

Environmental, Social and Governance Report 2024



Content

About Tencent	02	Board Independence and Diversity	05	ESG Strategy	08
Message from Chairman	03	Risk Management	06	ESG Governance Structure	09
Executive Summary	04	Commercial Value, Social Value, and Shareholder Value	07	Board Statement	09
				Annual Review of ESG Working Group	10
				Integration of ESG Concepts into Corporate Culture	12
				ESG Materiality Assessment	13

Environmental Strategies and Progress	15	Our Approach	32	Privacy Protection	46	Creating an Age-Appropriate Digital Environment for Minors	64	Digital Technologies Promoting Sustainable Innovation	72	Adherence to Integrity Practice	89
Climate Change and Carbon Neutrality	17	Attracting, Retaining, and Motivating Talent	33	Cyber and Data Security	51	Empowering the Silver Generation in the Digital Era	68	Digital Upgrade of the Philanthropic Sector	75	Adherence to the Principle of Fair Competition	91
Nature and Biodiversity Conservation	27	Employee Training and Development	36	AI Safety Governance	56	Assisting Individuals with Physical Impairments in Overcoming the Digital Divide	69	Digital Financial Inclusion	77	Anti-Money Laundering Management	92
		Building a Diverse, Inclusive, and Collaborative Workplace	39	Internet for Trust	59	Digital Technologies Supporting Rural Development	70	Digital Technologies Promoting Sustainable Urban Development	82	Intellectual Property Protection	93
		Employee Health and Welfare	41					Digital Technologies Improving Health and Well-being	85	Sustainable Supply Chain	95
		Employee Communication and Expression	44								

About Tencent

Tencent is a leading global internet technology company dedicated to creating innovative products and services to enrich the lives of people.

Our communication and social platform serves over one billion users worldwide, enabling them to stay connected with friends and families while enjoying easy access to life services such as entertainment, transportation and payments.

We develop and publish some of the world's most popular online games and premium digital content, delivering engaging and interactive experiences for a broad and diverse audience.

We provide enterprise services, including marketing, cloud services and computing, and FinTech services, to support the digital upgrade and business expansion of our partners.

Tencent was founded in 1998 and has been listed on the Main Board of the Hong Kong Stock Exchange since 2004.

Value for Users, Tech for Good

Creating value for our users and harnessing technology for good are at the core of Tencent's vision and mission.

This belief is deeply embedded in our product development, daily operations and corporate governance, driving the sustainable growth of our Company while guiding our engagement with broader society to create sustainable social value.



Message from Chairman

Leveraging our strengths in internet technologies and artificial intelligence (AI), Tencent delivers inclusive and accessible products and services to users while supporting enterprises in their digital upgrade, contributing to broader economic and social progress. AI is deeply integrated into our products and operations, serving as part of our strong technological foundation that accelerates business growth and enhances risk management. We have deployed AI to more than 700 use cases, fostering innovation and increasing operational efficiencies for the Company, as well as for our customers and partners. In 2024, we introduced AI in corporate governance, including internal

controls and supply chain management, to enhance the acuity and precision of our risk identification tools. Guided by user value and broader societal needs, Tencent is committed to developing and deploying AI that is safe, ethical and responsibly governed. Key considerations around privacy, data security and governance were also discussed in the report. We actively contribute to industry development through open source collaboration and cross-industry partnership, while upholding responsible AI principles. Recently, we have signed the AI Safety Commitment initiated by China's AI Industry Development Alliance.

As the 99 Giving Day event celebrated its 10th anniversary in 2024, it evolved into the Giving for Good Initiative (with "99" being homophonous with "久久" meaning "forever"), marking a shift from an event to a long-term initiative. This year's festival brought together over 2,200 philanthropic organisations, 5,500 charitable projects, more than 20,000 participating enterprises, and 280 million users who contributed via cash donations, step-donation fundraising, and the Little Red Flower interactive campaigns. Leveraging internet technologies, we continue to strengthen connections among donors, philanthropic organisations and beneficiaries. We promote philanthropy, expand public access to project information and progress tracking, and streamline project verification using AI-powered solutions, helping to enhance efficiency and transparency in the sector. As we look ahead to the next decade, we hope digital technologies, as vessels carrying compassion and trust, will continue to support philanthropic organisations in expanding their reach, integrating charitable activities into everyday life and the long-term development of the industry.

In advancing the United Nations Sustainable Development Goals (SDGs), enterprises can be more proactive in creating positive impact. We continue to leverage digital technologies to enable social innovation across multiple domains. For example, our digital twin and game technologies supported Beijing's Central Axis in its successful inscription as a UNESCO World Heritage Site. The Red Umbrella Programme, powered by Tencent Health's AI, provided free cervical and breast cancer screenings for over one million women in remote areas. This programme was recognised as a Best Practice in the Fifth Global Poverty Reduction Case Initiative, co-organised by the World Bank and the Food and Agriculture Organisation of the United Nations. In collaboration with the China Earthquake Networks Centre, we launched a Weixin Mini Program that delivers real-time earthquake alerts to users, helping to safeguard lives in times of crisis.

We firmly believe that lasting change comes from the steady and profound creation of social value. Tencent will continue to harness digital innovations to address sustainability challenges, embedding Tech for Good values into our products and operations while working alongside industry and societal partners to fulfil our long-term commitment to sustainable development.



Ma Huateng
Chairman of the Board

Executive Summary

Tencent executes our Environmental, Social, and Governance strategy through our corporate risk management process, which manages existing ESG issues and monitors emerging risks, while integrating sustainable social value creation into our daily operations and product development. In 2024, we made significant progress in the following areas:



*Photographed at Tencent Binhai Towers

Environmental

- We are advancing towards our carbon neutrality goal, annually assessing progress and ensuring progress remains on track through energy efficiency improvements and transitioning to renewable energy. Leveraging our fourth-generation high-efficiency data centre technology, T-block, we implemented cooling efficiency upgrades and applied AI algorithms to optimise energy consumption. Meanwhile, we accelerated renewable energy adoption via increases in installed renewable energy facilities and procurement of renewable electricity, raising our renewable electricity use from 12.4% in 2023 to 22.0% of our total electricity use in 2024.
- We explored digital technologies for biodiversity conservation, applying AI in species protection and promoting public engagement through social platforms. These efforts were recognised as notable contributions to sustainable development in China under the United Nations Global Compact's "20 Case Examples in 20 Years" Project.

Social

- We strengthened our technical capabilities in privacy protection compliance, prioritising user value and focusing on core data security. We improved governance capabilities by refining management requirements, optimising platform tools, integrating compliance requirements into business processes, and conducting internal audits. Leveraging AI-enabled efficiency, we achieved significant improvements in the effectiveness of our cloud security, data security, and business continuity safeguards. Our AI safety governance framework builds upon data, algorithms, and operations to address emerging risks and respond to stakeholder concerns. During the reporting period, there were no recorded occurrences of cybersecurity or data breach incidents.
- We execute Tech for Good by investing in sustainable social value innovations aligned with the UN Sustainable Development Goals. The "Xplorer Prize" and the "New Cornerstone Investigator Program" have supported over 360 scientists with long-term and stable funding for pioneering research. In emergency response, Weixin's instant communication capabilities can assist public safety efforts by reducing response time. Using digital solutions to preserve culture and inheritance, the "Digital Beijing Central Axis" project employs high-precision digital simulations to recreate heritage sites, engaging over 17,000 online volunteer inspectors. After three years of honing, we implemented our self-developed methodology, SQL, for evaluating the scale, quality and impact of our sustainable social innovation projects.
- We further promoted accessibility and inclusion across digital products and physical spaces. By leveraging AI to boost the efficiency of producing accessible content, we released more than 190 accessible films in Tencent Video platform in 2024. We have developed an accessible version of "First Lesson in AI Programming", which was incorporated into the curriculum for special education schools in Guangzhou, Beijing and Nanjing, enabling visually impaired students to learn AI fundamentals. We introduced accessibility design in our new campus under construction in Shenzhen and received China's highest 3-star accessibility rating for the first batch of buildings completed in 2024.

Governance

- We maintained high standards of business ethics, and recently applied AI capabilities to identifying and assessing ethical risks. We also continued to enhance anti-fraud training for our employees and key suppliers.
- We collaborated with suppliers to embed ESG in business practices. The Tencent Supplier ESG Code of Conduct has been integrated into our supplier engagement process. We have promoted green energy transition in leased data centres to reduce Scope 3 emissions. During the year, several leased data centres broke ground in procuring green energy to support our operations.
- We maintained a high standard of corporate governance. We closely monitor emerging trends and will adopt appropriate measures to continuously enhance governance at the company and board level, as well as address stakeholder requirements.

Tencent has been included in multiple major ESG indices, including the World Index and Emerging Markets Index under the Dow Jones Sustainability Index (DJSI), the MSCI Emerging Markets ESG Leaders Index, the MSCI China ESG Leaders Index, and more than 20 other MSCI ESG-related indices. In August 2024, Tencent was added to the Hang Seng ESG 50 Index and Hang Seng Corporate Sustainability Benchmark Index. MSCI upgraded our ESG rating from BB to BBB, while S&P Global ranked our ESG score among the top three in our industry sector globally during 2024. These recognitions reflected widespread acknowledgement of the effectiveness of our ESG management.

James Mitchell John Lo
Co-Chairs
ESG Working Group

Corporate Governance

Board Independence and Diversity

Tencent has established a unitary board. As of 31 December 2024, the Company's board of directors (the "Board") consisted of eight directors, including an executive director, two non-executive directors ("NEDs") and five independent non-executive directors ("INEDs").

The NEDs are from the senior management within the Naspers Group, a long-term shareholder investing in Tencent through its subsidiary Prosus. Naspers is a global consumer internet group and one of the largest technology investors in the world. The NEDs bring business, financial and management experience from a global perspective and in reflection of the long-term interests of shareholders, as they perform the supervisory duties of directors. The INEDs are professionals from a wide range of industry backgrounds, possessing diverse expertise and broad management experience in different fields. They provide checks and balances that safeguard the interests of the shareholders, the Company, and the stakeholders. The Nomination Committee under the Board has assessed the independence of the INEDs and determined them to be independent. The Company, in undertaking this assessment, has considered the independence guidelines set out under the Listing Rules of the Hong Kong Stock Exchange Limited, along with the tenure of service of each INED and the unique perspective, skill and experience each contributes to the Board. The Company has received the annual independence confirmation from each INED, and the Board has affirmed their independence. Among the five INEDs, two have served for more than nine years. The Nomination Committee and the Board, after careful assessment, are of the view that they have the independence to fulfil their roles as INEDs effectively and will continue to bring valuable experience, knowledge and professionalism to the Board. In 2024, INEDs accounted for 62.5% of the total Board members, and NEDs represented 25%.

The Board plays a pivotal role in steering Tencent's strategic direction, overseeing corporate governance, and ensuring the Company's long-term sustainable growth. It operates through a well-defined governance structure and delegates certain matters requiring dedicated time, attention, and expertise to its various committees. As such, the Board has established five committees:

Audit Committee

The Audit Committee consists of three members, including one NED and two INEDs, ensuring strong independent oversight. Chaired by an INED, this committee plays a crucial role in financial oversight. Its primary responsibilities include reviewing financial information, overseeing the financial reporting system, and managing relationships with external auditors. Additionally, the committee reviews risk management and internal controls, overseeing the Company's risk tolerance levels. It also oversees the anti-money laundering and sanctions compliance system.

Corporate Governance Committee

With five members, the Corporate Governance Committee is composed of one NED and four INEDs, ensuring a high level of independent governance. It is chaired by a NED. The committee is mainly responsible for reviewing and monitoring ESG-related matters, including progress on strategies, targets and metrics, disclosures in ESG reports, and making recommendations to the Board. It also evaluates corporate governance disclosures and compliance with regulatory requirements. Another key function is to review and advise on the Shareholders Communication Policy, making recommendations to the Board as appropriate.

Investment Committee

The Investment Committee consists of three members, including a senior executive, executive and non-executive directors. The committee is chaired by the President of Tencent. It is primarily responsible for identifying and evaluating investment opportunities, including mergers, acquisitions, and disposals. Additionally, the committee ensures that all investment decisions comply with the Listing Rules and other relevant legal and regulatory requirements.

Nomination Committee

Comprising five members, the Nomination Committee is chaired by an executive director and includes a majority of INEDs, along with one NED. Its key responsibilities include reviewing and monitoring the structure, size, and composition of the Board to ensure a balanced and diverse representation. The committee is also in charge of identifying suitable and qualified individuals for recommendations as new Board members, evaluating shareholder nominations for directorships, and assessing the independence of INEDs. Additionally, it reviews and monitors the Board Diversity Policy and Board Nomination Policy, ensuring their effective implementation.

Remuneration Committee

The Remuneration Committee consists of three members, including one NED and two INEDs , ensuring strong independence in remuneration decisions. Chaired by an INED, this committee is mainly responsible for reviewing and approving proposals about the policy and structure of remuneration of directors and senior management team, ensuring that these proposals align with corporate goals and objectives. It also enforces strict governance policies, ensuring that directors or any of their associates are not involved in decisions regarding their own remuneration. Additionally, the committee reviews and approves share scheme-related matters.

The Board values the diverse experience of its directors and recognises the advice and oversight provided by the NEDs and INEDs. The Board makes continuous efforts on maintaining a good mix of director tenure lengths to embrace various viewpoints and experience from both veteran and newly appointed directors, while ensuring the effectiveness and efficiency in fulfilling their fiduciary duties. The Board focuses on a diverse set of factors when selecting directors, including industry knowledge, professional background, experience, and gender, having due regard to the benefits of Board diversity.

We have implemented the Board Diversity Policy and Board Nomination Policy to ensure alignment with both the Company's current policies and the Listing Rules requirements when assessing candidates' eligibility for directorship. Since May 2023, female representation on the Board has increased to 25%, with a target already set in 2022 to raise this proportion to 30% by 2030. Board members have profound professional expertise covering a wide range of sectors, including computer and information technology, telecommunication, business administration, financial management, accounting, law, medicine, and social sciences.

The Board has delegated its responsibility to steward the Company's ESG matters to the Corporate Governance Committee. For details of the Company's corporate governance efforts in 2024, please refer to the *Corporate Governance Report* section of Tencent's 2024 Annual Report.

Risk Management

Adequate and effective risk management and internal control systems are key to safeguarding the Company's strategic objectives. In respect of establishing the organisational structure for risk management, implementing risk management processes, and enhancing risk culture, the Company has been continuously improving its risk management and internal control system, as well as enhancing its risk management capabilities to ensure healthy and sustainable development of the Company.

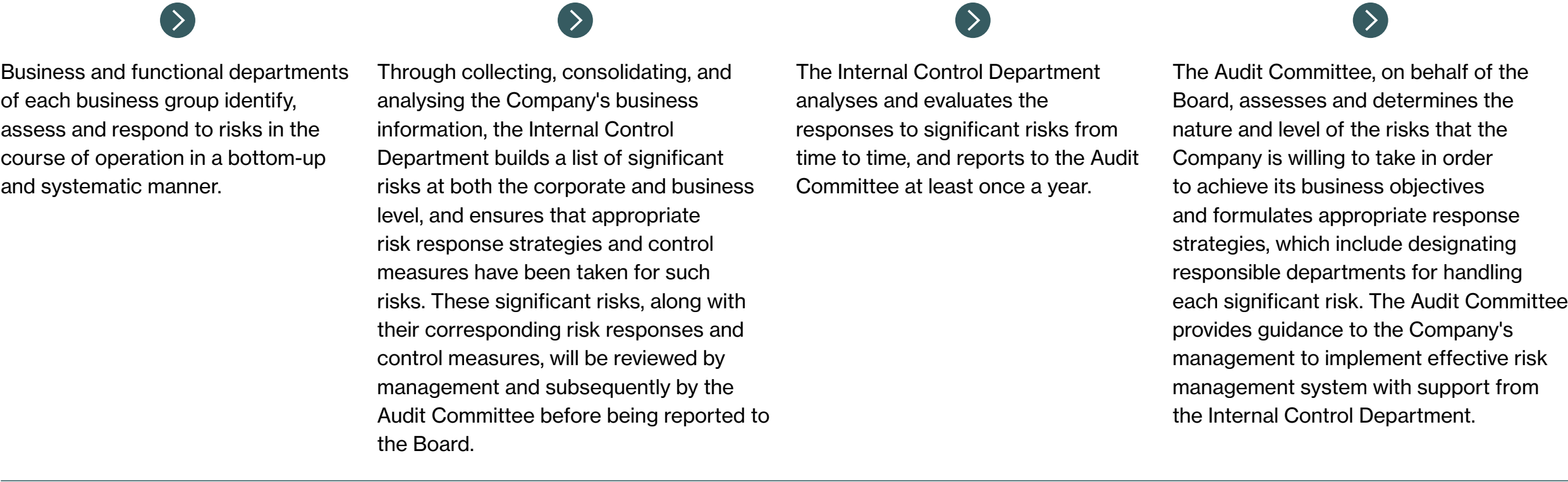
Risk Governance Structure

The Board acknowledges its responsibility to ensure that the Company has established and maintained adequate and effective risk management and internal control systems. The Board delegates its responsibility to the Audit Committee to review management practices with respect to risk management and internal control on a quarterly basis, including the development, implementation and monitoring of risk management and internal control systems. The Audit Committee also reviews the effectiveness of risk management and internal control systems on an annual basis. The members of the Audit Committee have extensive experience and knowledge of financial and risk management. They also receive updates on the latest risk management requirements and best practices from internal teams, and discuss further at the quarterly Audit Committee meetings as necessary.

Under the supervision and guidance of the Board, the Company has adopted a risk management and internal control structure, referred to as the "Three Lines Model", to ensure the effectiveness of its risk management and internal control systems.

Risk Management Process

As an Internet technology company with a wide variety of rapidly changing businesses, the Company has adopted the following dynamic risk management process in response to the ever-changing risk landscape:



On behalf of the Board, the Audit Committee supervises the overall risk management of the Company and assesses the risk acceptable level, risk ratings and the risk response strategies. The Audit Committee considers that management has taken appropriate measures to address and manage the significant risks that they are responsible for at a level acceptable to the Board.

For details of the significant risks and corresponding response and mitigation measures for 2024, please refer to the *Corporate Governance Report* section of Tencent's 2024 Annual Report.

Integrating ESG into Risk Management

We have fully considered and integrated ESG-related factors, including challenges related to climate change, into the Company's risk assessment and internal control management processes. We also conduct regular risk identification and assessment, prioritise risks based on the results of the assessment, and formulate appropriate risk response measures.

Risk Culture

The Company is committed to strengthening its internal control environment, increasing employees' risk management awareness, and continuously enhancing its risk management capabilities.

The Company provides regular risk management and internal control training to all employees through various channels including on-site and online courses, additional online and offline content. The training covers topics such as risk management system, key risk analysis and internal control activities. Risk management is included in the mandatory training courses for new hires.

The Company has integrated risk management and internal control assessment results into the performance review process of each business group and functional department.

Commercial Value, Social Value, and Shareholder Value

Since our strategy upgrade to promoting sustainable innovations for social value, alongside nurturing the consumer Internet and embracing the industrial Internet, we have positioned the Company with a clear strategic vision for future development and strengthened our foundation in sustainability.

We proactively manage the balance between commercial value, social value and shareholder value, ensuring the interests of shareholders and stakeholders are taken into account and the Company can steadfastly attain sustainable development in the long run.

We fund our investments in social value innovations from the accumulated returns of our investment portfolio, separate from R&D funding for our products, technologies, and platforms.

In designing commercial value, user value is our foundation. We invest heavily in technologies and products, strengthening the protection of user privacy and data security to deliver a superior product experience to our users. By supporting the digital upgrade of industries, we create social value together for the benefit of society. This, in turn, enables us to share commercial benefits brought by the convergence of the digital and real economies. In promoting digital industrialisation and industrial digitalisation, we position Tencent as a trusted digital assistant facilitating innovation and entrepreneurship and providing enabling technologies to support industries' digital upgrades.

Regarding social value innovation, we focus on deploying our products and technologies to find innovative pathways to solve social pain points. We encourage our business teams to discover or enhance the social value of our products by, for example, making digital tools accessible for communities with activity limitations, protecting endangered wildlife, and more. Led by our Sustainable Social Value organisation, we provide funding support to scientists specialising in basic science research and, in several core areas, partner with recognised philanthropic organisations to incubate projects that can bring scalable benefits to society.



On shareholder value, our continuous focus on creating user value and the organic integration of social and commercial values strengthens our foundation in sustainability, thus safeguarding the long-term value of the Company. We are committed to maintaining a high standard of corporate governance and have integrated environmental and social factors into our corporate strategies and risk management.

ESG Governance

ESG Strategy

Rooted in our vision and mission of "Value for Users, Tech for Good", our ESG strategy is closely aligned with the Company's business strategy, which prioritises users, industries, and society. Guided by leadership and embraced by employees, our commitment to ESG has become a core element of our corporate culture and serves as a driving force for the Company's sustainable development.

We implement ESG management through three approaches: (i) establishing an ESG governance structure that includes the Board, management, and employees; (ii) integrating ESG principles into corporate culture and ESG practices into daily business operations; and (iii) publishing an annual ESG report aligned with international reporting standards to enhance transparency and communicate the Company's actions and performance in ESG.

With rapid advancements in AI technologies and the integration of digital and real economies within a globally interconnected landscape, the Internet industry is encountering a range of new market opportunities and risks. We are dedicated to creating products that deliver value for users and business partners, while proactively identifying and managing associated risks. At the same time, we put Tech for Good into practice, leveraging technologies to address environmental and social pain points, advancing the 17 United Nations [Sustainable Development Goals](#) ("SDGs"), and fulfilling our responsibility as a good corporate citizen. Our ESG strategy is implemented internally through robust corporate governance, ethical business practices aligned with internationally recognised standards, and advanced human capital management. Externally, we pursue sustainable business growth that prioritises the balanced interests of our users, business partners, industries, society, and the environment. We summarise our efforts as follows:



Business Operations

- Enhance corporate governance. Ensure the effectiveness, independence, and diversity of our governance system, and integrate ESG practices into our risk management and controls, to protect the rights of shareholders and related parties;
- Uphold business ethics. Operate in compliance with laws and establish and adhere to a code of ethical business conduct that encompasses anti-fraud, anti-unfair competition, and anti-money laundering practices;
- Provide our employees with a diverse, equitable, inclusive, and safe work environment, empower their professional growth, and nurture talent.



Users

- Protect the privacy of our users and the security of their data and digital properties. Implement a rigorous user privacy policy, data and cybersecurity strategies, and build a healthy digital content ecosystem to provide superior products and protect the rights of users;
- Listen to feedback from users and actively respond to their needs, enquiries, and complaints, and continuously enhance the quality of products and services accordingly;
- Support users, particularly minors, the silver generation and people with physical impairments, ensuring they have equal access to participate in the digital economy within a safe online environment.



Business Partners

- Assist industries, especially Micro-, Small and Medium-sized Enterprises ("MSMEs") in managing their digital transformations;
- Ensure fair and equitable treatment when dealing with our business partners, and encourage them to provide feedback on our business practices;
- Eliminate and prohibit illegal or unwarranted behaviours that are harmful to long-term business partnerships by empowering our Internal Control Department and Anti-fraud Investigation Department.



Industry and Society

- Contribute to the advancement of the Internet industry via open source collaboration, open platform partnership, and Internet ecosystem interoperability;
- Increase community investment, leverage our products, platforms and technologies to implement Tech for Good, and alleviate social pain points through innovative applications;
- Support the digitalisation of philanthropy by leveraging digital capabilities to lower the barrier for public participation in philanthropic activities, improve the operational efficiency of philanthropic organisations, and increase the transparency of philanthropic projects.



Environment

- Reduce our carbon footprint and increase the use of renewable energy to achieve carbon neutrality in our operations and supply chains by 2030; assist industries in strengthening climate change management, contributing to the low-carbon transformation of society through technological solutions;
- Conserve nature by applying digital technologies to areas including species conservation and biodiversity mainstreaming;
- Raise environmental awareness among employees and users and encourage the adoption of eco-friendly practices to reduce carbon emissions and waste while minimising consumption of natural resources.

ESG Governance Structure

The Company's ESG governance framework operates at three interconnected levels: the Board provides strategic oversight, senior management drives the development of ESG strategy and execution of ESG priorities, and ESG Champions implement initiatives across various business groups and provide regular reports on progress. Since the establishment of the ESG Working Group (see the table) in 2021, the Corporate Governance Committee has further strengthened its oversight through several approaches, including but not limited to inquiries, written reports, face-to-face meetings, and review of the annual ESG report prepared by the ESG Working Group.

The Board	Corporate Governance Committee	<ul style="list-style-type: none">● Authorised by the Board to lead ESG governance.	
ESG Working Group	ESG Steering Team	<ul style="list-style-type: none">● Leading the ESG Working Group to formulate the Company's ESG strategy and priorities.● Co-chaired by the Chief Strategy Officer and the Chief Financial Officer, it is well-represented by senior executives from various business groups and functional teams, each focusing on specific ESG topics.	
	ESG Coordination Office	<ul style="list-style-type: none">● Assisting the ESG Steering Team in identifying ESG objectives and coordinating various business groups and functional teams to develop action plans and monitor progress.● Acting as the secretariat of the ESG Working Group and providing periodic reports on the Company's ESG-related matters to the Corporate Governance Committee.	
	ESG Champions	<ul style="list-style-type: none">● Leveraging their respective areas of expertise and professional resources to collaboratively drive the Company's ESG initiatives while providing regular updates to the ESG Coordination Office on the latest developments.● Comprising employee representatives from various business groups and functional teams, focusing on specific ESG topics.	
	The ESG Working Group has established five special committees to promote internal collaboration and strengthen ESG risk management and performance.		
	User Privacy and Data Security	Diversity, Equity and Inclusion	Supply Chain Management
Strengthening the disclosure regarding user privacy and data security protection; evaluating the suitability and practicality of participating in relevant international initiatives or industry coalitions; and promoting the ongoing optimisation of internal policies and guidelines.		Promoting a diverse and inclusive corporate culture and values in our business operations; tracking and reporting progress.	Enhancing ESG management within the supply chain by guiding internal departments and suppliers to adopt fundamental ESG principles, while monitoring the progress and outcomes of their implementation.
Biodiversity Conservation		Culture and Communication	
Promoting biodiversity awareness within the Company, facilitating collaborative conservation projects, and exploring methods for quantitative impact measurement.		Creating an ESG communication strategy, enhancing content, and broadening channels to promote culture among employees and gain recognition from external stakeholders.	

Board Statement

The Board has overall responsibility for the Company's ESG strategy and reporting and delegates the oversight of ESG matters to the Corporate Governance Committee. Under the three-tiered ESG governance structure established by the Company, the ESG Working Group provides support to the Corporate Governance Committee to oversee the implementation, progress and performance management of the Company's ESG-related matters.

During the reporting period, the Board participated in the materiality assessment and prioritisation of key ESG issues (please refer to the *ESG Governance – ESG Materiality Assessment* section for more information). Through interviews, surveys, meetings, and other means, directors provided their views and suggestions regarding ESG topics that could potentially impact the Company's long-term sustainable development and evaluated the priorities of such topics. The senior executive management team and business leaders have also participated in the assessment of key ESG risks related to the business, and formulated risk response measures by considering the possibility, impact, and trends of key ESG risks. The Company has incorporated key ESG risks into its annual corporate risk assessment and comprehensive risk management system. The Board and the Corporate Governance Committee regularly supervise ESG-related matters, review the key risks, and make recommendations for mitigation measures.

The Corporate Governance Committee tracks the progress and performance of ESG-related matters via regular progress updates, special reports, and responses to ad-hoc inquiries prepared by the ESG Working Group. The Corporate Governance Committee and the Board have closely followed material ESG topics with the potential to significantly impact the Company's businesses and have overseen the formulation and implementation of relevant response and mitigation strategies. The Company's annual ESG report, which has obtained limited assurance from a professional third-party organisation, was reviewed by the Corporate Governance Committee and Audit Committee, and approved by the Board.

Annual Review of ESG Working Group

Since its formation, the Tencent ESG Working Group has fostered collaboration and co-creation across teams, integrating ESG principles into our technological innovation, product development, and service operations. We host the annual ESG Working Group conference in September. In 2024, we reported the progress of our key ESG programmes at the conference and invited experts to share and exchange insights into the latest ESG trends and industry developments. Additionally, the ESG Working Group collects and evaluates the annual best practices in ESG, inviting the awarded teams to present programmes and share experiences during the conference.

In 2024, we refined existing and introduced ESG policies as well as launched projects in the following areas:

Biodiversity Conservation

Our digital innovative solutions for biodiversity conservation were recognised as one of the United Nations Global Compact ("UNGC")'s "20 Case Examples of Private Sector's Sustainable Development in China for 20 Years".

- **Eco-friendly Operation:** We have formulated and implemented Tencent Solid Waste Management Policy, practising the Reduce, Reuse, and Recycle principle (3R principle).

- **Innovative Applications of Technologies:** We have upgraded our AI tool to identify different species, expanded the range of identifiable categories, and improved the accuracy of identification. Additionally, we have assisted conservation agencies in enhancing the efficiency of ecological protection efforts.
- **Raising Public Awareness:** We aim to enhance the mainstreaming of biodiversity and utilise game technology and *Tencent Hunyuan* to create the "Virtual Giant Panda". This approach helps bridge the gap between the public and wildlife.

For more details, please refer to the *Environmental Protection – Nature and Biodiversity Conservation* section in this report.



*Photographed at Tencent Binhai Towers

User Privacy and Data Security

We continuously develop and enhance our technical platform to ensure compliance with privacy protection standards, integrating privacy requirements into every aspect of business development and management process.

- **Principle:** We are committed to Privacy by Design, enhancing the protection of users' digital rights and interests, and incorporating privacy protection into every facet of product and service development and operations.
- **Technology:** We broadened the use of privacy-enhancing technologies in 2024 to anonymise sensitive data that could potentially identify individuals, including methods such as encryption and data masking.
- **Audit:** We continuously improve the technical capabilities of our privacy protection and data security tools. We conduct regular compliance assessments and testing on our products to ensure they meet compliance standards across various regions worldwide.

For more details, please refer to the *Safeguarding Digital Rights – Privacy Protection* section in this report.

Diversity, Equity and Inclusion

Tencent incorporates these values into our team development and workplace culture, and puts them into action.

- **Within Tencent:** We create a friendly, innovative, and collaborative workplace. Our senior executive management team has defined the direction for implementing diverse and inclusive corporate culture and values. During 2024, we introduced a training programme to promote these values. We enhanced our talent selection philosophy to "Equity and Respect, Focus on the Core", which has been integrated into interviewer certification, training, and code of conduct. Regarding workplace infrastructure, we actively implement the highest standards of accessibility. For more details, please refer to the *Caring for Our People – Building a Diverse, Inclusive, and Collaborative Workplace* section in this report.

- **Products and Technology:** Digitally inclusive products enable us to address the needs of diverse user groups, while creating an equitable access for people with impairments and senior citizens to participate in digital life. For more details, please refer to the *Digital Inclusion* section in this report.
- **Philanthropy and Humanity:** We collaborate with partners to promote these values by leveraging our platforms and technological advantages, collectively advancing Tech for Good. For example, the "Red Umbrella Programme" utilises digital technology for disease screening, establishes a digital management platform, and employs AI technology to help doctors increase "two-cancer" screening rates for women in regions with limited resources. Our collaboration with the China Children and Teenagers' Fund on the Spring Bud InnoGrils and Spring Bud Choir projects is dedicated to promote the arts, sciences, and related disciplines to girls in underdeveloped areas. For more details, please refer to the *Digital Inclusion* and *Digital Technologies Supporting Sustainable Development Goals* sections in this report.



*The Spring Bud InnoGirls project provides girls with the opportunity to learn about AI.

Supply Chain Management

We integrated ESG considerations into the onboarding process of suppliers, the procurement of network equipment and the sourcing of electricity.

- **Onboarding Requirements:** Our suppliers are required to sign the [ESG Code of Conduct for Tencent's Suppliers](#) during the onboarding process.
- **Green Procurement:** We have enhanced the access criteria for suppliers of servers, network equipment, and leased data centres by introducing new environmental protection certification requirements and evaluating their environmental performance during the assessment process.
- **Scope 3 Carbon Emissions Reduction:** We promoted green energy transition in our leased data centres by sharing our experience and capabilities in green electricity procurement. The share of green electricity consumption in leased data centres reached 3.8% (0% in 2023).

For more details, please refer to the *Business Ethics – Sustainable Supply Chain* section in this report.

Communication and Recognition

We held multiple ESG engagement meetings with investors, business clients, and other stakeholders, actively communicating our ESG achievements and performance. By the end of 2024, these efforts received widespread recognition, particularly from the capital markets, as outlined below:

Investors

- Institutional Investor magazine ranked Tencent as the No. 1 in Asia (ex-Japan) as the "Best ESG" internet companies for four consecutive years, from 2021 to 2024. It is based on a survey of about 6,000 professional investment and financial services institutions globally.

ESG Rating

- S&P Global has raised Tencent's ESG score to 59, ranking it among the top three globally in the industry¹;
- MSCI upgraded Tencent's ESG rating to BBB²;
- Morningstar Sustainalytics maintained Tencent's rating at the Low Risk level for two consecutive years, from 2023 to 2024³;
- Wind awarded Tencent an AA ESG rating, ranking it first in the industry⁴.

ESG Indices

- S&P Global includes Tencent in both its Dow Jones Sustainability World Index and Sustainability Emerging Markets Index;
- MSCI includes Tencent in its MSCI Emerging Markets ESG Leaders Index, MSCI China ESG Leaders Index, and others;
- The Hang Seng Index includes Tencent in the Hang Seng ESG 50 Index, and Hang Seng Corporate Sustainability Benchmark Index.

1 According to the S&P Global ESG Score released on September 2, 2024
2 According to the MSCI ESG Rating Report released on December 3, 2024
3 According to the Morningstar Sustainalytics ESG Risk Rating Report released on December 20, 2024
4 According to the Wind ESG Rating Report released on June 20, 2024

Integration of ESG Concepts into Corporate Culture

Tencent integrates ESG concept with corporate culture and values, encouraging employees to implement ESG principles in daily work, and advancing our long-term sustainable development.

We held our first ESG Culture Week in 2024, inviting professionals to share insights on ESG development trends with employees through in-person seminars and live-streaming, exploring ways to tap into business opportunities while addressing potential risks. Additionally, we introduced online training courses to enhance their ESG knowledge, and for the past two years, we have been organising monthly ESG quiz competitions to promote the integration of ESG concepts into daily work.



In addition, we organised a series of ESG culture-building activities, including:

- **Environmental Protection:** We leverage World Earth Day, World Environment Day, and other significant occasions to provide employees with resources promoting environmental protection. Our "Natural Positive" initiative encourages energy conservation, carbon reduction, and waste minimisation while developing quantitative performance measures.
- **Diverse and Inclusive Workplace:** Through interviews with senior executives and employees, we developed a shared definition of diversity, equity, and inclusion that reflects our corporate values and culture. Based on this common understanding, we launched company-wide training that uses work scenarios and case studies to emphasise the importance of respecting individual differences and addressing unconscious bias. To celebrate International Women's Day, our offices hosted events and experience-sharing sessions. During the Global Cultural Festival, we further promoted the awareness and respect for diverse cultures through Q&A sessions, lectures, sharing booths, and other interactive activities.
- **Privacy Protection and Data Security:** Building on our general training, we strengthened professional skills and compliance requirements for specific positions. We incorporated privacy issues into promotional activities like Technology Culture Week, encouraging integration into daily work.
- **AI Safety and Governance:** We provide specialised assessments and training on AI safety for each business team, enhancing their security compliance awareness and capabilities to ensure that the AI models and technologies comply with applicable regulations and standards.
- **Business Ethics:** We provide specialised training on the Tencent Sunshine Code of Conduct (the "Sunshine Code of Conduct") to all employees, facilitating their understanding of the management requirements concerning business ethics.
- **Philanthropy:** Through the *Act for Good* Mini Program, employees can utilise their personal skills, knowledge, and time to participate in or initiate philanthropic projects. A total of 27,000 volunteers had participated in over 1,330 projects by the end of 2024.



*The trophy of ESG Best Practice Award is made of recycled circuit boards from our data centres

ESG Materiality Assessment

Stakeholder Communication

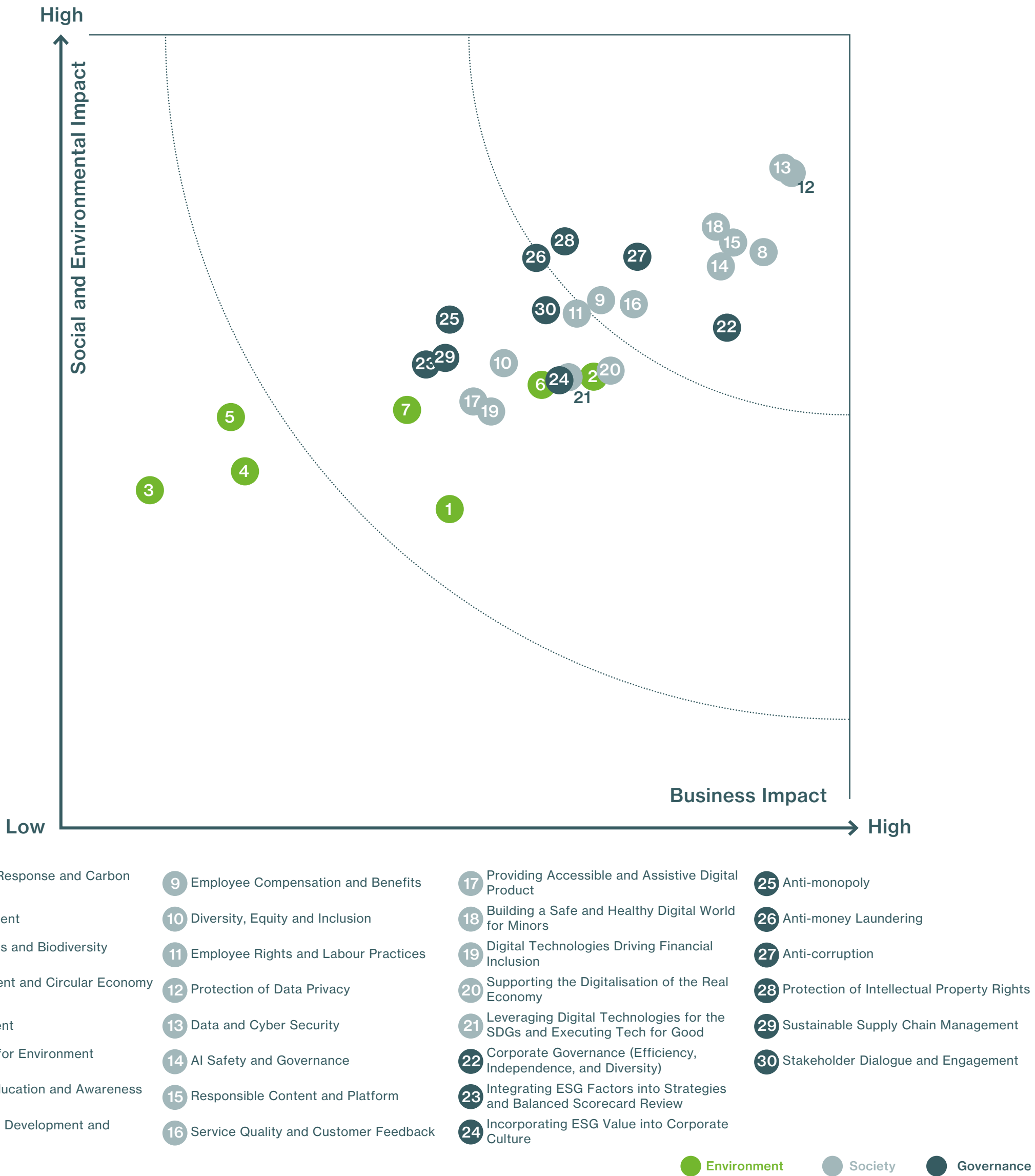
The opinions and suggestions from stakeholders are particularly important for the Company to effectively identify ESG risks and enhance ESG management. We regularly communicate with our stakeholders to understand their expectations and feedback on the Company's ESG performance. Our stakeholders include users, governments and regulatory bodies, employees, investors, business partners, non-governmental organisations ("NGOs"), the media and the public. Our communication channels include but are not limited to the Company's website, Official Accounts on social platforms, online and in-person meetings, investor and press conferences, and employee satisfaction surveys.



