

Introduction

Tencent Holdings Limited ("Tencent") is pleased to publish a condensed version of its 2019 corporate social responsibility (CSR) report, entitled *Driving Positive Change*. The report, supplementing this year's environmental, social and governance report Tencent publishes as a Hong Kong-listed company, is part of an ongoing initiative to engage the Company's stakeholders through its CSR efforts.

In 2019, Tencent reflected on its corporate culture and put forward a new vision – "Value for Users, Tech for Good". This commits the Company to enhancing user value in every aspect of its operations, as well as leveraging technology towards creating an ethical and sustainable society.

Adhering to this new vision, CSR is to play a more pivotal part than ever in Tencent's business strategy. The company believes that integrating social and environmental concerns into its daily operations will contribute to the well-being of society. As a responsible Internet-based platform company, Tencent is committed to practicing CSR and setting an example for the wider community. The Company began publishing CSR reports in 2008 and in 2017 made it an annual publication to communicate its CSR initiatives to its stakeholders on a regular basis.

This year's report outlines Tencent's CSR strategy, approach and achievements in 2019, explaining the Company's pledge to build ample technological infrastructure to support the needs of the digital era through its products and solutions. It also presents the Company's various initiatives around rural vitalisation, industry digitalisation and cultural rejuvenation, among others, demonstrating Tencent's commitment to building a better company, a better ecosystem and a better world. Against the backdrop of the global COVID-19 outbreak, the report also includes a special section on the Company's response to the pandemic around the world. It illustrates how Tencent is embracing its responsibility as an Internet-based platform company, playing the role of connector and digital assistant for a wide range of industries and communities amid this trying time.

As a listed company in Hong Kong, Tencent complies with the statutory requirements on ESG reporting. This report supplements Tencent's 2019 ESG report and was developed with reference to the Guidelines on Corporate Social Responsibility Reporting for Chinese Enterprises (CASS-CSR4.0), the Sustainable Reporting Guidelines of the Global Reporting Initiative (GRI) and the Environmental, Social and Government Reporting Guide of the Hong Kong Exchange and Clearing Limited at the time of writing.

Looking to the future, Tencent is committed to living out its new vision of "Value for Users, Tech for Good" by continuing to develop advanced technologies and innovative products and services that create shared value. In doing so, the Company will be connecting and empowering hundreds of millions of users, entrepreneurs, developers and business partners within the Tencent ecosystem as well as in communities around the world to create a better future together.

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The image is a composite. On the left side, there is a curved, high-resolution view of the Earth from space, showing the Western Hemisphere with North and South America visible. The Earth's surface is detailed with landmasses, oceans, and cloud patterns. On the right side, there is a network diagram consisting of approximately 15 white circular nodes of varying sizes connected by thin white lines. The nodes are arranged in a non-uniform, interconnected pattern. A single, long, thin white arc curves from the top right towards the center of the image, passing above the text. The entire scene is set against a solid, clear blue background.

Messages from the Management Team



Building a Solid Foundation for the Digital Era with a Human Touch



As a new wave of information technology and industrial transformation emerges, digitalisation is accelerating at an unprecedented speed – like a skyscraper springing up from the ground. The vital mission and responsibility of technology companies is to build a solid foundation for this digital edifice.



Ma, Huateng (Pony Ma)

Co-founder, Chairman of the Board
and Chief Executive Officer of Tencent

2020 has been an unforgettable year.

The COVID-19 pandemic has swept the world, leaving a multifaceted and profound impact on human civilisation that will be long-lasting. The current situation is reminiscent of the many pandemics of far-reaching consequence throughout history. However, what is different today is that we live in a digital era, whereby the world is like a village and everything is connected.

Last year, “Tech for Good” became an integral part of Tencent’s new mission and vision. Navigating this pandemic in the digital era is a challenge for the entire world, as well as for Tencent.

In fighting the pandemic, we realised clearly that for nearly half a century, digitalisation has substantially improved the quality and efficiency of life and production. As a new wave of information technology and industrial transformation emerges, digitalisation is accelerating at an unprecedented speed – like a skyscraper springing up from the ground. “Tech for Good” is neither empty talk nor an unrealistic fantasy; in fact, it should be woven into every piece of code we write, every product we develop and every service we offer. The vital mission and responsibility of technology companies is to build a solid foundation for this digital edifice.

To build a foundation in this digital era, technological capabilities should be considered the reinforcing bars and concrete. Since last year, the notion of “new infrastructure”, mainly represented by 5G, artificial intelligence (AI), big data and cloud computing, has captured widespread attention. Not only has such infrastructure shown great potential amid the global battle against the pandemic, but it is also expected to provide fresh momentum to the development of a digital economy and smart society, all in view of opening up new horizons.

To maintain our leading position amid this new wave of technological innovation, Tencent has continued to increase research and development (R&D) investment in fundamental and cutting-edge technologies, as well as actively promoted the establishment of a global open source technology community. We have also been working to upgrade existing technologies in areas such as cloud computing, AI, big data, payments and security, and support the digital transformation of industries.

The COVID-19 pandemic has highlighted the importance of and urgency around building “new infrastructure” in the digital era, at a time when cities and villages, corporates and public service organisations, including schools and hospitals, have all been confronted with unprecedented challenges. Embracing our responsibility amid these critical conditions, Tencent launched more than 100 anti-pandemic Mini Programs within two months,

responding to various needs such as contact tracing, remote healthcare consultation, mask pre-orders and pandemic-related education. We have been rapidly upgrading Tencent Cloud, Tencent Meeting and WeCom among other products and services to support business continuity and the resumption of work and production in China.

The pivotal role of digital technology in tackling poverty and driving rural vitalisation has become increasingly clear.

Tencent's digital solution for rural areas, WeCounty, has served more than 15,000 villages and 2.5 million villagers. Apps like Weixin, WeiShi and Tencent News have played important roles in helping villagers connect with the outside world.

To lay the foundation for the digital era, we must also draw inspiration from the values we hold, just as proper calibration is required in construction. Today, technology has been deeply woven into the fabric of human activity. To ensure technological developments benefit human society, we need a clear standard of technical ethics and to apply the influence of humanism.

Over the past year, we continued to explore how to leverage technology to address social issues such as healthcare for an aging population, the protection of the underage on the Internet and the application of AI in the agricultural, energy and environmental sectors.

Promoting technological innovation while adhering to our “Tech for Good” principles is how we are laying a solid foundation for the digital era with a human touch. For Tencent, the focus of our work throughout 2019 and the spring of 2020 has been to reflect on and live out this responsibility and mission. We hope to share this focus with the entire technology community.

At a time when the pandemic is still affecting many parts of the world, it is more important than ever for all of us to join hands and look to the future together. Years later, when we look back at the spring of 2020, we will realise how technology has helped human society navigate this hardship. We believe that this unprecedented pandemic of the 21st century will not only leave us grieving, feeling anxious and unsettled, but also give us faith, wisdom and courage to move forward.



Creating Value Sustainably for a Better World



Only by transcending time and geographic boundaries, having users at heart, working with partners and keeping an eye to the future can an enterprise create value sustainably and achieve both a better self and a better world.



刘炽平

Lau, Chi Ping (Martin Lau)

President of Tencent

What do you think of the future? What should humans do when the next environmental or health crisis occurs?

