised our current year's targets and strategies against prior year's targets as illustrated below:

*Figure 4: Targets and strategies*

Key ESG Factors	Prior year targets	Present year strategies	Present year targets
<b>Business Discipline</b>	Explore public-private partnership projects with third-parties, financial institutions and government agencies with detailed evaluation over the financial and operational requirements prior to venturing into the partnerships.	<p>The Group has been actively working on its transformation into a Green High-Tech Environmental Treatment-as-a-Service Provider.</p> <p>The Group will also focus on securing projects on sludge and industrial wastewater treatment with the concession rights to undertake the operation and maintenance ("O&amp;M") service with the objective of generating stable and recurring income.</p>	<p>Refresh business strategy with sustainability as a focus and reorganize for growth by:</p> <p>a) Transforming into Green High-Tech Environmental Treatment-as-a-Service Provider to focus on the following:</p> <ul style="list-style-type: none"> <li>- Sludge Treatment</li> <li>- Industrial Wastewater</li> <li>- High Performance Membrane Specialist</li> <li>- Greentech Investments</li> </ul> <p>b) Aim to secure projects on sludge and industrial wastewater treatment with the concession rights to undertake the O&amp;M service with the objective of generating stable and recurring income.</p>
<b>Product Excellence</b>	<p>Maintain consistency with our robust project attributes to play a pivotal role for customers in reducing emissions of harmful and toxic gases into the environment.</p> <p>Continuous commitment of resources into our Research and Development activities to stay ahead of our competitors in this rapid changing business environment.</p>	<p>Leverage on our capabilities as we have the proven and effective sludge treatment technologies to solve sludge-related problems.</p> <p>Produce state-of-art, first-of-its-kind, Nano-Hybrid filtration membranes through our joint-venture with Nanosun Pte Ltd ("<b>Nanosun</b>")</p>	<p>Focus on delivering quality sludge and industrial wastewater services</p> <p>Commence production of Nano-Hybrid filtration membranes by end of 2021.</p>
<b>Occupational Health and Safety</b>	Maintain zero accident rate by continuous compliance with our stringent policies in place.	<p>Maintain zero incident via continuous compliance with our Occupational Health and Safety ("<b>OHS</b>") Management system and proactive approach to identify potential threats.</p> <p>Strictly adhere to measures imposed by local health authorities to manage the risk of exposure to COVID-19.</p>	Our target is to maintain zero accident rate by continuous compliance with our stringent policies in place and promoting a healthy lifestyle and preventing occupational injuries and illnesses to be part of everyday work.
<b>Human Capital Development</b>	<p>Retain talents and raise employees' competency level by conducting regular trainings.</p> <p>Stay focussed to build a cohesive working team to achieve goal congruence and business objectives.</p>	<p>Bridge the knowledge gaps by sending employees for periodic trainings.</p> <p>Build cohesive working team by identifying leaders and commit to nurture them to create a positive working environment for the team.</p>	Continue to invest in people development to grow the capabilities of our workforce by upskilling.
<b>Corporate Governance</b>	<p>To further build up shareholder relationship, the Group aims to enhance corporate communication through working with a financial media and technology company.</p> <p>Maintain compliance with the mandatory listing requirements and revised code of corporate governance.</p>	Uphold best practices in corporate transparency, strict adherence to legislation and environmental laws to protect the interests of our valued stakeholders through continuous efforts of strengthening the Group's policies and manage risk efficiently.	Continue to comply with the mandatory listing requirements and revised code of corporate governance as the Board is of the opinion that maintaining a high standard of corporate governance is essential to the long-term sustainability of the Group's business and performance.

## Risk and Opportunities

The evolving COVID-19 situation poses significant uncertainty to the global economy and brings about unprecedented economic, health and social challenges.

Notwithstanding these enormous challenges, we hope to enjoy first-mover advantage as a proven provider of sludge treatment solutions as we see opportunities in the immense market potential of the sludge treatment and disposal industry in China. Sludge treatment is expected to be a multi-billion nascent industry in China. In China, more than 60 million MT of sludge was produced in 2020. China's sludge treatment market has exceeded RMB50 billion since 2017 and is forecasted to increase at a rate of 10% p.a.<sup>1</sup> Before FY2021, there were no projects which provided recurring income. In January 2021, the Group secured a RMB62.47 million (approximately S\$12.70 million) Build-Operate-Transfer (“**BOT**”) contract to treat the municipal sludge from the wastewater treatment plants in Jinghai District, Tianjin City.