Materiality Assessment

To identify and evaluate various ESG topics that are material, we engaged a third-party consultancy to conduct a materiality assessment applying the following methodology:

- Identify a list of potential material ESG topics by taking into consideration: 1) common topics raised by internal and external stakeholders, 2) topics covered in the ESG Reporting Code published by the Hong Kong Exchanges and Clearing Limited ("HKEX") and major international ESG reporting standards and frameworks, including International Financial Reporting Standards ("IFRS") S1 & S2, the Task Force on Climate-Related Financial Disclosures ("TCFD"), the Taskforce on Nature-related Financial Disclosures ("TNFD"), the Global Reporting Initiative ("GRI") Standards, and the Sustainability Accounting Standards Board ("SASB") Standards, the SDGs, and 3) global sustainable development trends.
- Understand concerns and views on material ESG topics via in-depth interviews and online surveys across stakeholder groups. In order to solicit views from various stakeholder groups, we distributed online questionnaires and collected over 6,000 valid responses from users, business partners, employees, regulatory bodies, suppliers, academia, media, and NGOs. We conducted interviews with directors, management, and investors to gain an in-depth understanding of their prioritisation of ESG topics, as well as their perspectives and recommendations on our ESG strategy. Following the ESG report publication, we collected feedback on our ESG disclosures and materiality assessment through various communication channels, including meetings with stewardship teams.
- Determine the importance of each ESG topic through a materiality matrix. The 2024 materiality matrix presentation has been updated from last year to better reflect the importance of ESG topics.



Environmental Protection

The World Economic Forum's Global Risks Report 2025 lists the most serious global risks for the next decade, naming "extreme weather events" and "biodiversity loss and ecosystem collapse" as the top two concerns. Climate change and ecosystem issues are deeply interconnected. In 2024, the 29th Conference of the Parties to the United Nations Framework Convention on Climate Change ("COP29") and the 16th meeting of the Conference of the Parties to the Convention on Biological Diversity ("COP16") reinforced the importance of a coordinated approach to foster synergies between climate and nature initiatives, promoting the development of low-carbon technologies and nature-based solutions ("NbS") to address biodiversity loss and climate change simultaneously. As a technology company, Tencent believes that digital technology should play a key role in promoting the synergies between climate and nature initiatives.

- 1.1 Environmental Strategies and Progress
- 1.2 Climate Change and Carbon Neutrality
- 1.3 Nature and Biodiversity Conservation

Alignment with SDGs



Alignment with the Ten Principles of the UNGC

Principle 7: Businesses should support a precautionary approach to environmental challenges;
Principle 8: undertake initiatives to promote greater environmental responsibility;
Principle 9: encourage the development and diffusion of environmentally friendly technologies.

*Photographed at Tencent Binhai Towers

1.1

Environmental Strategies and Progress

In light of the global challenges posed by climate change and nature loss, Tencent recognises that addressing these two issues in a synergistic approach is becoming essential for sustainability efforts. We have set ambitious carbon neutrality targets and released the [Tencent Biodiversity Statement](#) to promote a more eco-friendly environment, aligning with the Paris Agreement and the Kunming-Montreal Global Biodiversity Framework.

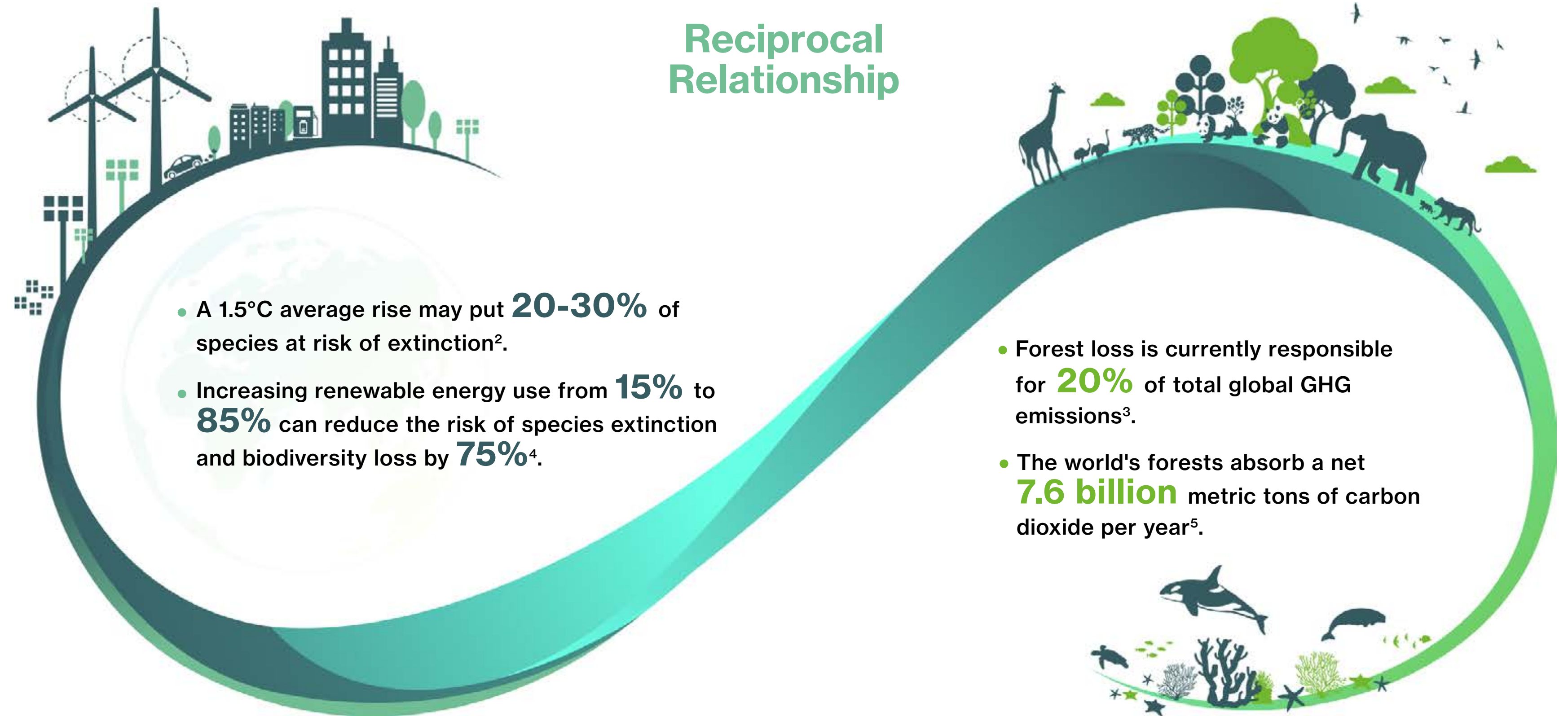
We have established clear responsibilities and reporting mechanisms for environmental protection, formulated and implemented policies, including the [Tencent Environmental Protection Management Policy](#). Our ESG Working Group is responsible for coordinating and managing environmental matters and reports to the Corporate Governance Committee on our progress twice a year. The objective is to keep the Corporate Governance Committee informed about climate and nature-related trends and regulatory changes, supporting their governance on climate and nature strategies.

We apply frameworks including the International Financial Reporting Standards S2 Climate-related Disclosures ("IFRS S2")/TCFD and TNFD, to effectively track, assess, and disclose our targets and progress, ensuring alignment with international reporting frameworks. Our decarbonisation roadmap and greenhouse gas ("GHG") emissions that we disclosed were selected by the HKEX as one of the two examples of reporting on GHG emissions published on its official website¹.

Climate Change

Reciprocal Relationship

Nature and Biodiversity



¹ HKEX: ESG in Practice – Climate Change – Reporting on greenhouse gas emissions – Example 2.

² IPCC, Special Report: Global Warming of 1.5°C, 2018.

³ The World Economic Forum, "How protecting forests can help us tackle climate change and meet net-zero targets", 21 May, 2022.

⁴ WWF and BCG, Building a nature-positive energy transformation – Why a low-carbon economy is better for people and nature, 3 November, 2023.

⁵ Washington University in St. Louis, "Our future hangs in the balance: climate change and biodiversity loss", 2025.

Our Progress in 2024



Carbon Neutrality

- Consumed **1,416,661.8 MWh** of renewable energy, an increase of 123.9% compared to 2023 and reduced 807,922.2 tonnes of CO₂ emissions.
- Net-Zero Target validated** by the Science Based Targets initiative ("SBTi").

Green Supply Chain

- Promoted green energy transition in leased data centres; increased the share of green electricity consumption in leased data centres to **3.8%** (0% in 2023).
- Added **green and low-carbon certifications** as criteria for selecting server and data centre vendors.

Innovative Low-Carbon Solutions

- Launched the **"CarbonX Program 2.0"**, investing hundreds of millions of RMB, to support the large-scale application of cutting-edge low-carbon technologies, such as carbon capture, utilisation and storage ("CCUS") and long-duration energy storage.
- Supported research on **emerging carbon sink technologies** and the development of **carbon reduction methodologies**, including seagrass beds, water-saving and drought-resistant rice.

Synergies between Climate and Nature

We actively explore actions that synergistically address both climate change and nature conservation. For instance, we recycle electronic waste from data centres to reduce land use associated with landfills while reducing carbon emissions resulting from newly purchased electronic equipment. We also collect and compost coffee grounds from our office buildings as fertiliser for mangrove park conservation. Additionally, we support the ecological restoration of seagrass beds to enhance their carbon sequestration capacity and assist in developing marine carbon sinks.



*Photographed at Tencent Binhai Towers



Biodiversity Conservation

- Developed **digital solutions for species conservation**, for example, AI-powered species recognition.
- "Tencent Digital Innovative Solutions for Biodiversity Conservation" included in **UNGC's "20 Case Examples of Private Sector's Sustainable Development in China for 20 Years" report**.

Waste Management

- Formulated and implemented the **Tencent Solid Waste Management Policy**. Reused **4,380.8 tonnes** of electronic equipment and recycled **649.0 tonnes** of hard disks and mobile terminals for resource utilisation.
- Tencent Tianjin Binhai data centre received a **TRUE¹ zero-waste certification**.

Water Management

- Piloted the use of **reclaimed water** in data centres for cooling systems to conserve freshwater.
- Conducted a pilot implementation of **waterless cooling systems** to replace water cooling systems in regions with relatively high water stress, thereby reducing water usage.

1 "TRUE (Total Resource Use and Efficiency) Certification" is verified by the Green Business Certification Inc., which aims to rate how well facilities perform in minimising their non-hazardous, solid waste and maximising their efficiency in the use of resources.

1.2

Climate Change and Carbon Neutrality

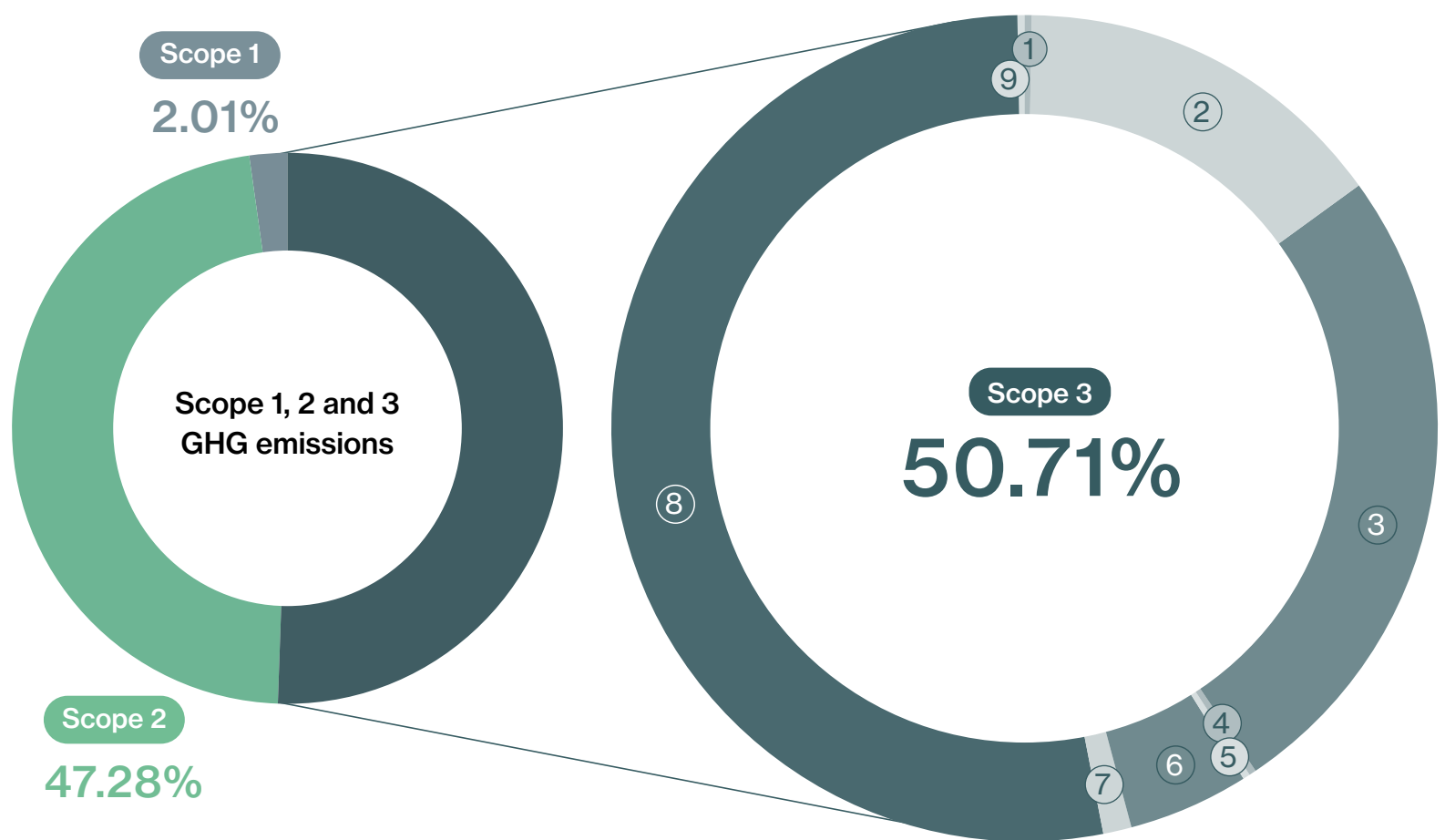
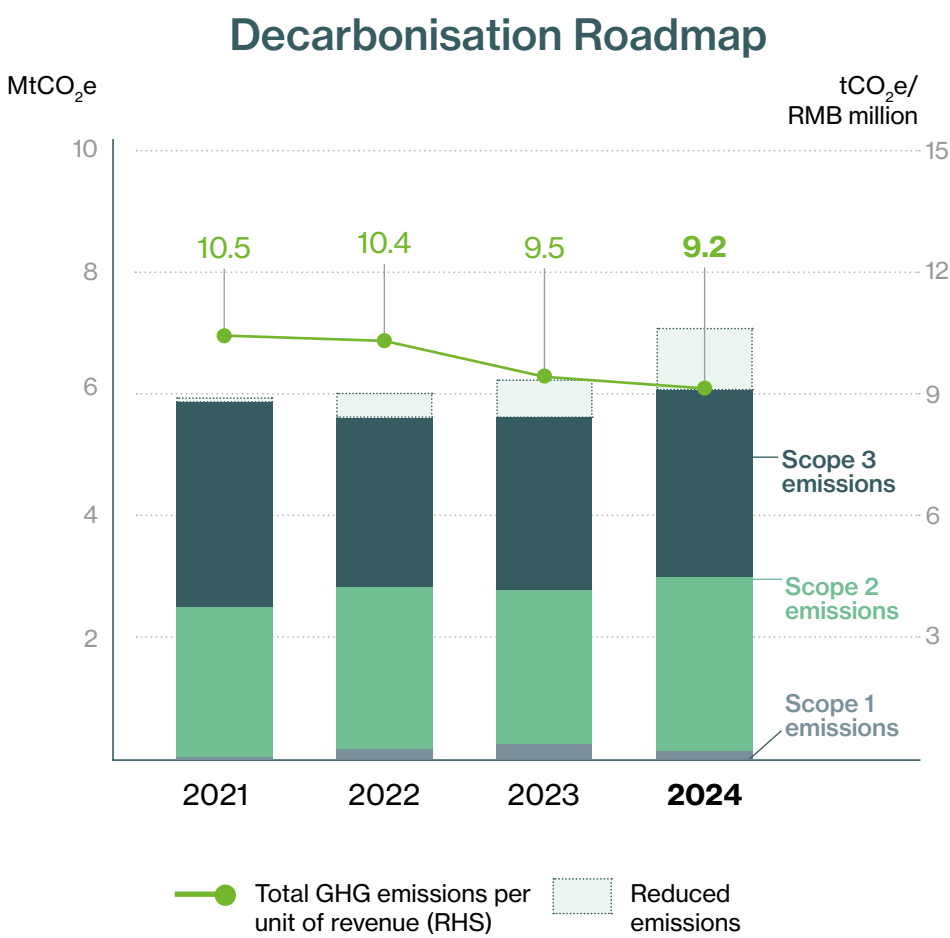
Tencent is committed to responding to the global climate action and China's carbon peaking and carbon neutrality goals. We proactively leverage digital technology and the influence of our products to assist users, industries, and society in their transition to a low-carbon economy. In 2024, Tencent's total GHG emissions were 6,056,610.1 tCO₂e, representing an increase of 3.1% compared to the base year (2021). The total GHG emissions per unit of revenue was 9.2 tCO₂e/RMB million, representing a reduction of **12.4%** compared to the base year.

Carbon Neutrality Roadmap and Progress

- In 2021, Tencent unveiled the carbon neutrality plan.
- In 2022, Tencent released the 2030 carbon neutrality target and decarbonisation roadmap.

 - Achieve carbon neutrality across own operations and supply chain by 2030;
 - Use green electricity for 100% of all electricity consumption by 2030;
 - The target and roadmap cover supply chains.
- In 2023, Tencent refined its absolute emissions reduction targets to include Scope 1, 2 and 3 emissions, which have been validated by the SBTi and are in line with the 1.5°C goal of the Paris Agreement.

 - Scope 1 and Scope 2: Reduce by 70% by 2030 (from the 2021 base year);
 - Scope 3: Reduce by 30% by 2030 (from the 2021 base year).
- In 2024, Tencent's 2050 Net-Zero Target has been validated by the SBTi.



Scope 3 Emissions Categories

①	Purchased goods and services	0.49%
②	Capital goods	14.83%
③	Fuel- and energy-related activities (not included in scope 1 or scope 2)	25.60%
④	Upstream transportation and distribution	0.23%
⑤	Waste generated in operations	0.01%
⑥	Business travel	4.64%
⑦	Employee commuting	1.32%
⑧	Upstream leased assets	52.82%
⑨	Downstream leased assets	0.06%

Advancing Carbon Neutrality Through Energy Management

We follow the principle of "emissions reduction and green electricity first, followed by offset". We focused on enhancing energy efficiency in 2024, facilitating the transition to renewable energy, and increasing the use of green electricity throughout our supply chain.

- Continued to implement energy-saving and emission-reduction measures in our data centres and offices.
- Expanded the installed renewable energy capacity in data centres. By the end of 2024, the total installed capacity had reached **63.8 MW**, representing a **22.2%** increase compared to 2023.
- Continued to procure green electricity. A total of **1,364,625.9 MWh** of green electricity was purchased in 2024, representing a **125.8%** increase compared to 2023 and reducing CO₂ emissions by **778,246.2 tonnes**.
- Promoted green energy transition in leased data centres. The share of green electricity in our leased data centres reached **3.8%** in 2024 (0% in 2023).

Reducing Our Carbon Footprint

Tencent incorporates low-carbon and eco-friendly principles into its operations, reducing the carbon footprint of its products and services. In compliance with the Environmental Protection Law of the People's Republic of China ("PRC"), the Energy Conservation Law of the PRC, and other applicable laws and regulations in regions where we operate, we focus on reducing carbon emissions emitted during our operations and construct green data centres and office buildings.

Green Data Centre

The acceleration of AI applications in 2024 has imposed higher demands on the computational load and power density of data centres and led to increased energy consumption. To address this challenge, we have further developed and implemented efficient power and cooling technologies on the basis of our fourth-generation data centre (T-Block), while employing our AI-powered energy-saving algorithm model to optimise energy usage. Meanwhile, we expanded the use of renewable energy and piloted synergistic solutions for renewable energy and power storage facilities, aiming to deliver greener cloud computing services to customers and society. By the end of 2024, Tencent's data centres had received 29 green and low-carbon-related certifications.

Site Selection

We take full consideration of energy supply, physical climate risks, and natural impacts when determining the location of our data centres.

- Evaluating the local renewable energy supply;
- Selecting areas with favourable temperatures to reduce energy consumption from cooling demands, evaluating physical climate risks, including flooding and landslides;
- Conducting environmental and energy assessments to evaluate the potential impacts of data centres on soil, water, atmosphere, ecosystem, and energy consumption, developing and taking countermeasures.

Construction

Our T-Block uses modular design to reduce construction time, costs, and carbon emissions.



*T-Block



*One of Tencent's Data Centres in China

Energy Efficiency Enhancement in Equipment

We optimise the power usage effectiveness ("PUE") of our data centres through various measures, investing in developing and applying higher-efficiency hardware and cooling systems to further unlock energy-saving potential.



• Power Supply Devices with Higher Energy Efficiency

Our high-efficiency integrated high voltage direct current ("HVDC") system adopts a modular design concept and combines the functions of the control cabinet, HVDC cabinet and integrated distribution cabinet. This approach effectively improved power density, conserved energy while reducing loss. In 2024, we launched pilot applications of our high-efficiency HVDC systems.

• Cooling Systems with Higher Energy Efficiency

We implemented next-generation indirect evaporative cooling technology in our data centre cooling systems, improving energy efficiency by 16% compared to the air handling units used prior to the replacement. In 2024, we expanded the deployment of indirect evaporative cooling units, saving approximately 10,825.0 MWh of electricity. To address the rapid advancement of AI, we also developed high-efficiency liquid cooling solutions and products tailored for the high power density of GPUs. In 2024, we completed the deployment and trial operation of our first pilot project.



Energy Efficiency Enhancement in Operations

We conduct real-time monitoring of operating parameters and promote low-carbon and efficient operation of data centres through a series of intelligent management platforms. Additionally, we leverage AI technology to adjust equipment operating parameters, which helps further enhance the overall energy efficiency of data centres in operations and maintenance.

• Intelligent Operation

We apply the Internet of Things ("IoT") technology to monitor equipment operating parameters in real time. Our intelligent operation platform automates the collection and management of data on infrastructure devices, energy use, and carbon emissions. It can perform PUE energy efficiency management and energy consumption analysis based on intelligent algorithms and calculate carbon emissions. Operators can customise the management process on the platform to automatically dispatch tasks according to actual operational needs. Our partners can also access the platform's core functionality modules to build their platforms, jointly advancing the intelligent operation of data centres. In 2024, we piloted upgrades of temperature and humidity sensors as well as electricity meters in our data centres to improve their accuracy. We also increased the number of ports on the data acquisition gateway to improve the accuracy and efficiency of data acquisition of hardware devices.



*Intelligent Management Platform for Renewable Energy Project

• AI Optimisation

We developed an AI energy-saving algorithm model that optimises operating parameters such as supply air temperature and fan speed to save energy, and leveraging modelling and analysis based on operational data, indoor environmental data, and outdoor weather data. In 2024, we implemented this model in leased data centres to work with our suppliers in reducing carbon emissions.



*AI Optimisation Management Platform

Renewable Energy Transition

We are accelerating our renewable energy adoption, scaling up green electricity procurement and expanding renewable energy facilities deployment. Our renewable electricity percentage increased from 12.4% in 2023 to **22.0%** in 2024.

• Procurement of Green Electricity

Since 2021, we have adhered to the principles of "additionality, traceability and proximity" to promote green electricity procurement.

"**Additionality**" means that the green electricity procured is not subsidised, ensuring our green electricity procurement efforts to better promote the generation of renewable power;

"**Traceability**" means that the green electricity can be clearly traced back to the source of the energy, ensuring compliance, transparency and sustainability of the source;

"**Proximity**" means that we prioritise renewable energy projects that are geographically close to data centres during the process of energy procurement. This can reduce energy transmission losses and improve the efficiency of energy utilisation.

In 2024, a total of **1,364,625.9 MWh** of green electricity was purchased, representing an increase of **125.8%** compared to 2023, and reduced CO₂ emissions by **778,246.2** tonnes.

In addition, we are regularly evaluating the green and low-carbon potential at leased data centres, leveraging our experience and capabilities to assist them in sourcing green electricity. In 2024, our leased data centres purchased 234,474.5 MWh of green electricity.

• Renewable Energy Facilities

We have diversified the types of self-built new energy facilities in data centres, piloting building-integrated photovoltaics ("BIPV") and "wind-solar-storage" microgrids while increasing the scale of grid-connected rooftop photovoltaic ("PV") systems.

By the end of 2024, the total installed capacity of Tencent's data centres' renewable energy facilities had reached **63.8 MW**, representing an increase of **22.2%** compared to 2023.

Our BIPV pilot project was launched in 2024. Compared to traditional PV panels, our flexible PV modules significantly reduce dust accumulation and effectively improve the efficiency of system power generation by adopting a frameless design. The BIPV design also fits tightly to the building surface and achieves seamless integration, which provides better windproof and waterproof performance of the building.

Integrated "Wind-Solar-Storage" Microgrid for Data Centres

 **PV modules**

 **Wind energy generation system**

 **Adjustable load**



 **Energy storage system**

 **Solar-powered EV charging stations**

Our integrated "wind-solar-storage" microgrid for data centres was completed and connected to the grid in November 2024. This system utilised energy storage and peak-load shifting technologies to effectively manage peak demand, reducing power supply pressure during peak hours while increasing the proportion of green electricity consumed by data centres. We also leveraged digital technology to enable real-time monitoring and forecasting of renewable energy generation, thereby improving the efficiency of green electricity usage through the optimisation of the operational mode.

Green Office

To make our workplace more sustainable, we continue to take energy and resource efficiency into consideration throughout the design, construction and operation of our office buildings. We implemented multiple energy-saving measures and enhanced green management, through which we saved a total of **5,754.3 MWh** of electricity in 2024 and reduced CO₂ emissions by **3,281.7 tonnes**.

Green Certification

The management of our office buildings complies with international management systems standards, including ISO 9001 Quality management systems, ISO 14001 Environmental management systems, ISO 45001 Occupational health and safety management systems and ISO 50001 Energy management systems published by the International Organisation for Standardisation ("ISO"). We design all our new buildings to meet international and local green building standards. After completion and operation, we adhere to international standards to regulate our routine operations and maintenance. The operators of our office buildings are all certified with ISO 9001, 14001 and 45001 in 2024.

Energy Conservation Through Management

We continuously refine the management strategy for reducing energy consumption and update the Guidelines for the Operation of Energy-consuming Equipment based on the actual operating conditions of different offices. We leverage digital solutions including the "Facility Management Platform" and "Building Automation System" to monitor and optimise the energy consumption patterns of our office buildings. We adjusted the control methods for lighting switches, optimised the operation strategies for air conditioning, and dynamically adjusted equipment operating hours based on actual usage. In addition, we established an energy-saving assessment policy to conduct monthly assessments on building operators and offer incentives or impose penalties.

Energy Conservation Through Technology

We regularly assess the energy consumption levels in our office buildings and conduct specialised energy-saving retrofits, constantly exploring the carbon reduction potential of lighting and heating, ventilation, and air conditioning ("HVAC") systems. For lighting systems, we have adjusted operating hours based on usage needs in areas including offices, corridors, elevator lobbies, cafeterias, basement and gyms. We have replaced fluorescent tubes with LED tubes and switched permanent lamps to motion sensor lamps. For HVAC systems, we control the cooling hours and air-conditioning temperatures, leveraging the residual cooling of the chilled water pipelines to reduce the running time of the air-conditioning units. Additionally, we precisely control temporary air-conditioning demand using intelligent remote switches to further reduce unnecessary energy consumption.

At Dachan Bay in Shenzhen, our new headquarters under construction is designed with an energy management and carbon reduction roadmap, including deployment of PV facilities, adoption of air-source heat pump energy-saving technology, and load adjustment through peak shaving and valley filling by a centralised cooling station.

In 2024, the O4 plot of this project has passed the joint audit by the Building Research Establishment ("BRE") and TÜV Rheinland Greater China ("TÜV Rheinland") in accordance with the "Net-Zero Carbon Community Evaluation Scheme". The audit results indicate that its carbon emissions meet low-carbon requirements, and its carbon management system is outstanding. This plot has been awarded the Certificate of Outstanding for Low Carbon Community by TÜV Rheinland.



*Rendering of Tencent New Headquarters Project under Construction

The LEED certifications for Tencent's self-owned office buildings

Building	Certification	Year of Certification
Tencent Binhai Towers	LEED BD+C: NC Gold Design Certification	2017
	LEED O+M: EB Gold Operation Certification	2020
Chengdu Tencent Towers	LEED BD+C: NC Gold Design Certification	2017
	LEED O+M: EB Platinum Operation Certification	2018
Beijing Tencent Towers	LEED BD+C: NC Gold Design Certification	2021
	LEED O+M: EB Platinum Operation Certification	2023

Facilitating Low-Carbon Transition of Society

Tencent believes that digital technologies are conducive to the low-carbon transition of society. Our solutions include but are not limited to online office to reduce business travel, mobile payment to reduce paper consumption, games to promote environmental awareness, and digital tools to improve industrial efficiency.

Online Office

Our cloud products provide efficient solutions for enterprises with hybrid and online office models, actively contributing to carbon reduction.

- *Tencent Meeting* offers functions including remote video collaboration, real-time screen sharing, instant messaging and AI-generated meeting minutes, which help improve meeting efficiency, save on travel expenses, and reduce paper waste. Its carbon credits centre can quantify users' low-carbon behaviours and convert them into credits, encouraging carbon reduction.
- *Tencent Docs* supports cloud storage and allows multiple users to collaborate and edit the same online document, which can effectively reduce carbon emissions while improving productivity. Emission reductions resulting from using online documents mainly come from: lower carbon emissions compared to local storage, reduced carbon emissions during file transmissions, and the facilitation of mobile editing, which consumes less energy.



Mobile Payments

Weixin Pay continues to expand its mobile payment offerings, promoting a shift towards low-carbon lifestyles through the following functions:

- Electronic receipts, invoices, insurance policies to replace paper consumption;
- Online utilities bill payments to reduce commuting emissions;
- QR codes scanning for public transportation options, including buses, subways, and shared bikes to promote green travel.



Industrial Application

We are exploring digital solutions to assist enterprises in facilitating intelligent decision-making in energy management. To promote refined energy consumption and carbon management in the steel industry, we partnered with a short-process steelmaker to digitally model the short-process steelmaking¹ and equipment loads, and optimise the scheduling of production based on information including time-of-day tariffs, peak load shifting and demand-side response instructions from the grid. This initiative can help the steelmaker enhance its renewable energy integration capacity within the power system, ensuring production output while reducing carbon emissions.

Online Games

We use online games to raise public environmental awareness in an enjoyable and accessible way. In 2024, Tencent Games was awarded the coveted Sustainability Award at gamescom 2024 in Cologne, Germany.

- Carbon Island is a simulation game focused on environmental science education. Players can build a thriving island that seeks sustainable economic growth, therefore learning carbon neutrality knowledge and low-carbon lifestyle concepts. In 2024, Carbon Island received the "UNEP's Choice" award at the Green Game Jam².
- PUBG Mobile encourages players to participate in and achieve a collective running distance goal by launching the in-game "Run for Green" event. When players achieve the goal, we will unlock support for offline ecological conservation projects spanning over 750,000 square meters in the form of carbon credits, delivering tangible contributions to environmental protection. In 2024, PUBG Mobile received the "Media's Choice" award at the Green Game Jam².



¹ Short-process steelmaking uses scrap steel as its main raw material and offers significant potential for energy saving and carbon reduction by eliminating the need for pollution-intensive, energy-consuming processes such as coking, sintering, and blast furnace ironmaking.

² Green Game Jam is organised by the Playing for the Planet Alliance initiative, facilitated by the United Nations Environment Programme ("UNEP").

Advancing Low-Carbon Innovations

Exploring CCUS Innovations

Tencent actively supports innovative low-carbon technologies, including basalt carbon capture and other CCUS technologies. In 2023, we launched the "CarbonX Program", which is dedicated to supporting the research and application of emerging low-carbon technologies. The first phase of the programme covered CCUS technologies and selected 30 projects that received support. Two of the project examples are as follows.

The team led by Professor Wang Tao from Zhejiang University, developed a high-throughput, low-pressure-loss, and efficient air carbon capture reactor, leveraging cutting-edge ultra-low-energy moisture swing technology and mass-producible and stable hierarchical porous polymer materials, which significantly reduces operational energy consumption and facilitates the practical application of direct air capture to help mitigate climate change.

The team led by Professor Su Wei from the University of Science and Technology Beijing, innovatively designed steel slag blocks by simulating the natural process of mineral rock formation and evolution, combining CO₂ from steel production with steel slag. These blocks not only sequester CO₂ but also enhance the resource utilisation of steel slag, transforming it into durable construction materials.



Based on the exploration of the first phase of the project, we initiated the second phase of this programme ("CarbonX Program 2.0") in December 2024. We will invest hundreds of millions of RMB, focusing on three key areas in CCUS: carbon dioxide removal, CCUS for the steel industry, and CarbonXmade. We have also extended our scope to other energy-saving technologies, including long-duration energy storage. "CarbonX Program 2.0" has broadened the project's scope to geographies outside of China to promote international collaboration for development of decarbonisation technologies.

In 2024, we initiated a joint research project with Tsinghua University on the measurement, reporting and verification of CCUS to better quantify the emission reduction effects of this innovative technology, enhance the credibility and transparency of the quantification process, and improve the efficiency of climate action.

Developing AI Knowledge Tools for Climate Knowledge

The open community for global climate technology sharing and cooperation that we have established – "TanLIVE", aims to facilitate communication among various stakeholders in low-carbon technologies to promote technology incubation and application. In 2024, we introduced an AI knowledge base feature in "TanLIVE", which allows environmental organisations to build their internal knowledge repositories, supported by AI-powered management and search capabilities. Additionally, this feature enables cross-institutional knowledge exchange and collaborative development, encouraging broader communication and cooperation.

Supporting the Development of Emerging Carbon Sinks

We are actively exploring digital innovations for carbon sinks, including the use of digital technology to assist in the accounting and verification of forest carbon sinks. Simultaneously, we are supporting the exploration of emerging carbon sinks. We have collaborated with Xiamen University to jointly develop a methodology for measuring and monitoring carbon sinks in seagrass bed restoration, supporting the protection of marine ecosystems and blue carbon development. We have also used digital technology to support the monitoring and measurement of GHG emission reductions in water-saving and drought-resistant rice, while completing the research and development of the methodology for water-saving and drought-resistant rice.

Climate-Related Risks and Opportunities

To disclose our enhancement in climate-related topics in a more comprehensive and balanced manner, Tencent applies the HKEX's Environmental, Social and Governance Reporting Code and IFRS S2/TCFD to conduct climate-related disclosures.

Governance

The Board of Directors is supported by the Corporate Governance Committee to oversee the performance and implementation of our environmental management progress. The ESG Working Group is responsible for managing and coordinating our environmental efforts and reports to the Corporate Governance Committee.

Management and Coordination	Implementation
<p>The ESG Working Group is co-chaired by the Chief Strategy Officer (CSO) and the Chief Financial Officer (CFO). Please refer to <i>ESG Governance – ESG Governance Structure</i> section in this report for detailed composition:</p> <ul style="list-style-type: none">● Identifying, assessing and monitoring climate-related risks and opportunities;● Reviewing Tencent's ESG strategy, establishing climate risk response measures, and monitoring relevant business departments to implement actions;● Seizing relevant ESG-related opportunities;● Reviewing and updating the ESG targets based on the Company's strategy and international standards;● Conducting annual audits of climate-metrics;● Enhancing employee awareness and capacity building on climate matters.	<p>The Carbon Neutrality Joint Project Group is led by the Group's Senior Vice President and guided by advisors in climate and energy matters. The group consists of Strategy Development Department, Carbon Neutrality Lab, Data Centre Green Energy Team, ESG Coordination Office, Administration Department, and low carbon-related product teams:</p> <ul style="list-style-type: none">● Developing an appropriate climate strategy, which includes a resilience plan, response measures for managing climate-related risks, and initiatives for seizing opportunities;● Implementing climate response measures and exploring business opportunities;● Developing climate-related targets and setting up metrics to regularly monitor the progress.

Strategy

We continue to conduct climate assessments by incorporating considerations of factors including business model, value chain and financial capacity into our climate strategy.