In the face of this COVID-19 crisis which is impacting all mankind, Tencent has taken a series of actions over the past months to support the global fight against the pandemic, reflecting our commitment to live up to our responsibilities:

- **These are actions beyond national boundaries:** Tencent set up a RMB1.5 billion domestic Anti-Pandemic Fund and then a USD100 million Global Anti-Pandemic Fund, as well as voluntarily made available the

source code of its anti-pandemic tools, including the global pandemic information system and its AI pneumonia self-screening technology, to the global community;

- **These are actions beyond individual companies:** Tencent, together with major global technology and Internet platforms, launched a philanthropic initiative to combat the pandemic through the use of technology, actively collaborating with the World Health Organisation and Chinese Academy of Engineering among other domestic and international institutions;

- **These are actions beyond the present:** Apart from donating urgently needed medical protection materials to foundations and organisations in numerous markets in a timely manner, Tencent has also started to invest long-term in research initiatives related to healthcare and public hygiene.

To Tencent, shouldering responsibility is by no means a temporary commitment, but a thread that runs through the Company's corporate history and is deeply rooted in the DNA of its organisational culture.

In our Corporate Social Responsibility Report last year, I mentioned that natural phenomena – like the change of seasons, the flow of rivers and the water cycle – are reminiscent of Tencent's constant evolvement. Despite the changes we have experienced, the core idea behind it all is to create value for our users.

Currently, a new wave of technological innovation and industrial transformation is emerging; paired with a deepening integration between the Consumer Internet and the Industrial Internet, as well as the presence of a digital era in which everything is connected, Tencent's responsibility has evolved accordingly. In view of the increasing conflict between technological development and environmental, social and governance considerations, technology companies are obliged to create value in a sustainable manner.

- **Creating value sustainably and prioritising “Value for Users” in everything we do.**

Over the past year, Tencent further integrated its platform, content and technology to bring high-quality services to more Internet users. Leveraging its technological capabilities, Tencent continues to support the upgrading of municipal services and public initiatives.

- **Promoting inclusion and collaboration and achieving co-creation and shared values.**

Affirming the profound aspiration of users to realise their personal value, our social and content platforms, such as QQ, Weixin, Tencent News, Tencent Video and WeiShi, have joined hands in this era of co-creation, working with different parties such as community operators, content creators, technology developers and users to share in the excitement of the “We” Internet.

Regarding the Industrial Internet, Tencent has continued to upgrade its technology and tools and is collaborating with partners across various sectors to build the “We” digital economy.

- **Pursuing long-term projects and measuring value in the light of history.**

Last year, Tencent conducted a wide range of non-profit activities. For example, we continued to implement our digital solutions for heritage conservation, as well as to explore the value of games related to cultural inheritance, technology

education and philanthropy. We also proposed the “AI for FEW” initiative, exploring the possibility of using AI as a means to mitigate the lack of resources in food, energy and water.

Tencent has officially incorporated “Tech for Good” into its mission and vision. This direction has received an increasing amount of positive feedback from the government, academia, industries and the general public. We believe that technology is by no means a cold tool; the value of taking our responsibility seriously is that it will unleash more effectively the potential of technology to move us towards the true and the good.

While the fight against the pandemic is far from over, nature continues to tread its own path. When the snow and ice melt, they transform into spring rain, merge into rivers and finally run into the sea, only to return again as snow and ice. An ongoing cycle that never ceases; such is how water nourishes and nurtures life – just as how Tencent carries its social responsibility.

Whether it is the experience from Tencent's practices over the past year or from fighting the pandemic, we have learned that only by transcending time and geographic boundaries, having users at heart, working with partners and keeping an eye to the future can an enterprise create value sustainably and achieve both a better self and a better world.

What do you think of the future world? The above, I think, is Tencent's answer.

I once put forward the idea that philanthropy only takes off when society encounters adversity. However, as human civilisation continues to develop and society becomes more complex, traditional mindsets and approaches to philanthropy have proven inefficient in coping with today's ever-evolving social issues. Fortunately, over the past decade, the Internet-based charity platforms pioneered by Tencent have driven innovation through technology, contributing to the world a "Chinese example" of how philanthropy can be conducted online.

2019 marked the fifth anniversary of the 9.9 Giving Day initiated by Tencent Charity Foundation. Within just three days, Tencent Charity Platform received over 48 million donations from Internet users, totalling RMB1,783 million and doubling the amount received in 2018. The number of participating charitable organisations and enterprises both exceeded 10,000.

Internet technology has given charity work and philanthropy infinite possibilities. At the same time, we continue to remind ourselves to be down-to-earth and remain connected to the social environment in which philanthropic activities are embedded and carried out.

Tencent's pragmatic approach to philanthropy is reflected in our commitment to rational charity and our adherence to ethics and the rule of law. For example, during last year's 9.9 Giving Day, Tencent Charity strictly imposed the transparency requirements of "financial disclosure, independent audits and random sampling checks". Currently, we are developing a project evaluation system specifically to promote the idea of rational charity.

Pragmatism is also reflected in our attempt to remain realistic and respond appropriately to the needs of our country, society and people. Last autumn, I participated in an Internet Conference held in a farming field in Qionglai of Sichuan province, experiencing first-hand the sparks that fly when Internet-based charity interacts with rustic village lifestyles.

Villages are the spiritual hometown of the Chinese people. Poverty alleviation and rural vitalisation are the most urgent public welfare goals in China.

If we see WeCounty as the internal power capable of establishing connections between villages, then the Tencent Charity Platform is the energy from the broader society to support rural development through charitable activities. Both are evidence of Tencent Charity Foundation's commitment to our country.

Many people think that technology is associated with far-off imaginations, like the starry sky, beautiful yet distant. I have to say that this is a misconception. Today, in this digital era, technology has been woven into every aspect of our lives, similar to the air that surrounds us.

Last year, Tencent made an unprecedented move to incorporate "Tech for Good" into its mission and vision. Internet-based charity, as a reflection of this principle, is one of the most powerful examples of technology being put to the good of society. On the one hand, Tencent Charity Foundation will continue to look up to the starry sky and explore the possibilities of technological innovation; on the other, we will keep ourselves down to earth, monitoring the deep-rooted causes of social issues and responding to the pressing needs of the moment.

I believe that we are all children of the Earth, born with a good human nature. The starry sky and the earth form a perfect harmony. Similarly, balancing innovation and pragmatism is crucial for the future of philanthropy.