Continual evaluation of the Group's risks and opportunities remains crucial to recalibrate the Group's risk tolerance and risk management in a timely manner. Below illustrations address the Group's approach over the identified risks and opportunities based on the material ESG factors:

*Figure 5: Risk and opportunities*



<sup>1</sup> Source: Intelligence Research Company (2019), 污水处理行业, 市场运营态势及投资前景评估报告

## Our Social



- Increased operation injuries and ill-health due to untimely identification of potential threats and risks.
- Unable to perform operational duties professionally due to insufficient risk evaluations.
- Unable to retain key employees due to poor future succession planning.
- Increased workplace safety through regular risk evaluations and identification of potential threats and risks of our field of operations.
- Enhance employees competency and retain talents by sending them for refresher trainings periodically (i.e. annually).
- We maintain compliance with the implementation of measures to limit the risks of exposure to COVID-19 and monitor the evolving COVID-19 situation to be ready to adapt our efforts and responses.
- We maintain our committed training hours and continuously evaluate the efficacy of the training hours to bridge the gaps in knowledge of employees for future succession planning.

## Our Governance



- Reputational damage and financial losses as a result of operation disruptions due to non-compliance with new or existing rules and regulations where the company operates.
- Enhancement of the Group's code of business conduct by performing periodic review of the policies.
- Maximising stakeholders' value by periodic evaluation of the Group's level of risk tolerance and risk management.
- We strive to maintain good corporate governance practice through compliance with the new code of corporate governance 2018.
- Enhancement of the process of payment by implementing the Delegation of Authority and Payment Approval Policy in the subsidiaries in China.
- We strive to continuously enhance our Business Continuity Plan ("BCP") to swiftly facilitate the recovery of business arising from potential threats.

## Our Economic and Environmental Efforts

Sustainability is at the heart of our business and this is demonstrated through the Group constantly striving to incorporate environmental and economic efforts in our business strategy. The Group is acutely aware of the environmental impact for every economic decision it undertakes; and we ensure that environmental compliance and health and safety standards are upheld and current laws and regulations are fully adhered to.

The Group embraces innovation and continuous improvement in our businesses and work processes so as to stand ready to adapt to this uncertain and rapidly changing business environment.

Our efforts and performance in 2020 are elaborated below:

### Business Discipline

During the current reporting year, the Group remains focused on improving the Group's cash flow by proactively engaging its customers on long overdue receivables, and also to expedite the final settlements of projects and improve the Group's cash flows. As a result of our conscientious efforts, we managed to repay all of our bank borrowings in 1Q2021.

Going forward, the Group will avoid turn-key projects in the Northern regions of the PRC where business environment has become more challenging over the years. We will instead focus on other parts of the PRC, especially Tianjin, in securing and investing in projects on sludge and industrial wastewater treatments which contain long-term concession rights. In addition to the engineering, procurement and construction works, these projects also offer operations and maintenance services which enable the Group to generate stable and recurring income.



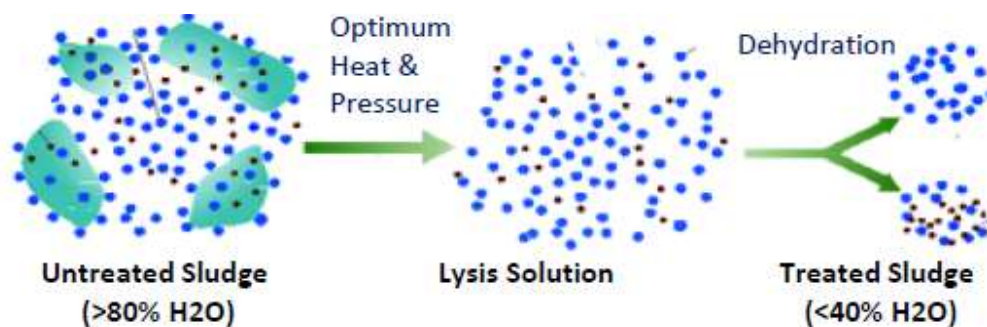


## Product Excellence

To embark on the Group's transformational journey, we will re-position ourselves and invest heavily in the following areas so that we can offer our customers the best technologies in projects relating to sludge treatments and industrial wastewater:

### 1) Sludge Treatment Technologies

- 9 patented technologies to breakdown sludge particles
- This reduces the total sludge mass
- By-product of treated sludge can be recycled to produce building materials etc.