We conducted scenario analysis for our operational assets and business activities using both low-carbon and high-carbon climate scenarios to assess the related climate risks and opportunities. The analysis is using datasets from the Intergovernmental Panel on Climate Change ("IPCC") and the International Energy Agency ("IEA"), please refer to *Appendix – Time Horizons and Climate Scenarios Selection* in this report for more details. The assessment covered 7 physical climate risks and identified 11 transition risks/opportunities. Please refer to *Appendix – Climate-related Risks and Opportunities Scenario Analysis Results* in this report for the assessment results.

Based on our scenario analysis results, we have implemented appropriate measures to strengthen capacities in climate risk response, mitigation, and adaptation, thereby enhancing our climate resilience to manage identified material physical and transition risks. For example, we support the research and development of climate resilience technologies while strengthening our own climate resilience. We collaborated with Nanjing University to develop materials – radiative cooling with a nano-thin material developed from ecofriendly cellulose acetate, thereby mitigating glacier melting.



Summary of Climate-related Risks and Opportunities with Associated Impacts and Responses

Key Climate Risk/Opportunity	Impact ¹ Description	Responses
Extreme heat	<ul style="list-style-type: none">Higher cooling demand in facilities due to temperature increase may lead to increased operating costs;The operation of power-consuming facilities may be disrupted by a shortage of power supply under extreme heat conditions, which may lead to revenue loss.	<ul style="list-style-type: none">Factoring climate in the site selection of data centres and using natural conditions to cool down equipment;Improving energy efficiency and reducing cooling energy consumption through technologies including T-Block and high-efficiency air conditioning;Strengthening the heat resistance and resilience of electrical facilities, for example, adopting dual power supply cooling systems.
Flooding Typhoon	<ul style="list-style-type: none">Infrastructure and equipment damaged by flooding and typhoon leading to data loss;Investment for upgrades and maintenance of facilities and buildings for climate resilience enhancement may lead to an increase in capital expenditures ("CAPEX");Temporary suspension of operation during flooding and typhoon conditions may lead to revenue loss;Flooding and typhoon can pose health and safety risks to employees.	<ul style="list-style-type: none">Factoring flooding and water location in the site selection of data centres and office buildings;Building and maintaining facilities to cope with extreme weather, for example, flood gates, secondary drainage, sealed power and fibre ducts;Installing servers, air conditioners, and other critical equipment in locations that meet the requirements for flood protection and wind resistance grade.
Water stress and drought	<ul style="list-style-type: none">The continuity of data centre operations may be disrupted due to a lack of cooling water during water stress conditions, which may lead to revenue loss;Alternative water procurement in the event of a shortage of common water may lead to increased operating costs.	<ul style="list-style-type: none">Factoring the impacts on surrounding water resources in the site selection of data centres and office buildings;Adopting waterless cooling system for air conditioning units;Adopting water conservation equipment and retrofitting existing equipment for water saving to enhance the efficiency of water use;Applying rainwater harvesting techniques;Considering the availability of alternative water resources in case of water shortage and installing backup water facilities, including backup water trucks.
Implementation of carbon emission reduction policies	<ul style="list-style-type: none">Data centres may be included in the carbon trading market, and the procurement of carbon allowances for compliance may lead to an increase in operating costs;Increase of carbon sink price may lead to increased operating costs.	<ul style="list-style-type: none">Participating in the carbon trading market for compliance in accordance with the requirements where we operate;Strengthening internal carbon management, promoting the development of internal energy-saving and emission reduction technologies, and exploring internal carbon pricing;Promoting the development and innovative application of carbon sequestration technologies by investing in NbS and supporting the development of carbon sequestration methodologies.
Increased requirements on climate change action and disclosure	<ul style="list-style-type: none">Increased investment in energy efficiency upgrades and emission reduction resulting from the tightening of carbon emission-related policies may lead to an increase in operating costs;Stricter climate disclosure requirements may lead to an increase in disclosure-related operating costs.	<ul style="list-style-type: none">Applying AI technologies in energy conservation to improve data centre energy efficiency and reduce PUE;Increasing the deployment of renewable energy facilities including flexible energy storage system and microgrid in data centres to reduce dependence on green electricity procurement;Disclosing climate-related information in alignment with the latest global disclosure standards.
Market opportunities for low-carbon products	<ul style="list-style-type: none">Increased market share by offering low-carbon products aligned with customer preferences and carbon neutrality targets;Increased revenue arising from providing solutions to accommodate for a low-carbon digitalisation shift in the economy.	<ul style="list-style-type: none">Reducing the carbon footprint of our products and services and providing low-carbon options to customers;Providing customers with digital low-carbon transformation solutions, including digital upgrades in the energy industry to support the low-carbon digital transformation of different sectors.

Risk Management

We have incorporated climate-related risks into our enterprise risk management system and assessment framework for identifying, assessing, managing and monitoring all risks that could impact our business.

Climate-related Risks Management Process	
Step 1: Risk Inventory and Identification	<ul style="list-style-type: none">Analysing sectoral and peer best practices;Identifying climate risks and opportunities aligned with the TCFD categories;Generating a long list of climate-related risks and opportunities.
Step 2: Risk Assessment and Scenario Analysis	<ul style="list-style-type: none">Selecting low and high carbon climate scenarios;Selecting appropriate time horizons (short-, medium-, and long-term) to assess climate impacts;Collecting the information of assets and the business development strategy;Conducting internal interviews to understand the operational status;Conducting scenario analysis on sector and asset level to identify material climate risks and opportunities on our business operation and value chain, where the materiality is determined based on the likelihood and impact of risks and opportunities.
Step 3: Impact Assessment of Risks and Opportunities	<ul style="list-style-type: none">Conducting qualitative analysis of impacts of climate risks and opportunities on Tencent's business strategy and financial planning;Conducting quantitative analysis of climate financial impact through developing financial quantification modelling.
Step 4: Risk Management and Response	<ul style="list-style-type: none">Enhancing climate risk response measures for material climate-related risks and opportunities;Continuously monitoring and evaluating the progress of improvements in risk management practices based on the regular reports from each business unit.

Metrics and Targets

Our Near-Term targets and Net-Zero Target have been validated by the SBTi, demonstrating that our carbon neutrality pathway aligns with the Paris Agreement's 1.5°C trajectory. To effectively track progress toward carbon neutrality and manage climate-related risks and opportunities, we have established a series of metrics and targets. These metrics and targets are developed in accordance with standards including the HKEX's Environmental, Social and Governance Reporting Code and IFRS S2/TCFD. For more details, please refer to *Appendix - Environmental Performance* and *Appendix - Climate-Related and Nature-Related Targets* in this report.



*Building-Integrated Photovoltaics

1.3

Nature and Biodiversity Conservation

Tencent recognises the essential role that nature and biodiversity conservation play in supporting the sustainable development of our planet. We actively respond to the SDGs, the Convention on Biological Diversity's ("CBD") Kunming-Montreal Global Biodiversity Framework, and China National Biodiversity Conservation Strategy and Action Plan (2023-2030). We published the Tencent Biodiversity Statement in 2022, conducted nature assessments in line with the TNFD framework and joined the Science Based Targets Network ("SBTN") Corporate Engagement Programme.

Tencent Biodiversity Statement articulates our strategies and commitments to biodiversity conservation through three main areas:

- Developing our business in an eco-friendly way;
- Utilising technology to promote sustainable use and protection of ecosystem;
- Utilising Internet technologies to raise public awareness.

In 2024, "Tencent Digital Innovative Solutions for Biodiversity Conservation" were included in UNGC's "20 Case Examples of Private Sector's Sustainable Development in China for 20 Years" report. Our biodiversity conservation practices have been in the collection of representative cases of China Partnership for Business and Biodiversity's themed exhibition at COP16 and were showcased as an example for good practices during the COP16.

Eco-Friendly Operations

Tencent actively reduces its impact and dependence on nature, developing its business in an environmentally friendly manner.

Eco-Friendly Working Environment

We conducted ongoing investigations on bird collisions at Tencent Binhai Towers and implemented eco-friendly retrofitting in 2024. The upgraded facilities can provide essential food, water and habitats for insects and other wildlife species.



*Photographed at Tencent Binhai Towers

Water Management


We are dedicated to applying water conservation and recycling technologies and equipment to enhance the efficiency of water resource utilisation.

- Water Conservation Initiatives in Data Centres**
We utilise reclaimed water from wastewater treatment plants instead of municipal water supply for cooling data centres where available, reducing freshwater withdrawal and alleviating water stress. In 2024, we piloted the deployment of waterless cooling systems in regions with relatively high water stress.
- Rainwater Harvesting in Office Buildings**
We applied sponge city technology to manage water usage in office buildings. During the design phase of office buildings, porous ceramic materials, roof gardens and other measures were considered to collect and store rainwater for recycling. Tencent Binhai Towers has also applied this technology to enhance water resource efficiency and improve resilience against climate risks of extreme rainfall events.


Waste Management

Our waste management programme adheres to the Tencent Environmental Management Policy and has been further guided by the Tencent Solid Waste Management Policy issued in 2024. We follow the 3R principle, implement waste classification, promote reduction at the source, and establish reuse, recycling and resource utilisation processes, thereby reducing the waste in landfills. Meanwhile, we actively promote environmental awareness among employees, educating them on solid waste management practices.


In 2024, Tencent Tianjin Binhai Data Centre obtained TRUE zero-waste certification.




- Reduction:** We encourage reduction at source by promoting paperless offices, reducing food waste through clean-plate initiatives, and avoiding excessive packaging to prevent unnecessary waste generation.



- Reuse:** We prioritise internal reuse for end-of-life electronic products. By upgrading and reconfiguring servers, we extend their operational lifespan. Employees can apply for personal ownership of office electronic devices, including computers, after a certain usage period, facilitating the reuse of electronic equipment and minimising waste generation to the greatest extent possible. In 2024, we reduced electronic waste by **4,380.8 tonnes** through server and office equipment reuse. For other electronic components, we have established specialised recycling points and encourage employees' exchange and use of recycled electronics as needed.



- Recycling and Resource Utilisation:** We sort and screen waste, transferring non-reusable materials to qualified third-party recycling organisations for disposal. In 2024, **649.0 tonnes** of non-reusable electronic waste were processed by qualified recycling institutions. We collect employees' end-of-life mobile phones, tablets, power banks, and other electronics, recovering metals, resins, and plastics for reuse after dismantling, sorting, and processing. For hazardous waste, we strictly comply with relevant laws and regulations for compliant treatment.



- Disposal:** Waste that cannot be recycled and reutilised through the methods above is transferred to qualified suppliers for proper disposal in accordance with legal requirements to minimise environmental impact.

Employee Action for Biodiversity Conservation

We encourage and support employee participation in nature protection and biodiversity conservation efforts. For 11 consecutive years, more than 300 employees have volunteered in afforestation activities in the Tengger Desert, contributing to farmland protection and combating desertification.

Employees with diving certifications volunteer for marine conservation training, conducting regular underwater cleaning, monitoring, and restoration of coral reefs, aiming to conserve marine biodiversity.

Recently, we launched the "Nature Positive" initiative for employees, encouraging them to record and quantify their green behaviours in commuting, dining, and office work through the *Nature Positive* Mini Program.

Applying Innovative Technologies

Tencent provides innovative solutions for biodiversity conservation and ecosystem protection by applying cloud computing, AI, and Internet technologies.

Species Conservation

- Species Recognition Through AI**

We applied AI technology to animal species recognition to assist scientists and conservation professionals in conducting species research efficiently. We launched a digital identification platform for snow leopards in 2021. In 2024, we leveraged our large-scale AI model to enhance the recognition capabilities, expanding the number of recognisable species from 31 in 2023 to 286. Additionally, we integrated the capability of this model into a public-facing digital tool, *Wildlife Friend* Mini Program, to encourage public participation in scientific activities such as identifying species.
- Digitalisation of Giant Panda Conservation**

We leverage the computing power of our cloud platform to support the creation of an intelligent recognition algorithm model that monitors the behaviour of giant pandas. This model generates periodic reports and enables visualisation of their daily activities, including feeding, drinking and sleeping behaviour records, contributing to the study and conservation of giant pandas.
- Tackling Illegal Wildlife Trade**

The trade and marketing of illegal wildlife is strictly prohibited on all of our platforms, with this requirement explicitly incorporated into user agreements and related policy terms. We conduct regular inspections and promptly address any violations in content and accounts. Additionally, we use natural language processing and graph computing algorithms to identify suspicious transactions, supporting enforcement agencies in combating the illegal wildlife trade and related products.



Agricultural Application

We collaborated with the Chinese Academy of Agricultural Sciences to complete and launch the trial operation of the National Crop Germplasm Bank System in 2024. This bank can store, analyse, integrate and share information on crop germplasm resources of significant value for biodiversity conservation while enabling the visual interaction of information to showcase the achievements in germplasm resource preservation and shared utilisation.

Raising Public Awareness

Tencent is committed to raising public awareness of the value of biodiversity through products and services and advancing the biodiversity mainstreaming.

"Virtual Giant Panda"

In 2024, we utilised game technology to create high-fidelity digital assets of a giant panda and its habitat, and leveraged the capabilities of *Tencent Hunyuan* to develop a giant panda intelligent agent, enabling the "Virtual Giant Panda" to engage in online conversations and interactions with the public. This initiative helps people learn about giant pandas and ecological conservation, enhancing their awareness of biodiversity.



Migratory Bird Protection

We have partnered with the SEE Foundation, the Mangrove Foundation, and the Chinese National Geography Magazine to jointly launch the *WeBirder* Mini Program which encourages public engagement in biodiversity conservation. This Mini Program features a database of nearly 1,500 bird species with a photo identification tool for easy recognition. Users can also track bird migrations using GPS and AI technology. Scientific research organisations can also access data uploaded by users to monitor bird migration patterns. In 2024, the *WeBirder* Mini Program collected over 280,000 birdwatching records from users. These records not only reflect public enthusiasm for participating in migratory bird protection activities but also provide data support for institutions conducting bird migration research.

Nature and Biodiversity-Related Risks and Opportunities

Governance

The ESG Working Group and its subordinate Biodiversity Conservation Special Committee are responsible for the management, coordination, and implementation of nature and biodiversity conservation efforts.

Management and Coordination	Implementation
<p>The ESG Working Group is responsible for:</p> <ul style="list-style-type: none">Identifying and assessing nature-related risks and opportunities;Conducting nature-related impact and dependency analysis;Conducting annual audits of nature-related metrics;Enhancing employee awareness and capacity building on nature-related matters.	<p>The Biodiversity Conservation Special Committee is responsible for:</p> <ul style="list-style-type: none">Developing and implementing measures that reduce the nature-related impacts and dependencies of Tencent's business operation and value chain;Developing and implementing response measures for nature-related risks and initiatives for exploring opportunities;Initiating biodiversity conservation projects, and applying digital technology to ecosystems and species conservation;Tracking nature- and biodiversity-related indicators to measure the effectiveness of efforts.

Strategy

We continuously review our nature strategy, identifying nature-related impacts, dependencies, risks and opportunities while regularly evaluating the effectiveness of our measures.

In accordance with the TNFD's LEAP approach, we conducted a preliminary screening using the ENCORE tool¹, developed collaboratively by the United Nations Environment Programme World Conservation Monitoring Centre and the UN Environment Programme Finance Initiative, to identify potential nature-related impacts and dependencies across our direct operations and value chain. The assessment indicated an overall low materiality level for both nature-related impacts and dependencies.

We used the WWF risk filter tool to assess physical and transition risks and opportunities related to nature. Physical risks, including water stress and land use change, have a moderate to low impact on our operations, while transition risks, including policy and liability risks, are also relatively low. Opportunities arise from leveraging technology to develop innovative solutions for nature conservation, integrating nature-friendly practices into our supply chain, and driving innovation to address environmental challenges.

Our nature-related risk assessment reveals low dependencies, impacts, and risks regarding natural systems. We proactively engage in conservation initiatives and remain committed to enhancing eco-friendliness across operations. Specifically, we enhance water resource efficiency and apply the 3R principle to implement waste management practices, to further reduce the environmental impact related to water resources and waste. We utilise AI, cloud computing, and the Internet to develop digital solutions for biodiversity conservation. We actively advance sustainability initiatives to expand our positive impact. Additionally, we have established metrics and targets to help track our performance and progress.

Risk Management

We have established a nature-related risk management process. Following the TNFD's LEAP approach, we identify, assess and prioritise our nature-related issues for our direct operations and across value chains. For more details on the datasets and tools, please refer to *Appendix – Datasets and Tools Used in Our Nature Assessment* in this report.

Nature-related Risks Management Process	
Step 1: Locate the interface with nature	<ul style="list-style-type: none">Geolocating operation sites;Using various datasets to identify sensitive locations on asset level.
Step 2: Evaluate dependencies and impacts	<ul style="list-style-type: none">Identifying and evaluating the dependencies and impact drivers associated with our business operations and value chain on a sector level.
Step 3: Assess risks and opportunities	<ul style="list-style-type: none">Identifying and assessing Tencent's nature-related risks and opportunities.
Step 4: Prepare to respond	<ul style="list-style-type: none">Responding to key risks through risk management and mitigation measures.

Metrics and Targets

We have established nature-related metrics and targets, including metrics for water resources, waste and others. We also closely monitor the development of international standards on nature and have joined the SBTN Corporate Engagement Programme. For more details, please refer to *Appendix -Environmental Performance* and *Appendix - Climate-Related and Nature-Related Targets* in this report.

¹ Exploring Natural Capital Opportunities, Risks and Exposure ("ENCORE") enables analysis of nature-related impacts and dependencies by connecting economic activities with their interconnections with natural capital. Published by Natural Capital Finance Alliance.

Caring for Our People

Tencent upholds the corporate values of "Integrity, Proactivity, Collaboration, and Creativity" while maintaining a steadfast commitment to human capital development in a dynamic and evolving market environment. We focus not only on attracting outstanding candidates but also on enhancing the well-being and career growth of our employees. We are committed to promoting a diverse, equitable, and inclusive workplace that inspires creativity, unlocks potential, and enables employees to realise both their personal value and strategic goals of Tencent.

- 2.1 Our Approach
- 2.2 Attracting, Retaining, and Motivating Talent
- 2.3 Employee Training and Development
- 2.4 Building a Diverse, Inclusive, and Collaborative Workplace
- 2.5 Employee Health and Welfare
- 2.6 Employee Communication and Expression

Alignment with SDGs



Alignment with the Ten Principles of the UNGC

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights;
 Principle 2: make sure that they are not complicit in human rights abuses;
 Principle 3: uphold the freedom of association and the effective recognition of the right to collective bargaining;
 Principle 4: the elimination of all forms of forced and compulsory labour;
 Principle 5: the effective abolition of child labour;
 Principle 6: the elimination of discrimination in respect of employment and occupation.



2.1

Our Approach

Tencent recognises talent as a critical asset and continuously invests in attracting and retaining outstanding individuals from diverse backgrounds and fields. We understand that sustainable growth and long-term competitiveness depend on actively developing workforce competency and enhancing employee skills.

We are committed to respecting and protecting employee rights through fair and transparent recruitment, supporting career development, providing equitable compensation based on merits, caring for employee well-being, and valuing their ideas. Our goal is to create an environment where every team member can find opportunities to fully utilise their talents and work collaboratively towards achieving the Company's vision and mission.

Progress in 2024

- Overall employee engagement increased by 4.4 percentage points compared with 2023;
- Employee satisfaction rose by 4.7 percentage points year-on-year;
- More than 89% of employees expressed satisfaction with our corporate culture and values, workplace fairness, and Ruixue+ (top-rated aspects for three consecutive years);
- Enhanced our talent selection philosophy to "Equity and Respect, Focus on the Core", now integrated into certification, training, and code of conduct for interviewers;
- Encouraged continuous learning through our AI-enhanced online training platform, resulting in a 40% increase in online learning hours per employee year-on-year.

The main awards in 2024 include

Forbes World's Best Employers 2024

Zhaopin's Top 10 Best Employers Award 2024

Zhaopin's Top 1 Most Popular Employer Among University Students 2024

Zhaopin's Top 5 Most Socially Responsible Employer Award 2024

Adopting a long-term human capital development philosophy, we have developed a comprehensive system that is applied across all aspects of employee growth and development. We continue to optimise our organisational structure and enhance operational efficiency while attracting and retaining high-quality employees through campus recruitment, experienced recruitment, and the "Huoshui Programme" ("HSP"). We provide outstanding young individuals with development opportunities to invigorate both the organisation and the employees, ensuring our sustained competitiveness.

Tencent strictly complies with the Labour Law of the PRC, the Work Safety Law of the PRC, the Prevention and Control of Occupational Diseases Law of the PRC, as well as the labour laws and regulations applicable to the countries and regions where we operate. We also abide by the international rules and standards, including, but not limited to, the Ten Principles of the UNGC, the Universal Declaration of Human Rights, the International Labour Organisation's Fundamental Conventions, the Convention on the Elimination of All Forms of Discrimination against Women, and the Convention on the Rights of Persons with Disabilities. We prohibit all forms of child labour and forced labour, ensuring that all employees receive fair remuneration, appropriate rest periods and holidays, occupational health and safety protection, social insurance and benefits, as well as the right to participate in trade union activities. We are committed to implementing measures that safeguard human and labour rights. In 2024, we did not have any incidents of child labour or forced labour.



2.2

Attracting, Retaining, and Motivating Talent

Tencent places significant emphasis on the employee experience throughout every stage of the career life cycle, from attraction and recruitment to career development and promotion. Our attention to employee career life cycle management improves our ability to precisely identify talent, revitalise teams and retain valuable talent over the long term. This comprehensive approach ensures ongoing improvement to management efficiency and business performance.

Recruitment

We are dedicated to fairness, striving to provide excellent employment opportunities for outstanding individuals. We have developed diverse recruitment channels, encompassing campus and social recruitment, employee referrals, school-enterprise collaboration talent development programmes, and internship initiatives, ensuring that various types of candidates can find suitable growth paths at our Company.

We ensure fairness and professionalism during the interview process by implementing a rigorous process for interviewers' selection, training, certification, and follow-up assessments, enabling us to attract and select the right talent. In 2024, we enhanced our talent selection philosophy to "Equity and Respect, Focus on the Core", promoting skills-based and unbiased candidate evaluations that prioritise professional capabilities and potential while recognising the value of individual differences. We collect candidate feedback and organise interviewer roundtable discussions to continuously improve the interview experience.

We actively support the inclusion and development of outstanding women in the technology sector to pursue personal growth. We launched the Tencent Tech for Her salon in 2024 to provide career development support for female university students aspiring to enter the technology field. The salon, which features prominent female technical role models from Tencent, attracted 1,300 registrants, with 400 students engaging in-person with our representatives. The salon, alongside campus recruitment and internship programmes, aims to create more employment opportunities for women and support their career growth. We also sponsored the Chinese College Student Programming Contest for Girls, fostering enthusiasm for learning and practical application in computer science.



We attract and nurture top-tier technology talent globally through "Project Up". This initiative invites technology leaders and distinguished scientists to serve as mentors and advisors to outstanding individuals, providing participants with tailored development plans, competitive compensation packages, and the opportunity to engage deeply with our latest technology topics and core business areas. In 2024, "Project Up" organised technology salons and open days at leading universities worldwide, bringing together Tencent's business leaders, technical experts, and renowned academics to discuss trending technology topics and support the growth and development of technical professionals.

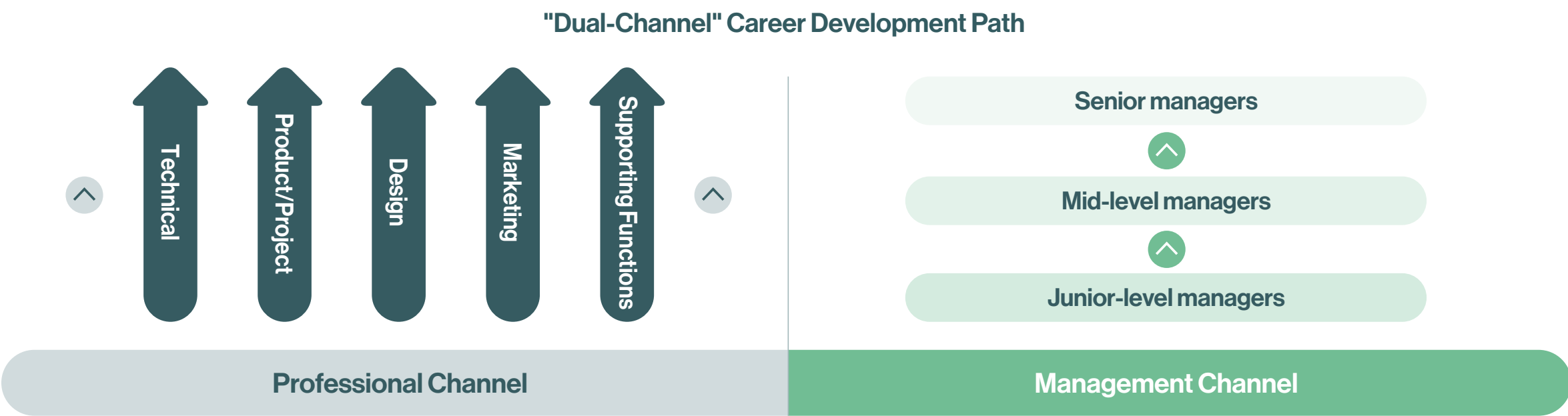


Career Development

Tencent has established diverse career development paths to support employees in leveraging their unique talents, maximising their potential, and achieving self-fulfilment. We provide our employees with high-quality learning resources with regular upgrades in training content to assist employees in their personal growth and career advancement.

"Dual-Channel" Career Development System

We have implemented a "Dual-Channel" career development system, comprising professional and management channels, to encourage employees to choose a path that aligns with their interests and expertise. This system not only helps unlock employee potential but also delivers greater organisational benefits. We have also developed and implemented the Employee Career Development Management System to ensure that employees have adequate growth opportunities within the organisational framework, providing guidance and a basis for evaluating their career development.



This channel is designed for employees dedicated to advancing within specific professional fields or refining their expertise. It includes diverse career path options covering five verticals – Technical, Product/Project, Design, Marketing, and Supporting Functions, expanding to more than 20 career tracks, each with explicitly defined standards for professional competency.

This channel is designed for employees who are aspiring to distinguished comprehensive abilities. It consists of three levels: junior-level managers, mid-level managers, and senior managers. Each level defines explicit professional competency requirements, management experience standards, and corresponding appointment processes.

Additionally, we have implemented a fast-track channel and a special application mechanism to identify and promote high-performing employees, accelerating their career progression. We collaborate with frontline managers to nurture outstanding young employees by providing high-potential individuals with practical opportunities, personalised coaching, and regular performance assessments. These measures aim to unlock potential, support the steady development of emerging leaders, and strengthen our talent pipelines.

Talent Mobility Stimulating Potential and Vitality

We have implemented strategies for talent mobility, including the HSP and a job rotation programme, to continuously unleash employee potential and optimise internal resource allocation. These initiatives not only enrich employees' career experience and skills, enabling them to expand personal development, but also bring new perspectives and development momentum to Tencent.

The HSP, since its launch in 2012, has established an efficient internal talent mobility platform that supports employees in exploring their career interests and develops potential employees for new business ventures. In 2024, we expanded the programme by opening more management-level opportunities to facilitate the advancement of qualified employees into management roles.

The HSP facilitated over **2,800** internal transfers in 2024, over **70%** of employees recognised "smooth internal mobility" in our annual Engagement and Satisfaction Survey ("ESS").

As Tencent grows its global market presence, it also provides employees with development opportunities worldwide. When Nancy's family relocated to the UK, we offered a suitable transfer, enabling her to relocate from Singapore. During the transition, we supported her with services including housing assistance and tax consulting, while local colleagues shared insights about life in the UK to ease her adjustment. The HSP not only facilitated Nancy's reunion with her family but also broadened her professional horizons in the UK, providing valuable experience in cross-cultural collaboration while allowing her to achieve career advancement. Based on her positive experience, Nancy now encourages colleagues to explore internal transfers as a viable path for growth and development.



Performance Appraisal and Incentives

Tencent emphasises fairness and objectivity in performance management and employee incentive arrangements, ensuring that we share success with our employees. We regularly conduct market salary surveys¹ and performance appraisals, employing multi-dimensional feedback mechanisms to ensure that employee's rewards are commensurate with contributions.

Goals Integrating Value Creation

Our performance management system evaluates employees based on their goal achievements and contributions to corporate values. We have also integrated indicators related to social value into the organisational performance assessments of certain key business sectors.

Performance Management

In accordance with the Performance Management System that we have established and implemented, performance appraisals are conducted biannually. At the beginning of each evaluation cycle, the team's Objectives and Key Results ("OKRs") are established and each individual employee develops their own OKRs that align with the team's goals. Throughout the evaluation cycle, managers and team members adhere to agile principles by conducting regular reviews, facilitating open communication, and flexibly adjusting OKRs to meet new challenges.

Feedback Communication

We implement a comprehensive feedback mechanism that incorporates multi-dimensional input from an employee's supervisors, peers, and subordinates. We actively engage with employees to support them in achieving their goals. A grievance system and dedicated mailbox have been established to allow employees who disagree with their assessment results to submit any grievances and seek reconsideration. Relevant personnel or an investigation team will review and address these complaints as necessary.

Employee Incentives

We implement a "performance-driven" incentive mechanism, where performance appraisal outcomes serve as the primary determinant for bonus allocation. For long-term incentives, our employee share award schemes reward those who demonstrate outstanding performance and make significant contributions to our core products or technologies.

Performance Management Process

Target Setting	Tracking and Coaching	Assessment and Feedback	Improvement and Development
<ul style="list-style-type: none">Supervisors share common goals with team membersTeam members set individual performance targetsMutual agreement between supervisors and individuals	<ul style="list-style-type: none">Supervisors provide resources and coaching to team membersConduct performance reviewConfirm and, if necessary, adjust performance targets	<ul style="list-style-type: none">Comprehensive feedback and self-appraisalAppraisals by supervisor and departmentAppraisals by business groupIndividual receives feedbackPerformance appeals, if necessary	<ul style="list-style-type: none">Performance development interviewFormulation of personal development plans and goalsSupervisors provide coaching and training



¹ The salary survey comprises an analysis of employees' living wages. During the reporting period, the salary level of permanent employees at the Group headquarters surpassed the local living wage benchmark established by the Global Living Wage Coalition ("GLWC").

2.3

Employee Training and Development

Tencent Academy supports the personal and professional skill development of new hires, professionals, and managers at various stages by offering diverse learning pathways and resources. We collaborate with academic institutions to introduce high-quality resources that expand employees' knowledge boundaries and broaden their horizons. We also provide educational resources and collaborative platforms for our external stakeholders, including businesses, partners across the value chain, non-profit organisations and universities, enabling young people to learn from our business insights and practical experience, while nurturing talent for the industry.

We align our talent development goals with evolving industry trends and growth needs of our employees. In 2024, we enriched our curriculum by allocating resources to create curated courses, upgrading supplementary learning tools, and enhancing internal knowledge management and sharing practices.

Enriching the Curated Curriculum	Online Learning Platform Enhanced with AI	Support for Knowledge Accumulation
We have integrated the latest industry trends into our curated curriculum development, creating premium courses like the "Generative AI Learning Zone". This initiative provides employees with insights into the latest trends, opportunities for practice, and discussion groups. We have also incorporated high-quality external learning resources. In 2024, Tencent Academy introduced over 2,000 new courses.	In 2024, we implemented large-scale AI models and introduced smart features, including automatic chapter summaries for courses and video-to-text transcriptions, which make learning and sharing more efficient and convenient. Our upgraded recommendation algorithm demonstrated enhanced capability in discerning employee learning preferences, enabling more precise content recommendations.	We nurture the virtuous cycle of "business activities enhancing the accumulation of knowledge, which in turn propels business progress". In 2024, we introduced an annual award and launched an internal professional journal, "Tencent Profession", which features outstanding cases in product operations, technology research and development, and other areas, to facilitate internal knowledge sharing.

Training and Coaching New Hires

We have developed a comprehensive training system that combines both online and offline components to facilitate the integration of new hires. This system consists of three modules: essential knowledge and practices at Tencent, professional expertise and skills, and general workplace competencies. We have also implemented tailored pre-job training for new hires. New campus hires participate in intensive closed-door training to enhance their professional qualities and workplace skills, while new experienced hires focus on deepening their understanding of corporate culture. Furthermore, each business group conducts additional specialised training for new hires according to their unique business requirements.

We have developed and implemented the Mentoring System for Tencent New Hires to facilitate their integration into teams. Prior to a start date, a mentor initiates a dialogue with an assigned new hire to address questions and recommend internal resources to prepare for onboarding. After joining Tencent, mentors continue their engagement with new hires to collaboratively develop coaching plans tailored to meet job requirements and career development goals. Mentors regularly communicate with new hires regarding their work performance, providing guidance to help them master the required skills for their roles. In 2024, we enhanced mentor training, clarified standards of conduct, and introduced a certification process to elevate the effectiveness of the mentoring system. Following this upgrade, the majority of new hires expressed greater satisfaction with their mentors, while supervisors observed that new hires adapted to their roles more rapidly with improvements in their competency levels.

Additionally, Tencent Academy actively creates coaching and sharing opportunities for new and existing employees. For example, the Tencent Talent Interview enables new hires to engage with experienced employees on topics including cultural integration and career development, thereby accelerating cultural adaptation and enhancing work performance.

Internal		New Hire Training		Career Training		Leadership Training			
Curriculum		<ul style="list-style-type: none">Pre-job orientation: Tencent Early Morning FlightOrientation for experienced hiresOrientation for fresh graduatesJob-specific trainingRequired online course series for new hires		<ul style="list-style-type: none">Diverse training courses focused on professional skills for various fields of expertise, including: Technicians Product/Project managers Designers Marketing specialists Support function professionalsGeneral skills development courses		<ul style="list-style-type: none">Junior-level managers training: Elective courses for team leadersJunior-level managers training: Elective courses for directorsMid-level managers training: Elective courses for mid-level management			
		<ul style="list-style-type: none">New Tencenter's GatheringNew Tencenter's Growth HandbookOn-the-job training for mentors		<ul style="list-style-type: none">Technology WeekNew T LabProduct Manager TraineesProduct Talks		<ul style="list-style-type: none">Design WeekTalk 8 Tech TalksBetter MeFolk Veterans			
Flagship Programmes		<ul style="list-style-type: none">New Tencenter's GatheringNew Tencenter's Growth HandbookOn-the-job training for mentors		<ul style="list-style-type: none">Technology WeekNew T LabProduct Manager TraineesProduct Talks		<ul style="list-style-type: none">Future leadership development: Yulong Programme, Qianlong ProgrammeDirectors' development: Yuelong Programme, Feilong ProgrammeMid-level leadership development: New mid-level management, Mid-level managers gatherings			
For Partners		Senior Management Learning Programmes		Corporations Study Tours		For Teenagers		Camp Training System	
		<ul style="list-style-type: none">Ocean ProgrammeNanshan AcademyShanghai AcademyCHO Private Board Meeting		<ul style="list-style-type: none">Research courses on technology transformation				<ul style="list-style-type: none">Short-term camp: Teacher Training Camp, Cloud Internship, Open Vision DayStandard camp: Spark Challenge Week, Mini InnoCampLong-term camp: Supernova Long-term Training Camp, AI Creation Camp	

Panoramic View of the Tencent Academy Training System

Developing Professional Skills

Tencent Academy provides employees with learning resources tailored to their professional fields, job levels, and role requirements. Employees are encouraged to select courses and learning methods that align with their personal interests, needs, and stages of career development. We promote and support participation in part-time education at professional institutions to advance their academic qualifications and obtain external professional certifications, thereby continually enhancing their expertise. Permanent employees are eligible for monetary incentives and reimbursement for expenses related to career development and professional certification.

Diverse skills and knowledge topics to support independent learning and holistic development

Better Me

Better Me is a general competency enhancement platform available to all employees, offering courses in areas including effective communication, self-awareness, and career planning. Starting in 2024, a new series of courses named Positive Attitude has been introduced to enhance employees' emotional management skills, improve independent thinking abilities, and promote career happiness.

Know the Business

Know the Business is a sharing platform focused on Industrial Internet. It covers a range of industries, including culture and tourism, education, public welfare, and healthcare and so on. The platform invites industry experts and seasoned practitioners to share insights and practical knowledge about these industries.

Talk 8 Tech Talks

Talk 8 Tech Talks is a professional platform where employees share knowledge and expertise on technology. It highlights emerging technologies, valuable insights, and latest trends, while broadening technical awareness and promoting collaborative discussions among teams.

Co-creative learning among team members stimulating exchange of ideas and supporting collective growth

Team Plus

Team Plus combines facilitation techniques, team coaching, action learning, and other approaches to assist teams in strategic planning, role analysis, and overcoming resistance to business collaboration during organisational transformation. This structured approach enables teams to tackle challenges and create value.

The Expert Platform

The Expert Platform provides employees with opportunities to engage with senior experts within the organisation. Employees can seek advice on trending topics including career development planning, business globalisation, product planning, and operations.



Professional exchange activities to share experience, insights, and innovative achievements

The 7th Tencent Technology Week

The 7th Tencent Technology Week serves as an exchange platform for Tencent's technical personnel to broaden their horizons and explore the latest technologies. The event featured special sessions focused on generative AI, showcasing emerging technologies; "Growth of Technology Newcomers" and "Female Engineers", addressing key demographic groups; and "Technology with Warmth", advocating for Tech for Good. With contributions from both internal and external experts, along with business leaders, these initiatives attracted 77,000 visits.

The 9th Tencent Design Week

The 9th Tencent Design Week adheres to the core philosophy of "Design for Good", continuously communicating Tencent's design vision and mission to the public. With the theme "Inspiration: Art Inspiration", the event fostered a dialogue on the harmony between technology and design, bringing together Tencent's top designers and renowned global experts to explore design trends, AI, brand design, and other pertinent industry topics.



In 2021, Tencent's Platform & Content Group ("PCG") partnered with the University of Southern California ("USC") to launch the "Shanghai Project". This initiative helps various content producers at Tencent Video enhance their core competencies in high-quality content ideation and development, production quality control, and IP creation. In its first year, the project developed a skill matrix for content producers based on industry research and career development goals. Over the following three years, the project created a unique curriculum for Tencent by combining training with practical application, working alongside industry experts from China, the United States, and South Korea. The practical training sessions, led by professors from the USC School of Cinematic Arts and experts from Korean variety shows, explored the creative development of various types of content.

In 2024, the project team, in collaboration with USC, developed hundreds of hours of high-quality tutorial materials across different content categories, and sent outstanding participants on a study tour to Hollywood and USC. To date, over 1,000 employees received training and contributed to the implementation of PCG's premium content strategy.