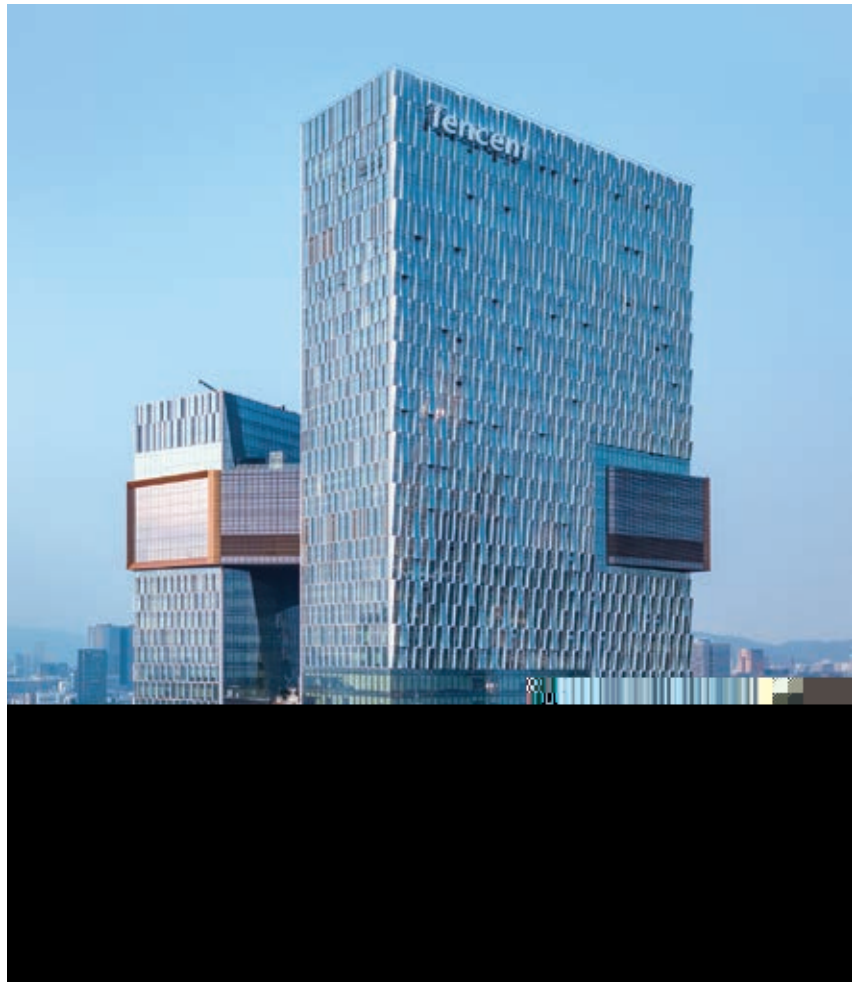
Tencent Upgrades CSR Management

Tencent has made corporate social responsibility an integral part of the Company's development strategy and integrated CSR values into its business operations to promote sustainable growth.

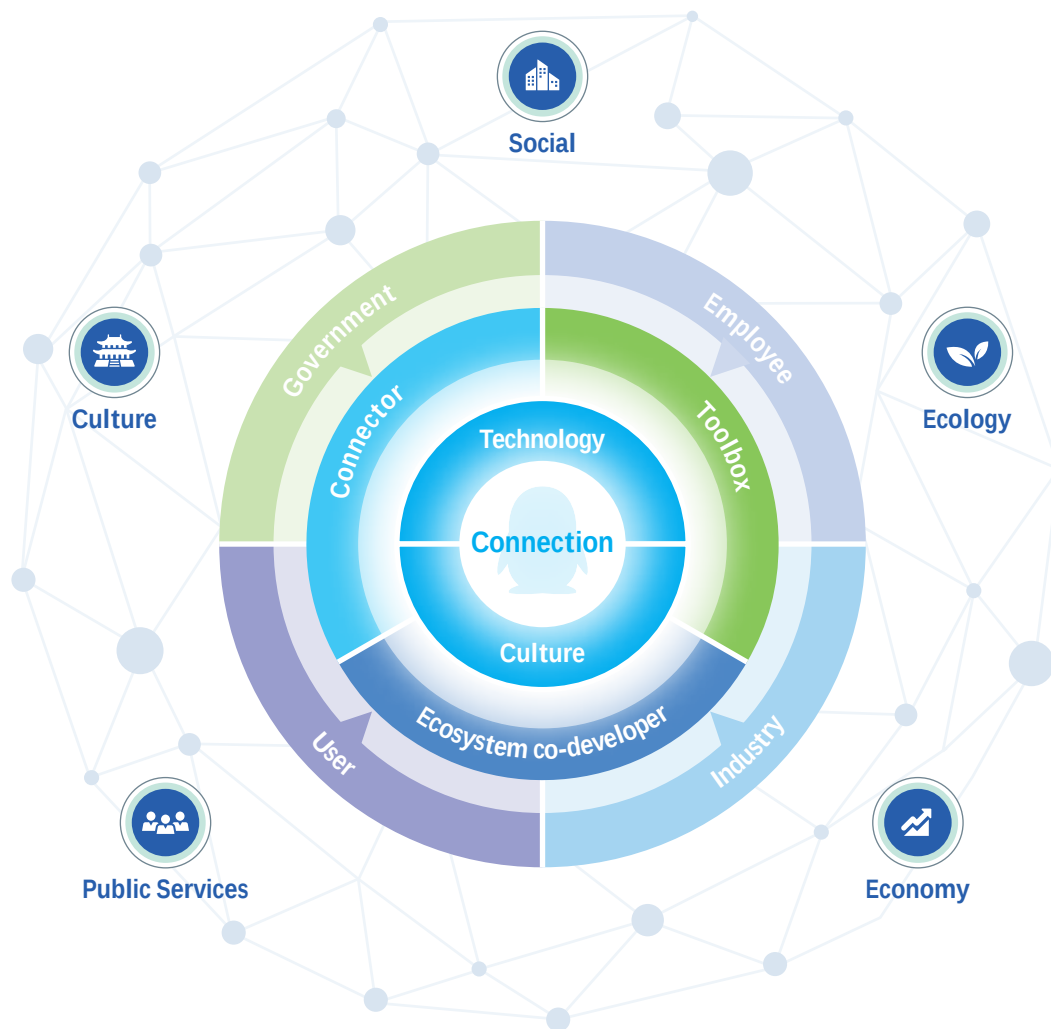
Better Governance

Tencent has continued to formalise its CSR initiatives and structure through the establishment of a dedicated department to oversee the implementation of its CSR strategy. We also have designated CSR liaison officers in all departments and regions to drive our campaigns and strengthen our social responsibility governance.

In 2019, as a way of embedding our vision and mission, "Value for Users, Tech for Good", into our products and services, as well as encouraging our employees to voluntarily carry out their own social responsibilities through service to the community, Tencent launched the Charity and CSR Award, attracting applications from nearly 200 project teams. Seven projects, including WeCounty and 9.9 Giving Day, won awards.



Tencent's Views on Corporate Social Responsibility



① A single initial aspiration:

To create value for all stakeholders through facilitating connection.

② Two drivers:

Technology and culture are the two powerhouses that drive Tencent to fulfil its social responsibilities.

③ Three roles:

In the digital era, Tencent is carrying out its social responsibilities by playing the role of a Connector, Toolbox and Ecosystem co-developer.

④ Four target groups:

In conducting its social responsibilities, Tencent is improving the quality of life and services across four target groups: the government, industry, users and employees.

⑤ Five dimensions:

Tencent's CSR initiatives cover five dimensions – public services, the economy, society, culture and the environment.

Better Communication

Tencent believes that support from stakeholders is indispensable in the pursuit of sustainable development. We recognise the significance of effective communications with our stakeholders, and spare no effort in understanding and responding effectively to their feedback.

Tencent published its first CSR report in 2008. Since then, Tencent began publishing CSR briefing reports, special reports, monthly reports and other publications to strengthen the Company's stakeholder engagement. The Company has experimented with new forms of CSR communications, including organising

★ Recognitions

- Ranked No. 1 on the China CSR Index, published by The Chinese Brand Development Research Institute in May 2020
- Ranked No. 7 on the Top 500 Socially Responsible Chinese Enterprises in 2019, announced by the Chinese Enterprises Evaluation Association in January 2020



CSR exhibitions and hosting open days for users and its employees' families.