### 2) Nanosun's Hybrid Membrane

- Cylindrical-hollow structure instead of flat sheet to save space
- Hybrid organic polymer and inorganic crystalline titanium membrane results in enhanced durability (pores will not collapse easily)
- Easy to clean; non sticky
- Cost-effective
- Uses significantly lesser chemicals
- Eliminate fouling
- Treats industrial wastewater which is recycled for industrial use
- Promotes environmental sustainability

## Our Social

Being a responsible corporate and global citizen, sustainability is fully embedded in LET's values, which is reflected in how we enable innovation for our customers, as well as in the way we operate as one team of 30 engaged employees around the region.

### Occupational Health and Safety

The Group is fully committed to the health and safety of our employees. We place great value on our employees' mental and physical well-being and are focused on our efforts to ensure their health and safety.

The Group continues to promulgate the importance of safe work procedures to our employees as evidenced by the list of programmes to continually enhance our occupational health and safety management system. This management system covers all employees at their respective workplace and management is again targeting to maintain zero accident rate as per prior year.

Specific pre-employment training is one of the activities carried out and strictly overseen. This is of paramount importance to the health and safety of employees, given the risk and nature of work at the work sites and operating of equipment and machineries at work.



Highly qualified and experienced project managers are on-site of work to oversee and provide additional supervision and guidance to workers, especially whereby specialised machinery is employed and on-site assessment on the suitability for project usage is required.

In FY2020, the Group again maintained its excellent safety performance as in FY2019 by achieving its goal of zero occupational accident. The Group would like to thank all employees for their great efforts and support given in actualising this goal.

## Managing COVID-19

We are pleased to inform that we have no cases of employees who were infected by COVID-19 to date.

The Group continues to closely follow guidance from the local health authorities in China, and we are constantly monitoring the evolving COVID-19 situation so as to be ready to adapt our efforts and responses.

We will always place the health, safety and security of our employees, customers, suppliers and stakeholders as our top priority. These include implementing safe management practices which include the distribution of masks and disinfectants to all employees and measurement of each employee's body temperature daily before commencement of work at project site and in office. In addition to the above measures, regular cleaning and disinfection of office premises is conducted.

### Group Vaccination Program

COVID-19 vaccination has yet to commence in Jilin province. However, our subsidiary in Jilin has started to compile the headcount and their details for the government.

In our Singapore office, the Group also strongly encouraged the employees to register for vaccination.

