

**Chairman Ming-Shieh (Morris) Li** graduated from the Department of Economics at National Taiwan University and brings over 20 years of experience in international finance and strategic management. He previously served as Chairman of CTBC Bank, Chairman of Citibank Taiwan, and President of Guangfa Bank. He spearheaded the establishment of a new energy vehicle fund with Hon Hai Technology Group (Foxconn), with a scale reaching tens of billions of NT dollars, pioneering a cross-industry investment model.

Since assuming the role of Chairman of TECO in May 2024, he has promoted the vision of becoming a global core driver of electrification, intelligence, and green energy, integrating sustainability into corporate governance and operational decision-making.

As the convener of the Strategy Committee, he regularly reviews international sustainability trends and risks with the management team to enhance strategic resilience and market deployment. He personally leads senior executives in visiting key industry clients both domestically and internationally, driving the company's transformation from a production-oriented to a customer-oriented model, and introducing cross-departmental integration and customer relationship management mechanisms. He has also established global foreign exchange positions and risk management guidelines to ensure consistency and control in order-taking, pricing, and financial decision-making.

Under his leadership, TECO has advanced ESG initiatives through the “B (Business) → 2B (Business) → 2S (Sustainability)” strategy: strengthening low-carbon circular operations, employee well-being, and governance transparency; co-creating low-carbon value chains with customers and suppliers; and expanding sustainable impact and economic momentum through forward-looking social investment and talent development, accelerating the transition toward net-zero.