In November 2019, Tencent held its annual social responsibility forum, during

which Tencent ATOM Think Tank jointly published the *Research Report on the Responsible Power of Chinese Enterprises* with the Research Centre of CSR and China Academy of Social Sciences.



Tencent's Stakeholders and Associated Responsibilities

Stakeholder	Primary responsibilities	Additional responsibilities	Communication and implementation
 Business partners	Conduct business responsibly and prevent bribery and corruption.	Regularly communicate with business partners. Help our business partners grow.	Hold regular meetings with suppliers and partners to explore growth opportunities and remove any barriers to successful collaboration. Provide strategic support for the growth of our business partners. Prevent behaviour that could compromise the interests of our partners by setting up an independent anti-bribery and corruption task force.
 Charity organisations	Provide necessary financial support.	Innovate the way in which charity activities are conducted to increase impact. Help charity organisations grow.	Build an online donation platform. Open up technology, products and data capabilities to support public donations, project management, publicity and financial disclosure across all kinds of charitable organisations.
 Communities in which we operate	Use Internet-based tools to support community development.	Allocate donations for specific causes. Implement charity projects in underserved areas.	Make direct donations in support of community development projects through the Tencent Charity Fund; provide necessary funding and resources. Leverage our Internet capabilities to advance community development.



Special Report: Tencent's Fight Against the COVID-19 Pandemic

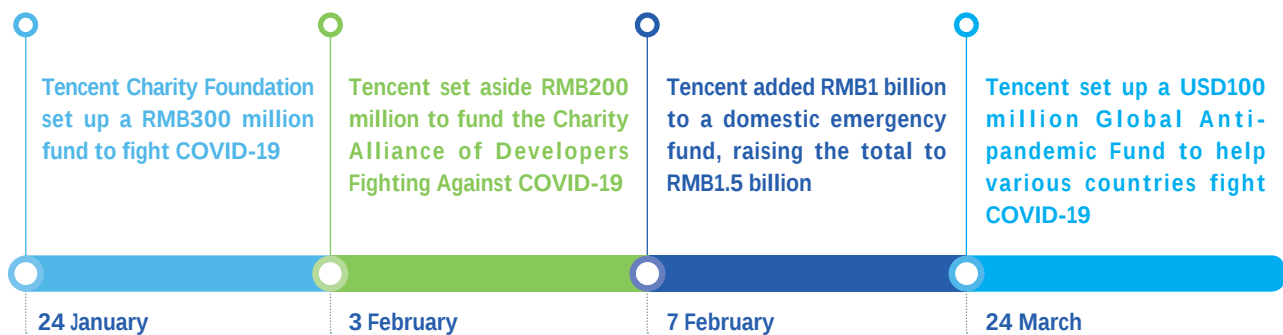


Unleashing the Potential of Digital Infrastructure to Safeguard Public Health

After 76 days of lockdown, Wuhan officially reopened at midnight on 8 April. As the pandemic began to subside in China, the number of confirmed cases and deaths continued to rise in other parts of the world. The COVID-19 pandemic has had far-reaching consequences for people everywhere.

Amid the pandemic, we have remained fully aware of our responsibilities as a technology platform company. From supporting frontline anti-pandemic workers in a timely manner to providing long-term health protection for society, we are committed to playing the role of Connector and Toolbox for different industries, unleashing the potential of digital infrastructure and acting as a force for good.

Tencent Anti-pandemic Fund: Three Successive Contributions



Leveraging the Tencent Platform to Raise Donations and Other Support

Tencent responded quickly to the fight against COVID-19. On 24 January, Tencent Charity Foundation allocated an initial RMB300 million in funds to purchase medical and protective equipment for Wuhan and other hard-hit areas.

The fund was later increased to RMB1.5 billion to support pandemic relief and protection initiatives, including the provision of supplies and technology, care for people in need, funding for research and assistance in developing new healthcare industry infrastructure.

As the outbreak spread globally, Tencent set up a USD100 million Global Anti-pandemic Fund on 24 March to support the United Nations (UN), World Health Organisation (WHO) and other countries and regions in the fight against the virus.

The Tencent platform has been instrumental in pooling social resources. On 23 January, the Internet-based Tencent Charity Platform dedicated a special interface to facilitate anti-pandemic donations, supporting more than 160 fund-raising projects organised by over 100 charitable organisations, and raising a total of over RMB600 million by the end of April.

Assisting the Resumption of Work

As the pandemic developed, we quickly launched a new generation of Internet-based solutions and tools, such as remote healthcare services, online meetings, safe transportation options and online classrooms, all to facilitate the resumption of work and production. We did this by leveraging our technologies and capabilities across Tencent Health, Tencent Medipedia, WeCom, Tencent Meeting, Weixin and QQ.

Regarding support for technology development, on 3 February Tencent pooled together RMB200 million to form the Charitable Alliance of Developers Fighting Against COVID-19. The fund provided vendors and developers with capital, technology and other resources to help them develop pandemic-related Mini Programs for healthcare organisations and merchants. Over just the first half month, the Alliance received 1,769 applications from developers and launched 84 charitable projects.

Sharing Technology Resources

Weixin joined hands with Facebook and the WHO to crowd-source anti-pandemic solutions. We made available to the global community Tencent Health's international COVID-19 live update module, which at the time had already answered six billion enquiries in China, allowing governments, medical institutions, the media and pandemic-related service developers to use it free-of-charge to build their own pandemic information enquiry systems.

In addition, our AI-powered self-diagnosis tool was also made available to help people around the world assess their risk of infection and take timely measures to protect themselves.

Public Health Research Over the Long Run

Tencent and Tencent Charity Foundation will continue to reflect on their roles in the area of public health, especially regarding the prevention and treatment of infectious diseases. In the future, we will focus our efforts on assisting with R&D around vaccines, drug screening tools, the monitoring of infectious diseases, the enhancement of medical treatments and services and public health governance. We will also continue to find public health solutions, making full use of our advantages in big data, technology and products.

Assisting Professional Development for Frontline Medical Professionals

To further the professional development of medical practitioners, we entered into a partnership with the Chinese Academy of Engineering and donated RMB30 million to provide mentorship services to over 500 frontline anti-pandemic workers, drawing from the knowledge and experience of fellows from the Academy. The mentors provided assistance regarding medical research, clinical treatment and disease prevention.

Continuing Investment in Public Health Research

We will invest anti-pandemic funds into clinical treatment research and R&D for drugs and vaccines, as well as into basic research related to pathogen analysis and pandemic monitoring.

As of 18 March 2020, we had donated over RMB200 million to research projects related to public health, supporting different partners including the Chinese Academy of Engineering, Tsinghua University and top-tier research teams. Looking to the future, our role as a "digital assistant" to public health research projects is to continue contributing our capabilities in cloud computing and product technology, as well as leveraging our ecosystem to provide resource support.

Over recent years, Tencent has made progress in basic medical research and AI+ healthcare. In the future, we will adhere to our vision, "Tech for Good", and work closely with governments, medical and social organisations, the media and the general public to continue addressing issues in the public health domain.