Developing Leadership

In a constantly evolving market landscape, effective leadership is crucial for enhancing team collaboration, promoting a positive and dynamic workplace, and driving Tencent's solid and sustainable growth. We have implemented a range of initiatives designed to strengthen leadership capabilities across different tiers of management. Additionally, we continue to identify high-potential individuals and develop a robust pipeline of future leaders.

Leadership Model

Tencent's "All in Leadership" model is rooted in our cultural values of integrity, proactivity, collaboration, and creativity. It defines three core capabilities that managers must possess: Insight, Inspire, and Win. This model provides a structured framework and a solid foundation for training successors and maintaining a sustainable talent pipeline.



Version 3.0 of Corporate Values
(Integrity, Proactivity, Collaboration, Creativity)

"All in Leadership" Model

Leadership Training System and Projects

We place great emphasis on the comprehensive development of our managers. Guided by the "All in Leadership" model, we encourage our managers to pursue continuous learning and enhance their core competencies, including strategic vision, business management, and team leadership. Our training model integrates methods for online and offline engagement. Online training aims to enhance theoretical knowledge, while offline training emphasises in-depth interactive discussions, and practical assessments.

We provide customised training programmes for managers and high-potential individuals at various stages of their career development. For example, the "Feilong Programme" is a key initiative for developing mid-level managers. Participants engage with key topics related to corporate strategy, products, and management, receiving guidance from mentors.

Over 18 years of continuous refinement, the "Feilong Programme" has contributed more than 700 qualified candidates for the mid-level managers talent pool, accounting for nearly

70% of our current mid-level and senior-level managers.

The "Qianlong Programme" focuses on nurturing future junior-level managers. It has conducted over 200 sessions and qualified more than

10,000 candidates; **80%** of Tencent's current managers were once Qianlong students.

Leadership Assessment and Coaching

We provide systematic leadership assessment and personalised coaching for high-potential managers. For instance, the Leadership Assessment Centre conducts a thorough assessment for each participant in the "Feilong Programme" to help them gain a deep understanding of company expectations and standards, as well as identify their own strengths and areas for improvement. Based on the assessment results, their supervisors and the human resources department tailored a development plan to support them in becoming key contributors to team development and leadership. In 2024, we introduced an online assessment of management skills. Following the assessment, the Leadership Development Centre will recommend suitable courses based on their competency profile to facilitate their overall growth and development.



Building a Diverse, Inclusive, and Collaborative Workplace

Collaboration and creativity are integral components of Tencent's corporate culture and values. Embracing these values helps cultivate a dynamic work environment, inspires employees creativity and enhances team collaboration. Tencent respects the diversity of age, race, gender, nationality, physical ability, religious belief, and more among our employees. We encourage employees to leverage individual strengths and potential during recruitment, compensation, development, and promotion stages, ensuring fairness and equity to make our teams more dynamic and creative. In addition to embedding these values into our day-to-day management and corporate culture, we incorporate these values into our products, services, and philanthropic projects, reflecting the positive social value of Tech for Good.



Management and Practice

In 2023, we released [Our Commitment to Diversity, Equity and Inclusion](#) , affirming its zero-tolerance for discrimination while committing to creating an inclusive and inspiring work environment. We signed the Women's Empowerment Principles, jointly launched by UN Women and UNGC, further demonstrating our commitment to actively promoting gender equity and women's empowerment in the workplace, marketplace, and community.

The senior executive management team has defined the direction of diverse and inclusive corporate culture and values, while the Board tracks progress through the Corporate Governance Committee. The DEI Special Committee and the DEI Joint Project Group are tasked with implementing and executing initiatives to promote awareness, training and advancement of these values. In 2024, we upgraded our talent selection philosophy to "Equity and Respect, Focus on the Core" and it has been integrated into certification, training, and code of conduct for interviewers. We regularly track key metrics and evaluate the effectiveness of these plans in promoting a diverse, inclusive, and collaborative workplace. We also publish regular internal diversity data dashboards to help managers monitor progress.

As of 2024, females accounted for 28.9% of all employees¹ (2023: 28.7%) and 24.9% (2023: 24.8%) across management levels. Female representation at senior level management was 8.1% (2023: 7.9%), while at junior level management it remained at 24.9% (2023: 24.9%). We will continue to explore more initiatives to encourage more women to join employee development pathways and increase their contributions to our business innovation and management decision-making processes.

Developing a People-Centric Workplace

We create a people-centric work environment by establishing fair and equitable mechanisms for recruitment, compensation and welfare, training, and promotion, while opposing all forms of discrimination.

Employees from diverse backgrounds contribute a richer array of ideas and solutions, helping us maintain a competitive edge. During the employee recruitment process, we fully recognise the unique advantages that individual differences bring. By broadening our candidate pool, embracing the principle of "Equity and Respect, Focus on the Core" and integrating it into interviewer certification, training, and code of conduct, we have reached and attracted a more diverse range of talent. For more details, please refer to the *Caring for Our People – Attracting, Retaining, and Motivating Talent* section in this report.

Regarding our welfare system, we support employees by addressing their specific needs throughout various life stages and helping them better balance work and life by providing flexible working hours, fully paid prenatal care leave, maternity leave, paternity leave, and childcare leave. Employees and their families also have access to free professional psychological counselling services in areas including career development, intimate relationships, and parent-child relationships. We also provide exclusive services for pregnant and postpartum employees, including nursing rooms, dedicated shuttle bus seats, and designated meal pickup channels. Additionally, we provide a one-stop service platform that facilitates birth registration, applications for monetary gifts, and nursing room reservations.

In the design of office spaces and facilities, we have thoroughly considered the diverse needs of our employees, striving to create a barrier-free, inclusive, and friendly work environment. Our self-constructed buildings feature accessible infrastructure that adheres to the Accessibility Design Standards in China. At the initial stage of the "Internet +" Future Science and Technology City Project, we developed the Guidelines and Special Plan for Accessibility for Tencent Headquarters in Shenzhen. The initial group of buildings completed in 2024 received the highest 3-star accessibility rating from a panel of experts in China.

We have developed the Anti-Sexual Harassment Policy, which clearly articulates Tencent's "zero tolerance" for sexual harassment. Dedicated reporting channels and handling procedures have been implemented to protect the rights of victims and whistleblowers, ensuring timely and appropriate handling of relevant cases. All Tencent employees have received training on the Anti-Sexual Harassment Policy. Additionally, sexual harassment prevention promotional videos are continually played in office areas to raise employees' awareness and vigilance.

Diversity shapes our team development and workplace culture, while digitally inclusive products underline our Tech for Good mission. For more details, please refer to the *Digital Inclusion – Assisting Individuals with Physical Impairments in Overcoming the Digital Divide*, *Digital Inclusion – Digital Technologies Supporting Rural Development* section and *Digital Technologies Supporting Sustainable Development Goal – Digital Technologies Improving Health and Well-being* section in this report.

¹ The total number of employees in this report covers the Company's permanent employees, as well as consultants and interns who are directly employed by the Company, excluding employees of subsidiaries and consolidated investment companies, as a reference for the disclosure of employee breakdown by employment type, age and gender. The total number of employees in the Group's results announcement and annual report was 110,558, including employees of the Company, subsidiaries and consolidated investment companies.

Cultural Development and Promotion

Tencent promotes a positive understanding of diversity and inclusion among our employees through training, awareness campaigns, and various activities, while cultivating a psychologically safe environment for expressing diverse opinions. We are committed to ensuring equity for all, facilitating cross-cultural integration, and removing biases, thereby enhancing employee's awareness and engagement.

During the first half of 2024, we conducted interviews with senior managers and global employee representatives. Based on their feedback, we developed a training programme which was launched online for all employees in September. The programme incorporates several work scenarios and practical examples to help employees develop a positive understanding of these values and put them into action.

During International Women's Day, our offices worldwide organised various activities. We invited guest speakers, both internal and external, to share their personal development journeys and engage in meaningful dialogues. Events included Women's Power Symposium, "Journey to the Top: Stay Challenged" and several others. The Women's Federation of Tencent also sent gifts and well-wishes to female employees, providing additional support for women at various life stages.

As we continue to expand our global presence, we are enhancing our support for cross-culture communication and organising exchange activities. These initiatives help employees better understand cultural differences and communicate effectively, thereby facilitating efficient business collaboration. During the 2024 Global Culture Festival, we encouraged employees to share the culture of their countries and regions through Q&A sessions, lectures, and cultural booths, raising employees' awareness and respect for diverse cultures.

We value team members' diverse backgrounds. Their different skills and experiences can bring multiple perspectives to work. When building diverse teams, we also need to build one team. This oneness means a common value system and a shared way of doing things, as this cohesion, to a large extent, can reduce friction between teams taking different viewpoints.

— Maggie Wei,
Vice President of Tencent



Employee Health and Welfare

Tencent values individuals and is committed to creating a secure, healthy, pleasant, convenient, and supportive workplace for its staff. We adhere to the principle of providing our employees with generous and meaningful welfare. Through a comprehensive welfare system, we ensure the well-being of employees and their families, assist in achieving a work-life balance, and provide support during significant professional growth and life milestones, thereby enhancing a greater sense of community among employees.

Occupational Health and Safety

We have established an Occupational Health and Safety Committee which develops and implements the Workplace Health and Safety Policy to facilitate management across four key areas: occupational safety, work environment, health management, and emergency response. This policy adheres to the requirements of the Law of the PRC on Work Safety, the Law of the PRC on Prevention and Control of Occupational Diseases, as well as the relevant laws and regulations in all the regions where we operate. The management of Tencent's office properties has successfully attained full compliance with three management system certifications: ISO 45001 Occupational health and safety management systems, ISO 9001 Quality management systems, and ISO 14001 Environmental management systems.

Occupational Safety

We employ a comprehensive management system to ensure thorough safety oversight across all workplaces, thereby minimising accident risks and potential hazards.

Working Environment

We have established specifications for a healthy working environment, addressing factors including noise, lighting, air quality, and temperature to safeguard employee health and enhance comfort. We have also defined usage standards and inspection and maintenance cycles for facilities, equipment, furniture, and materials, ensuring ergonomic design throughout.

Health Management

We are dedicated to the physical and mental well-being of our employees. We offer sports facilities and professional coaching through over 100 cultural and sports clubs, and regularly organise activities. Our offering includes nutritious meals, physical and psychological health check-ups, and medical assistance. Events, including a basketball game between senior management and fresh graduates and a marathon run to celebrate Tencent's 26th anniversary, were organised to promote a culture of good health. The section *A Well-Developed Welfare System* below offers more information on health resources.



Emergency Response

We have established a comprehensive emergency response mechanism for disasters and accidents, featuring regular training and drills to improve our emergency management capabilities and employee safety awareness. Our emergency response management system utilises advanced software and hardware solutions, including the provision of automatic external defibrillators ("AEDs"), facilitating prompt communication with emergency personnel and medical institutions to provide timely rescue within the critical "Golden Four Minutes of Life Saving".



Risk Assessment and Improvement

A dedicated management team adopts the "Plan-Do-Check-Act" approach to continually improve performance in occupational safety, environmental practices, health, and emergency response through annual reviews, action plans, and measurable objectives.

A Well-Developed Welfare System

Physical and Mental Health

Tencent places a high emphasis on both physical and mental wellness of its employees through a wide range of medical, psychological, and wellness initiatives, ensuring our employees have access to quality care, time for recovery, and opportunities to build healthy lifestyles.

Statutory Benefits

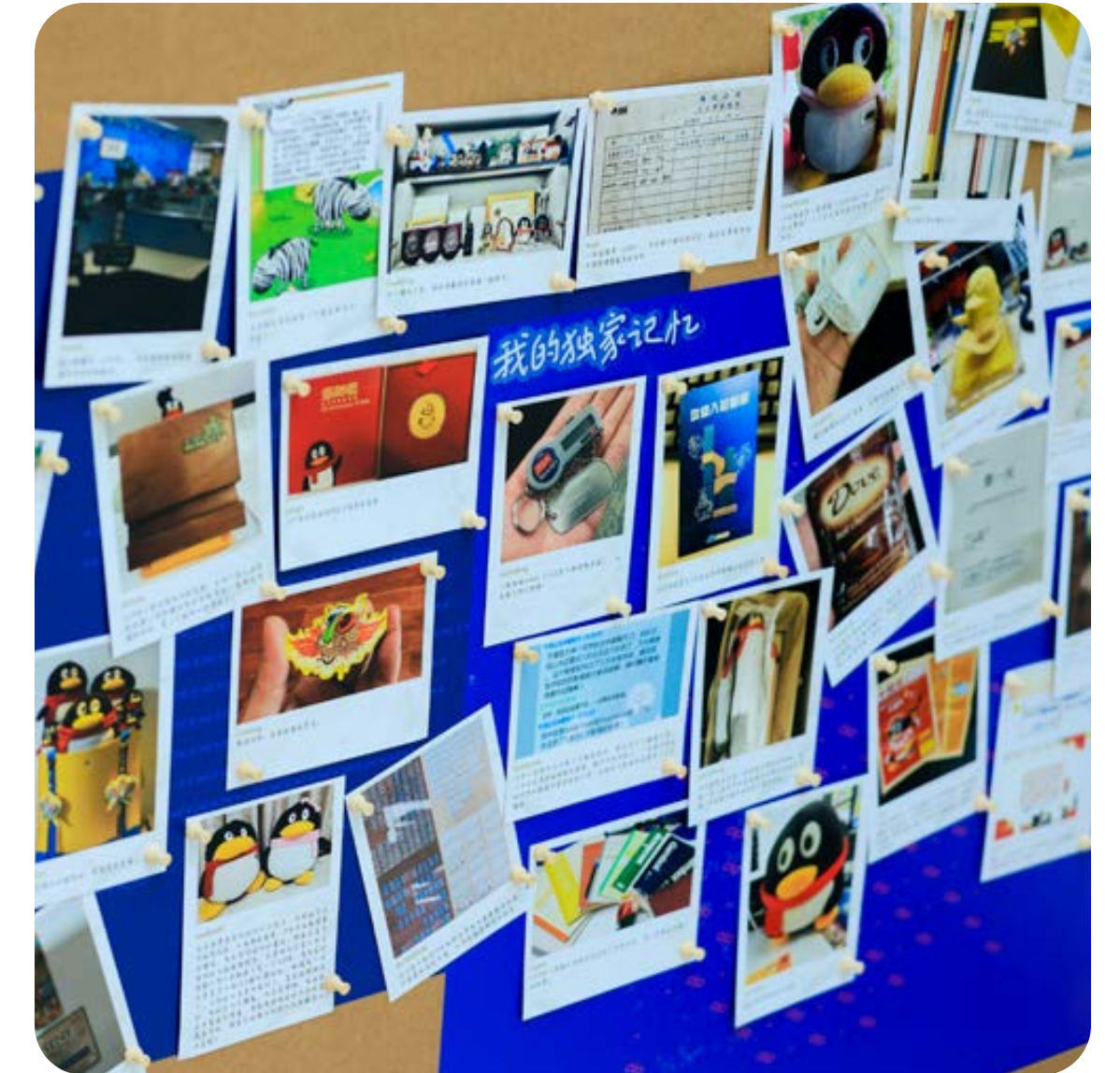
- Basic medical insurance
- Annual paid leave
- Medical leave

Additional Benefits

- Supplemental commercial medical insurance
- Critical illness insurance
- Long-term health insurance
- Accident and life insurance
- Survivor benefits
- 30 days of fully paid sick leave
- Health consultation services
- 24-hour online family doctor service
- Expedited treatment for serious illnesses
- Physiotherapy services
- Annual health check-up and interpretation services
- Psychological consultation and annual mental health assessments with personalised, confidential reports from third-party professionals
- "Positive Mindset Training Camp" with expert sessions from Stanford University
- Mental health education for new junior-level managers
- Sports and fitness facilities and classes
- Cultural and sports club activities



Since 2020, we have implemented the Mindfulness Programme to help employees improve their concentration and awareness. We have established a Mindfulness Club that regularly provides online courses, offline training, group learning, and various activities. Employees have reported significant improvements in stress management, concentration, and interpersonal communication. We have partnered with experts from Stanford University and Peking University to promote our internal mentorship programme and trained over 150 mentors to propagate mindfulness practices to more employees and their families.



Financial Wellness

In addition to providing statutory insurance including pensions, unemployment benefits, and work-related injury coverage, Tencent provides employees with comprehensive and personalised commercial insurance options, including high-coverage life insurance, accident insurance, and medical insurance. Employees and their families have diverse choices available to them. We have also launched the "Tencent Anju Plan", which provides interest-free loans to regular employees in the Mainland of China for their first-home purchases, helping them to alleviate the financial burden of home buying. As of the end of the reporting period, the Plan has benefitted over 15,000 employees.

Statutory Benefits

- Pension insurance
- Unemployment insurance
- Work-related injury insurance
- Maternity insurance
- Housing provident fund

Additional Benefits

- Loans to alleviate financial stress
- Tencent Anju plan (interest-free loans for first-home purchases)
- Affordable housing/rental subsidies
- Customised insurance plans for employee spouses, children, and parents
- Long-term service benefits and retirement recognition for employees approaching retirement



Employees' Families

We provide holidays, monetary presents, and gifts for employees during significant life milestones, including marriage and childbirth. We also deliver festive gifts for employees and their families during holidays, including Children's Day, the Mid-Autumn Festival, and Senior Citizens Care Day, to enhance their overall happiness.

Statutory Benefits

- Annual leave
- Marriage leave
- Maternity leave/abortion leave
- Paternity leave
- Childcare leave
- Breastfeeding leave

Additional Benefits

- Special leave for the Spring Festival
- Half-paid personal leave
- Bereavement leave
- Pregnant employees: Full-paid prenatal examination leave, exclusive shuttle bus seats, and designated meal pickup channels
- Newly-married employees: cash wedding gifts, special wedding dolls
- Cash gifts for employees' newborns
- Family insurance, Children's Day gifts, Senior Citizens Day gifts, 24-hour online family doctor services, and psychological counselling services for employees' families



Other Benefits

We provide shuttle bus services and meals, including breakfasts and dinners, for free to all employees. We also provide volunteer service leave to employees undertaking charity work and farm-sourced employee gifts aimed at supporting farmers and rural communities, encouraging employees to participate in community service and embrace the principle of Tech for Good. We have implemented a flexible working system and provided special benefits for women to promote an inclusive work environment.

- Free shuttle bus services
- Free breakfast and dinner for employees
- Flexible working hours
- Ergonomic office equipment
- Festival gifts
- Anniversary gifts for joining the company
- Gift cards or coupons boosting healthy lifestyle
- Farm-sourced employee gifts aimed at supporting farmers and rural communities
- Tencent-branded merchandise
- Volunteer service leave
- Long-term service leave



2.6

Employee Communication and Expression

Tencent is dedicated to cultivating an equitable, open, and transparent communication environment that encourages employee expression. We prioritise the voices of our employees through various channels, including all-hands meetings, internal roundtable discussions, and employee ESS mechanisms, which enhances team cohesion and drives collective development and innovation.

Establishing a Culture of Open Communication Led by Management

Our senior executive management team regularly shares their insights and engages with employees through internal meetings, including but not limited to Link Time, all-hands meetings, and strategy meetings to keep employees well informed about Tencent's strategy and management decisions. Among these, Link Time is a flagship event during our anniversaries, where all senior executive management team members attend in person and engage with employees to answer their questions. In 2024, we launched the "Debug Together" initiative to invite suggestions for improving general management and business operations. This initiative encourages managers to take the lead in creating an open and transparent problem-solving process and encourages employees to address real issues.

Creating Internal Communication Platforms for Open Ideas Exchange

We promote a flat organisational structure and have created several internal platforms to assist employees in expressing their opinions and suggestions. The platform, "Lewen" serves as the largest internal Q&A communication community, addressing topics ranging from product recommendations to experience sharing and daily lives of employees. Employees have the option to raise questions anonymously or with their names, overcoming the barriers of ranks and departments to facilitate interactions. In 2024, employees posed over 19,000 questions on "Lewen", receiving a total of 94,000 answers, with the number of views surpassing 57 million. Additionally, some business groups have developed internal communication and exchange platforms for in-depth technical and professional sharing.



Tencent recognises that the opinions and suggestions raised by employees in ESS serve as an important reference for optimising management practices and enhancing the overall work experience. Constructive feedback from employees has driven improvements in key areas, including streamlining approval processes to boost management efficiency, the introduction of new systems to develop high-performing employees, and broadening communication channels for frontline employees to voice their views. In 2024, we collected over 30,000 suggestions through open-ended questions in ESS and these insights continue to guide improvements in Tencent's management practices.

Encouraging All Employees to Participate in ESS

Tencent commissions an independent third-party organisation to conduct annual employee ESS, on an anonymous basis. This survey aims to gauge employees' level of engagement, their willingness to stay with and promote Tencent, and their work experiences, including a sense of achievement, stress levels, team collaboration, workplace support, and opinions and suggestions on corporate strategy and organisational vitality. In 2024, the effective participation rate for the survey reached 95.1%. Overall engagement increased by 4.4 percentage points compared to 2023, while satisfaction improved by 4.7 percentage points. For three consecutive years, corporate culture and values, workplace equity, and Ruixue+ have remained the top three areas of employee satisfaction, demonstrating a recognition of Tencent's commitment to promoting a respectful, fair, and value-driven work environment.

Disciplinary Complaints, Employee Appeals, Anti-Fraud Reporting

We encourage employees to uphold the values of integrity by establishing and implementing the Tencent Sunshine Code of Conduct, which defines behavioural standards for employees and relevant parties. We have channels for employees to file complaints and appeals regarding disciplinary violations. When violations are reported, employees can provide feedback, and the responsible departments will diligently follow established procedures for addressing the issues.

- **Ruixue+ Workplace Code:** Ruixue+, Tencent's workplace behaviour code, sets the benchmark for exemplary employee conduct. Employees are encouraged to report workplace misconduct through the "Ruixue Daxia" Weixin account. Verified reports lead to disciplinary actions, including company-wide disciplinary notice, while severe cases are escalated through appropriate channels for further handling.
- **Appeal Mechanisms:** We have established dedicated appeal channels for employees to submit grievances about probation periods, performance appraisals, resignation processes, or suspected misconduct by managers. Grievances or complaints can be submitted and escalated step by step through indirect supervisors, the human resources department, or specialised investigation teams, following formal procedures.
- **Anti-Fraud Reporting:** In accordance with the Tencent Anti-Fraud Reporting Policy, employees can report suspected violations anonymously or with their names. These cases are independently investigated by the Anti-Fraud Investigation Department. For more details, please refer to the *Business Ethics – Adherence to Integrity Practice* section in this report.



Safeguarding Digital Rights

Tencent has established a multi-dimensional system to safeguard digital rights by building a robust management structure, formulating internal policies, adhering to the principles of fairness and transparency, and strengthening security operations. In the areas of privacy protection, information security, AI safety governance, and a trustworthy digital ecosystem, we continue to advance our technology solutions, and reinforce supervision and self-regulation, ensuring that users benefit from a secure, compliant, and innovative digital experience.

- 3.1 Privacy Protection
- 3.2 Cyber and Data Security
- 3.3 AI Safety Governance
- 3.4 Internet for Trust

Alignment with SDGs



Alignment with the Ten Principles of the UNGC

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights;
Principle 2: make sure that they are not complicit in human rights abuses.

Privacy Protection

Philosophy and Principles

Philosophy

Tencent upholds the philosophy of "Data security is our lifeline", consistently prioritising user value creation in alignment with our corporate mission of "Value for Users, Tech for Good". It is the top priority in harnessing technology to benefit users and an essential part of fulfilling our social responsibilities.

We are unwavering in our commitment to safeguarding personal information and data, ensuring that our users benefit from secure and reliable products. Our privacy protection framework pursues three core objectives – security, transparency, and controllability – through full lifecycle compliance, end-to-end governance, and comprehensive safeguards. Adhering to the dual principles of innovation and security, we position data protection as the cornerstone for enabling technology to benefit users while driving high-quality industrial development.

We strictly abide by all the laws and regulations that protect user privacy and data security in the jurisdictions where we operate, actively embracing global leading privacy protection standards and practices. This includes laws and regulations such as the Personal Information Protection Law of the PRC, the EU General Data Protection Regulation ("GDPR"), the UK Data Protection Act, and the California Consumer Privacy Act ("CCPA") and other relevant laws in markets where we operate, thereby ensuring comprehensive protection of user privacy and data security.

Principles

Tencent employs data analytics to enhance user experience across its products and services with strict adherence to relevant laws and regulations, and a profound respect for the protection of user rights. We apply stringent confidentiality measures to all personal information collected and used with user authorisation, preventing it from being leaked, tampered with, destroyed, sold, or otherwise illegally provided to third parties, thereby preserving users' control over their data.

Our principles for user privacy protection

- **Information Security**
We work to prevent user data leakage, damage, and loss through effective data security technologies and management.
- **Independent Choice**
We provide convenient data management options for users to make appropriate choices and manage personal data.
- **Confidentiality of Communications**
We uphold the confidentiality of users' communications in compliance with the applicable laws and regulations and provide secured communication services.

- **Reasonability and Necessity**
We only collect reasonably necessary data to provide better services to users.
- **Openness and Transparency**
We strive to present the privacy policy in easy-to-understand language to help users clearly understand our data processing practices.
- **Privacy by Design**
We integrate privacy protection into the development and operation of all products and services.



*Generated by Tencent Hunyuan

Management Structures and Policies

Management Structures

Tencent is privacy-focused at all levels and has integrated privacy protection into the Group's broader risk management framework. The management is committed to a privacy-first governance approach developing and implementing a comprehensive internal assessment process to ensure that all products are fully assessed to comply with all applicable data privacy laws. Furthermore, we ensure that all data collected are securely transmitted and stored. From top-down to bottom-up, data privacy is an organisational effort.

Our senior executive management has set up a specialised virtual task force responsible for the systematic management of privacy protection initiatives. This entity drives policy development and implementation while providing operational guidance and oversight. At the operational level, we have established the Data Compliance and Privacy Protection Department to centrally coordinate compliance initiatives across jurisdictions in alignment with regional regulatory requirements. In the EU region, we maintain a designated Data Protection Officer ("DPO") to ensure GDPR compliance.

Furthermore, our privacy protection teams will actively engage with the business groups, working closely with product teams to embed privacy measures including Privacy by Design and Privacy by Default – into products and services from the outset, ensuring adherence to all relevant laws and regulations. The teams also partner with engineering teams to maintain transparency in our data collection and usage practices, while equipping users with tools to effectively manage their personal data.

Policies

Tencent has formulated policies on data protection and privacy which apply to various data products of all the business groups within Tencent. These policies provide regulation and guidance for Tencent's related tasks, including data collection, classification and grading, user information compliance, data application, compliance detection, and other aspects.

Protecting minors' personal information and privacy is critical for safeguarding their well-being in the digital world. We have established a system for protecting minors' personal information and set up a core team dedicated to researching and handling minor protection matters. We regularly publish articles on internal platforms to raise awareness about minor protection, and organise seminars to promote stronger protection measures for minors' personal information. We have developed specific guidelines for our products, including the Compliance Guideline for the Protection of Minors and the Privacy Compliance Guideline for Game Developers. We have published the Children's Privacy Protection Statement on Tencent's Privacy Protection platform and established a dedicated email (dataprivacy-kids@tencent.com) to receive and respond to requests relating to children's personal information. For our overseas operations, we have implemented the Overseas Minors' Privacy Protection Management Standards to provide regulation and guidance.



*Generated by Tencent Hunyuan

User-Centric Privacy Protection Approach

Tencent has developed a user-centric approach to privacy protection. Through enhanced compliance assessment processes and tools, integration of international standards, technological innovation and employee training, alongside embedding privacy protection within corporate culture, we ensure the highest level of protection for users personal information.

Implementation and Audit

Tencent upholds a Privacy by Design approach, integrating user privacy protection measures into the design phase and throughout the entire product lifecycle. Our products are equipped with privacy management features and detailed guidelines, empowering users to maintain effective control over their personal information.

Tencent adheres to data protection laws globally and has implemented comprehensive privacy protection strategies. In the Mainland of China, we have established a Privacy Impact Assessment (PIA) mechanism and process, which has been implemented across various business scenarios to identify and manage privacy risks while minimising the potential impact on users personal rights. For international markets, our global privacy compliance system is thoroughly integrated into the product development stage, supplemented by technical reviews to ensure compliance with applicable privacy protection laws, such as GDPR, CCPA, etc.

Our security team is responsible for the data privacy protection of business operations, conducting daily privacy protection efforts in compliance with regulatory requirements. Additionally, we have established a dedicated team to perform independent audits of the management practices for sensitive information and data associated with the key products.

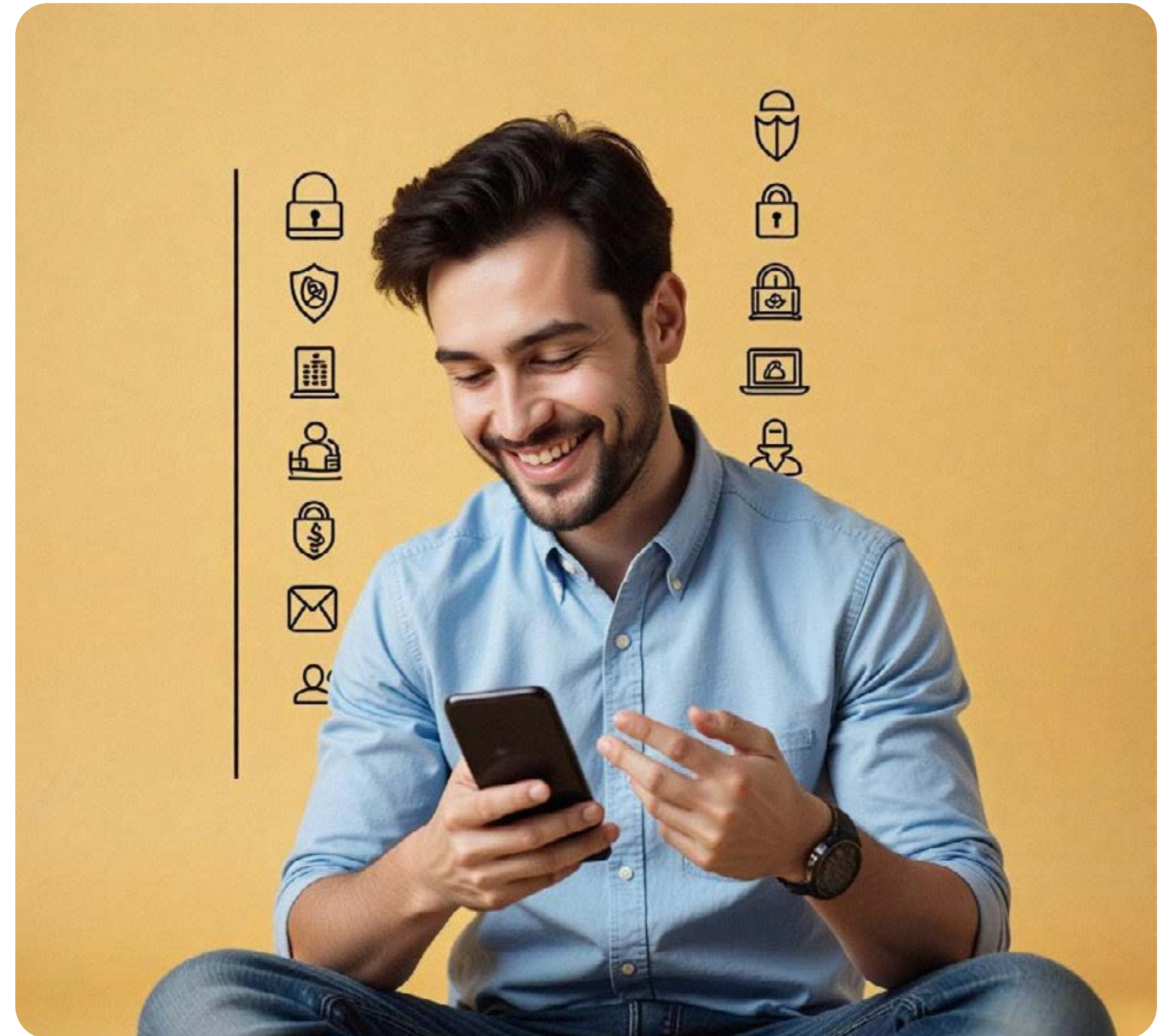
Proactive Defence and Emergency Response

Tencent has implemented a robust and comprehensive security management framework that encompasses the entire operational spectrum from reactive to proactive security measures. Through security exercises and other measures, we consistently test, identify, evaluate, and address risks associated with user privacy protection and data security. By proactively identifying system vulnerabilities and potential risk areas, we ensure the effective execution of proactive defence mechanisms and emergency response plans. For further information on our response measures and data breach management, please refer to the *Safeguarding Digital Rights – Cyber and Data Security* section in this report.

Employee Awareness and Training

Tencent implements comprehensive privacy education programmes through diversified channels including offline/online courses, internal blogs, and newsletters to fully communicate corporate policies, procedures, and standards for personal information and privacy protection. These initiatives ensure all personnel recognise their responsibilities in safeguarding user data privacy while equipping them with essential skills for effective implementation. Critical principles of privacy and data security have been integrated into new hire orientation programmes and the Sunshine Code of Conduct training required for all personnel, including permanent employees, consultants, interns, and workers of contractors.

These training programmes aim to educate employees on the key matters of privacy and data protection, including the principles of Privacy by Design and Privacy by Default, as well as R&D and operational guidelines. For staff in positions of processing personal information, we conduct specialised training and assessments on personal information protection.



*Generated by Tencent Hunyuan

Oversight and Management of Suppliers' Privacy Protection Practices

Tencent has integrated privacy management into our supplier management framework. The Supplier ESG Code of Conduct mandates that suppliers adhere to legal obligations in safeguarding the privacy rights of all relevant parties, including consumers, customers, employees, and other suppliers.

Furthermore, we implement a series of comprehensive supplier privacy protection measures to verify that data processing activities adhere to Tencent's standards of privacy protection. Through the Supplier Privacy Questionnaire, we evaluate the effectiveness of their data protection practices. In addition, we enter into Data Processing Agreements ("DPAs") with suppliers, requiring them to perform Tencent's data protection obligations and adopt necessary technical and organisational measures, such as encryption, de-identification, and anonymisation, to secure data, while reserving Tencent's right to audit suppliers. In business operations subject to GDPR, we conduct rigorous privacy due diligence on suppliers to ensure the security and compliance across all stages of data collection, processing, storage, and transmission.

Certifications and Recognitions

Tencent meets privacy requirements through third-party audits and certifications, including ISO 27018 Code of practice for protection of personal information in public clouds acting as service providers, and ISO 27701 Privacy information management system. Tencent's key businesses have consistently maintained multiple certifications that are widely recognised for privacy protection and data security, proving that Tencent's practices align with international standards and best practices for managing responses to data breaches.

By the end of 2024,

- *WeChat/Weixin* and *QQ* have attained TrustArc certification, while *Weixin* and *QQ* have obtained China cybersecurity level 3 certification. Additionally, *Weixin* has received the certification of ISO 27001 Information security management.
- *Tencent Cloud* has attained multiple security and compliance certifications, including ISO 27701, ISO 27018, ISO 29151 Code of practice for personally identifiable information protection. Please refer to the *Appendix – List of Tencent Cloud Security Compliance Certifications* section in this report.
- *WeCom* has obtained SOC 2 Type 2 service audits, ISO 20000 Service management certification for Information technology, ISO 27001 Information security management systems, ISO 27018 and China cybersecurity level 3 certifications.
- *Tencent Ads* has attained multiple international certifications, including ISO 27001 and ISO 27701.
- *Proxima Beta*, a platform of Tencent Games' overseas publishing, attained ISO 27001 and ISO 27701 certifications.
- *Tencent Docs* has also attained ISO 27001 certification.



*Selected Security Compliance Qualifications

Protection of User Rights

Tencent is committed to providing users with a secure, transparent, and trustworthy digital environment, ensuring that users privacy rights are fully protected. For minor users, the products implement more stringent protection measures.

Data Collection and Use

Tencent adheres to data protection principles, collecting only necessary user data within the minimum scope required for the intended processing purposes when providing products and services to users. Our product privacy policy clearly defines the types of information we can request from users and how it will be used. In addition, we have implemented internal access controls to enhance user data security and prevent privacy breaches through measures such as business authentication, authorisation management, etc.

Access, Rectification, and Deletion of User Data

Tencent provides users with convenient channels and simple operational procedures to exercise their rights related to personal information, including accessing, rectifying personal information, and deleting accounts that contain all data. Users can either utilise a self-service process or contact Tencent via email to seek the protection of their privacy rights.

Data Retention Period

Tencent complies with the data protection laws and regulations in the regions where we operate by implementing comprehensive data processing protocols to ensure user information is either securely deleted or properly anonymised upon achieving its intended purpose.

Communication and Appeals

Tencent has established multiple channels for users to exercise their rights, including the Tencent Privacy Protection Platform, personal information protection and privacy feedback questionnaires, email, product customer services, and postal mail. These channels enable users to request access, copies, rectification, supplementation, or deletion of their personal information, ensuring that such responses are responded to and processed in a timely manner. Currently, all of our products have comprehensive response processes and handling mechanisms in place to address personal information subject rights effectively.

Third-party Information Processing

Tencent complies with applicable laws and regulations when cooperating with third parties. We adhere to the principles of necessity and data minimisation when handling user data, strictly restricting third-party involvement in processing user data. We require third parties to contractually represent and warrant the legality and compliance of the source of personal data. Should third parties violate these contractual representations, we will explicitly request that they assume corresponding legal responsibilities.

Data Request Response

When governments, regulatory authorities, or other entities send in data requests, we will thoroughly solicit input from internal and external legal counsels and develop appropriate response plans guided by the following principles:

- We respond to legal requests consistently and fairly across all jurisdictions where we offer our products and services, ensuring compliance with applicable laws and regulations and sufficiently understanding the differences in the laws between jurisdictions;
- Subject to applicable laws and where conditions permit, we are transparent with our users in the actions that we take in response to valid legal requests, allowing the relevant users the opportunities to provide feedback on such requests;
- We carefully review all requests to ensure strict compliance with all applicable laws and regulations throughout the response process, while fully respecting and protecting our users' legitimate rights and interests.



*Generated by Tencent Hunyuan

3.2

Cyber and Data Security

Cyber and data security are foundational for building digital trust, and a prerequisite for safeguarding user data and privacy rights. We continue to invest in protecting cyber and data security via establishing a professional security team and developing an adaptive closed-loop security protection system to safeguard our network infrastructure and data assets. Tencent Cloud has achieved high-level security certifications in multiple regions worldwide. For more details, please refer to the *Appendix – List of Tencent Cloud Security Compliance Certifications* section in this report.

