



**Leader Environmental Technologies Limited**

**利德环保技术有限公司**

(Incorporated in the Republic of Singapore on 15 August 2006)

(Company Registration Number: 200611799H)

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## **RESPONSE TO QUESTIONS RECEIVED FROM A SHAREHOLDER PRIOR TO THE COMPANY'S ANNUAL GENERAL MEETING**

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The Board of Directors (“**Board**”) of Leader Environmental Technologies Limited (“**Company**”, and together with its subsidiaries, “**Group**”) would like to thank a shareholder for submitting certain questions in advance of the Company’s annual general meeting to be convened and held by way of a physical meeting on Tuesday, 28 April 2026 at 10.00 a.m.

We set out below the questions received from the shareholder, and the Company’s responses to those questions:

**1. Shareholder’s question:**

*From the AR, the company has no CEO but two deputy CEOs. Does the company plan to elevate one of the deputy CEOs to CEO? Or does the company intend to search externally for a CEO? Or does the company intend to leave the position of CEO vacant for the foreseeable future? Please explain and elaborate.*

**Company’s response:**

On 1 September 2025, Mr. Li Li stepped down as CEO of the Company following his appointment as CEO of AIWater Group, subsequent to the completion of the Group’s disposal of the AIWater business.

The Group’s Deputy Chief Executive Officers, Dr. Jerry Liu Jianlin and Mr. Oliver Wu (collectively the “CEOs”), have jointly assumed the CEOs’ duties to ensure continuity of operations and a smooth transition.

The Board will continue to assess the Group’s leadership structure, including any potential CEO appointment, in line with the Group’s evolving strategic priorities and operational needs, and will make further announcements should there be any material developments.

**2. Shareholder's question:**

*Given the company has two CEOs, who makes the final decision? Is it the Executive Chairman, who seems to be acting as the quasi-CEO? Can you please elaborate on how decision making is done in your company. Please explain and elaborate.*

**Company's response:**

The Group operates under a defined governance and delegation framework, with clear roles and responsibilities across management and the Board.

The Deputy Chief Executive Officers are responsible for the day-to-day management and operational decision-making of the Group within their respective areas of oversight. Matters of strategic importance, material transactions and key corporate decisions are deliberated at the Board level.

To clarify, the Executive Chairman is not the quasi-CEO. His role is to provide leadership to the Board, set the strategic direction of the Group and oversee management performance.

This structure ensures appropriate checks and balances, with decisions made at the relevant level in accordance with established governance processes.

**3. Shareholder's question:**

*Can you provide more colour on the impact of the Iran war, Straits of Hormuz blockade and the rise in energy prices on the company? Please explain and elaborate.*

**Company's response:**

The Company has no direct business exposure to the markets in Middle East region.

Nonetheless, we are proactively managing our supply chain and operational efficiencies to mitigate any secondary inflationary pressures from rising global energy prices.

As the situation is still evolving, management will continue to monitor and evaluate any possible impact to the Group's operations and financial results in future periods.

The above questions received from the shareholder have been reproduced in this announcement in *Italic* and no changes have been made to its content.

BY ORDER OF THE BOARD OF DIRECTORS OF  
LEADER ENVIRONMENTAL TECHNOLOGIES LIMITED

Mr Ngoo Lin Fong  
Executive Chairman  
24 April 2026