For a Better
Company

We have put in place an internal control system to help the Company's management and Board of Directors ensure that our financial and asset protections (including data assets) are in full compliance with the relevant regulations. Our internal and external auditors are responsible for overseeing the operation of the internal control system and offering related advice to the management and audit committee.

We are committed to enhancing our risk management system, covering our risk management framework, procedures and culture. By improving our risk management capabilities, we are protecting the Company's long-term growth and sustainable development.

Under the supervision and guidance of the Board, we have adopted a risk management and internal control structure, referred to as the "Three Lines of Defence" model, across our operations, management, risk management and independent assurance. We have put in place risk management and internal control policies to strengthen risk-awareness among our employees and ensure that our operations are efficient, as well as in compliance with the latest requirements on corporate governance by The Stock Exchange of Hong Kong Limited. Each business group regularly identifies and assesses risk factors that might keep it from achieving its targets. In response, business groups formulate risk mitigation measures and receive training on effective risk management and internal control.

Implementing Our Code of Conduct and Preventing Bribery and Corruption

To implement and promote our corporate culture, we put in place the Sunshine Code of Conduct to guide the behaviour of our employees and clearly stated

the consequences of violations. Serious violations will lead to employees being dismissed and external parties being sanctioned from future cooperation. A breach of the Code may also lead to legal consequences.

We have an Anti-fraud and Whistleblowing Policy in place to investigate fraud and prevent bribery and corruption. In 2019, we investigated over 50 cases and dismissed more than 80 employees due to violations of the policy. More than 10 people were handed over to law enforcement for suspected criminal offences.

Compliance and Privacy Protection

Tencent places great emphasis on the protection of user privacy and data. To this end, we have set up designated privacy protection teams and put in place product-specific privacy policies and stringent procedures for collecting and processing user data, all to ensure we remain in compliance with the evolving regulatory environment. The Company also conducts privacy risk assessments before launching new products, as well as provides privacy protection training for employees. We published a white paper on privacy protection and set up a platform to help users understand our privacy protection initiatives.



Scan the QR code to read a
summary of the white paper

At Tencent, we have always subscribed to the principle of "Data for Social Good". This principle ensures that users' data remains private and protected. Our "Person-Button-Data" approach is the methodology behind the privacy-by-design concept. We believe that users should be able to manage their own data, which is why our products and services include a wide range of user-controlled privacy options.

User data is protected by high-level security technologies that extend to all of our products and services across the entire data life cycle. This includes ensuring secure technical controls and policies are in place during the stages of data creation/collection, transmission, storage, usage, sharing/transfers, and destruction. In addition, where appropriate, we also leverage AI and other innovative technologies to enhance our protection against cybersecurity threats.

Moreover, Tencent has established a full-cycle data management system and adopted a five-dimension privacy protection mechanism, covering compliance management, product assessment, information security, internal audits and employee education.

We have also deployed various data security technologies, such as data encryption, data masking, de-identification and quantum cryptography, to safeguard users' data security. Our data protection measures span across prevention, usage and investigation.

For more information about our efforts in this area, please refer to the "Safeguarding Cyber Security" section on page 37.



Tencent Academy's talent nurturing program

Employee Care

We regard our employees as our primary asset. Among the nearly 65,000 Tencent employees (as of Q1 2020), some 20,000 are engineers, hailing from 18 countries and regions around the world. Additionally, 98% of our engineers have an undergraduate degree or above and 50.2% have a postgraduate degree or above. To support the individual development of our employees, we provide them with a range of resources to improve their living and working standards and enrich their cultural experiences.

Comprehensive Rewards and Protection

We offer every employee a competitive salary, as well as subsidies and allowances commensurate with his or her position. At the end of each year, we give out performance and service bonuses, along with special awards for “star employees” and “star teams”, to recognise our people and encourage them to continue growing with the Company.

At Tencent, all employees enjoy comprehensive health protection, which covers an annual medical checkup, 24-hour health consultation services, healthy diet programs, workout facilities, personal coaching and psychological support. On top of the statutory insurance and pension benefits, we also offer bespoke commercial insurance policies to employees and their family members.

Our employee perks and benefits also include interest-free housing loans and wedding and child-birth gifts. We provide holiday perks to employees and their families and host the annual Open Day for our employee's families. We also offer flexible work schemes for employees who need them.

Tencent is committed to promoting equality, transparency and non-discrimination. We respect all employees, regardless of their gender, nationality or religion, and maintain a working environment characterised by equality, harmony and inclusiveness.

We have set up branch offices in various Chinese cities, as well as overseas in the United States, South Korea and other markets. All employees at these branches enjoy a pleasant and innovative working environment that embodies Tencent's culture.

Engaging All Employees

We encourage our employees to participate in the Company's growth by putting in place effective channels of communication for them to voice their views and protect their rights. At the annual employee townhall, Tencent's top executives present to all staff members the Company's strategy, business plans and management ideas, as well as recognise teams of employees who have delivered outstanding performance at work.

To facilitate internal communications and build employee trust in the Company, Tencent has created an internal platform called Lewen for employees to submit questions on a named or anonymous basis. They will receive responses on a

Smart Transportation

To create a convenient, safe and comfortable transportation experience, we are committed to promoting the digitalisation of the transport industry by establishing a people-oriented smart transport ecosystem powered by intelligent technologies and ecological service models.

In the field of self-driving technology and cooperative 5G vehicle-infrastructure systems, we have leveraged our technological advantages in cloud computing, simulation tools and high-definition maps to launch the Tencent Autonomous Driving Simulator. The simulator provides a high-fidelity virtual environment to test auto-driving systems, increasing R&D efficiency.

Regarding public transportation, as of May 2019, the Tencent Transit QR Code had been adopted in more than 110 cities, including Shenzhen, Shanghai and Kunming, serving the over 70 million users who take buses, subways and other forms of public transport.

Smart Cultural Tourism

To make travel easier and more enjoyable, we launched a smart tourism initiative to enhance tourists' travel experiences via their smartphones.

For example, we established the Go-Yunnan platform as part of the initiative. Leveraging the Internet of Things (IoT), cloud computing, big data, AI and other technologies, the platform is comprised of a tourism big data centre, a comprehensive service platform and an integrated management system, all to create a smart, healthy and convenient provincial tourism ecosystem in Yunnan. As of February 2020, the Go-Yunnan platform had been used 130 million times by the public. It had also attracted nearly five million users to its mobile application and over four million to its array of Mini Programs.

We also collaborated with the Yunnan provincial government to promote the integrated development of culture and tourism in the region. Tencent's multitude of business lines across games, animation and comics, videos and music joined forces to tap digital tools like QQ and Mini Programs to enrich the travel experience of visitors to Yunnan.

We have also brought convenience to outbound tourism. For example, we joined hands with the government of Helsinki in Finland to create the My Helsinki Mini Program, delivering a localised travel experience for Chinese visitors to the city.

Smart Retail

The digital era has not only broken down the boundary between online and offline consumption, but also created more personalised and convenient shopping experiences for customers and eliminated the distance between brands and consumers. Our customer-centric smart retail solutions have enabled a diverse range of customer touch points and the development of digitalised services, making retail operations more intelligent and efficient.