During the reporting period, there were no recorded occurrences of cybersecurity or data breach incidents.

Security Management

Tencent has established a Security Technology Committee and specialised security teams with diverse functions and expertise. By consistently advancing technological innovation and promoting extensive business collaboration, we have accumulated over 20 years of experience in managing large-scale business security operations and battling black and grey industries. Leveraging our organisational strengths in top-tier security experts, security big data, and AI technology, we are dedicated to enhancing overall security capabilities. We deliver industry-leading security practices tailored to business needs, upholding our responsibilities to users, shareholders, and society, and ensuring the sustainable development of Tencent.

Our professional security teams primarily comprise:

● Dedicated cloud security teams within the Cloud and Smart Industries Group are responsible for cloud platform governance, security validation, and industrial internet security innovation.



● The Technology Engineering Group's security team drives research and implementation in AI, data, and advertising security, collaborating with internal teams and external White Hat researchers to safeguard the cybersecurity of hundreds of millions of users.



● Business-aligned security teams protect core platform operations across social, online games, content and fintech services through robust security protocols.



● Multiple security labs with research focus on connected cars, IoT, AI and several other domains collaborate with business partners to advance information security as these industries undergo digital transformation.



*Generated by Tencent Hunyuan

Security Technology

Tencent develops and operates all products on its public cloud, delivering 24/7 high-quality, uninterrupted products and services to users. Cloud platform security is essential for maintaining business continuity and protecting user rights. We invest significantly in R&D on cloud security, zero trust, AI security, and related fields, to counter current and emerging threats. These measures safeguard and ensure network stability and operational reliability, thereby ensuring our system data security and business continuity. These efforts facilitate comprehensive protection of information assets across all products and business operations.

Cloud Security Protection System

Tencent Cloud has established a multi-level security system with one centre and three lines of defence. At its core is the Cloud Security Centre, surrounded by three defensive layers: cloud firewall, web application firewall, and host security. This security system not only covers basic security elements including physical, network, and host security, but also includes data security, application security, business security, security audit, and security management.

Tencent Cloud security operations focus on identifying and mitigating potential security threats through the in-depth defence, default security, and intelligent efficiency improvement to ensure the safe and stable operation of cloud services. In 2024, we strengthened cloud infrastructure, authority, and key management, and built robust data security boundaries. By improving the intelligent level of security monitoring and emergency response capabilities, we effectively responded to external attacks and internal governance challenges, delivering efficient protection for millions of servers and billions of cloud assets worldwide.

In the process of digital transformation, vulnerabilities in endpoint devices have emerged as a key threat to cloud security. Tencent employs a zero-trust security framework based on the principle of "continuous verification, never trust" and has been at the forefront of zero-trust development. As an early and key contributor, we help establish multiple industry and group standards worldwide, including the world's first zero-trust international standard established by the ITU-T¹ International Standards. In 2024, Tencent Cloud zero-trust security solution – iOA, maintained its position as a representative vendor in Gartner China Zero Trust Market Guide, continuing its recognition since 2023.

In 2024, Tencent's evolving zero-trust solution consolidates capabilities including next-generation VPN, anti-virus, desktop management, endpoint detection and response, data loss prevention, software hub, and remote desktop function. It has become an integrated office security platform, actively exploring the combination of large-scale AI models and security to complete more complex tasks in various cloud security scenarios.



Data Security Policy

In accordance with the laws and regulations related to data security in regions where we operate, Tencent continues to strengthen its data security management system and establish a protocol for data security management at the group level, covering multiple life cycle stages such as data transmission, storage, use, etc. Our data security governance is fully integrated with business scenarios, forming sophisticated engineering practices in key areas including data classification and grading, data access agents, confidential computing, and operational management.

We implement meticulous data management for the entire life cycle, using classification, grading, masking, encryption, and labelling to ensure robust security during storage, processing and transmission. We:

- Maintain a full-node real-name audit and access control system to safeguard data integrity and ensure reliable business services.
- Operate a real-time monitoring and prevention system to identify and block suspicious data access attempts.
- Utilise network segregation for critical operations involving the handling of sensitive information to ensure that data processing occurs only within a secured environment.
- Protect against vulnerabilities in our big data platforms, databases, and storage systems through intelligent monitoring and automated remediation technology to prevent data breaches.

¹ The ITU (International Telecommunication Union) is one of the three international organisations for standardisation. ITU-T for ITU Telecommunication Standardisation Sector ("ITU-T") is the branch responsible for formulating telecommunication standards under the management of ITU.

Assurance of Business Continuity

Tencent prioritises business continuity as a fundamental aspect of cybersecurity and consistently invests in the R&D of core technologies to establish a comprehensive set of management plans and frameworks. In addition, our data centres are located across key markets worldwide. Our cloud network connects to multiple regional operators through different points of presence. As a result, we have established cross-regional disaster recovery capabilities of Tencent Cloud network, effectively mitigating the continuity impact caused by public network failures from service providers.

Tencent Cloud has attained the ISO 22301 Business continuity management system certification, demonstrating our commitment to operational excellence. We conduct risk assessments and contingency planning for cloud product continuity and use chaos engineering to validate effectiveness. Additionally, Tencent has established internal management protocols with a specialised team of development and operations professionals to secure business reliability.

Tencent consistently enhances its business continuity automation capabilities, increasing drill frequency from quarterly to monthly to improve system resilience and disaster recovery capabilities. These drills simulate real disaster scenarios, including attack-defence confrontation and large-scale failures, to assess response times and recovery performance. Through these efforts, Tencent ensures rapid business restoration during unexpected incidents.

Security Management of Software Supply Chain

Ensuring software supply chain security is a crucial component of Tencent Cloud's network and data security implementation. Tencent has established a security management system that defines roles and responsibilities across management, business, and technical layers. We also implement various measures to raise supply chain security awareness among employees, suppliers, and clients, ensuring the confidentiality, integrity, and availability of data throughout the supply chain transmission and processing.

Tencent has developed risk management procedures for software supply chain vendors, covering risk assessment, control, monitoring, and review for improvement. Prior to any business transaction, we require vendors to complete relevant information security training. We also assist vendors in enhancing their information security awareness and capabilities. Additionally, risk identification related to the supply chain security management system is an ongoing process which includes annual comprehensive risk assessments and daily risk evaluations. We also monitor changes in laws and regulations pertaining to security threats and risks within the supply chain, as well as any other compliance requirements. We work with relevant parties to determine how to apply the newly enacted legal and regulatory requirements to Tencent Cloud security and risk identification and evaluations.

Third-party Audit and Qualifications

Tencent Cloud provides the development and operational environment for all Tencent products. Every six months, it undergoes an independent third-party audit conducted by certified public accounting firms in accordance with the American Institute of Certified Public Accountants standards. These audits evaluate the design adequacy and operational effectiveness of security controls within Tencent Cloud service architecture, with formal reports issued to validate compliance. Additionally, we disclose the latest internal control status of the service organisation of Tencent Cloud to user organisations, independent auditors, regulators, shareholders, and other relevant stakeholders by providing attestation-based System and Organisation Controls reports.

Adhering to internationally recognised information security and IT control standards serves as Tencent Cloud benchmark for information security development. We have attained ISO 27001 certification, along with several other industry-leading management systems and management certifications, demonstrating our high standards and professionalism in information security management.

For more details on Tencent Cloud's security compliance certification, please refer to the *Appendix – List of Tencent Cloud Security Compliance Certifications* section in this report.



*Generated by Tencent Hunyuan

Security Operations

Tencent consolidates its security capabilities and resources to optimise cybersecurity risks detection and remediation processes, achieving a closed-loop risk management system with data visualisation, automated remediation, and verification.

Proactive Defence

Tencent is committed to building an active defence security capability system of "intelligence – attack & defence – management – planning". The goal is to improve the response capability and efficiency to security incidents by integrating threat intelligence, AI, big data and other technologies. At present, Tencent Security has established a tens of billions-level threat intelligence system, covering intelligence collection, analysis and processing. This system is integrated into the entire series of security products, enabling swift detection and defence against all network threats. In addition, Tencent Security has also established the Security Operation Centre, which is based on cloud-native technology and combines with the best practice of technical and tactical framework to focus on threat detection, investigation, and response to improve security operation efficiency and achieve comprehensible, visible, and controllable security posture of the entire network.

The Security Technology Committee conducts monthly assessments of security matters, including policies, systems, and risks, escalating important issues to the senior executive management team to ensure the effectiveness and reliability of the Information Security Management System. Additionally, security teams perform internal security audits at least once annually on critical information security systems, ensuring effective implementation of security measures and compliance with relevant laws and regulations.

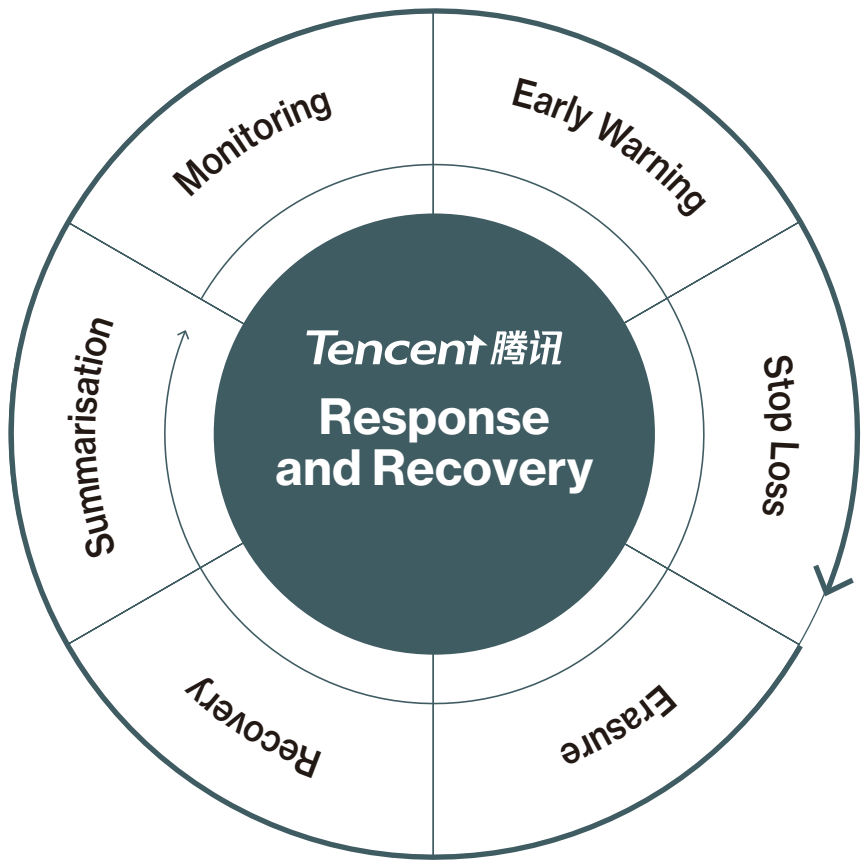
Tencent further strengthened its active defence security capabilities, introducing the concept of Security Inside which emphasised the deep integration of security with business operations. By establishing a comprehensive security protection system, we have achieved proactive risk awareness, effective control, and support for business growth. For instance, Tencent has developed a security big data analysis platform to address the challenge of analysing and tracing security data at the petabyte (PB) scale. Additionally, we have strengthened our terminal security capabilities by leveraging endpoint detection and response technology as the core, combining with support from a team of security experts, to build a multi-layered endpoint security protection system.

Response and Recovery

Tencent carries out cybersecurity emergency response and recovery work in accordance with the ISO 27001 Information security management system. Each year, we conduct security testing, risk assessments, and internal audits on information systems to ensure that our security defence capabilities remain at an optimal level, meeting the relevant security management standards and regulatory requirements.

In terms of the management system, we have formulated and implemented the Tencent Security Incident Management Policy, which comprehensively defines the detection, reporting, and emergency response procedures for security incidents. This system ensures a rapid, effective, and orderly response to various security threats.

Our emergency response work in security operations is dedicated to detecting vulnerabilities, investigating intrusions, and defencing attacks. We conduct professional security operations 24/7 and can swiftly intervene and handle security alerts, conduct preliminary analysis, formulate containment plans, and execute security operations. Additionally, we adjust security component rules and remove backdoors and Trojans to effectively block attackers' exploitation paths.



Promoting Training and Awareness

Information security training for employees is essential for Tencent to strengthen cyber and data security. Our training courses offer a range of programmes, including required training for all employees, key position training, and optional professional course training. These programmes address fundamental security awareness, vulnerabilities and defence, R&D security specifications, and data security requirements.

Tencent requires all permanent employees to complete the information security training courses upon joining us. Consultants, interns, and contract workers are also required to undertake workplace guidance and mandatory information security courses. Additionally, we conduct specialised training for employees in various positions, covering topics, including Safety Specifications for R&D Work, Safety Specifications for Software Source Code, and Safety Specifications for Operation and Maintenance Work. We provide technical training to our security team members in response to developments in security technology and evolving threat landscapes, ensuring their awareness of and compliance with the latest security protocols and operational procedures. This training enables them to maintain proficiency in current information security standards and industry best practices, while equipping them to deliver prompt and effective responses during security incidents.

In 2024, the total number of participants in the information security special training reached **33,145**, with a cumulative training duration of over **69,724** hours.

We instituted our information security requirements within the Sunshine Code of Conduct, which established corresponding security guidance. These requirements and guidance are a mandatory part of the annual performance assessment, and failure to complete them may impact performance evaluation results. Employees who breach critical security policies and cause actual harm will be subject to disciplinary action in accordance with incident management measures, with severe violations resulting in termination of employment.

We encourage all employees to remain up-to-date on Tencent's personal information and privacy protection work requirements. This is facilitated through the annual Tencent Security Technology Summit, the security sub-venue of Tencent Technology Week, as well as routine security assessments, internal blog promotions, and prize-winning quizzes.



Co-development and Recognition

Tencent actively participates in the development of international standards or best practice cases in areas including zero trust, cloud security, privacy protection, and blockchain. Through open source initiatives and industry-academia-research collaboration, we promote the development of the industry.

- In the field of zero trust, Tencent has collaborated with Microsoft, Google, Cisco and other enterprises to jointly develop the world's first zero trust international standard, ITU-T X.1011:2021 *Guidelines for continuous protection in service access processes*. We actively promote the global standardization and application of zero trust, as well as its implementation in China. Tencent is a founding member of China's Zero Trust Industry Standards Working Group, helping to advance the industry's security paradigm from "continuous verification" to "continuous protection".
- In the realm of cloud security, Tencent Cloud is a senior member of the Cloud Security Alliance (CSA) and is deeply involved in the formulation of global cloud security standards. Leveraging our in-house capabilities in cutting-edge security research, Tencent Cloud has obtained international recognised certifications for its security capabilities.
- In pursuit of excellence in privacy protection, Tencent is a founding member of the Confidential Computing Consortium (CCC), a global alliance of leading technology companies. We are dedicated to promoting the adoption and development of confidential computing technologies to address critical vulnerabilities in data security protection. Tencent actively participates in the formulation of various industry standards and contributes to the drafting and revision of such localised standards in China. Our products have obtained multiple international certifications, ensuring full alignment with mainstream global standards.
- In the field of blockchain technology, we initiated the establishment of an industry blockchain alliance to promote standard-setting and cross-industry collaboration. In 2024, we led the development of several international standards, including IEEE Standard Technical Requirements for *Digital Collection Services Based on Blockchain Technologies* and ITU-T F.751:10 *Framework and requirements for DLT-based Digital Collection Services*.



In 2024, Tencent Security featured seven security technologies in the 2024 China Cybersecurity Technology Maturity Curve report published by the international research organisation Gartner. The selected technologies include software component analysis, security incident management, attack surface management, zero-trust network access, secure service edge, confidential computing, and multi-party secure computing, aiming to enhance security measures in network environments and improve business agility.

*Generated by Tencent Hunyuan

3.3

AI Safety Governance

Tencent regards the advancement of responsible AI as one of our long-term strategic priorities to drive business growth while integrating ethics and safety into the development and deployment of AI technologies, fostering responsible innovation. We attach great importance to the safety challenges posed by AI, actively aligning with the international governance trends, to continuously enhance AI governance and mitigate potential risks. In addition to complying with local laws and regulations in the jurisdictions where we operate, we have implemented risk management measures that prioritise data quality, security compliance, and ethics.

Governance Structure

Principles

In 2018, Tencent already introduced AI governance principles that ensure Comprehensibility, Controllability, Availability, and Reliability. We have consistently explored and enhanced the value of science and technology, implementing Tech for Good into AI governance. At the same time, we insist on assessing risks at all stages of the AI lifecycle, incorporating multi-factor considerations into the security management process, and ensuring risk controllability and legal compliance.

In December 2024, we signed the "AI Safety Commitment" initiated by the China's Artificial Intelligence Industry Alliance, demonstrating our commitment to risk management and governance. This agreement outlines key measures including the establishment of security teams, implementing safety assessments, ensuring data security, and enhancing transparency.



Management System

Tencent has established the AI Technology Committee to promote cross-team AI technology exchanges, and evaluate and guide projects in the AI field, promoting the widespread development of AI technology within Tencent. The multiple technical collaboration teams under the AI Technology Committee focus on addressing issues such as development principles, performance evaluation, and ethical considerations for AI systems. Tencent AI Lab also explores cutting-edge areas, including trustworthiness of basic models and intelligent risk governance to build more reliable and secure AI systems. Concurrently, our AI security team has initiated extensive security assessments involving over 1,000 employees within Tencent. This effort focuses on addressing the issues related to content security, privacy protection and model security, which helps proactively identify and mitigate AI security vulnerabilities.

Drawing on insights from the ongoing active exploration and best practices in global AI security and governance, we have formulated and implemented a series of AI management guidelines, including the Tencent AI Data Security Management Policy, AIGC New Product and Feature Evaluation and Approval Management System. We continue to enhance and update these guidelines in accordance with the evolution of our business operations. At the same time, we have revised existing data security, data governance, and other policies, and added new provisions for processing AI-related data and content. Based on these guidelines, the Tencent AI security and governance team is building efficient business and management processes consistent with cutting-edge international trends.

We continue to invest research and development resources in areas such as security category systems, attack and defence drills, detection of hidden harmful content, data anonymisation for training, and the integration of social ethics and morals, to support the secure operation of AI products and address emerging issues in data security, model security, and ethical risks in the field of artificial intelligence.

Safety Governance

Framework

Tencent attaches great importance to AI safety, and addresses governance in three dimensions: data, algorithms, and operations.

In data governance, we ensure the continuous protection and lawful use of AI data by establishing and enforcing robust data security policies spanning the entire lifecycle of data processing, clearly defining and assigning departmental responsibilities, rigorously vetting and selecting highly reliable data sources, and employing advanced algorithms for thorough data cleansing and security filtering. These measures collectively fortify user privacy and data security, providing a solid line of defence.

In algorithmic governance, we continuously perform safety assessments and adjustments of AI algorithms, proactively identify and remediate potential security vulnerabilities, test and strengthen model resistance to attacks, refine model performance to reduce biases, and implement cross-functional security team review mechanisms. These efforts ensure that models adhere to both technical and data usage requirements, meeting business objectives and security standards.

In operational governance, we consistently monitor, prevent, and address risks by implementing multi-tiered security measures to ensure the safety and accuracy of model outputs. By using content identification technologies to track risky material, we continuously improve model security, reaffirming our steadfast commitment to user safety and social responsibility.

User Rights Protection

Under the principles and framework of AI safety governance, we have further refined and standardised data processing practices for AI products to ensure that user rights and interests are fully protected. Tencent's AI-related products strictly comply with the principles of legality, fairness, and necessity in data management. We have established dedicated management systems, processes, and organisational structures, supported by security mechanisms and technical systems, to safeguard user information security. Additionally, Tencent attaches great importance to the protection of user rights by offering accessible channels for complaints and reports. We are committed to providing timely responses within legally mandated timeframes (if any), ensuring that users' personal rights and concerns are promptly addressed.

Safety and Compliance

Tencent's AI business and products focus on innovation and application in civilian sectors, integrating safety and compliance requirements throughout the entire AI development process. We closely monitor the latest AI regulations and industry trends while implementing full lifecycle data governance. Our proactive exploration of cutting-edge technologies like privacy-preserving computation addresses emerging challenges in AI development. By establishing robust internal security management protocols and frameworks, we are committed to building a trustworthy and responsible AI system. Tencent Hunyuan is among the first foundation AI models to fulfil China's regulatory and standard requirements for generated and synthetic content, service management, and algorithmic recommendations.

- **In April 2024**, Tencent participated in the formulation of two international standards, Generative AI Application Security Testing & Validation Standard and Large Language Models/LLM Security Testing Method, issued by the World Digital Technology Academy ("WDTA").
- **In May 2024**, *Tencent Hunyuan* was among the pioneering large-scale AI model systems in China to successfully pass the security capability verifications by the China Cybersecurity Multi-Level Protection Centre, obtaining the Large-scale AI Model System Security Capability Evaluation Certificate for its outstanding performance in areas of design and development security.
- **In December 2024**, Tencent was among the first to receive the evaluation qualification of "AI Security, Trustworthiness and Responsibility" jointly issued by the WDTA and the Cloud Security Alliance Greater China. This achievement highlights Tencent's role as an industry leader in establishing security standards within the AI sector.



Development and Application

Using AI to Advance Sustainable Growth

Tencent is committed to use artificial intelligence to advance sustainable development, thereby benefitting businesses and society at large. We invested significantly in developing our core AI capabilities and proprietary Hunyuan Foundation Model, which form an important technology foundation for our consumer- and enterprise-facing businesses. We have integrated AI into more than 700 use cases across our product portfolio, and extended AI applications in sustainable social value innovation projects. For more details, please refer to the *Digital Technologies Supporting Sustainable Development Goals* section in this report.

Embracing Open Source Development Strategies

Tencent embraces open source development, with our Hunyuan open-source models covering text-to-text, text-to-image, text-to-3D, and text-to-video modalities, reducing development costs for individual developers and SMEs while promoting AI accessibility. The open-source version of Hunyuan has received significant recognition from the open source community, with nearly 14,000 stars on GitHub and regular appearances in the platform's trending repositories.

Safety Cooperation and Co-development

Tencent has promoted internal awareness of AI safety governance. We invite internal and external experts to discuss the current AI technologies, and development trends and associated governance risks concerns, at events such as Tencent Technology Week and ESG Culture Week. Meanwhile, we communicate internal technical practices to external audiences through initiatives focused on standards development and industry collaboration, including co-developing The Value Alignment Technology Framework for AI Pre-training Models as the local standard for Shenzhen.

- **In January 2024**, Tencent Zhuque Lab, Tencent Research Institute and partners jointly researched and released the Large-Scale Model Security and Ethics Research Report 2024: Responsible AI Leading Large-Scale Model Innovation. The report provides a systematic analysis and outlook for the security framework and AI value alignment of large models and offers insights in the relevant practices concerning the security of large models.
- **In May 2024**, Tencent Cloud released a generative AI security solution at the China Generative AI Industry Application Summit. This solution comprises a fully linked content security solution and a data security solution to assist businesses in safeguarding the security of their data and content.
- **In June 2024**, the Tencent Research Institute initiated a research project on science fiction and AI technologies. The project examines the future scenarios and social impacts of AI from the interdisciplinary perspectives of science fiction, humanities, and technology. It aims to explore the principles, scenarios, and action plans for AI governance and AI for good.



*Generated by Tencent Hunyuan

3.4

Internet for Trust

Tencent is committed to building a secure and trustworthy internet platform for users, fulfilling our platform responsibilities in areas including content ecosystem, product transactions, advertising, and customer service communication.

We adhere to international conventions and principles, including the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, the International Covenant on Economic, Social and Cultural Rights, the Convention on the Rights of the Child, and the Children's Rights and Business Principles. In addition, we endorse the UN's Internet for Trust initiative and the World Economic Forum's Global Principles on Digital Safety initiative, to provide users with a safe, healthy, and positive digital environment.

Maintaining Healthy Digital Content Ecosystem

Tencent fosters healthy content ecosystems across our platforms, strictly prohibiting harmful online content, including abuse, violence, illegal drugs, fraud, terrorism, extremism, hate speech, misinformation, discrimination, harassment, self-harm, and pornography.

Enhancing the Safety and Trust of Digital Content

We have formulated and implemented a range of policies regarding content safety management, including the Management Code on Information Content Safety and the Code of Conduct for Emergency Response of Information Content Safety Incidents, integrating content safety practices throughout the entire product lifecycle management. Product teams conduct risk evaluations based on product features, formulating and implementing targeted content safety policies and protective measures. These measures identify and address harmful content, providing effective protection for users on both owned and operated content platforms. In addition, we have developed content creation guidelines and instructions to help creators avoid producing illegal, non-compliant, and harmful material.

The *Weixin Rumor Debunking Assistant* Mini Program helps users identify online rumours and protect them from false information. The Mini Program integrates hundreds of authoritative information sources and continuously updates debunked content. When encountering questionable information, users can search for keywords to verify its authenticity and obtain accurate information, thereby avoiding false claims.

We provide guidelines for creators using generative AI or deep synthesis technologies, clearly stating that use of AI-generated content must comply with legal requirements. We also identify and label AI-generated or synthesised content to help users distinguish between genuine and fabricated content.

Users have channels to provide feedback and file complaints when they encounter harmful or misleading information. Once the product team validates the evidence provided by the user, suitable measures which are determined by the severity of the breach are taken against the offending account.

Protecting and Promoting Content Creation

We are committed to enhancing the framework for intellectual property protection for content creators, preventing infringement, and actively cracking down on non-compliant activities, including plagiarism, imitation, and forgery. We have established an Electronic authorisation – Monitoring – Rights Protection anti-infringement platform, providing creators with comprehensive piracy monitoring and a one-click rights protection feature. Our platforms provide a dedicated appeal channel for creators to report infringement activities, which promptly addresses infringement appeals by taking actions, including removing and blocking infringing content, to protect the rights and interests of creators, in accordance with laws and regulations.

We provide creators with convenient content management tools, including content distribution, account management, revenue management, data analysis, and promotion, helping creators improve their productivity and facilitate high-quality content creation and distribution. We also provide online courses to help creators enhance their content production skills and operational capabilities.

Our platforms provide creators with multiple revenue opportunities through advertising revenue sharing, paid subscriptions, e-commerce partnerships, and brand endorsements, ensuring reasonable returns for their creative work. We have also launched creator incentive and development programmes across our content platforms, spanning short videos, articles, Mini Games, music, and online literature. These include "Polar Star" programme for short video creators, "Young Writers Support" programme for online literature talents, and "New Musician Plan" programme for music creators.

Combating Online Fraud

Alongside our strict adherence to personal privacy protections, we have developed a fraud prevention and response system within *Weixin Pay*. When the system detects a potential fraud risk in a transaction, *Weixin Pay* will display a risk warning on the transaction page and send a voice alert to deter users from proceeding. If these warnings are ignored, *Weixin Pay* will initiate a 15-minute transfer delay as a cooling-off period to protect the user from potential financial losses. By the end of 2024, we have provided automatic voice alerts to over 1.56 million users and helped avoid potential fraud-related losses exceeding RMB6.8 billion. Based on the user-reported cases, we have established an anti-fraud case database for patterns analysis, continuously strengthening our anti-fraud analysis model to enhance the coverage, timeliness and effectiveness of risk management, as well as tuning to better serve senior citizens and minors.

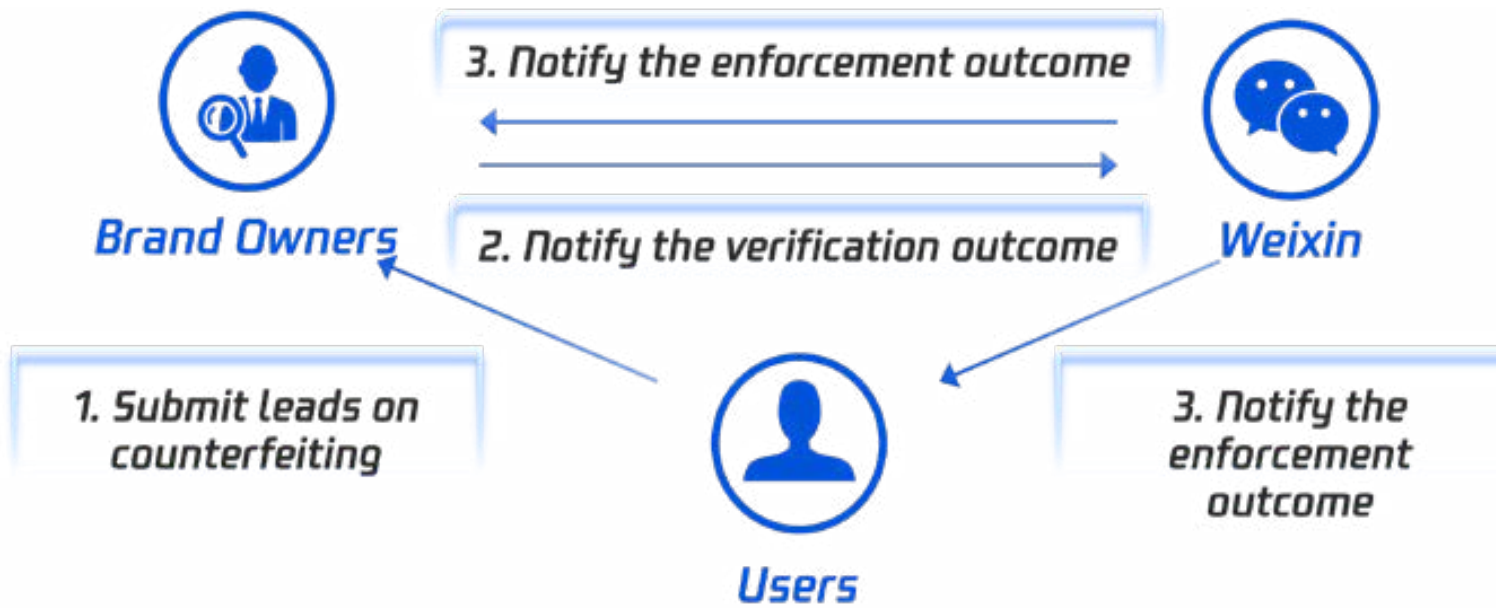


*Weixin Pay risk warning

Prohibiting Online Sales of Counterfeit and Illicit Goods

We strictly prohibit the sale of counterfeit goods, demonstrating our commitment to protecting rights of consumers and brand owners. Take *Weixin* as an example, users who suspect others of marketing or selling counterfeit goods can submit infringement leads to the *Weixin Brand Protection Platform*. After brand owners verify the user leads, we will take appropriate actions based on the verification, including removing the infringing content and suspending the offending accounts accordingly. By the end of 2024, the platform has onboarded over 640 well-known international brands. On the *Video Accounts* live-streaming feature, we have established a proactive mechanism for combating counterfeit content. We have been updating and optimising the detection model, and automatically monitoring and suspending live streams suspected of selling counterfeit goods. Additionally, we implement various measures on the *Weixin Mini Shops* feature, including qualification checks at stages of merchant onboarding and product listings, to prevent the release of counterfeit goods. We also continuously monitor illegal sales and non-compliant products to ensure timely handling of infringing activities.

In addition to combating counterfeit products, our platforms also prohibit the marketing and sales of any goods or services that are restricted or prohibited by laws and regulations. Through keyword detection and image recognition, we continuously target and combat illegal products on the platform, including firearms, ammunition, explosives, controlled knives, protected wildlife and related products, tobacco, medical services and devices, and pharmaceuticals.



*How Weixin Brand Protection Platform works

Reporting Appeals on Online Illegal Activities


We created dedicated entry points in various product pages for users to lodge complaints or disputes conveniently and efficiently. Through the *Tencent Guard* Mini Program, we will respond to reports of illegal online activities and take appropriate action against offending accounts once the reported issues are verified.



*Reporting appeals in *Tencent Guard* Mini Program

Fulfilling the Advertising Responsibilities of the Internet Platform

Management Guidelines

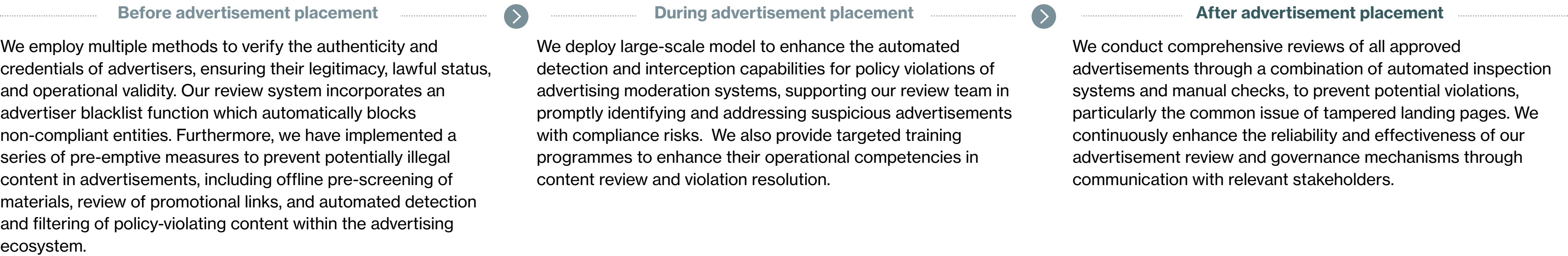
Tencent has developed and continuously updated the Tencent Advertisements Review General Rules and relevant policies, covering the management process for the registration, review, and archiving, verification of advertisers' identity documents, and compliance review of advertising content. These rules and policies are published in the [Help Centre](#)  section of the official website of Tencent Advertising. It reflects our commitment to uphold our responsibilities to review the advertisers' qualifications and advertising content in accordance with the relevant laws and regulations, including the Advertising Law of the People's Republic of China and the Administrative Measures on Internet Advertisements. In addition, these measures also help advertisers undertake obligations to ensure the authenticity of their advertising content.

The Tencent Advertisements Review General Rules explicitly prohibit illegal advertising content, including gambling, violence, discrimination, issues affecting children's wellbeing, threats to health and safety, weapons, illegal wildlife and products related to endangered species. These rules are publicly disclosed and promoted to ensure that advertisers and partners across all business stages are aware of and strictly comply with these guidelines.

The Code of Conduct for Advertising Service Provider Management clearly defines the responsibilities and obligations of advertising service providers. It also outlines the consequences for non-compliant behaviours. We also provide relevant training to service providers, enhancing their capability to identify unqualified advertisers and recognise non-compliant advertising content. These measures support both advertising service providers and advertisers in fulfilling the corresponding compliance responsibilities.

Process Control

We have put in place a robust risk management system to monitor and mitigate risks throughout the entire advertising process — before, during, and after placement.



Awareness Promotion and Training

We continuously promote advertising compliance knowledge to advertising service providers, advertisers, and other relevant parties through online courses, offline training sessions and other methods. These sessions explain relevant laws and review rules, illustrating typical cases where violations have taken place, while providing compliance recommendations and dedicated support to address queries.

● **Training:** We provide general training for all advertising service providers every six months, with one-on-one compliance training provided to high-risk service providers. In 2024, we conducted over 40 training sessions.



● **Certification:** We provide qualification certification programmes in risk control for all advertising service providers. These programmes cover risk management in advertising operations to help service providers develop their own risk control management systems.



● **Communication:** We provide multiple communication channels for advertisers and advertising service providers, including the advertising Help Centre, customer service portals in *QQ* and *Weixin*, and email. These channels enhance the effectiveness and timeliness of our communication, while improving compliance awareness and capabilities.



Providing Convenient User Communication Channels

Tencent continuously enhances customer service capabilities, providing customer-centric, timely, and high-quality services to meet customer expectations.

Consumer Internet

We provide automated self-service support and professional human customer service in more than 20 languages, including Chinese, English, Turkish, and Arabic, to efficiently address user complaints across our product portfolio. For key user groups including content creators, minors, seniors, and those with payment-related queries, we have established dedicated communication and appeal channels. In 2024, we integrated *Tencent Hunyuan* into our customer service system to further enhance its analytical capabilities and response efficiency, significantly improving the overall user experience.

Our customer Internet customer service system includes Internet services customer support and *Video Accounts* customer support.

- In 2024, our consumer Internet customer service system received a total of 153,962,802 complaints from users. Among them, the closed-loop processing rate of complaints received by Internet service customer support within three business days is approximately 99%.
- The Internet service customer support managed over 4.5 billion queries (including self-services).

Industrial Internet

Our professional global technical service team provides efficient support to our clients, including enterprises, organisations and individual developers. We deliver round-the-clock rapid response and quality service through telephone hotlines, online customer support and service groups. In 2024, we incorporated *Tencent Hunyuan* to further enhance the efficiency and professionalism of our intelligent services.

Our industrial Internet customer service system includes cloud services customer support and *WeCom* customer support.

- In 2024, our industrial Internet customer service system received a total of 15,141 complaints from users.
- 85% of the complaints received by the cloud service customer support were resolved within seven days. The customer five-star satisfaction rate reached 96.2%.
- *WeCom* customer service satisfaction rate for large clients was 98.1%.



Digital Inclusion

Tencent is committed to providing safe, inclusive, and meaningful digital products and solutions across healthcare, education, and finance for everyone, particularly minors, the silver generation, individuals with physical impairments, and people in underdeveloped rural areas. These efforts aim to promote social progress and inclusive development. It reflects our vision and mission of "Value for Users, Tech for Good", and actively responds to the Digital Inclusion for All initiative launched by the United Nations and the International Telecommunication Union.

- 4.1 Creating an Age-Appropriate Digital Environment for Minors
- 4.2 Empowering the Silver Generation in the Digital Era
- 4.3 Assisting Individuals with Physical Impairments in Overcoming the Digital Divide
- 4.4 Digital Technologies Supporting Rural Development

Alignment with SDGs



Alignment with the Ten Principles of the UNGC

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.

4.1

Creating an Age-Appropriate Digital Environment for Minors

The Internet offers minors unparalleled opportunities for communication, learning, and social interaction. Tencent is committed to building an age-appropriate digital environment that enables young users to safely explore new ideas and acquire new skills, supporting their healthy development.

We closely follow the developments of international conventions, principles, and initiatives aimed at protecting children's rights and ensuring their safety online, and will take appropriate measures to execute our commitment. The key frameworks we follow include the Convention on the Rights of the Child, the Children's Rights and Business Principles, the United Nations International Children's Emergency Fund Towards a Child-centred Digital Equality Framework, and the International Telecommunication Union Guidelines on Child Online Protection. We are committed to protecting minors from harmful online content, including pornography, violence, self-harm, cyberbullying, and sexual harassment, which could negatively impact their cognitive, social, and emotional development. We strictly follow Chinese legislation, including the Law of the People's Republic of China on the Protection of Minors and the Regulations on Minor Protection in Cyberspace. Additionally, we keep abreast of legal developments in regions including the EU, the UK, Australia, and Indonesia, ensuring our practices effectively safeguard the rights of minor users in these jurisdictions.