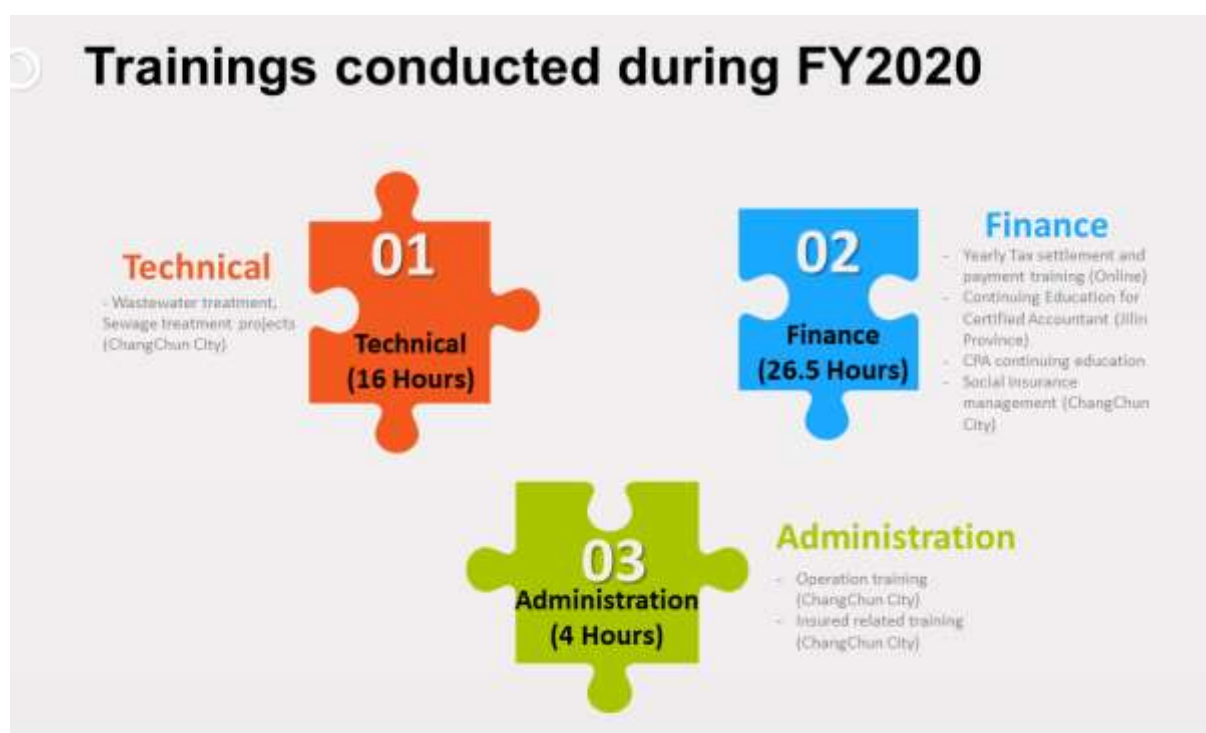


## Human Capital Development

People remain the cornerstone of our business. The Group remains committed to investing in people development through upskilling of employees, enabling employees to enhance their capabilities and capacity for growth, and to build a future-ready workforce.

With this mind, the Group maintains a training programme to ensure that employees are provided sufficient and appropriate training that enables them to continue to stay relevant to the business and also for their professional development. The Group conducted training and education courses for our employees. During FY2020, all employees attended training courses catered to them according to the skill sets required for their roles.

*Figure 7: Training hours*



Through the continuous monitoring of the effectiveness of the course and training programmes and the training plan, the Group aims to build a highly competent, innovative and skilled team.

The Group remains committed in our efforts in talent management. We have been directing our focus to build a high performing team which works well together and thereby grow our business. We strive to identify and groom future leaders amongst the team and we stay focused in our efforts in providing resources to nurture such talents.

## Our Governance

The Group is committed to conducting our business in a responsible manner.

As always, the Board of Directors will continue to uphold its overall oversight responsibility of the established internal control measures. Policies and procedures, coupled with our corporate governance framework, are implemented to monitor the performance and progress of our sustainability commitments. Periodic evaluation of the Group's existing policies and procedures are conducted to ensure that the Group stays relevant in the new normal.



## Code of Conduct

The Group places top priority on ensuring that a very high standard of corporate governance is upheld. The Group firmly believes that an ethical corporate environment is indispensable for good corporate governance, as this will safeguard the interests of the shareholders and investors' confidence would also be elevated.

The Code of Conduct serves as the foundation for the Group's effective corporate governance. Our Code of Conduct provides our employees with clear and documented guidance on acceptable standards of ethical behaviour and raises the employees' awareness of their corporate and social responsibilities towards shareholders and the expected strict adherence to the Company's established guidelines.

## Delegation of Authority and Payment Approval Policy

During the year of 2020, the Group has implemented the delegation of authority ("DOA") and payment approval policy in the subsidiaries in China. To ensure completeness and adequacy of these written policies on DOA, we have engaged our internal auditors, MS Management Pte Ltd, to perform a review and make recommendations so as to enhance the internal controls of our payment approval process.

## Business Continuity Plan

The ongoing COVID-19 pandemic puts our Business Continuity Plan (“BCP”) to the test and we are managing and navigating many unexpected scenarios that were evolving at a fast pace by constantly adapting to the changing environment. The recovery plan is documented within the BCP together with the operational guidance to allow the stakeholders to put them into action. The BCP phases of assessment are illustrated in the diagram.

*Figure 8: Phases of assessment*



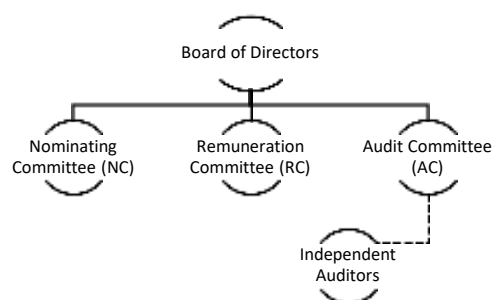
## Board of Directors (“BOD”)

The Group’s governance of sustainability is anchored by the BOD and the LET management team. Under their leadership, LET strives to strengthen our internal controls and risk management policies and procedures, in adherence to the latest corporate governance standards.

The Group warmly welcomes Mr Lim Kuan Meng and Mr Lee Suan Hiang as independent directors of the Board.

The BOD has also rejuvenated and strengthened its management team during the year. This includes the appointment of Mr Ngoo Lin Fong as Deputy CEO & Finance Director, Mr Li Li as Deputy CEO cum General Manager of United Greentech (Tianjin) Co. Ltd, and Dr Guo Chenghong as the Deputy Chief Technical Officer.

Going forward, the Group will benefit from these new directors and management team who bring with them extensive and diverse experience.



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