Leveraging our competitive advantages in traffic volumes, data, technology and ecosystem resources, we have woven unmanned customer service, voice recognition, electronic price labels and facial-recognition payment systems into the retail industry chain, enhancing operational efficiency and improving the user experience.

Our socially-focused Mini Programs allow merchants to establish omni-channel business platforms. In 2019, Mini Programs accounted for more than 300 million daily active users and generated a total transaction volume of RMB800 billion, an increase of 160% compared to the previous year. The primary source of growth came from the e-commerce and retail sectors.

We launched the Weixin 8.8 Smart Life Day 2019 campaign between 1-8 August, which welcomed tens of millions of participating merchants and stores across the food, healthcare and pharmaceuticals,



Yunnan Tourism Ambassador Yunnan Yun

fashion, retail and logistics industries. Weixin 8.8 Smart Life Day is an occasion for customers to experience new retail technologies, including electronic receipts, facial-recognition payment systems and QR code orders, sharing in the benefits of technology.

Smart Energy

Tencent Cloud has launched RayData, a big data-powered real-time visualisation and interaction system, enabling users to manage and use data in a more convenient and personalised manner.

We have deployed RayData in the electricity sector to help power grids and develop single digital platforms to manage geographic location information. It also helps businesses leverage data to enhance operations and monitoring.

RayData also launched a smart power supply security system for the 2019 China International Import Expo in Shanghai, providing comprehensive energy management and control support for the annual trade fair.

Smart Municipal Service

Over recent years, Tencent has been providing strong support for the development of a digital city strategy. Adhering to the principle of user-centricity, we have been working to integrate traditional public services with modern, service-oriented thinking, to save peoples' time and energy when using public services.

In 2017, we participated in the Digital Guangdong project and developed the Yue Sheng Shi platform to provide services to the general public, enterprises and civil servants. The aim of the platform was to streamline public administration services, enhance the business environment and increase administrative efficiency. According to an

official evaluation report regarding online public services, Guangdong province had the highest index of digital capabilities in China in 2018. Digital Guangdong is one of the best examples of Tencent's commitment to promoting a digital government.

In 2019, our experience with Digital Guangdong was replicated in other regions. On 10 October, we launched a new Mini Program in collaboration with the Jiangsu provincial government, enabling over 100 public services, including certificate applications and pension fund inquiries, to be processed online.

In October 2019, Tencent's We Tax Refund joined hands with the United Arab Emirates tax refund service provider, PLANET, to facilitate electronic tax refunds for Chinese tourists in the country. That same month, We Tax Refund enabled real-time tax refunds in 88 airports and three international ports across 28 countries worldwide, as well as tax refund services on-arrival in 27 countries and regions.

Smart Residential Communities

Residential communities are the smallest urban administrative unit. To drive the digitalisation of urban residential communities, we launched a multifaceted solution for community affairs – Future Community. As of October 2019, the Future Community platform had 133 applications serving over 7,000 residential communities. More applications, such as IoT, garbage sorting and Tencent Medipedia, will be included in this platform in the future, to provide residents with a one-stop service for basic necessities.

On 14 October 2019, we held the Tencent Cloud Smart Community Ecosystem Conference in Shenzhen, where we jointly

launched the 2019 *China Green Smart Property Development Whitepaper* with the National Standardisation Technical Committee for Digitalisation of Intelligent Buildings and Residential Areas. Through our subject matter research, our aim is to clarify the definition of a smart community across multiple dimensions, including green ecology, carbon emissions, energy efficiency, digitalisation and the degree of smart technology adoption.

Smart Villages

The efficiency of village governance is essential to effective poverty alleviation and the long-term development of the rural economy. In view of this, in 2015 we enhanced our WeCounty project to provide a platform, as well as various products and services, for the digitalisation of village administration.

WeCounty is a highly-regarded digital village platform, renowned for its coverage and ability to connect village stakeholders through its Village Council and Villager Circle functions, regardless of whether the members are physically present or far away.

Through the WeCounty platform, villagers can make their voices heard and local leaders can increase their village's working efficiency, thereby helping district governments make more informed decisions regarding village administration.

With Tencent's technology, WeCounty has been able to facilitate the participation of villagers in local administrative affairs, increase dynamism within village communities and lay the foundation for long-term poverty alleviation work and rural vitalisation.



For a Better World

As a responsible Internet-based technology enterprise, we are committed to promoting the sustainable development of society using our products and solutions. In 2019, we launched a variety of CSR initiatives to create a better technological environment, fight poverty, rejuvenate culture, advocate philanthropy and promote a greener future, demonstrating our pledge to build a better world.

Creating a Better Technological Environment

Creating a Healthy Internet Environment

Tencent has continued to reinforce the protection of minors on the Internet, an issue that now has widespread support across society. In April 2019, we launched our inaugural whitepaper about child protection on the Internet. At an Institute of Electrical and Electronics Engineers (IEEE) task force convention on 21 May 2019, we took the lead to launch China's first standards on protecting minors

online. Over the past few years, we have remained committed to child protection, developing dedicated initiatives to safeguard minors while using the Internet; we have also created a protection system, covering research and education, product design, platform governance and social collaboration.





The 2019 launch ceremony for Tencent's Guardian Program

Tencent's Security Capability

In recent years, we have integrated an industrial security strategy into our corporate operations, shifting from a defensive approach to proactive planning and security management. In 2019, we unveiled four security products covering threat detection, data security, access authorisation and cross-platform end-to-end security. Our open technology, risk and anti-fraud platforms help finance, Internet, government and other organisations solve security challenges across the range of new business scenarios facing companies today.

Our work in the field of security technology research has been referenced at top-level international conferences and gained Tencent wide recognition at home and abroad. As of May 2019, the Company had applied for over 4,000 patents related to cyber security, 1,000 of them having been granted.

In the face of emerging security challenges, setting standards is an effective approach to promoting the development of the security industry and enhancing security levels. Tencent is a keen advocate in this regard. To date, we have led the development of the first zero-trust international security standards, which then became a registered project with the ITU Telecommunication Standardization Sector and China

Communications Standards Association. We have also pioneered the first international IEEE business security risk assessment standards. Tencent's threat detection product is compatible with the four major operation systems and three major central processing units (CPUs) produced in China.

Building a Cyber Security Ecosystem

In this digital era where everything is connected, security risks can become highly complex and difficult to address. Tencent believes in a collaborative approach to tackling the challenge. We have worked to establish a security ecosystem that connects industry partners across the security chain, sharing information, technology and expertise to safeguard the Consumer and Industrial Internets.

Creating a Safe Internet Environment

We are committed to leveraging our data analysis and AI capabilities across various scenarios to increase Internet security levels.

In 2019, Tencent's Guardian Program contributed to cracking down on cyber-based, black-market transactions and fraud, drawing from our store of big data on underground market operations paired with our AI capabilities. We launched a dedicated solution to curb fraud caused by data and personal

information leakages. We protected users through fraud detection and prevention mechanisms. The Guardian Program also initiated a range of campaigns to educate people about cyber security and raise public awareness against cyber scams.

Making Available Our Expertise

To make our expertise available to more partners, we launched an expert service platform comprised of specialists from our seven security laboratories, offering security management advice and solutions. Supported by security products, the platform helps enterprises identify their security needs, as well as plan, design, develop, implement and maintain their security infrastructure.