Age-Appropriate Content and Conduct

In addition to building a safe and age-appropriate online environment, Tencent focuses on whether the content on our platform meets the age-appropriate needs of minors. We guide minors to develop positive digital literacy, thereby supporting their mental and emotional growth.

Video and Live Streaming Content

Under Minors Mode, our video platforms recommend age-appropriate content for minors. *Video Accounts* access is enabled only when the "Guardian Authorisation" feature is activated.



Online Consumption

We provide parents with management tools to set per-day and per-transaction limits on minors' *Weixin Pay* accounts. Under the *Weixin* Minors Mode, we have disabled minors' access to *Mini Shops* through the profile page of *Official Accounts* or *Video Accounts*, as well as tipping within live streaming.



Advertising Content

We prohibit the display and recommendation of specific advertising categories to minors across our platforms, including websites, apps, and *Official Accounts*. Prohibited advertising content includes those for medical and pharmaceutical products, beauty treatments, tobacco and alcohol, financial loans, online games, entertainment live streams, and dating services. Advertisements that might encourage unsafe behaviours or negative influences are also forbidden. We strictly adhere to all relevant laws and regulations, protecting minors and governing advertising practices. For more details on our advertising policies, please refer to the *Safeguarding Digital Rights – Internet for Trust* section in this report.

Online Games

In the Mainland of China, our protective measures for minors include real-name verification, age-rating system, game time limit, parental control features, and setting different spending limits for minor players of various age groups. These measures include:

- **Game time limits:** Minors are allowed to log in to games only between 20:00 and 21:00 during Fridays, weekends, and public holidays;
- **In-game spending limits:** Users under the age of 12 are prohibited from spending in any Tencent games;
- **Prohibiting minors from using adult accounts:** Our screening system and account controls prevent minors from accessing or purchasing adult accounts.

The online games industry in the Mainland of China has actively implemented protective measures for minors, resulting in significant progress. According to the "Report on the Protection of Minors in Chinese Gaming Industry 2024" published by the Game Publishing Committee of the China Audio-Video and Digital Publishing Association, 75.1% of minors played games for less than 3 hours per week, and over 80% of minors either did not spend or spent less than RMB30 per month. These findings indicated that the majority of minors have gradually developed healthy playing habits and the efforts in protecting minors are effective.



Support Parents

In the real world, the growth of minors requires protection and guidance of parents, and the same should apply in the digital world. We provide parents with features to supervise and guide their children online, along with educational resources for Internet safety awareness and skills.

- *Weixin's* Minors Mode includes a Guardian Authorisation feature, allowing parents to grant minors temporary access to *Official Accounts*, *Mini Programs*, web links, and additional time for using *Video Accounts* each day.
- *Tencent Parental Guardian* Mini Program assists parents in tracking and restricting minors' playing time and in-game expenses.

By the end of 2024,
the *Tencent Parental Guardian* Mini Program had provided support to a total of
over **70 million** users.

- *Tencent Service Platform for Parents of Minors* Mini Program provides parents with Internet safety educational videos and tools, shares case studies and insights, and invites experts to offer professional counselling to parents.

By the end of 2024,
the *Tencent Service Platform for Parents of Minors* Mini Program has provided support to a
total of over **36 million** users.



Online Safety Skills and Measures

We support minors and their parents by equipping them with crucial cybersecurity knowledge and skills. We also implement protective measures across our platforms to enable minors. These efforts enable young users to safely navigate online content and communicate responsibly in the digital space.

We provide a range of cybersecurity tutorials online and offline to help minors develop essential safety skills. These resources enable them to recognise harmful online content, protect themselves from its impact, and safeguard their personal information and financial security. We leverage online platforms *Weixin*, *QQ*, *Tencent Guardian*, and the *Tencent Parental Guardian* Mini Program to deliver engaging videos and interactive quizzes that enhance minors' ability to identify and manage online risks. Offline initiatives like the "Tencent Youth Care Workstation" and the "Tencent Minors Protection Camp" bring cybersecurity education directly to communities, teaching children and their families online safety measures. In 2024, we collaborated with One Foundation to organise cybersecurity awareness campaigns in 15 provinces across China.

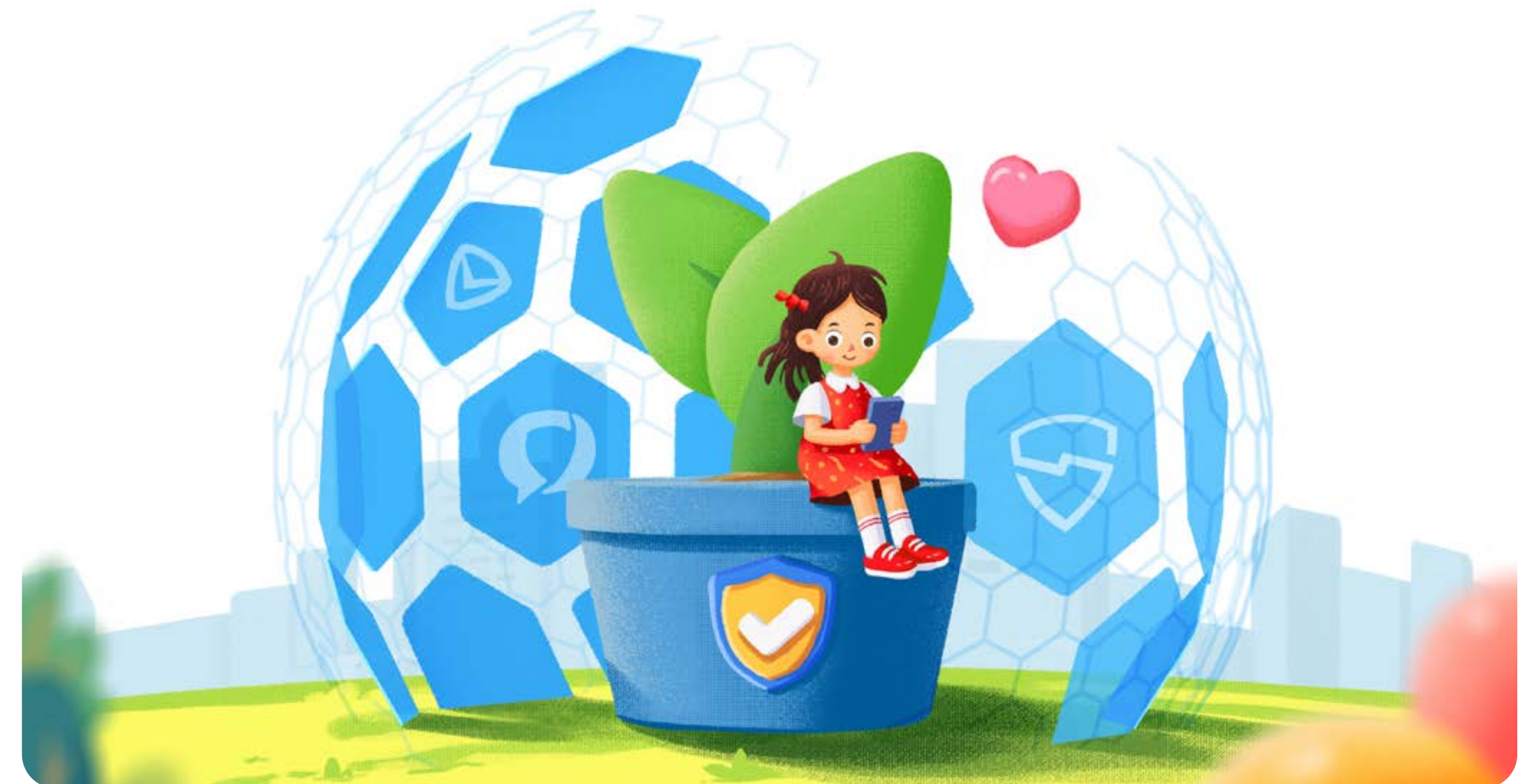


We have put in place clear guidelines to protect the personal information of minors across our products, and set up a dedicated electronic mailbox at dataprivacy-kids@tencent.com for minors to raise concerns or seek assistance on data privacy issues. For more details on our measures related to the protection of personal information, please refer to the *Safeguarding Digital Rights – Privacy Protection* section in this report, as well as our announcement of the [Children's Privacy Protection Statement](#).

Tencent Service Platform for Parents of Minors Mini Program features a specialised customer service team that addresses consumption-related appeals for minors. The team also has qualified experts in family education and psychological counselling, assisting parents in guiding minors on responsible Internet usage and online spending. In 2024, the team also provided online video support services to parents.



The Internet broadens the social horizons of minors, fulfilling their needs for emotional expression but it also presents mental health challenges. *Tencent Service Platform for Parents of Minors* Mini Program and *QQ Penguin Guardian Station* provide video tutorials on mental health, helping minors and their parents navigate negative emotions stemming from unpleasant online experiences. In 2024, we partnered with public and academic organisations to introduce the "Positive Equation" project, which researches and promotes mental health awareness among minors. The initiative includes an AI tool built on the *Tencent Hunyuan*, designed to help counsellors evaluate psychological wellness.



Nurturing Talents in Science and Technology for Future

We leverage our product capabilities to support technology education in underdeveloped areas, assisting students to gain equal access to educational resources.

- *Tencent's Digital Volunteer Teaching* platform brings together such tools as *Tencent Docs*, *WeCom*, and *Tencent Meeting*, along with course materials from professional education support organisations, enabling volunteers to deliver online lessons to students in remote areas. By the end of 2024, more than 40% of professional education support charities and 100,000 volunteers in the Mainland of China had joined the platform. Assessments by the China National Academy of Educational Sciences stated that students benefitting from this programme have shown significant improvements in multiple competencies, including reading and verbal communication.
- "Smart and Healthy" programme aims to build 100 classrooms and 100 sports fields in regions with limited educational resources, along with providing the necessary technology, sports education equipment, and interactive courses. By the end of 2024, the project has completed 48 classrooms and 55 sports fields, supporting teachers in delivering over 43,000 hours of science and innovation courses.



Building on our expertise in game technology, AI, and user interaction, we provide easy-to-use programming and AI learning tools for children and teenagers. These initiatives help promote inclusive technological education, generating interest in technology and innovation.

- The *Tencent Coding* platform leverages game technologies to offer programming and AI curricula designed for students aged 6 to 18. In 2024, *Tencent Coding* launched a 3D gamified programming feature, which includes 3D game materials and AIGC tools, enabling teachers to design 3D digital interactive courses and help students quickly learn how to create 3D works. By the end of 2024, *Tencent Coding* has launched over 10 programming products and 500 gamified programming courses, covering more than 19,000 primary and secondary schools, with students engaging in over 8 million learning sessions.
- *Tencent AI Arena* artificial intelligence learning platform provides AI educational resources and competition projects for teenagers. By the end of 2024, more than 400 thousand students have participated in the competition on this platform.
- We have developed the *Mini Program Learning Platform*, leveraging the *Mini Program* ecosystem. This platform equips teachers with ready-to-use templates

and management tools to help students build Mini Programs that apply knowledge from various subjects to address practical challenges. Students can also rely on AI assistance to accelerate their learning process of Mini Programs development. By the end of 2024, hundreds of schools in China had added Mini Programs programming to their curriculum plan. Additionally, the "Weixin Innovation Lab Global Mini Program Programming Innovation Challenge" has drawn participation from more than 1,000 student teams worldwide.

- Since 2021, we have collaborated with the China Children and Teenagers' Fund to create the Spring Bud InnoGirls project, offering girls access to inclusive tech programmes and hands-on research opportunities. By the end of 2024, more than 10,000 girls had participated in the camp.

Each year, we collaborate with leading research institutions, scientists, and technology professionals to host science knowledge-sharing events including the "Tencent WE Summit" and the "Tencent Youth Science Festival". We also work with renowned scientists to create the "Master Classes for Youth" video series, showcasing advancements in cutting-edge technology and inspiring a passion for science and technology among minors.

Empowering the Silver Generation in the Digital Era

Tencent is researching the daily needs of senior citizens, also known as the silver generation, aiming to improve their safety, health and quality of life through technological innovations.

Assisting the Silver Generation in Enjoying a Convenient and Safe Digital Life

We have introduced Easy Mode across multiple products, including *Weixin*, *QQ*, *Tencent News*, and *Weixin Reading*. This mode enhances accessibility by offering larger fonts, enhanced colour contrast, bigger buttons, and a text-to-speech function, making it easier for seniors to use these products. Additionally, we have launched the *Digital Assistant for Seniors* Mini Program, *Silver Guardian Assistant* Mini Program, and Silver Guardian online curriculum to help senior citizens improve their digital skills and use the Internet safely.

We provide dedicated customer service channels for seniors, enabling them to quickly access service support, describe their concerns, and resolve issues. *Weixin Pay* Senior-focus Service Hotline provides voice and video customer service in various dialects for senior users. Additionally, *Mini Shops* simplified the customer services process, allowing senior users to quickly connect with a customer service representative through voice calls.

Supporting the Silver Generation in Overcoming Physical Impairments

We have developed several assistive technologies for senior citizens, enabling them to access daily care and healthcare services more conveniently while enjoying a more independent and comfortable lifestyle.

Daily Care

We collaborate with professional organisations to explore assistive technologies for the daily care of senior citizens, aiming to make their lives safer and more convenient.

- The *Invisible Caregiver* system can detect falls among senior residents and automatically send alerts, enabling family members and care staff to respond promptly.
- The *Silver Guardian Card* communication device, with authorisation from senior citizens, helps families and care homes know their whereabouts, reducing the risk of wandering.



Healthcare

Digital technology can enhance the accessibility of healthcare services for the silver generation while also lowering the costs.

- *Weixin* has implemented "Medical Assistant for Seniors", a function that streamlines the entire medical journey for senior citizens. This function facilitates various healthcare interactions, including scheduling appointments, managing consultations, processing payments, coordinating examinations, accessing medical reports, and facilitating prescription collections. Additionally, it enables one-click medical card authentication that simplifies data input and documentation procedures.
- According to the World Health Organization, one in three persons over the age of 65 years lives with hearing loss. Tencent Ethereal Audio incorporates audio noise reduction and AI voice enhancement technologies from *Tencent Meeting* into hearing aid products, significantly improving speech clarity in complex environments. We have licenced the technology to manufacturers to produce high-quality and affordable hearing aids. Additionally, seniors can receive remote hearing assessments and fittings via *Tencent Meeting*. We have also developed the *Silver Generation Hearing Health* Mini Program, providing more accessible and convenient hearing tests.
- We have collaborated with the local health commissions in Guangzhou and Qingdao to develop a digital screening tool to detect early-stage Alzheimer's disease. Within seven months, the project provided preliminary cognitive assessments for over 41,000 individuals aged 65 and above, identifying over 1,800 high-risk cases, enabling early intervention and treatment.

4.3

Assisting Individuals with Physical Impairments in Overcoming the Digital Divide

Tencent is meeting the needs of individuals with physical impairments by actively exploring accessible technologies and applications, in line with the principles of the United Nations Convention on the Rights of Persons with Disabilities.

We strive to advance our accessible products and services. To date, we have applied for more than 90 accessibility-related patents, covering more than 40 products and features. We have implemented accessibility optimisations across our main products. Tencent and China Disabled Persons' Federation co-established the Joint Accessibility Innovation Lab, which supports the development of barrier-free environments. Moreover, we have open-sourced several accessibility technology patents, including voice synthesis and sign language AI translation, aiming to propel industrial advancement in accessible technologies.

Solutions for Individuals with

Visual Impairments

- *Sogou Input* has introduced a tactile-based vibration feedback feature, allowing visually impaired users to swiftly locate and recognise the right keys while typing on touchscreen mobile keyboards, ensuring a seamless and efficient typing experience.
- *Tencent Maps* provides walking navigation with deviation correction and vibration alerts for public transport routes. The app provides real-time voice notifications of location and orientation, helping visually impaired users navigate with greater confidence.
- Various applications, including *Weixin*, *Tencent News*, and *Weixin Reading*, incorporate text-to-speech functionality, enabling visually impaired users to access information and communicate effectively.
- *Tencent Video* has leveraged AI to create accessible audio and visual content, significantly improving production efficiency through assisted narration, automated dubbing, and synthetic editing. By the end of 2024, *Tencent Video* has released 193 accessible films for the visually impaired audience, who can enjoy these contents free of charge.
- The accessible version of First Lesson in AI Programming was incorporated into the curriculum of special schools in Guangzhou, Beijing, and Nanjing in 2024. This innovative programme enables visually impaired students to learn the basics of AI and programming using voice commands, audio descriptions, and tactile learning tools.

Hearing Impairments

- Through technology licensing, Ethereal Audio programme helps manufacturers to produce high-quality and cost-effective hearing aids for the hearing-impaired. *Tencent Ethereal Remote Hearing Service Platform* provides hearing aid fitting services online through *Tencent Meeting*, which is highly convenient for hearing-impaired individuals.
- People with hearing impairments usually suffer from high-frequency hearing loss and can only perceive low-frequency sounds. They tend to hear the sound of music intermittently or incompletely. *QQ Music* has used a combination of AI and audio technologies to fine-tune the music to compensate for their common hearing loss and subsequently released a specialised low-frequency music library for people with mid-to-high-frequency hearing impairments.

Physical Impairments

- *Sogou Input* has launched an eye movement input solution, using eye-tracking technology to enable users with physical impairments to input text on a computer through eye movement and gaze. In addition, *Sogou Input* also offers voice-to-text conversion, optical character recognition, and other technical solutions, helping individuals with physical impairments to express themselves in the digital world.
- *Weixin Pay* launched Self-Reliant Small Store Campaign in December 2022, supporting independent small business owners with physical impairments by providing accessible business tools, including speakers, storage carts, and telescopic grabbers. The initiative also offers complimentary accident insurance, digital tools training, and a waiver on certain withdrawals.



4.4

Digital Technologies Supporting Rural Development

Tencent is committed to supporting talent development in underdeveloped rural areas by providing digital tools and FinTech services, aiming to bridge the digital divide and promote growth.

Nurturing Talents in Rural Digitalisation

We focus on cultivating talents in two key areas: rural governance and rural operation. Through a combination of online and offline training, we aim to enhance rural governance and drive economic growth.

In 2021, we launched the Cultivator Programme in collaboration with the Ministry of Agriculture and Rural Affairs. This programme provides village administrators with free training in policies, methods, tools, and practical skills. Our goal is to organise offline training for 100,000 individuals and online training for one million people within three years. By the end of 2024, over 110,000 people signed up for 1,245 offline sessions and more than 1.83 million people have attended online training courses.

In 2021, we launched the Rural CEO Programme, designed to enhance the abilities of rural entrepreneurs to use modern management practices and digital tools. The initiative has been implemented in 309 counties across 17 provinces, including Yunnan, Guangxi, Zhejiang, and Guangdong. We also developed the *Academy for Rural Common Prosperity* – Rural Management Talent Learning and Exchange Platform, providing a convenient space for entrepreneurs to learn and exchange ideas on theories and practices. By the end of 2024, the platform has served more than 70,000 rural entrepreneurs, 50,000 of whom have participated in training courses.

Digital Tools Enhancing Rural Management Capabilities

We leverage the Internet and big data to enhance rural service and operation, connecting agricultural producers with consumers to facilitate agricultural sales.

We developed a *Village Service Platform* Mini Program in 2021, providing free features, to assist village officials and residents in managing village affairs online. By the end of 2024, this Mini Program has served over 15 million residents in 79,000 villages.

In 2022, we launched the "Village Cloud Service" initiative to facilitate villages in developing their Mini Programs to support the online promotion of rural tourism resources, agricultural products, and services. Users can use these Mini Programs to book their preferred accommodation, dining, and unique local activities, including handicraft workshops and educational tours. By the end of 2024, 201 villages have implemented this digital solution, increasing their income from rural tourism and agricultural product sales.

Video Accounts enables rural entrepreneurs to promote their village's brand image more efficiently, helping agricultural products and rural tourism resources reach a broader consumer base. For instance, our Quality Content Training Programme for Rural Video Accounts has trained over 1,000 participants, upgrading their skills in short video production and live-streaming. This programme has boosted agricultural product sales and attracted more consumers to rural tourism.

We are exploring the use of Mini Programs to strengthen connections between farmers and consumers. Through Mini Programs, consumers can preorder agricultural products and monitor their growing process online.

FinTech Applications Enhancing Rural Inclusive Finance

Through innovations in FinTech, we have overcome the geographical constraints of conventional financial institutions and enhanced the digital capabilities of small rural banks. Additionally, we have contributed to the development of a digital credit system for farmers in county-level communities, allowing for online credit assessment and approvals of their financial services.

In 2024, *Weixin Pay* partnered with nearly 30 local commercial banks to launch the Digital Empowerment of Agribusiness initiative. This programme covers the entire agricultural and livestock industry chain, from harvesting and wholesale distribution to SMEs procurement and processing operations, aiming to provide more convenient and cost-effective services for users in the agricultural sector. For example, users can purchase necessary production materials at discounted prices from participating merchants, thereby reducing operational costs. This initiative not only promotes digital transformation in the agricultural industry but also injects new momentum into rural economic sustainability, supporting the implementation of the rural revitalisation strategy.



Digital Technologies Supporting Sustainable Development Goals

Technology is a capability, and doing good is a conscious choice.

The development and application of digital technologies are reshaping economic, social, and environmental landscapes. At Tencent, we work closely with our partners to explore innovative solutions to pressing social challenges and advance SDGs, creating sustainable social value and putting the vision of Tech for Good into action.

- 5.1 Digital Technologies Promoting Sustainable Innovation
- 5.2 Digital Upgrade of the Philanthropic Sector
- 5.3 Digital Financial Inclusion
- 5.4 Digital Technologies Promoting Sustainable Urban Development
- 5.5 Digital Technologies Improving Health and Well-being

Alignment with SDGs



5.1

Digital Technologies Promoting Sustainable Innovation

Technologies should be people-oriented. We continuously invest in digital platforms and technological innovations, and, where applicable, explore creative pathways to address social pain points, thereby enhancing overall societal well-being.



Workplace Safety and Telemedicine

In high-risk, complex, and hazardous environments, including mines, ports, and metallurgical sites, low-latency and high-quality Real-time Communication (RTC) technology allows for remote operations to replace onsite activities. This advancement enhances safety by protecting front-line workers from danger and enables safe operations with reduced manpower requirements. When seeking medical opinions, RTC technology enables high-definition and smooth transmission of real-time images, allowing doctors to deliver care online comparable to in-person visits. This technology supports remote patient examinations, diagnoses, and surgeries. Additionally, RTC is effectively applied in remote interventions and emergency takeover of autonomous driving systems.

Game Technology Applications

Tencent leverages game technologies to enhance digital productivity and generates social value through integrated solutions across diverse industries. Over the past three years, we've developed cross-sector applications of these technologies, implementing projects like the Digital Great Wall (preserving cultural heritage through 3D scanning), Digital Sutra Cave (digitising ancient Buddhist manuscripts), Educational Simulation (interactive STEM learning platforms), Digital Central Axis – Microcosm (urban planning visualization systems), and the All-Sky Variability Survey Constellation Programme (astronomical data processing networks).

Cultural Preservation and Inheritance

We enhance the efficiency of archaeological restoration and cultural research by supporting the recognition, protection, restoration, research, and display of cultural relics. In 2024, we developed China's first AI-human collaborative 3D digital cultural relic restoration tool and made it available for free to relevant institutions. This digital tool enables archaeologists to perform restoration tasks – such as importing, labelling, splicing, correcting, and restoring 3D models of cultural relics – without the need for professional technical support.

Technology Exploration

Tencent Youtu Lab, together with the National Astronomical Observatories of the Chinese Academy of Sciences and Fudan University, has developed the FastSearch AI algorithm model, which has significantly improved the efficiency of processing astronomical data and making discoveries. Over the past three years, Tencent has assisted FAST, also known as China's Sky Eye, in locating 51 pulsars, more than half of which are millisecond pulsars or long-period pulsars. Both types of pulsars are valuable for research in the field of astronomy. Furthermore, Tencent has played a role in the discovery of three Fast Radio Bursts, which currently is a prominent topic in astronomical research, and understanding their physical origins is essential for grasping the evolution of the universe.

In April 2021, Tencent incorporated the objective of "Promoting Sustainable Innovations for Social Value" into its core development strategy and announced an investment of RMB100 billion for Sustainable Social Value and Common Prosperity Programmes. By the end of 2024, the accumulated expenditure has reached RMB13.0 billion.

We integrated practical experience from social value innovation projects with industry assessment methodologies to develop a methodology called "SQI", which evaluates the benefits of our social value innovation projects in three dimensions: scale (S), quality (Q), and impact (I). In 2024, SQI has been fully integrated into social value innovation initiatives, including the setting of short-, medium-, and long-term goals across all topics, project management, and budget reviews, driving the exploration of social value innovation.

At the 2025 World Economic Forum Annual Meeting, Chen Juhong, Head of Tencent's Sustainable Social Value Organisation, was awarded the Schwab Foundation's Corporate Social Innovator as the only Chinese corporate representative.

* Tencent RTC technology applies in autonomous mining truck solutions for open-pit mining

Supporting Basic Sciences

Tencent launched and funded the "New Cornerstone Science Foundation" with RMB10 billion. The foundation has established the "Xplorer Prize" and "New Cornerstone Investigator Programme" to support exceptional scientists in conducting research and original innovations.

In 2018, the "Xplorer Prize" was established to support young scientists in exploring the uncharted territories of basic sciences and frontier technologies. The programme selects up to 50 awardees every year, each receiving a grant of RMB3 million paid over 5 years. By the end of 2024, the programme has provided funding to 297 scientists across six cohorts.

In 2022, Tencent launched the "New Cornerstone Investigator Programme" to support outstanding scientists in achieving "0 to 1" breakthroughs, encouraging scientists to think adventurously and pursue original research in uncharted territories. This programme focuses on two main fields, mathematics and physical sciences, as well as biological and medical sciences. Awardees can receive long-term, stable and flexible funding, with up to RMB25 million for experimental projects or RMB15 million for theoretical projects within a five-year period. By the end of 2024, the programme had funded two cohorts of 104 outstanding scientists.

Many scientists supported by the New Cornerstone Science Foundation align their research with the SDGs, including SDG 2: Zero Hunger, SDG 3: Good Health and Well-being, SDG 6: Clean Water and Sanitation, SDG 7: Affordable and Clean Energy, SDG 11: Sustainable Cities and Communities, SDG 12: Responsible Consumption and Production, and SDG 13: Climate Action. Their research has focused on food production, healthcare, water resources, clean energy, sustainable urban development, circular economy practices, and climate change, contributing to the advancement of the SDGs.

SDG 3: Good Health and Well-being

Professor Xu Wendong from Huashan Hospital Affiliated to Fudan University, has demonstrated that precise resection of the bilateral seventh cervical nerves combined with cross transfer surgery can reinnervate a hemiplegic upper limb by connecting it to the ipsilateral healthy cerebral hemisphere. This innovative surgical approach, already applied in thousands of patients, has achieved an efficacy rate approaching 90%, and represents a revolutionary breakthrough in hemiplegia treatment as well as a significant advancement in our understanding of brain plasticity mechanisms.

SDG 7: Affordable and Clean Energy

The Ma Group, led by Professor Ma Ding at Peking University, leveraged the strong interaction between molybdenum carbide and metals to alter the geometry and electronic structure of the loaded metals. This method enabled the activation of water molecules at low temperatures and established an effective catalytic cycle for hydrogen production, thereby providing a substantial scientific foundation for improved utilisation of hydrogen energy.



Assisting in the Cultivation of Industry Digital and Intelligent Talent

There are many micro-, small and medium-sized enterprises in the retail industry lacking of digital capabilities. Tencent Smart Retail Solution not only supports the retail sector by enhancing its digital transformation but also helps cultivate digital talents. By the end of 2024, Tencent has provided free certified digital talent training courses to the industry, with participation over 60,000 students from 28,000 companies, leading to the issuance of more than 18,000 certificates.

In 2024, Tencent, in partnership with the China Chain Store & Franchise Association, launched an industry standard for retail professionals across all sectors. In the same year, the "User Growth Operations Manager" profession, which Tencent helped propose, was also included in the "Occupational Classification Code of the People's Republic of China", thereby supporting the digital transformation of millions of traditional retail practitioners.

Furthermore, Tencent is committed to supporting the digital advancement of the education sector and provides financial assistance for the development of talent in basic education. By the end of 2024, leveraging large-scale AI models, cloud technologies, and AI solutions, Tencent had served more than 120,000 schools and 300,000 other educational institutions, reaching over 400 million users across over 1,000 districts and counties nationwide.

Tencent's AI Arena platform continues to support the training of AI talent in China, promoting industrial integration, standards development, and scientific research in AI. Through the University-Industry Collaborative Education Programme initiated by the Ministry of Education, Tencent has supported over 40 prestigious universities in launching more than 50 AI innovation courses. This initiative has earned special educational awards from the Ministry of Education and the China Computer Federation. Talent acquisition is boosted from competition, and the AI competition in 2024 attracted more than 5,000 students from over 388 universities, involving nearly 200 doctoral candidates. Tencent also is collaborating with the China Computer Federation, along with several prestigious universities and companies, to develop the first domestic standard for building reinforcement learning systems.

Tencent's Rhino-bird Elite Training Programme has successfully trained more than 450 students, with numerous research outcomes validated and implemented in real-world scenarios. These graduates have published more than 500 papers in leading international conferences and prestigious journals, and submitted more than 200 technical patent applications.



5.2

Digital Upgrade of the Philanthropic Sector

Tencent Charity Platform offers a comprehensive supervision mechanism to ensure that philanthropic activities are transparent and trustworthy. This platform allows philanthropic organisations and projects to connect with hundreds of millions of Chinese users in various ways to promote ongoing engagement in philanthropic initiatives. We provide the philanthropic sector with digital capabilities and tools to improve efficiency. We encourage our employees to actively involve themselves in philanthropic activities and contribute to solving social issues.

Digital Philanthropy Platform to Promote Sustainable Social Development

Tencent Charity Platform, launched in 2007, is one of China's first online fundraising platforms. The platform cultivates digital service awareness and encourages transparent practices among philanthropic organisations via established guidelines. It offers digital tools to simplify information sharing and enhance disclosure efficiency. This enables philanthropic organisations to provide the public with regular and transparent feedback on the use of funds. Furthermore, we have established open, direct and efficient communication channels and mechanisms on this platform. We invite industry partners to collaborate in building a trustful philanthropic ecosystem, thereby promoting the healthy and sustainable development of the sector.

We assist philanthropic organisations in reaching hundreds of millions of users on our social platform, facilitating connection between donors and beneficiaries for a wide range of projects aligned with the SDGs.

By the end of 2024,
the Tencent Charity Platform has processed over
1.2 billion donations, and supported
over **130,000** philanthropic projects,
which raised over RMB **33.7 billion**.

Philanthropic Donations Integrated into Public Life

Tencent is actively expanding opportunities for individuals to engage in philanthropic projects while lowering barriers to participation. We encourage people to make small and consistent donations and cultivate a habit of ongoing involvement in philanthropic initiatives. We launched the Donation by Cent programme, leveraging digital tools to connect hundreds of millions of users, enabling them to make continuous donations at a minimal cost of RMB0.01 across various payment scenarios. By the end of 2024, 400 million users had participated in the Donation by Cent programme.



"Giving for Good" initiative

2024 marks the tenth anniversary of the Giving for Good initiative, previously known as 99 Giving Day. As the flagship event of the Tencent Charity Platform, the "Giving for Good" initiative is recognised as one of the world's largest digital philanthropic events.

The Giving for Good initiative has expanded its reach by integrating different use cases, engaging over 280 million users through donations, step donations, and Little Red Flower interactive. Over 120 products have embedded philanthropic functions, allowing users to participate in philanthropic activities across social media, payment, video, news, and game platforms. More than 2,200 philanthropic organisations, 5,500 philanthropic projects, and over 20,000 philanthropic companies participated in the initiative.

Digital Philanthropic Tools Enhancing Trust, Transparency, and Efficiency

In 2024, Tencent leveraged *Weixin Pay*'s real-name authentication and fund disbursement capabilities to develop a digital tool for philanthropic projects. Philanthropic organisations can quickly verify the authenticity of beneficiaries using *Weixin Pay* technology, facilitate efficient distribution of donations to their accounts directly, as well as increase the traceability of fund flows. This technology streamlines progress tracking and feedback processes, transitioning from quarterly manual updates to monthly automated digital feedback.

Trust and transparency have always been the cornerstones of the Tencent Charity Platform. We are committed to creating a highly transparent digital platform that alleviates the burden of information disclosure for philanthropic organisations while allowing the public to easily access updates on the progress of funded projects. Since 2017, the platform has utilised digital technology to help philanthropic projects disclose their financial and operational status, using transparency as a criterion for accessing the platform. Through the mobile Internet platform, users can monitor the progress of funded philanthropic projects from their mobile devices anytime and anywhere, facilitating communication among beneficiaries, philanthropic organisations, and donors. This enhances public oversight, fosters mutual trust, and promotes the healthy development of the philanthropic sector.

Tencent and its partners are exploring the application of innovative digital technologies to address challenges in philanthropic projects. We provide social organisations with a digital toolkit and help them identify solutions that meet their needs, enabling them to embark on their digital journey with ease. This philanthropic digital toolkit includes cloud resources and digital rights for nearly 30 digital products. By the end of 2024, a total of 1,126 philanthropic organisations had obtained 3,278 digital rights.

In addition, to address the specific needs of organisations in certain sectors, Tencent is developing application solutions that leverage its innovative digital technology. For instance, in the field of biodiversity, we have created digital solutions that identify species models, monitor data systems, and engage with the public. These solutions are tailored specifically to the requirements of species conservation organisations. For more information on how digital technology can be used to protect biodiversity, please refer to the *Environmental Protection - Nature and Biodiversity Conservation* section in this report.

Employee Involvement in Digital Philanthropic Initiatives

Tencent established a volunteer association in 2007. Starting in 2012, employees have been granted the opportunity to take one full-paid day off each year to participate in volunteer services. In 2022, we launched a matching funds programme to further encourage employees to support philanthropic initiatives both financially and through their volunteer efforts. In 2023, Tencent's volunteer services were upgraded to the "Act for Good" initiative.

In 2024, we increased our funding to encourage more employees to initiate philanthropic projects, supporting the development and progress of these initiatives.

In 2024, projects on Tencent Charity Platform disclosed over **63,000** progress updates.



*Users can access information about the philanthropic project, including its fundraising goals, budget, and implementation progress, before deciding to make a donation.



*Donors can access comprehensive details regarding every philanthropic initiative linked to their contribution, such as the amount donated, the allocation of project funds, and the current progress of the project's implementation.

By the end of 2024, a total of **27,000** volunteers have engaged in **1,330** projects launched via *Act for Good*. Among these, **388** employees took the initiative as managers to initiate Act for Good projects.

These projects cover a range of sectors, including environmental protection, animal care, youth development, support for the silver generation, aid for people with physical impairments, emergency assistance, healthcare, and revitalisation of rural areas.

5.3

Digital Financial Inclusion

Tencent continues to deliver innovative and accessible financial services to users, MSMEs, freelancers, and vulnerable groups. Leveraging our unique strengths in digital payments, Tencent has built a convenient and inclusive business ecosystem connecting over 800 million users with 50 million MSMEs. This network drives economic growth, creates employment opportunities, and develops skills across communities. Furthermore, it strengthens rural development and social services through technological advancements. It provides equal access to sustainable financial services across income groups contributing to the development of SDG 8: Decent Work and Economic Growth, as well as SDG 10: Reduced Inequalities.

We continue to drive technological advancement, develop innovative business models, and promote collaboration across sectors. Through these efforts, we guide the FinTech industry toward steady growth while building a robust foundation for inclusive finance.

While building our payment ecosystem, we remain committed to enhancing risk management, ensuring all users have access to convenient, comprehensive, secure, and reliable inclusive digital financial services. This commitment promotes economic growth, reduces inequality, and contributes to the fulfilment of global sustainable development goals.

Responsible Platform, Products, and Services

Tencent's long-term development is founded upon customer trust and business ethics. We demonstrate our commitment to these principles through managing risks associated with our platform, products, and services.

Ensuring Payment Stability and Security

Ensuring Stable Payments

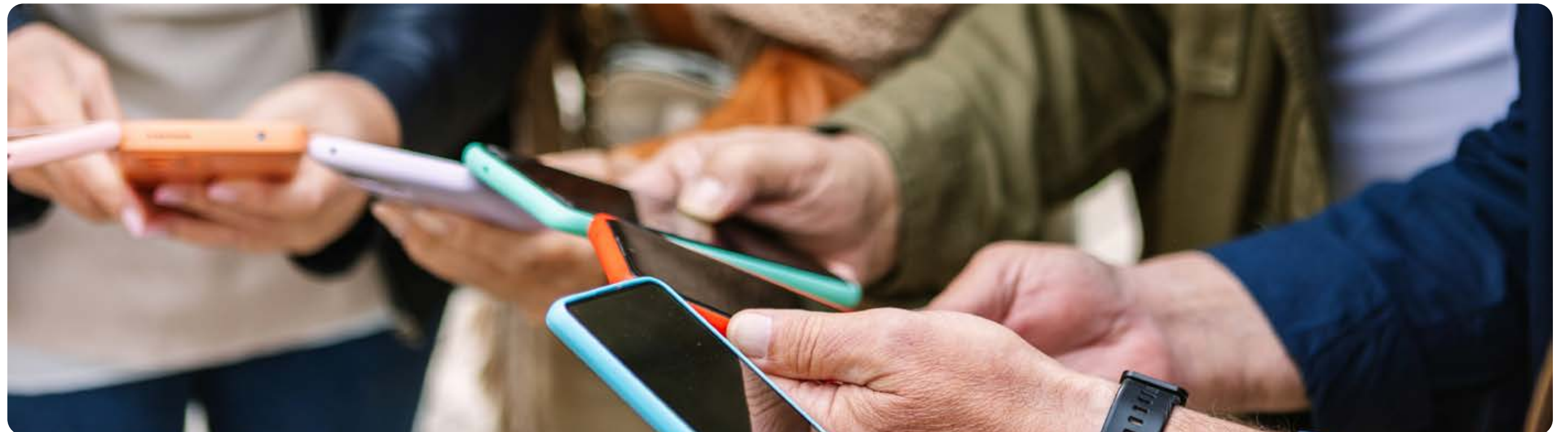
Tencent's advanced technology and robust platform can support up to 200,000 mobile payment transactions per second. The payment processing time is reduced to milliseconds, with second-level self-healing capabilities, including comprehensive disaster recovery solutions and world-leading proprietary technologies, such as self-developed and efficient commercial encryption systems and financial-grade distributed databases.

Building Secure Payment Capabilities

Tencent has developed a comprehensive security system that encompasses *Weixin Pay*, merchants, and third-party partners. The system incorporates customisable protective measures and maintains a database of black-market samples to serve security intelligence alerts across the network. Additionally, the overall security of the transaction process is enhanced through interdepartmental collaboration, regular security drills, and jointly developed risk prevention mechanisms with mobile phone manufacturers.

Enhancing Anti-fraud Awareness and Capabilities

Tencent has established an intelligent anti-fraud system that utilises multifaceted monitoring and joint defence mechanisms to execute robust security measures. Additionally, we offer anti-fraud awareness campaigns and educational initiatives to raise public awareness about fraud prevention. In 2024, we assisted law enforcement agencies in combating telecommunications fraud, preventing hundreds of thousands of fraudulent transactions aggregating over RMB100 million and recovering tens of millions of Renminbi from defrauded payments.



Establishing and Enhancing the Risk Management Framework

Tencent has established a comprehensive risk management system framework around FinTech to control various risks throughout its operations. Regarding compliance risk management, we continuously enhance our risk prevention and compliance control systems to ensure payment and financial services strictly comply with laws and regulations. Tencent has established a robust data classification and protection system to safeguard data security and system stability, covering risk identification, assessment, measurement, and monitoring. For management of operational risk, we have strengthened internal controls through a clear organisational structure and effective delegation of responsibilities. Tenpay routinely reviews its payment business to enhance compliance management capabilities and strengthen overall risk control. For more information on anti-money laundering management, please refer to the *Business Ethics — Anti-Money Laundering Management* section in this report.

Enforcing the Protection of Financial Consumer Rights

In 2022, Tencent established the Financial Consumer Rights Protection Committee. This committee is responsible for the overall planning and formulation of internal policies on consumer rights protection, setting and monitoring related objectives, and reviewing major issues. The Tencent Financial Consumer Rights Protection Department ensures that all business units strictly comply with relevant requirements.

We employ various approaches to enhance employee awareness of financial consumer rights, including Culture Day events, online courses, and in-person training. In 2024, we organised a series of online courses required for designated employees and partners in financial consumer protection roles. Over 20,000 participants joined these training sessions.

We have established an online financial education platform to help promote public financial literacy, alongside the "Tencent Experience Space for Financial Education" to facilitate collaborative initiatives. We conduct outreach and educational activities tailored to various social groups. For example, we work with volunteer organisations to run anti-fraud campaigns protecting the senior community. We have also launched the programme called "I am a Financial Security Ambassador" to improve financial literacy among minors and college students.

We have implemented payment and financial safeguard measures designed to help users develop healthy spending habits, enhance financial security, promote social and financial stability, and build user trust. For minor users, we offer a transaction management service that allows parents to set spending limits. For more information, please refer to the *Digital Inclusion — Creating an Age-Appropriate Digital Environment for Minors* sections in this report.



Driving Financial Inclusion with Technology and Innovation

Through technological and service innovations, Tencent continues to expand its channels and platforms, offering users with comprehensive and convenient payment services and inclusive financial products. This effort assists in building and promoting the sustainable development of a digital society.



Promoting the Development of a Digital Society through Innovative Payment Technologies and Scenarios

Weixin Pay connects more than 800 million users, 50 million MSMEs, and over 10,000 service providers, creating a convenient and comprehensive ecosystem that seamlessly integrates online and offline experiences. Our extensive digital service network includes urban, daily life, and healthcare services, along with smart transport, covering a wide range of locations, including convenience stores, shopping malls, pharmacies, tourist attractions, restaurants, parking lots, and street vendors.

To meet the needs of our diverse users, we expand payment channels to facilitate online, offline, and hybrid payment methods across various scenarios. These include:



Barcode and QR code payments:

Users display the code for requesting payments on their mobile phone, enabling merchants to scan and process payments instantly.



Payments via code scanning:

Users complete transactions by scanning merchants' payment code.



Official Accounts payments:

Users can place orders and make payments through the official account of the merchant or e-commerce platform, while receiving billing notifications.



Mini Programs payments:

Payment features are integrated within *Weixin Mini Programs* for streamlined shopping.



Mobile App payments:

Users are directed to *Weixin Pay* via the mobile applications of merchants or e-commerce platforms to complete the transaction.



Web payments:

PC websites generate real-time QR codes for users to scan and pay.



Biometric payments:

This technology utilises biological features such as facial recognition, palmprint, and palm vein patterns for identity verification, providing users with a secure and convenient financial-grade payment solution.

We are actively exploring digital RMB transactions and supporting local authorities to distribute digital cash handouts and subsidies. This work creates new possibilities for collaboration in future inclusive projects.

Improving the Accessibility and Quality of Service in Inclusive Finance by Offering a Variety of Financial Products and Services

For user groups with limited access to traditional financial services, Tencent offers compliant, secure, and convenient online financial solutions. We develop innovative financial products and explore new collaboration opportunities with third-party financial institutions while actively expanding our online financial service channels. *LiCaiTong* enables users to swiftly invest in Tencent's curated financial products. *LingQianTong* features a low entry barrier, minimal risk, and flexible transfer options, making it simpler for users to manage their funds and gain benefits simultaneously. *Fenfu* offers flexible repayment terms and daily interest calculations for various consumption scenarios, including dining and shopping. *Tencent WeSure* utilises digital tools to deliver efficient services, offering tailored insurance products and the streamlined *Weixin Quick Claim* service. Furthermore, Tencent Cloud facilitates remote banking services for major banks, enabling users to open accounts and apply for loans directly via mobile devices. We partner with financial institutions to provide accessible microfinance services in three-tier and below cities, offering swift application processes and prompt fund disbursement. Moreover, our co-branded credit card platform, developed with banks, provides services such as speedy card applications and customised card designs.

Innovative Cross-border Payment Services

Tencent has expanded and enhanced its cross-border payment services in multiple dimensions for both individual and corporate users. These services specifically include:

- **For individual users**, we have collaborated with various global credit card organisations to provide foreign users with international credit card linking services. This enables foreign users to conveniently use *Weixin Pay* at a wide range of merchants across the Mainland of China. We waive the handling fee for any single small transaction of RMB200 or less. Furthermore, we have established cooperation with multiple remittance partners around the world. Users can send money directly to their *Weixin Pay* wallet or to linked bank card accounts, without filing extensive information.
- **For corporate users**, our cross-border payment platform, *Tenpay Global*, delivers comprehensive solutions for cross-border fund collection, payments, and currency exchange. We serve various sectors, including import and export e-commerce, air travel, and advertising. MSMEs engaged in international trade benefit from our secure, compliant, and professional payment services, featuring transparent transaction fees and legally protected fund security.

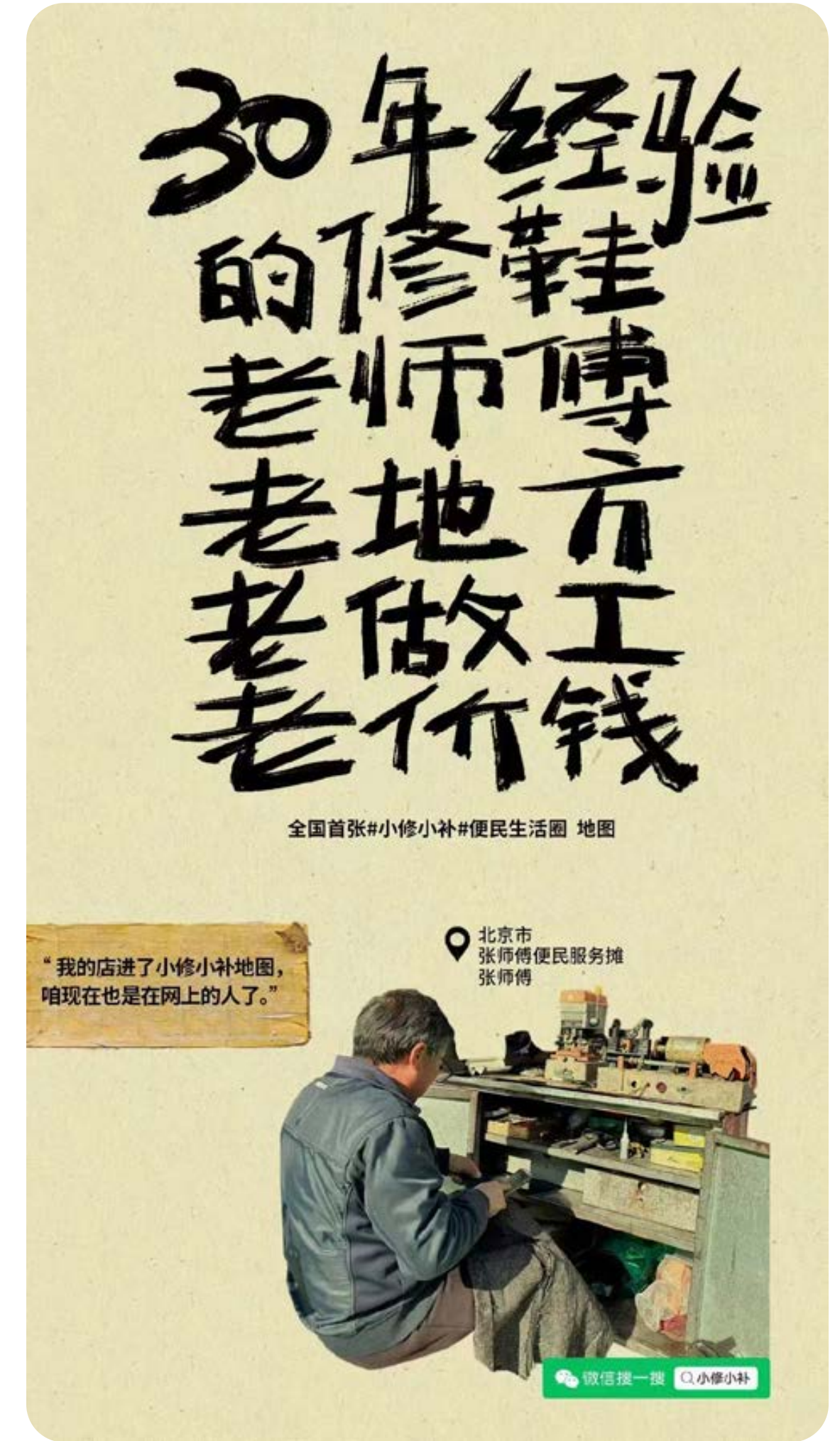


Supporting MSMEs and Rural Development

Leveraging the advantages of our technology and platform, Tencent assists MSMEs and the rural economy in their digital transformation journey, aiming to enhance operational efficiency for businesses and farmers, reduce costs, and expand market reach.

In response to the needs of micro- and small enterprises, Tencent has launched the *Small Shops and Repairs Map*, creating China's first such directory through *Weixin* and *Tencent Maps* to help consumers easily locate these small businesses. Our digital business toolkit in *Weixin Pay* offers essential features including payment processing, data analysis, and membership marketing, with its usage rate surging nearly fivefold in 2024 compared to early 2023. To ease the operational burden on merchants, Tencent implemented a fee reduction scheme from September 2021 to September 2024. Meanwhile, through measures such as providing QR code payment protections and offering discounts on business supplies, more than 55 million Tenpay users achieved savings of over RMB30 billion in operating costs, thereby supporting the real economy. This scheme will be extended until 30 September 2025. Moreover, Tencent has introduced insurance products to help merchants manage payment risks, providing coverage for over 29 million merchants by the end of 2024.

In rural regions, our "Digital Empowerment of Agribusiness" initiative has broadened its partnership to encompass nearly 30 local banks across 13 provinces, municipalities, and autonomous regions. This comprehensive digital credit system of farmers, coupled with accessible financial services, strengthens the digital infrastructure of rural economy while supporting the complete sales chain of agricultural and livestock products, thus fostering rural economic growth.



FinTech Supporting Vulnerable Social Groups

Tencent utilises FinTech to deliver accessible services to individuals with physical impairments, flexible workers, and financially disadvantaged groups.

For individuals with physical impairments, we have initiated a programme supporting independent small shops by providing accessible business tools, training, protective services, consulting, and free cash withdrawal facilitates. Regarding age-friendly and accessibility improvements, we have established a dedicated hotline for senior users, which has resolved more than 4 million assistance requests and received commendation from nearly 100,000 senior users. We have also introduced the Silver Guardian Card communication device and provided elderly merchants with multi-functional payment speakers that feature audio-visual broadcasting, integrated accounting and independent payment capabilities. Moreover, based on feedback from visually impaired users, we have implemented nearly 300 optimisations to *Weixin Pay* product features. For those in flexible employment, "Virtual Staff Card + Gig Worker Insurance" solution served nearly 20 million gig workers in 2024, generating over RMB40 billion in total revenue while providing daily insurance coverage to more than 8.8 million individuals. Please refer to the *Digital Inclusion — Empowering the Silver Generation in the Digital Era* and *Digital Inclusion — Assisting Individuals with Physical Impairments in Overcoming the Digital Divide* sections for more information.



In philanthropic applications, we have collaborated with over 20,000 shops across 45 brands to provide sanitation workers with compassion meals and bottled water, each costing them just one penny. By the end of 2024, the programme had been implemented in 15 cities, attracting approximately 8.88 million participants in donations, resulting in the distribution of approximately 2.77 million meals and 3.22 million bottles of water to over 176,000 sanitation workers. Our Donation by Cent feature engaged more than 400 million participants in 2024, bringing together diverse groups to support philanthropic initiatives. For more information, please refer to the *Digital Technology Assists Various SDGs — Digital Upgrade of the Philanthropic Sector* section.

Digital Technologies Promoting Sustainable Urban Development

Digital technology permeates all aspects of urban life. Tencent is dedicated to leveraging digital technology in achieving **SDG 11: Sustainable Cities and Communities**, by delivering convenient and efficient smart city services for users, industries, and society. Additionally, we harness the connectivity and instant messaging capabilities of social platforms to provide digital support for emergency responses, disaster relief, and various other scenarios, thereby contributing to the development of resilient cities.

Promoting Convenient and Efficient Smart Cities Services

Tencent connects and supports users and collaborative partners through cutting-edge digital technologies, including cloud computing and AI, supporting the development of smart cities.

Municipal Services

We provide technical assistance to create collaborative office platforms for public administration matters, facilitating internal communication, information exchange, and cooperation.

Enterprise Services

We assist in developing online service platforms, allowing enterprises to easily access public information, submit complaints and requests, and process business applications. Additionally, we promote employment for gig workers through a digital solution known as *Nearby Work*.

Life Services

We harness the extensive connectivity of *Weixin* to aggregate various services, including healthcare, education, housing, transportation, and payments, enabling users to access life services conveniently via *Weixin Mini Programs* over their mobiles. Efficient transportation is fundamental to the daily functioning of sustainable cities. We have introduced a range of products, including *Transit QR Code* and *Tencent Maps*, to facilitate the digital transformation of urban transit. By scanning the *Transit QR Code*, users can make payments and take public transportation in different cities, without queueing for tickets or recharging metro cards. Users can also access real-time bus information to optimise their travel plans.



We provide big data and AI technologies, working collaboratively with peers to support the development of smart city initiatives in Shenzhen. At the Smart City Expo World Congress this year, Shenzhen won the World's Smart City Award.



Using Digital Technologies to Build Resilient Cities

Tencent leverages its technical capabilities to assist emergency response organisations in developing a collaborative platform that enhances the efficiency of disaster response and rescue.

Efficient Earthquake Early Warning

Earthquakes are highly unpredictable, and only by issuing warnings within an extremely short time frame can we effectively reduce harm to people and property.

To improve the timeliness and coverage of earthquake alerts, we developed a nationwide early warning Weixin Mini Program in China. Designed with high concurrency and low latency, the system meets the urgent demands of rapid information dissemination for emergency risk avoidance.

By the end of 2024,
this Mini Program had over

12.26 million users who enabled
the alert function,
having disseminated a total of 146 early
warnings with just

713 milliseconds per
incident.

During the 4.7-magnitude earthquake in Hefei on the evening of 18 September 2024, this Mini Program swiftly dispatched alerts to 130,000 users and high-priority alerts to 3,000 users closer to the epicentre.



Digital Disaster Assistance and Preparedness

We launched the "Compassion Vouchers for Disaster Relief" via *Weixin Pay* to provide timely and direct support to disaster-affected communities. This initiative transitioned from a fixed-category material distribution model to a beneficiary-centred aid fund allocation model, allowing recipients to prioritise their urgent needs. The programme reduces resource misallocation and waste, which not only supports affected individuals but also helps revitalise local commerce in disaster-stricken areas.

The "Compassion Vouchers for Disaster Relief" utilises consumption vouchers and identity verification features to ensure that vouchers are directly delivered to affected individuals' *Weixin Pay* accounts. It also partners with local merchants, enabling beneficiaries to use vouchers to purchase essential items that meet their specific needs.

By the end of 2024, the "Compassion Vouchers for Disaster Relief" has assisted over 30,000 affected individuals.

- Following the earthquake in Jishishan County, located within the Linxia Hui Autonomous Prefecture of Gansu Province, Tencent Foundation distributed "Baby Care Vouchers" to more than 2,500 parents of newborns. This initiative assisted families in obtaining essential items tailored to their specific needs.
- Tencent Foundation provided "Warm Winter Vouchers" to individuals affected by massive flooding in Beijing, Tianjin, and Hebei, offering immediate aid to flood relief during winter.

We have launched collaborative initiatives for the Digital Platform for Disaster Preparedness across multiple provinces including Yunnan, Sichuan, Guangdong, Beijing, and Shanxi. The platform connects governments, businesses/merchants, social organisations, and local communities to enable rapid deployment of digital relief operations following disasters.

Cash for Work programme not only provides financial support to individuals but also meets the demand for labour during post-disaster reconstruction. We have launched a Weixin Mini Program called *Digitalised Cash for Work* by connecting the government, funders, rebuilding teams, and workers, facilitating transparent and timely allocation of funds. By the end of 2024, this digital initiative has supported over 240 villages affected by disasters.

Supporting Digital Transformation of Cultural Preservation and Inheritance

Digital technology plays an increasingly important role in cultural preservation and inheritance. AI's recognition and computational capabilities can assist experts in restoring damaged cultural relics, while 3D modelling can vividly represent cultural heritage in a three-dimensional format. The mobile Internet allows more individuals to participate in and contribute to cultural preservation and inheritance.

Tencent is committed to leveraging digital technology for cultural preservation and inheritance, aiming to create lasting and significant impact. We are collaborating with our partners to promote the digital protection and propagation of cultural heritage, thereby contributing to SDG 11: Sustainable Cities and Communities.

Digital Technologies Supporting Cultural Preservation and Inheritance

In 2021, Tencent and the Beijing Municipal Cultural Heritage Bureau launched the "Digital Beijing Central Axis" project. By employing high-precision photography, scanning, modelling, and various game technologies, we created 15 terabytes of 3D assets for the Beijing Central Axis and meticulously restored the core heritage area of the 7.8-kilometre section within it. Users can view both the current conditions and historical scenes of the Beijing Central Axis on their mobile phones. We have also involved the public in preservation efforts, allowing people to capture photos and submit images of weathered or deteriorating ancient buildings, which are subsequently organised into assessment reports. By the end of 2024, the project has attracted nearly 17,000 volunteers who contributed more than 70,000 valid assessment photos. On 27 July 2024, the UNESCO

inscribed the "Beijing Central Axis" as a World Heritage Site, the first such designation achieved through end-to-end digital integration.

The Great Wall, a symbol of the Chinese nation, was inscribed on the UNESCO World Heritage List in 1987. Since 2014, Tencent has leveraged digital technology to protect, repair, and preserve the Great Wall, supporting the restoration of over 2,600 meters of its stone structure. Tencent initiated the repair project by employing a variety of digital tools such as drone photogrammetry, panoramic photography, and satellite positioning to collect data. It is combined with 3D modelling to create digital documentation of the repair work. Digital technology enables real-time monitoring of the Great Wall's condition, facilitating precise management of the repair work. In 2024, we commenced the fifth phase of the Jiankou Great Wall protection and restoration project.

We leverage digital technology to support archaeological researchers conduct restoration and cultural studies more effectively, focusing on improving recognition, protection, restoration, research, and display of cultural relics. For example, we employ AI, computer vision, and other technologies to virtually reassemble the "Bronze Beast Carrying a Kneeling Human Statue", known as a Sanxingdui cultural relic. Additionally, we have collaborated with experts in oracle bone research to create an open-source online database and an AI-driven collaborative research platform. This platform incorporates technologies, including micro-trace extraction and AI glyph matching, to deliver high-fidelity model viewers and search-correlation tool for oracle bone researchers.

Making Cultural Resources More Accessible

Tencent Foundation launched the Harmony Program to connect limited-access resources, including museums and opera houses with high-quality philanthropic projects, converting public services into philanthropic initiatives to benefit a wider array of social groups. In 2024, we invited vulnerable groups, including hundreds of migrant children and families of children with illnesses, to visit the National Centre for the Performing Arts and the Shanghai Natural History Museum to enjoy performances and attend exhibitions.

To break the spatial limitations of cultural resources like museums, Tencent and its partners have established "one-square-meter museums" in public spaces, including communities, hospitals, and schools. This initiative expands the reach of museums, allowing these valuable educational resources to benefit more senior citizens, minors, and a wider range of social groups.

We actively facilitate small and medium-sized museums in their digital transformation. We launched the Star Plan, applying Mini Program capabilities to enhance the integrated online and offline experience for small and medium-sized museums. The initiative encompasses digitised cultural relics exhibitions, online ticketing systems, audio-guided tours, and educational programme initiation. In 2024, we completed Mini Programs development for 36 museums.



5.5

Digital Technologies Improving Health and Well-being

Digital technologies are driving the advancement of the medical industry. From research to diagnosis and treatment, these innovations enable medical institutions to better protect public health. Tencent applies digital technology to enhance the accessibility of healthcare resources, including lower barriers in disease screening, supporting SDG 3: Good Health and Well-being through practical measures.

Digital and Intelligent Upgrade of Healthcare

Tencent has developed a range of digital and intelligent healthcare solutions by combining Internet technologies, deep learning, and big data. These solutions not only enhance disease screening, diagnosis, and research, but also support pharmaceutical development. Furthermore, they play an essential role in emergency response, medical treatment, and hospital administration, thus helping the healthcare sector better protect people's lives and well-being.

Disease Screening and Diagnosis

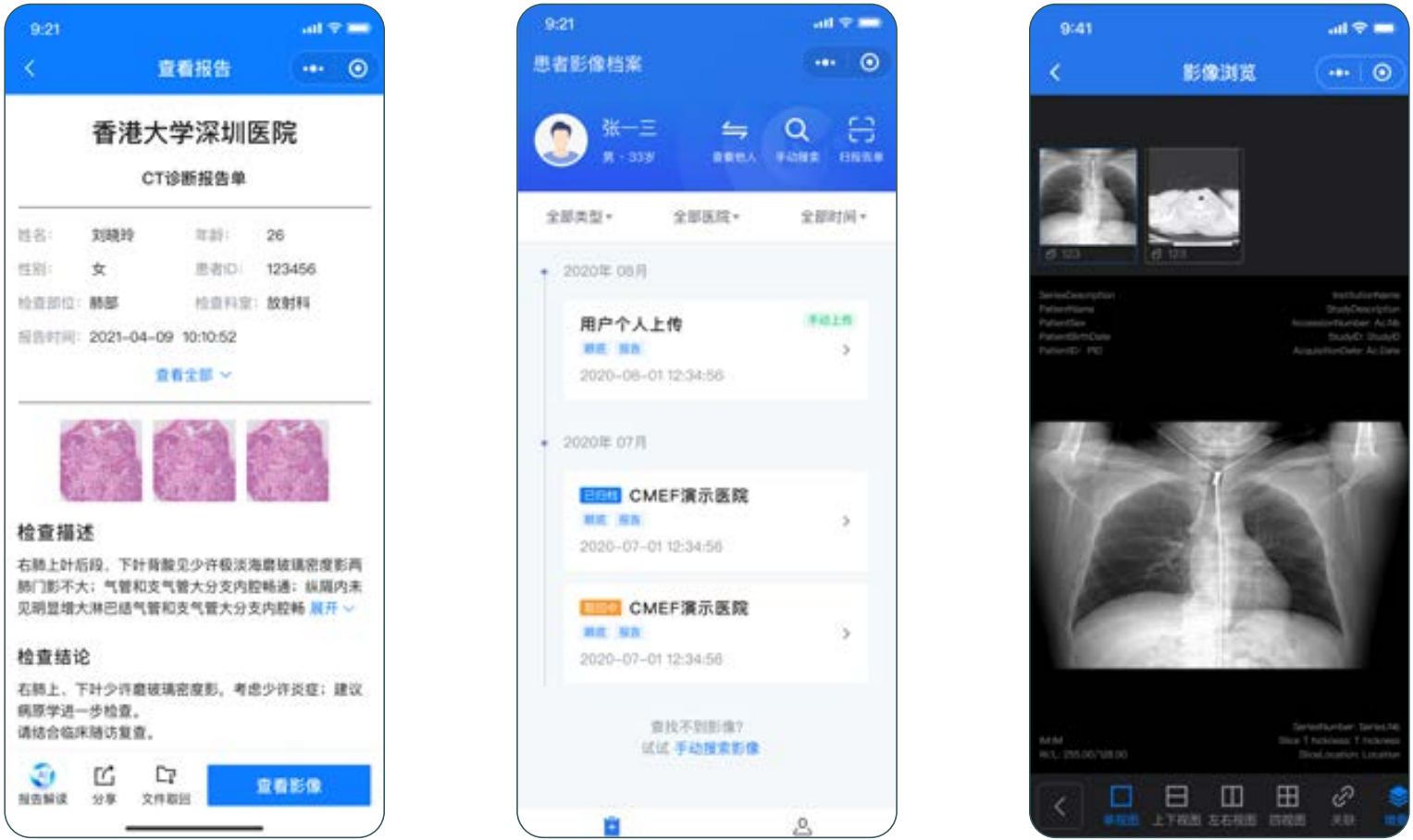
Tencent Healthcare enables patients in underserved areas to access effective disease screening and diagnostic services through digital remote diagnosis. We spearheaded the creation of a medical-imaging AI platform that offers a range of functions, including image storage, statistical analysis, annotation, and AI model deployment. It supports data annotation for ten diseases and has assisted over 4,000 research and medical institutions, annotating more than 70,000 medical-imaging datasets. Additionally, we have released six self-developed medical-imaging AI models to encourage greater participation from developers, medical institutions, and research organisations in the collective advancement of the intelligent transformation of medical diagnosis.

In collaboration with Peking University Cancer Hospital, we launched the "Pilot Demonstration Project for Precision Prevention and Treatment of Upper Gastrointestinal Malignant Tumors" in Ningxia, China. In 2024, we trained over 200 grassroots village doctors in screening techniques and expanded its reach to approximately 13,000 people, more than 2.5 times the number of beneficiaries in previous years. By utilising a risk prediction model Mini Program, the new precision screening method has increased the detection rate by approximately 1.3 times. The ongoing implementation and promotion of the project help support regions with limited medical resources in improving public health standards.

Major Disease Research

Tencent Healthcare employs AI models and algorithms to support various initiatives in disease research and pharmaceutical development, particularly in critical areas, including malignant tumours and neurodegenerative diseases. The Tencent Life Science Laboratory utilises AI to analyse molecular, protein, and genetic data, achieving significant breakthroughs. For instance, the laboratory has constructed the world's first single-cell resolution map of macaque cerebral cortex cells and developed the binding structure of ligand molecules and target proteins. Additionally, it has created an innovative algorithm called Interformer for predicting binding affinity. These research findings have been published in top-tier journals, including Nature, Science, and Cell, contributing to a fundamental understanding of cognitive impairment disorders and propelling advancements in medical treatments and pharmaceuticals development.

Moreover, the laboratory has developed reusable AI capabilities for antibody screening and humanisation, which assist pharmaceutical companies and partners in efficient drug screening. These innovations have led to the discovery of several highly effective functional antibodies. By utilising AI predictions, the selection of drugs with a high probability of success has been optimised, thereby reducing the reliance on traditional methods, including chemical experiments, cell assays, and animal testing. This approach not only streamlines the drug development process but also promotes more environmentally and biologically sustainable practices within the pharmaceutical industry.



*These screenshots do not use real patient information.

Diagnosis and Treatment

Our Internet connectivity and AI technology go beyond optimising individual medical segments. They encompass the entire ecosystem of diagnosis and treatment, facilitating smart management from the initial diagnosis to follow-up care. Tencent Healthcare provides solutions that help hospitals migrate fundamental information systems to the cloud, significantly reducing operational and maintenance costs. By adhering to industry regulations, these solutions assure reliable service during peak hours while protecting the data security of medical records. At the same time, Tencent Cloud combines various PaaS features, including AI, big data, interactive video, CDN, and the Weixin platforms, to deliver comprehensive digital intelligence assistance to medical institutions, supporting clinical care, diagnosis and treatment, collaboration, management, and other operational requirements.

Tencent Healthcare is a platform that integrates online and offline services, providing users convenient access to a wide range of medical and health services via the Mini Program. These services include appointment booking, health screenings, and vaccination scheduling. Beyond these core offerings, Tencent Healthcare offers reliable health information and promotes health education. The platform features a Medical Science Encyclopedia for self-service inquiries and hosts live online broadcasts where professional medical experts answer user questions in real time. Additionally, Tencent Healthcare leverages AI technology to enhance the accuracy of medical diagnoses and provides technical support to healthcare providers for developing customised treatment plans.

Youtu Lab's self-developed medical AI model powers a comprehensive medical knowledge graph, covering 98% of medical knowledge and refined through 30 million Q&A interactions across multiple tasks. The model's medical interaction capabilities not only meet professional and precise industry standards but also incorporate patient care, making it more akin to human physicians.



In collaboration with industry partners, we have launched the world's first large-scale AI large model Qiyuan, specifically designed for critical care clinics. Built on the Tencent Hunyuan foundation model, Qiyuan has been trained on extensive medical text data. This robust training equips the model with a powerful ability to understand and generate medical texts. Qiyuan is currently being used in intensive care unit (ICU) settings, where it addresses complex clinical scenarios by accurately identifying relevant knowledge related to critical illnesses and integrating essential information fragments. Clinical simulation data indicates that Qiyuan's recommendations and critical knowledge analyses achieve an average content accuracy of up to 95%, significantly improving diagnostics and treatment support for physicians, especially those in remote areas or with less experience.

First Aid

In response to the critical need for immediate treatment during first aid scenarios, we utilise Mini Program to reduce response durations and connect the relevant parties for providing emergency treatment collectively.

Upon receiving an emergency request, the 120-emergency centre sends a text message with a web link to the user. By clicking this link, users can access the Mini Program, which allows them to share their exact location with the emergency centre, thereby reducing ambulance arrival time. The location can also be updated in real-time. Additionally, the Mini Program features a video call, assisting the emergency centre in providing users with real-time guidance for performing emergency treatments.

By leveraging mobile communication technologies and integrating with the precise positioning features and the navigation capabilities of *Tencent Maps*, we have created *Penguin Emergency* Mini Program, which enables real-time video calls between the caller, the 120-emergency centre, and volunteers. While awaiting ambulance arrival, professional medical personnel can provide online guidance on first aid techniques, whereas volunteers can coordinate on-site rescue efforts and use *Penguin Emergency* to locate nearby AED devices.

By the end of 2024,
Penguin Emergency has connected

485,000 first aid volunteers and more than
14,000 AED devices, successfully supporting
13,000 rescue operations.

Digital Technologies Advancing Inclusive Health

With the aid of digital management system and intelligent auxiliary diagnosis technology, Tencent has improved the standardisation of screening and treatment for various illnesses, allowing grassroots doctors to operate more efficiently. Our goal is to extend the benefits of scientific and technological innovations to a wider population, improving access to healthcare resources in underserved areas.

In collaboration with its partners, we have launched the Red Umbrella Programme to support disease prevention and control for women and children in underserved areas, promoting universal health through digital innovation.

The Red Umbrella Programme initiative aims to assist women in underserved areas with cervical and breast cancer screenings. In 2024, it was awarded the Best Poverty Reduction Practices in the Fifth Call for Global Solicitation by the International Poverty Reduction Centre in China, which was co-initiated with organisations, including the World Bank and the UN Food and Agriculture Organisation. It was also recognised as one of the "Outstanding Cases of Jointly Building a Community with a Shared Future in Cyberspace" at the World Internet Conference.



*The two-cancer screening platform digitalises screening registration, result documentation, and follow-up management, helping healthcare workers reduce workloads and increase efficiency.

Breast cancer and cervical cancer are the leading causes of morbidity and mortality among women. We promote comprehensive prevention and supports the control of these diseases in underserved areas by offering free medical services for prevention, screening, diagnosis, and treatment. To tackle the issues related to insufficient healthcare infrastructure in underserved areas, we have created a digital management system for screening registration, result documentation, and follow-up management. This system not only enhances the efficiency of healthcare providers but also significantly lowers the duplicated screening rate to below 2%, effectively reducing wastage. Additionally, we provide intelligent auxiliary diagnostic technology for grassroots doctors. For example, we use AI capabilities to develop an auxiliary diagnosis system for electronic colposcopy, which helps detect areas of concern quickly and offers real-time diagnostic recommendations.

By the end of 2024,
this initiative has benefitted over
400,000 women of
screening ages across 31 counties in
seven provinces and municipalities
in central and western China,
improving both detection and recall
rates.

Prompt diagnosis and treatment of congenital heart disease are vital for children. To address these issues, we have developed a digital management system for screening and treating neo-natal diseases, aimed at enhancing screening for congenital heart disease in newborns. We have also implemented AI-powered smart stethoscope devices that analyse wave patterns of heart sounds to automatically identify high-risk infants, thereby reducing the risk of missed diagnoses.

By the end of 2024,
the project has screened
350,000 newborns in
Ningxia, Guizhou, and Sichuan,
substantially improving screening
coverage and recall rates.

We have expanded the digital management system for neo-natal disease screening and treatment to include neo-natal hearing impairment screening. By the end of 2024, this hearing impairment screening programme has covered 150,000 newborns in the cities of Bijie and Liupanshui in Guizhou province.

Business Ethics

At Tencent, we uphold the values of "Integrity, Proactivity, Collaboration, and Creativity", with "Integrity" forming the foundation of our business ethics management. We require every Tencent employee to adhere to and be committed to collaborating with our business partners to build a business ecosystem that is fair, impartial, transparent, and based on mutual trust. As a signatory of the UNGC, we are committed to integrating the UNGC ten principles into our business operations and value chain management.

- 6.1 Adherence to Integrity Practice
- 6.2 Adherence to the Principle of Fair Competition
- 6.3 Anti-Money Laundering Management
- 6.4 Intellectual Property Protection
- 6.5 Sustainable Supply Chain

Alignment with SDGs



Alignment with the Ten Principles of the UNGC

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.



Adherence to Integrity Practice

Tencent upholds the value of integrity, which is the baseline that must be adhered to in our operations.

Policy

We have formulated and implemented the [Tencent Sunshine Code of Conduct](#) and other policies, aiming to monitor, prevent, and take action on misconduct behaviours, including fraud, corruption, conflict of interest, and insider dealings. We review anti-fraud policies annually and make revisions in response to changes in applicable laws, regulations, and business practices. We strictly abide by anti-fraud laws and regulations, including the Criminal Law of the PRC, the Anti-Unfair Competition Law of the PRC, and other relevant laws and regulations. The Sunshine Code of Conduct applies to all employees of Tencent and specifies the following:

- Definition of violations;
- Classification of different types of violations, along with their corresponding methods for handling these violations, including linkages to performance assessments, and the responsibilities of managers, including demotion, dismissal, or termination of labour contract; and
- Investigations and procedures for handling reported violations.

To address the special circumstances faced by employees holding sensitive positions, we have developed the Tencent Management Policy for Sensitive Positions. This policy clearly outlines the anti-fraud management requirements for such positions as procurement, marketing, and sales, ensuring internal controls over desensitisation, audit, and performance assessments. The Internal Audit Department reserves the right to audit all personnel in these positions and may conduct audits on current or former personnel occupying positions at any time.

Integrity Culture

We maintain a zero tolerance policy towards corruption and other fraudulent activities. We strengthen anti-fraud education through training and ensure its implementation in daily operations. All employees are required to complete training on the Sunshine Code of Conduct. We also host online and in-person activities, utilising multiple channels to promote our integrity culture.

We regularly update the Chinese and English versions of the Sunshine Code of Conduct. It outlines our management guidelines for "Tencent's Red Lines" violations, providing clear definitions of misconduct, along with case studies, and practical compliance guidelines to clarify the legal and regulatory requirements.



Board Engagement

- The executive director and all members of the Audit Committee attend Internal Audit Committee meetings and Audit Committee meetings respectively to understand the latest requirements and development of Sunshine Code of Conduct and other anti-fraud related policies.



Employee Training

- We provide regular training on Sunshine Code of Conduct to all employees (including permanent staff, contract workers, and interns), helping them deepen the understanding of business ethics management requirements, as well as the updated types of non-compliant behaviours, fraud risks, and real internal case studies.
- In 2024, we conducted 24 anti-fraud training sessions for managers (covering mid-level and junior-level managers), with over 2,200 participants. The training sessions include in-depth analysis of real-life cases and incorporate the three-tier anti-fraud prevention approach - "dare not, can not, and will not" into daily management scenarios, enabling managers to better understand how to respond to such risk situations.
- In 2024, we conducted more than 60 anti-fraud training sessions for personnel in sensitive positions and new hires, with more than 9,300 employees participating.



Awareness Promotion for Suppliers

- We promote integrity requirements to suppliers through multiple channels, including creation and distribution of the Sunshine Tencent Introduction Manual for suppliers, which is accompanied by training sessions. In 2024, we delivered integrity training sessions for more than 500 service providers, helping them enhance their compliance awareness and management capabilities by providing real-life cases studies, while reinforcing our zero-tolerance stance on fraudulent behaviour.

Anti-Fraud Whistleblowing Management and Investigation

We identify fraud clues through proactive screenings and the collection of internal and external whistleblowing information, with independent investigations conducted by the Anti-fraud Investigation Department. This department operates with a high degree of independence and reports directly to the Audit Committee of the Board and the Internal Audit Committee of the Company on a quarterly basis. In 2024, we leveraged AI and big data analytics to enhance our internal capabilities of detecting clues of misconduct and identifying related risks.