Nurturing Security Talent

Noticing the demand for talent in the cyber security industry, we began working with schools and companies to develop future talent through competitions, trainings and certifications.

We organised Tencent Capture The Flag (TCTF) for the third year in a row, providing a platform for cyber security practitioners to compete with top-level talent around the world. The TCTF Club is a technology community for students from over 40 higher education institutions. In addition, we have actively participated in large-scale competitions on cyber security and collaborated with various parties to grow more Internet security talents.

Sharing Security Technologies

Tencent has actively explored how to work together with our clients to build security laboratories and create synergies along the industrial security chain. We organised the Tencent Security Exploration Conference (TSec) for three consecutive years to share insights on critical information security issues and highlight important technical achievements, in line with our commitment to promote the development of security technology in this era of the Industrial Internet.

Alleviating Poverty with a People-centric Approach

Back in 2002, when Tencent was still a startup with only about 100 employees, we donated more than 10 computers to a primary school located in the impoverished county of Qingyuan in Guangdong Province. This marked the start of our approach to poverty alleviation and rural vitalisation.

In 2007, Tencent Charity Foundation, China's first philanthropic foundation established by an Internet company, was founded to carry forward an agenda to support education, fight poverty and foster other charitable organisations.

Over the past 12 years, Tencent Charity Foundation has been committed to poverty alleviation with a focus on six major areas, namely rural vitalisation, disaster relief, targeted poverty reduction, education, healthcare and ecological restoration. As of 31 December 2019, Tencent Charity Foundation had donated RMB2,957 million, 95% of which went to poverty alleviation.

In the context of poverty alleviation, we have been committed to using a people-centric approach, placing emphasis on the wellbeing of people from rural areas. Tencent Charity Foundation has been donating money to poverty-stricken villages for many years to help disadvantaged children and improve the quality of education.

This people-centric poverty alleviation philosophy is also well reflected in our rural vitalisation program launched in 2009. From 2009 to 2014, Tencent Charity Foundation contributed more than RMB50 million to impoverished areas in Yunnan and Guizhou provinces,

promoting education, as well as cultural and economic development of counties located in western China.

The Digital Assistant Who Fights Poverty

We realised a long time ago that poverty alleviation is an arduous task that requires community participation and collaboration. After the 2008 Wenchuan Earthquake in Sichuan province, we launched an online fundraising channel and received over RMB20 million in donations within a short period of time. This also marked the establishment of the Tencent Charity Platform.

Considering disasters such as earthquakes and snowstorms, Tencent Charity Foundation developed a “multifaceted disaster relief” mechanism to call for emergency help from the wider society. The mechanism has been utilised 11 times from 2008 to 2014, receiving donations totalling over RMB75 million and RMB69 million from Tencent and Internet users, respectively.

Given the spread of the mobile Internet and rapid growth of social media, the development of Internet-based philanthropy has also started to speed up, making it an important force for poverty

alleviation. In 2014, Tencent Charity Foundation worked with Weixin and QQ to launch a new fundraising channel, allowing users of these platforms and their friends to make donations together.

Starting from 2015, Tencent Charity Foundation has been organising the annual 9.9 Giving Day, connecting charitable organisations, corporates and netizens to build an efficient, transparent and precise Internet-based donation ecosystem. 9.9 Giving Day has played an important role in mobilising the wider society and pooling together funds for poverty alleviation.

9.9 Giving Day has attracted increasing public participation since its inauguration in 2015. In 2019, 30 provinces and municipalities across China joined hands with charity associations to fight poverty, receiving 46 million donations within just three days.

As of 31 December 2019, Tencent Charity Platform had supported more than 10,000 charitable organisations and raised funds for over 70,000 projects. Over 300 million netizens had donated more than RMB7.6 billion via the platform, 92% of which went to poverty relief, supporting industry development, healthcare, education, ecology and culture.



Tencent 9.9 Giving Day has played an important role in mobilising society to fight poverty.

Tencent Charity Platform not only supports philanthropic organisations to raise funds via the Internet, but also provides various resources, such as content and traffic data, to help raise public awareness about charitable programs that help to fight poverty.

While fighting poverty, Tencent Charity Platform also strives to enhance public understanding about the causes and conditions of rural poverty, to build a closer connection between cities and villages.

Unleashing the Inner Strength of Rural Areas

Through years of poverty alleviation work, we have realised that for rural villages to eliminate poverty and prosper, their inner strength has to be brought out.

Based on this insight, we launched WeCounty, a digital platform providing various Internet technologies and products to address the pain points in village management, such as village administration and culture vitalisation.

As of 29 February 2020, 15,176 villages (communities) across 2,395 townships, 215 cities and 29 provinces had joined WeCounty, representing a total of more than 2.15 million villagers.

The Positive Effect of WeCounty

Young workers who left their hometown villages can now express their thoughts and feelings via WeCounty and stay in touch with their families and communities. The platform also enables villagers to be more involved in rural affairs.

Through the WeCounty Official Account, Weixin users can explore and understand the stories of rural villages and learn more about the people living there. It also highlights the regional features and

symbolic value of relevant agricultural products and attracts more customers.

In addition, WeCounty Manager epitomises the program's ability to attract talent to return to rural areas. For example, when Dapo Village of Fenghuang County, Hunan province, was connected to WeCounty, Yang Ting helped familiarise her father with the Internet. Yang Ting then became a WeCounty Manager. In March 2019, she became a civil servant and was given a post within the village administration.

Empowering Rural Villages Through "Connection"

The exploration of WeCounty has always been in line with the development of the digital era. Over the past few years, given the increasing Internet penetration rate in China, different Internet products and services, such as social media, content creation and payments, have reached rural areas, sparking various innovative poverty alleviation initiatives centring on "connection".

One of these innovative initiatives aims to increase the consumption of rural products. In 2019, the widespread adoption of WeChat Pay prompted the development of China's rural e-commerce industry, enabling villagers to reach consumers from cities in a more efficient, convenient and precise way. Our social and content platforms, including Tencent News, Weixin, WeiShi, and Tencent Live Broadcasting, worked with technology developers and content creators to help villagers sell their agricultural products. We also leveraged the power of content and our platform capabilities to enhance public awareness and understanding about rural areas. By connecting villages with the broader world, we aim to achieve sustainable progress in poverty alleviation.

Our approach to supporting education in rural areas has also evolved from donating money to leveraging our technological strengths to fight poverty. For example, we launched Digital Natives Action (DNA) to cultivate healthy Internet habits among young people. We also promoted smart education products and services for schools located in impoverished areas. In Cangyuan County of Yunnan province, over 5,000 children have attended programming courses provided by Tencent Coding.

Over recent years, Tencent has been exploring the possibility of using AI to tackle the development issues facing rural areas. Our award-winning proprietary agricultural AI system helps farmers increase productivity and make better use of natural resources. We have also strengthened our cooperation with China National Cereals, Oils and Foodstuffs Corporation and New Hope Group, in view of identifying new models to promote the sustainable development of rural areas.

Over the two decades of Tencent's history, we have always been committed to a "people-centric" approach to fighting poverty, fully leveraging our resources and capabilities in the field of technology and culture to connect villages with the outside world, all in view of unleashing the inner power of rural areas. This is the key strategy of Tencent's poverty alleviation work.

Rejuvenating Traditional Culture with Digital Technology

Through Tencent's "Technology + Culture" model, we are making creative use of digital technology to rejuvenate traditional culture in the modern context and help foster the development of a digital culture in China.

Rejuvenating Traditional Culture in Modern Society

Meaningful dialogue between traditional culture and modern society requires a popular connection point. Popular Intellectual Property (IP) is just that. A portion of our e-sports-related intellectual property, such as *Honour of Kings*, *QQ Dance*, *Moonlight Blade* and *Dungeon and Fighter*, have cooperated with museums and cultural institutions in China to introduce traditional cultural elements to in-game activities and design, thereby promoting China's intangible cultural heritage to the public.

In 2019, Tencent launched the Mr. Bowu open platform and stepped up efforts to promote the digitalisation of museums. Mr. Bowu collaborated with 280 museums across the country, providing audio guide services to more than two million viewers and digitalising more than 30,000 exhibits. In addition, we launched the Global Digital Museums for National Treasures program, which digitalises China's national treasures located in overseas museums for people to appreciate using a variety of channels, including the Mr. Bowu Mini Program.

Regarding cultural conservation, Tencent's Digital Culture Conservation Platform has formed strategic partnerships with numerous cultural institutions, including the Palace Museum, Dunhuang Research Academy, China Foundation for Cultural Heritage Conservation and Emperor Qinshihuang's Mausoleum Site Museum. We are helping these institutions create unique cultural preservation solutions, using innovative and interactive methods to engage the public in the work of cultural conservation.

★ Case Study



A Digital Palace Museum

In July 2016, Tencent and the Palace Museum formed a partnership. Within three years, they had successfully achieved the integration of traditional culture with digital creativity, encompassing online games, animation and music. More than 10 cultural projects with considerable impact have been launched. In September 2019, Tencent and the Palace Museum deepened their partnership, through which some 100,000 cultural items will be digitalised using cloud computing and AI technologies, as part of the effort to establish a Digital Palace Museum.



The Great Wall Conservation Project

Tencent and the China Foundation for Cultural Heritage Conservation co-launched The Great Wall Conservation Project. To date, the project has donated a total of RMB35 million for the purpose of renovating the Great Wall of China. We have also launched related Mini Games, picture books, HTML5 content and documentaries to refresh the attractiveness of this great heritage site.



Promoting Urban Heritage with Digital Content

Tencent has collaborated with various Chinese cities in different regions to identify their most impressive features. The idea is to introduce high-quality digital content and proven business models to urban spaces while offering interesting cultural experiences to the urban dwellers living therein. In January 2019, the Tencent Digital Creative Festival was launched in Chengdu, attracting more than 100,000 offline visitors.

Sharing Chinese Culture Abroad

Through the Internet, Tencent has exported digitalised Chinese cultural content to the rest of the world, helping to promote cultural exchange. A wide range of digital content has been

distributed, including Chinese music, animation, literature, movies, games and e-sports. For example, The Wild Goose Lake – co-produced by Tencent Pictures – was the only Chinese-language movie that competed at the 2019 Cannes International Film Festival; and Arena of Valor has been included in the Asian Games competition.

Building an Innovative Philanthropy Ecosystem on the Tencent Platform

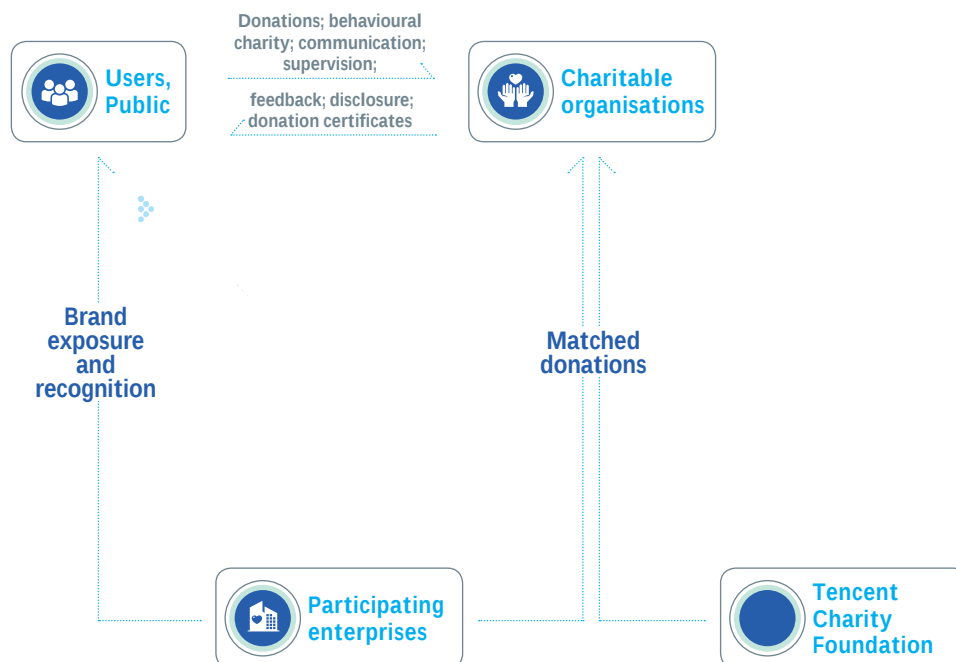
Tencent is committed to exploring the possibilities of technology to tackle problems through philanthropy. This has become an important part of our CSR research and practice.

Mobilising the Public to Participate in Philanthropic Activities

Tencent believes philanthropy transcends donations and charity projects. Behind each charitable cause is a drive to unlock peoples' compassion through a rational approach that delivers a positive impact to society. Using our strengths and capacity for innovation, we can take the lead to drive innovation in Internet-based philanthropy and establish a new ecosystem.

Tencent Charity Foundation has positioned itself as a digital assistant to philanthropic activities, and is committed to its roles as Toolbox, Connector and Ecosystem Co-developer. After the 2008 Wenchuan Earthquake in Sichuan

★ The Tencent Charity Platform ecosystem





Appendix

About This Report

This report marks the eighth corporate social responsibility report published by Tencent Holdings Limited since 2008, covering in detail how Tencent understood and approached its social responsibilities in 2019. Also included is a presentation of the Company's notable achievements in 2019.

Period:

From 1 January to 31 December 2019. Select initiatives which were launched before or after 2019 have also been included in this version.

Report scope:

This report is based on Tencent Holdings Limited as an entity, including its subsidiaries and affiliates.

Reporting guidelines:

This report was drafted with reference to the Guidelines on Corporate Social Responsibility Reporting for Chinese Enterprises (CASS-CSR4.0), the Sustainable Reporting Guidelines of the Global Reporting Initiative (GRI) and the Environmental, Social and Government Reporting Guide of the Hong Kong Exchanges and Clearing Limited.

Data sources:

The data sources used in this report include those made public by Tencent or external organisations.

Reliability assurance:

Tencent guarantees that there are no false records, misleading statements, or major omissions in the content of this report.

Note on terminology:

To facilitate a clean presentation and smooth reading, "Tencent Holdings Limited" is also expressed as "Tencent", "We" or "the Company".

Access to report:

You may download the electronic edition of this report from Tencent's website at www.tencent.com, or via the Tencent CSR Official Weixin Account. For any questions or suggestions concerning the report, please send an email to: CSR_report@tencent.com.



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