We have established and implemented the Anti-Fraud Whistleblowing Policy and set up various reporting channels, including a dedicated email address, postal box, hotline, and the "Sunshine Tencent" Official Account. We encourage all employees, suppliers, business partners, and other stakeholders to report any actual or potential acts of corruption, fraud, and other regulatory violations that Tencent employees are or may potentially be involved in. We accept anonymous reports and also encourage whistleblowers to provide their names and contact information to facilitate follow-up investigations and feedback on the outcomes. We handle all whistleblower information with strict confidentiality and prohibit any form of retaliation to ensure the protection of whistleblowers.



*Procedural for handling anti-fraud investigations

We publish the Tencent Anti-fraud Announcement every year to disclose the outcome of our anti-fraud efforts, thereby enhancing information transparency, and demonstrating our zero-tolerance stance towards fraud.

- In 2024, the Anti-fraud Investigation Department investigated more than 100 cases in violation of "Red Line", resulting in the dismissal of more than 100 individuals. In accordance with the Guidelines for Supplier Blacklist Management, 31 entities have been added to the blacklist, and we will never engage in any sort of cooperation with these blacklisted entities.
- In 2024, among the corruption-related employee cases that we referred to the relevant government authorities in accordance with the law, we received the litigation results of 5 such cases during the reporting period (including cases referred in previous years).



6.2

Adherence to the Principle of Fair Competition

Tencent continuously enhances our compliance management and collaborates with other market players to maintain a fair and competitive market environment, adhering to all applicable local laws related to anti-monopoly and fair competition in the regions where we operate.

Policy

We have established an anti-monopoly compliance management mechanism that covers comprehensive business scenarios and the lifecycle of businesses. Our Anti-Monopoly Compliance Department is responsible for reviewing business processes and management issues, providing advice on anti-monopoly regulatory compliance in daily business operations, enhancing the anti-monopoly compliance management system, providing scenario-based compliance guidance, and conducting related training.

In accordance with the Anti-Monopoly Law of the People's Republic of China and other applicable local anti-monopoly laws and regulations, we have formulated the *Tencent Group Anti-Monopoly Compliance Process Management Policy*. This policy establishes the Group's anti-monopoly compliance management mechanism and process. We continuously enhance the anti-monopoly compliance system, covering the full lifecycle of global businesses. This includes the development and implementation of key policies including the Guidance on Tencent Group Anti-Monopoly Compliance, the Guidance on Tencent Group Overseas Anti-Monopoly Compliance, and the Guidance on the Notifiability Assessment of the Mergers and Acquisitions by Tencent in China. Additionally, we have introduced guidelines on lawful implementation of business concentrations and specialised compliance guides tailored to specific business scenarios, ensuring the compliant, stable, and sustainable development of our global operations.

Tencent Music Entertainment Group has developed and continuously upgraded its competition compliance systems, establishing non-exclusive collaborations with upstream copyright owners to ensure its commercial practices adhere to anti-monopoly compliance requirements.

Anti-Monopoly Compliance Culture

We continuously promote the anti-monopoly culture and integrate it with corporate culture.

- In 2024, we conducted 13 anti-monopoly compliance training sessions, including nine offline training sessions for key business teams, covering managers. These sessions covered management, sales, marketing, product operations, and legal personnel, helping them clearly understand the relevant compliance requirements they must adhere to in their roles.
- We have further refined the training courses for new hires onboarding, providing video lessons and professional articles, to help them understand anti-monopoly regulations and management requirements.

Management Mechanism

We are committed to implementing a robust anti-monopoly compliance management system and operating mechanism and enhancing anti-monopoly training and compliance audits. We also continue to optimise our anti-monopoly compliance management mechanism by improving our process management and clarifying the responsibilities of various departments. Our anti-monopoly compliance processes and management mechanisms cover the entire business process and product lifecycle. We continuously enhance and implement the "Appraise – Control – Do" compliance management mechanism and the "Pre-event – Ongoing – Post-event" comprehensive compliance management approach to ensure the smooth operation of our anti-monopoly compliance system.

In 2024, our anti-monopoly database compiled over 900 global anti-monopoly cases, policy documents, and industry research reports, providing a stronger foundation and reference for our compliance efforts.



6.3

Anti-Money Laundering Management

Tencent adopts a risk-based approach to anti-money laundering, continuously improving the management system and enhancing our capabilities to address evolving risks and environments.

Policy

We dynamically benchmark against global anti-money laundering regulatory requirements, and regularly refine relevant policies and management processes, to ensure compliance with applicable requirements. We have formulated and published the [Tencent Anti-Money Laundering Policy Statement](#) and the [Tencent Sanctions Policy Statement](#) on our official website, while consistently implementing Tencent Group Minimum Standards for Anti-Money Laundering and Sanctions Compliance. Every licenced financial institution periodically revises its policies based on business development and regulatory requirements.

Risk Management Structure

We have established a money laundering and sanctions risk management structure comprising the Anti-Money Laundering and Sanctions Management Committee, the Anti-Money Laundering and Sanctions Compliance Department, and corresponding committees in licenced financial institutions.

- The Anti-Money Laundering and Sanctions Committee provides guidance and oversight on anti-money laundering and sanctions compliance efforts, including authorising the formulation of anti-money laundering strategies, policies, and processes, as well as reviewing and approving significant anti-money laundering and sanctions compliance matters.
- The Anti-Money Laundering and Sanctions Compliance Department is primarily responsible for coordinating and overseeing anti-money laundering and sanctions risks across business groups in different regions. Its main responsibilities include ensuring regulatory compliance with anti-money laundering and sanctions requirements, as well as managing and monitoring the implementation of anti-money laundering and sanctions measures.
- Licenced financial entities have established effective governance bodies which are responsible for promoting, implementing, and overseeing the compliance efforts related to anti-money laundering and sanctions within their respective entities, ensuring effective control of relevant risks across operations.

Anti-Money Laundering Practice

We continuously monitor money laundering risk trends and anti-money laundering regulatory developments, strengthening our internal anti-money laundering policy framework in line with the latest legal requirements. We actively conduct regulatory updates, gap analyses, employee training, and enhancements to anti-money laundering management tools and methodologies. Additionally, we improve the efficiency and effectiveness of anti-money laundering and sanctions compliance management while addressing emerging money laundering risks associated with live-streaming, online games, and other evolving business models.

In 2024, we continued to enhance our anti-money laundering management capabilities, strengthen employee compliance awareness, and mitigate emerging money laundering risks through the following initiatives:

- **Enhanced the Money Laundering Risk Assessment System:** We upgraded the methodology for risk assessment, including calculation and classification methods. By leveraging big data and machine learning technologies, we enhanced the sensitivity and accuracy of our risk identification tools, thereby strengthening our capability to detect, identify, and address money laundering risks.
- **Explored Effective Risk Governance in Non-Financial Sectors:** We examined global best practices using machine learning modelling, sentiment analysis, and big data analytics to study money laundering patterns, assess risks, and continuously monitor activities in virtual assets, online games, live-streaming, and other non-financial businesses.
- **Strengthened Compliance Awareness and Skills:** We conducted 42 anti-money laundering training sessions, covering regulations, internal controls, regulatory developments, sanctions case studies, and emerging risk management approaches.



Intellectual Property Protection

Technological innovation enhances connectivity, digital processes, and user experiences while creating new avenues for creativity. This progress demands greater focus on socially sustainable development, particularly in intellectual property protection. In alignment with SDGs, Tencent is committed to protecting intellectual property rights through a comprehensive strategy that stimulates technological potential while enriching digital content experiences.

Intellectual Property Protection Policy

Respect for the Intellectual Property Rights of Others

Respecting the intellectual property rights of others and taking proactive measures to address any content that violates these rights on any business platform.

Tips for Awareness Promotion and Education

We actively remind users via user agreements, product interfaces, announcements, and other channels not to engage in any behaviour that infringes on the intellectual property rights of others.

Handling of Infringement Complaint

Designated individuals will receive notifications of intellectual property complaints from rights holders and will address them in compliance with applicable laws and regulations. They will take necessary actions, such as removing, blocking, or disconnecting infringing content.

Innovation in Protection Measures

In addition to addressing copyright infringements based on complaints, Weixin has also introduced a creative tool for copyright protection: the originality declaration feature for *Official Accounts*.

Optimisation of Technical Systems

Weixin has created a user-friendly online infringement complaint system and launched the *Weixin* brand rights protection platform, allowing rights holders to work together with *Weixin* to combat counterfeiting.

Protection of Proprietary Intellectual Property Rights

Establishing a dedicated team to fully protect Tencent's proprietary intellectual property rights.

Technical Detection System

Our copyright protection framework can utilise technology to conduct search, investigation, evidence collection, notification for deletion, and perform aggregation tasks, thereby efficiently handling infringing content.

Multi-point Arrangement for Evidence Collection

In key cities across the country, we cooperate with law firms to establish evidence collection sites, gather evidence promptly from various locations, and ensure there is ample evidence available to address infringement issues.

Integrate the Efforts of All Parties

We actively collaborate with peers from the Internet industry, film and television production companies, and right holder organisations to fully integrate the efforts of all parties involved. Together, we conduct actions aimed at protecting rights.

Comprehensive Methods for Protecting Rights

Rights can be effectively protected through a multi-faceted approach that includes civil litigation, administrative complaints, criminal reports, and industry alliances. This comprehensive strategy ensures that infringements are promptly addressed, and rights are protected from all angles.

Third-party Rights

We respect third-party intellectual property rights and promote awareness among employees and users through dedicated complaint platforms, public education campaigns, infringement handling procedures, technical system optimisations, and innovative protection methods.

Proprietary Rights

Intellectual property remains fundamental to our business development, providing a strong foundation for innovation and competitiveness. Our global IP portfolio spans over 100 countries and regions. We've developed extensive copyrighted content, valuable IP assets, and comprehensive databases for patents, trademarks, and copyrights. Our dedicated rights protection team combats infringement through monitoring, evidence collection, complaints, litigation, and other measures.

By the end of 2024, we had published over 85,000 patent applications in major countries and regions worldwide, with more than 45,000 patents authorised. This achievement ranks Tencent first in China and second globally among Internet companies.

Management and Prevention

Our intellectual property policy protects user rights through clear agreements and operating specifications. We emphasise preventative measures, relief mechanisms, and coordinated governance while leveraging AI and big data technologies for rights verification, infringement monitoring, and streamlined complaint processes.

Cooperation and Recognition

We actively participate in domestic and international industry organisations, contributing to legislative revisions and consultations while helping to develop standards through organisations like the China Communications Standards Association, ITU-T, ISO/IEC, and IEEE. In 2024, we made a long-term commitment to protecting IP value at the International Trademark Association Annual Meeting, sharing best practices with the industry.

By the end of 2024, we had received multiple prestigious awards, including the "China Patent Gold Award", "Trademark Innovation Award", and "China Copyright Gold Award". We've also been recognised as a "National Intellectual Property Demonstration Enterprise" and "National Copyright Demonstration Unit", highlighting our excellence in IP management and protection.



6.5

Sustainable Supply Chain

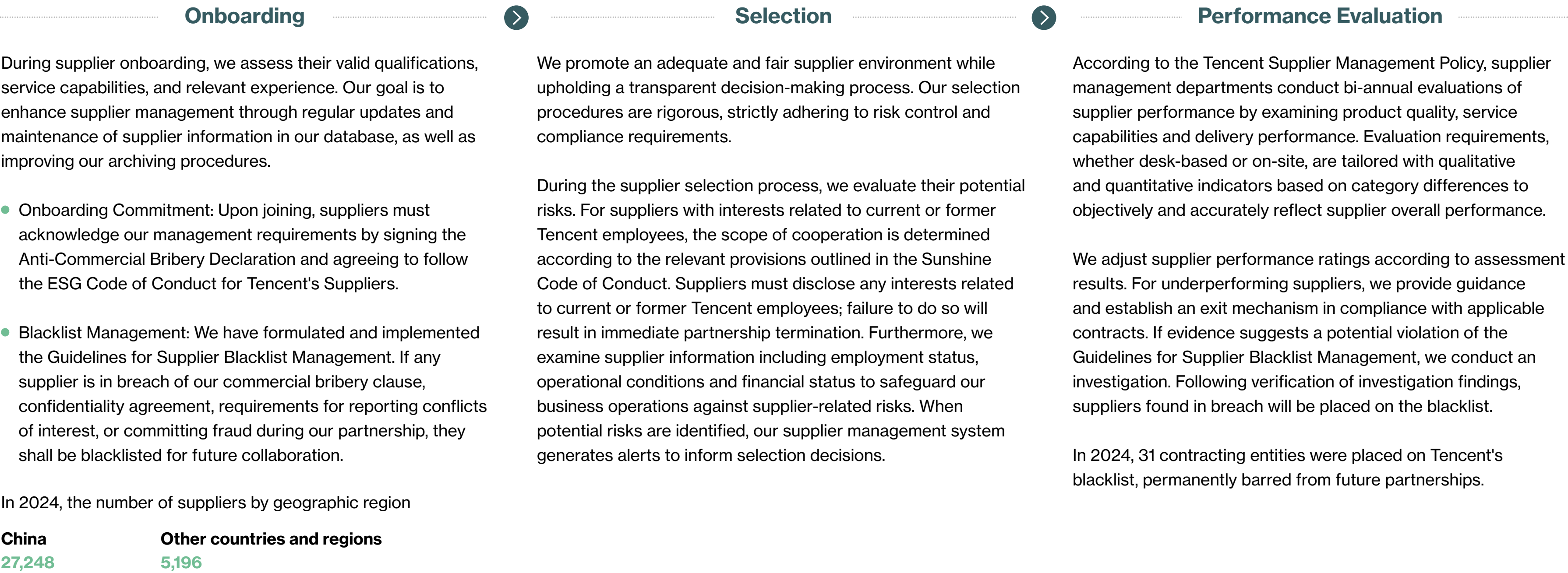
Tencent integrates ESG principles into supplier management practices and develops a sustainable supply chain in accordance with the Responsible Business Alliance Code of Conduct.

We require all suppliers to strictly comply with all applicable laws and regulations as the minimum standard, encouraging them to implement internationally acknowledged and industry-standard best practices to strengthen their ESG management and information disclosure.

In 2023, we published the [ESG Code of Conduct for Tencent's Suppliers](#) to advance ESG management in partnership with our suppliers. We have incorporated this code into supplier contracts or the onboarding process, specifying behavioural standards in the four major areas: labour rights protection, occupational health and safety, environmental protection, and business ethics.

Supplier Management Process

We have established and implemented the Tencent Supplier Management Policy that outlines the standards for supplier onboarding, selection, and performance evaluation. We manage all suppliers through a dedicated supplier management system, ensuring comprehensive oversight throughout the process.



Supply Chain Management Practices

We integrate ESG factors throughout the supplier management process and promote the incorporation of ESG principles in supply chain management practices.

Environmental Protection

We have increased our environmental management standards for server suppliers and data centre service providers. For onboarding suppliers, green or low-carbon certifications are mandatory. In performance evaluations, we incorporate annual environmental compliance and practices of suppliers into our evaluation process, and encourage them to adopt environmentally friendly practices.

We promoted green energy transition in our leased data centres by sharing our experience and capabilities in green electricity procurement. In 2024, our service providers procured 234,474.5 MWh of green electricity, accounting for 3.8% of total electricity consumption in our leased data centres (0% in 2023). For more details, please refer to the *Environmental Protection – Climate Change and Carbon Neutrality* section in this report.

Ethical Employment

We require suppliers to protect the rights and interests of their employees, strictly prohibiting the use of child labour and forced labour. All human resources service suppliers must adhere to relevant requirements for the protection of labour rights and ensure occupational health and safety. In accordance with our performance management measures, we regularly evaluate service providers' performance. The evaluation results serve as the basis for rewards and penalties, driving continuous improvement in supplier management.

Responsible Content

We require suppliers to deliver content and services that comply with applicable laws and regulations, and to ensure that deliverables across all media formats do not feature gambling, violence, discrimination, harm to children's welfare, or threats to health and safety. We identify harmful content through a content security monitoring and risk control system, and implement protective measures. Suppliers must not infringe upon any third-party rights and interests, including but not limited to intellectual property, reputation, and portrait rights. For more details, please refer to the *Digital Inclusion – Creating an Age-Appropriate Digital Environment for Minors* section in this report.

Data Privacy

We mandate that suppliers rigorously fulfil data protection obligations and comply with applicable data protection laws and regulations. In line with the legal requirements of corresponding operational regions, we implement effective supplier management measures, including but not limited to: conducting privacy compliance due diligence on suppliers, verifying the effectiveness of their privacy management systems via questionnaires; defining privacy protection obligations through legally binding documents including data processing agreements or addenda, requiring them to adopt necessary technical and organisational measures to ensure data security; and retaining audit rights over suppliers' data processing activities. For more details, please refer to the *Safeguarding Digital Rights – Privacy Protection* section in this report.

Business Ethics

We require all suppliers to adhere to anti-corruption as well as other business ethics standards. We have created the Sunshine Tencent Introduction Manual, which is promoted on our official website, supplier management platform, the "Sunshine Tencent" Official Account, online courses, offline lectures and training sessions. For more details, please refer to the *Business Ethics – Adherence to Integrity Practice* section in this report.



Appendix

- About This Report
- ESG Key Performance Tables
- Climate-Related and Nature-Related Risks and Opportunities
- List of Tencent Cloud Security Compliance Certifications
- Assurance Report
- Greenhouse Gas Verification Statement
- Reporting Frameworks Index

Appendix

About This Report

This report is prepared in accordance with HKEX's ESG Reporting Code, while referencing the IFRS S1/2, the GRI Standards and the SASB Standards.

PricewaterhouseCoopers has been commissioned by the Company to conduct a limited assurance on the selected ESG KPIs in accordance with the International Standard on Assurance Engagements (ISAE) ISAE 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information. For more details on the level, scope, assurance process and the complete assurance report, please refer to the *Appendix – Assurance Report* in this report.

For better presentation and readability, "the Company" refers to "Tencent Holdings Limited", and "the Group" refers to "the Company and its subsidiaries".

This report is prepared in alignment with the reporting principles of "materiality", "quantitative", "balance" and "consistency" with further details set out below.



Materiality

We have conducted a detailed materiality assessment to identify and evaluate key ESG issues that are most important to our business as well as our internal and external stakeholders. The information gathered from the materiality assessment was then used to determine the disclosure content of this report. For more details on the materiality assessment, please refer to the *ESG Governance – ESG Materiality Assessment* section in this report.



Quantitative

We disclose measurable environmental and social KPIs and set quantitative performance targets where applicable. The measurement standards, methodologies, assumptions and/or calculation tools of the KPIs in this report, as well as the source of the conversion factors used, have been explained in the corresponding context (where applicable).



Balance

This report aims to provide a balanced representation of the Group's ESG efforts around the environment, our people, operating principles and practices, product responsibility and community.



Consistency

This year's ESG report has been prepared with the same method used in previous years. Changes that may affect a meaningful comparison with previous reports have been explained in the corresponding sections.

During the process of identifying the scope of the ESG report, we performed assessment and analysis based on factors including operational control, local regulations, and financial materiality, to ensure that it reflects the Company's ESG impact and performance. Unless otherwise specified, the report covers the ESG performance of the business activities directly operated and managed by the Company during the reporting period from 1 January 2024 to 31 December 2024, and we have expanded our reporting scope to include two listed subsidiaries, Tencent Music Entertainment Group and China Literature Limited.

This report should be read together with Tencent's 2024 Annual Report, the *Corporate Governance Report* of the 2024 Annual Report, and the ESG page of the Company's official website.

Should you have any questions, please contact us at ESG@tencent.com.

ESG Key Performance Tables

Environmental Performance

Indicators		Year ended 31 December		
		2024	2023	2022
Greenhouse Gases	Total GHG emissions (Scopes 1, 2, 3) (tCO ₂ e) ^{1, 2, 3}	6,056,610.1	5,793,823.7	5,739,723.7
	Total GHG emissions per unit of revenue (tCO ₂ e/RMB Million) ^{1, 2, 3}	9.2	9.5	10.4
	Scope 1 emissions (tCO ₂ e) ⁴	121,466.0	275,373.5	172,137.9
	Scope 2 emissions (tCO ₂ e) ⁵	2,863,848.7	2,561,328.3	2,650,073.3
	Scope 3 emissions (tCO ₂ e) ⁶	3,071,295.4	2,957,122.0	2,917,512.5
Energy	Total energy consumption (MWh) ⁷	6,476,849.0	5,165,168.2	5,046,045.1
	Total energy consumption per unit of revenue (MWh/RMB Million) ⁷	9.8	8.5	9.1
	Direct energy consumption (MWh)	34,702.7	37,373.3	35,054.9
	Gasoline (L)	95,428.2	91,118.9	44,623.7
	Diesel (L)	725,147.5	1,208,688.0	1,458,596.4
	Natural gas (m³)	2,465,131.0	2,272,886.4	1,867,442.0
	Indirect energy consumption (MWh)	6,442,146.3	5,127,794.9	5,010,990.2
	Total electricity consumption (MWh)	6,429,609.9	5,114,669.0	4,997,129.6
	Other indirect energy consumption (MWh) ⁸	12,536.4	13,125.9	13,860.6
	Renewable energy purchased (MWh)	1,364,625.9	604,277.1	336,419.5
	On-site renewable energy (MWh)	52,035.9	28,311.5	21,870.0
	Percentage of renewable electricity (%)	22.0	12.4	7.2
	Installed capacity of on-site renewable energy facility (MW)	63.8	52.2	19.6
Water Resources	Average PUE in data centre ⁹	1.269	1.279	1.289
	Water consumption (tonnes) ¹⁰	10,370,588.3	8,191,328.4	8,152,481.9
	Water consumption per unit of revenue (tonnes/RMB Million) ¹⁰	15.7	13.5	14.7

Indicators		Year ended 31 December		
		2024	2023	2022
Waste	Reusing amount of electronic equipment (tonnes) ¹¹	4,380.8	4,298.5	2,740.6
	Resource utilisation amount of electronic waste (tonnes) ¹²	649.0	369.7	166.0
	Non-hazardous waste (tonnes) ¹³	33,097.8	46,536.4	33,062.4
	Non-hazardous waste per unit of revenue (kg/RMB Million) ¹³	50.1	76.4	59.6
	Hazardous waste (tonnes) ¹⁴	3,105.8	1,321.7	1,051.0
	Hazardous waste per unit of revenue (kg/RMB Million) ¹⁴	4.7	2.2	1.9

Notes:

- The material emissions of Tencent are GHG emissions caused by the combustion of fuels and the purchased electricity produced from fossil fuels.
- Since 2022, Tencent's GHG emissions have been calculated in accordance with GHG Protocol Corporate Accounting and Reporting Standard, SBTi Guidance for ICT Companies Setting Science Based Targets and ISO 14064-1:2018 Greenhouse gases. The GHG emissions (Scope 1, 2, 3) have been verified by a third party.
- Total GHG emissions are calculated using the market-based method. In 2024, we have added the calculation of Scope 2 (location-based) emissions, amounting to 3,642,094.8 tCO₂e.
- Since 2022, fugitive emissions (including fire extinguishers and methane emissions) are included in the calculation of Scope 1. This adjustment is in line with the SBTi guidance and improves the completeness of the emission calculation.
- Electricity emissions in China are calculated using the National Grid Emission Factors published by the Ministry of Ecology and Environment of the People's Republic of China.
- Since 2022, we have added two more Scope 3 categories: "fuel and energy related activities (not included in Scope 1 and Scope 2)" and "downstream leased assets". These new categories are in line with the SBTi guidance for ICT companies.
- The total energy consumption is calculated with reference to the coefficients in the National Standards of the PRC General Rules for Calculation of the Comprehensive Energy Consumption (GB/T 2589-2020).
- Other indirect energy consumption includes purchased heat.
- The scope of PUE calculation includes all data centres within our operations that have been operating for more than 12 months. In 2023, with reference to The Green Grid (TGG) and relevant industry standards, the average PUE of the data centres was calculated by the actual energy consumption to better reflect the overall energy efficiency level of Tencent's data centres. We retrospectively calculated the data for 2022 using the same method.
- Water usage mainly comes from the municipal water supply and there are no issues in sourcing water.
- Reused electronic equipment mainly includes old servers, computers and monitors. Since 2022, we have upgraded and refurbished old servers and other electronic equipment so that their lifespans can be extended and be put back into operation.
- We practice the 3R principle in the disposal of electronic waste. We demagnetise and crush waste hard disks to ensure information security and produce recyclable hard disk particles for recycling by qualified recycling institutions.
- Non-hazardous waste mainly includes office waste, food waste and used electronic equipment (laptops, monitors, servers, etc.). Since 2022, "food waste" has been included under "non-hazardous waste" to make our disclosure more complete.
- Hazardous waste generated in office buildings mainly includes waste toner cartridges and waste ink cartridges from our printers. Hazardous waste produced by data centres mainly includes discarded lead-acid batteries and destroyed hard disk components. 100% of our hazardous waste has been handed over to qualified third parties for proper disposal.
- Data regarding packaging materials are not applicable to Tencent.

Employment Performance

Indicators		Year ended 31 December		
		2024	2023	2022
Employment	Total number of employees ¹	58,350	56,780	61,328
	Number of employees by employment type ²			
	Permanent employees	55,460	54,821	60,135
	Other categories	2,890	1,959	1,193
	Number of employees by age group			
	Under 30	18,415	17,820	22,675
	30 to 50	39,549	38,622	38,400
	Over 50	386	338	253
	Number of employees by gender			
	Male	41,472	40,469	43,693
	Female	16,878	16,311	17,635
	Number of employees by management level			
	Management	5,836	5,926	6,535
	Non-management	52,514	50,854	54,793
	Number of employees by geographic region			
	The Mainland of China	56,247	54,861	59,644
	Others	2,103	1,919	1,684
Employee Turnover	Total turnover rate ³	14.3%	17.0%	21.7%
	Employee turnover rate by age group			
	Under 30	16.1%	20.5%	23.6%
	30 to 50	13.5%	15.3%	20.5%
	Over 50	21.0%	19.7%	20.5%
	Employee turnover rate by gender			
	Male	14.3%	16.8%	21.7%
	Female	14.3%	17.4%	21.8%
	Employee turnover rate by geographic region			
	The Mainland of China	14.1%	16.9%	21.6%
	Others	19.1%	21.4%	28.2%

Indicators		Year ended 31 December		
		2024	2023	2022
Health and Safety ⁴	Number of work-related fatalities	0	0	1
	Work-related fatality rate (number of fatalities/ millions of hours worked) ⁵	0.00	0.00	0.01
	Number of work-related injuries	34	14	11
	Work-related injury rate (number of injuries/ millions of hours worked) ⁶	0.31	0.13	0.09
	Working days lost due to work-related injuries	1,381	576	322
Training and Developments ⁷	Percentage of employees who received training (by gender)			
	Male	98.7%	98.6%	99.4%
	Female	99.0%	98.7%	99.6%
	Percentage of employees who received training (by management level)			
	Management	98.6%	99.4%	99.7%
	Non-management	98.8%	98.6%	99.4%
	Average hours of training received by employees (by gender)			
	Male	37.3	25.2	35.4
	Female	39.9	27.3	38.5
	Average hours of training received by employees (by management level)			
	Management	44.8	33.8	50.5
	Non-management	37.3	24.9	34.6

Notes:

1. The total number of employees in this report covers the Company's permanent employees, as well as consultants and interns who are directly employed by the company, excluding employees of subsidiaries and consolidated investment companies, as a reference for the disclosure of employee breakdown by employment type, age, and gender. The total number of employees in the Group's results announcement and annual report was 110,558, including employees of the Company, subsidiaries, and consolidated investment companies.

2. Employment type: other categories refer to consultants and interns directly employed by the Company.

3. Employee turnover rate = (Number of permanent employees who left the Company during the reporting year/Average number of permanent employees during the reporting year) × 100%.
Employee turnover includes the number of permanent employees who have left due to voluntary resignations, dismissals, or retirement.

4. The data refers to the work-related deaths and injuries from accidents reported by Tencent's Human Resources team and verified by relevant local government authorities. In the Mainland of China, such cases, if any, are reported to the Human Resources Department and verified by the Human Resources and Social Security Bureau.

5. Work-related fatality rate = (Number of work-related fatalities/Number of hours worked) × 1,000,000.

6. Work-related injury rate = (Number of recorded work-related injuries/Number of hours worked) × 1,000,000.

7. Training refers to in-person and online courses we provided to employees.

Climate-Related and Nature-Related Risks and Opportunities

Time Horizons and Climate Scenarios Selection

Risk/Opportunity Category		Time Horizons	Climate Scenarios Selection ¹
Physical Risks ^{2, 3}	<ul style="list-style-type: none">AcuteChronic	Baseline ⁴	IPCC Sixth Assessment Report IPCC Shared Socioeconomic Pathways ("SSP")
		2030 ⁵	1) Low-carbon scenarios (aligned with Paris Agreement): <ul style="list-style-type: none">SSP1-2.6
		2050 ⁵	2) High-carbon scenarios (Business-As-Usual): <ul style="list-style-type: none">SSP3-7.0SSP5-8.5
Transition Risks ⁶	<ul style="list-style-type: none">Policy & LegalTechnologyMarketReputation	2030 ⁷	IEA
		2040 ⁷	1) Low-carbon scenarios (aligned with Paris Agreement): <ul style="list-style-type: none">Net-Zero Emission Scenario
		2050 ⁷	2) High-carbon scenarios (Business-As-Usual): <ul style="list-style-type: none">Stated Policies Scenario
Transition Opportunities ⁶	<ul style="list-style-type: none">Energy EfficiencyEnergy SourceProducts & ServicesMarketResilience		

Notes:

1. The selected physical and transition scenarios align with our Net-Zero Target.

2. The exposure ratings in physical risk scenario analysis do not consider the likelihood of the event occurring and only assess the extent to which assets may be exposed if the event occurs.

3. Physical climate risks are assessed by applying 30-year data based on the standard of the World Meteorological Organisation.

4. Baseline covers the data for the period 1985-2014, which is used to assess the ability of climate models to simulate the historical records of climate hazards.

5. 2030 and 2050 covers the data for the periods 2015-2044 and 2035-2064, respectively. These data are used to evaluate the potential impact of physical climate risks on operations in the short term, medium term, and long term.

6. Assuming the scenario indicator selected for each transition risk and opportunity is consistent with our future business development.

7. Transition risks and opportunities are assessed at 10-year intervals to capture the short-, medium-, and long-term impact of abrupt changes.

Datasets and Tools Used in Our Nature Assessment

Steps	Datasets and Tools
Step 1: Locate the interface with nature	Biodiversity Importance: <ul style="list-style-type: none">Critical Habitat⁸Biodiversity Hotspots⁹Mean Species Abundance¹⁰
	Ecosystem Integrity: <ul style="list-style-type: none">ESRI Sentinel-2 Satellite Imagery¹¹Ecoregion and Nature Needs Half Ecoregions¹²
	Water Physical Risk: <ul style="list-style-type: none">100 Priority Basins¹³Baseline Water Stress¹⁴
Step 2: Evaluate dependencies and impacts	<ul style="list-style-type: none">ENCORE
Step 3: Assess risks and opportunities	<ul style="list-style-type: none">WWF Biodiversity Risk Filter¹⁵

Notes:

8. Global Critical Habitat Screening is categorised as unclassified, potential, or likely based on critical habitat criteria. Likely sites have a higher chance of becoming essential habitat. Published by UNEP-WCMC.

9. Biodiversity hotspots are areas with high species diversity threatened by habitat degradation. Identified by Conservation International, they guide focused conservation efforts. Published by Hoffman et al.

10. Mean Species Abundance (MSA) measures biodiversity intactness on a scale from 0 to 1, with 0 indicating total loss and 1 indicating full intactness. Published by GloBio.

11. Land Cover is assessed by ESRI Sentinel-2 Satellite Imagery, this data quantifies blue-green space coverage. Published by ESRI Inc.

12. Ecoregion and Nature Needs Half (NNH) Ecoregions, classified into Nature Needs Half categories, represent biodiversity assemblages. Categories include Half Protected, Nature Could Reach Half, Nature Could Recover, and Nature Imperilled. Published by Dinerstein et al.

13. 100 Priority Basins is the identified basins with significant potential for collaborative initiatives, considering economic opportunities and shared water risk. Published by The UN Global Compact Office and Pacific Institute.

14. Baseline Water Stress is categorised from low to extremely high, it reflects water availability and withdrawals. Published by World Resources Institute (WRI).

15. WWF Risk Tool with its Biodiversity Risk Filter is a corporate-level screening tool to identify biodiversity risks and prioritise corporate action on biodiversity.

Climate-Related Risks and Opportunities Scenario Analysis Results¹

Physical Risk	Category	Potential Impacts on Tencent	Risk Level		
			Baseline	2030	2050
Extreme Heat	Acute	<ul style="list-style-type: none">Shortage of power supply due to extreme heat may affect the continuous operation of power-using facilities, resulting in potential loss of operating revenueExtreme heat increases the cooling demand of facilities, and the corresponding increase in cooling energy consumption which may lead to increased operating costsExtreme heat poses potential safety and health risks to employees	Low	Moderate	High
Extreme Cold		<ul style="list-style-type: none">Increased energy demand for heating during extreme cold conditions may bring additional operating cost and pose safety and health risks to employeesIcing and blizzard affect the continuity of facility operations and may impact operating revenues	Low	Low	Limited
Flooding-including River, Costal, Extreme Rainfall		<ul style="list-style-type: none">Flooding may damage data centres potentially resulting in data loss and safety risks to employeesFlooding may affect the continuous operation of the facility and may impact business revenue	Moderate	Moderate	High
Typhoon		<ul style="list-style-type: none">Extreme wind and flooding caused by typhoon may damage the infrastructure and pose safety risks to employeesTemporary closure of assets due to typhoon may lead to business interruption, potentially impacting revenue	Moderate	High	High
Rainfall-induced Landslides		<ul style="list-style-type: none">Landslides may damage the infrastructure and facilities, resulting business interruption, potentially impacting operating revenue, and may pose safety risks to employees	Low	Low	Low
Wildfires		<ul style="list-style-type: none">Wildfires may damage facilities and affect the continuous operation of facilities, resulting in potential operating revenue and pose safety risk to employees	Moderate	Moderate	High
Water Stress & Drought	Chronic	<ul style="list-style-type: none">Lack of cooling water for data centres due to water shortages may affect the continuity of operations and impact operating revenueIn the event of shortage of common water, this may result in increased operating costs for alternative water procurement	Moderate	High	High

Notes:

1 The identified climate-related risks and opportunities and their corresponding level in this table are based on the 2022 Tencent Climate Risk Assessment results and have remained unchanged over the past two years.

Transition Risk	Category	Potential Impact on Tencent	Risk Level		
			2030	2040	2050
Enhanced Regulatory Requirements of Energy Efficiency	Policy & Legal	<ul style="list-style-type: none">Increased capital and operating costs for improving energy efficiency in compliance with regulatory requirements	Low	Low	Low
Enhanced Climate-related Disclosure Requirements and Regulations		<ul style="list-style-type: none">Increased operating costs associated with climate response measures, management and information disclosure enhancement due to climate-related policies	Low	Moderate	Moderate
Implementation of Carbon Pricing Mechanisms		<ul style="list-style-type: none">Increased capital and operating costs due to the potential purchase of carbon emission allowance and emission reduction activitiesIncreased operating costs due to higher prices of carbon emission allowance or carbon credits	High	High	High
Uncertainty around the Procurement of Renewable Energy	Market	<ul style="list-style-type: none">Increased operating costs due to fluctuation of renewable energy supply marketIncreased operating costs due to the increase of green electricity price	Low	Low	Low
Electricity Price Fluctuations		<ul style="list-style-type: none">Increased operating costs due to increased electricity prices resulting from power supply issues	Low	Limited	Limited
Shifting Market Preferences in Low-carbon Products		<ul style="list-style-type: none">Potential loss of market share as customers shift to low-carbon products and services to meet their own carbon reduction targets	Low	Moderate	Moderate
Potential Greenwashing Risk	Reputation	<ul style="list-style-type: none">Inconsistency between climate response communication and standards/guidelines, leading to questions about exaggerated performance and greenwashing	Low	Low	Low
Transition Opportunity	Category	Potential Impact on Tencent	Opportunity Level		
			2030	2040	2050
Onsite Renewable Energy Generation	Energy	<ul style="list-style-type: none">Adoption of renewable energy facilities may reduce operating costs	Low	Low	Moderate
Adoption of Energy-efficiency Measures		<ul style="list-style-type: none">Reduced operating costs due to application of energy efficiency measures to reduce energy consumption	Low	Low	Low
Climate Investment and Financing for Renewable Energy and Low-carbon Solutions	Market	<ul style="list-style-type: none">Increased revenue from the external sale of renewable energy generated	Low	Low	Low
Market Opportunities for Low-Carbon Products	Products and Services	<ul style="list-style-type: none">Increased market share by offering low-carbon products aligned with customer preferences and carbon neutrality targetsIncreased revenue arising from providing solutions for a low-carbon digitalisation shift in the economy	Low	Moderate	High

Climate-Related and Nature-Related Targets

Category	Targets
Greenhouse Gases	By 2030, achieve carbon neutrality in our operations and supply chain
	By 2030, reduce our absolute Scope 1 and 2 emissions by 70% from a 2021 base year
	By 2030, reduce our absolute Scope 3 emissions by 30% from a 2021 base year
Energy	By 2030, achieve 100% renewable electricity
	By 2025, reduce the electricity consumption per capita in our owned office buildings in the Mainland of China by 15% from a 2019 base year
	Average PUE of self-built data centres will not exceed 1.35
Water Resources	By 2025, reduce water withdrawal per capita in our owned office buildings in the Mainland of China by 15% from a 2019 base year
Waste	All Tencent-owned office building in the Mainland of China will implement waste sorting
	100% of the destroyed hard disk components and discarded lead-acid batteries are properly disposed by qualified suppliers

List of Tencent Cloud Security Compliance Certifications

Cybersecurity	Classified protection of cybersecurity (China)	Privacy Protection	ISO 27701:2019 Security techniques — Extension to ISO 27001 and ISO 27002 for privacy information management — Requirements and guidelines (International)
	The security assessment of cloud computing service (Enhanced level) (China)		ISO 29151:2017 Information technology — Security techniques — Code of practice for personally identifiable information protection (International)
	Trusted cloud security assessment (China)		BS 10012: 2017 Personal information management system (International)
	ITSS cloud computing service capability certification (China)		ISO 27018:2019 Information technology — Security techniques — Code of practice for protection of personally identifiable information (PII) in public clouds acting as PII processors (International)
	CCRC Information security service qualification certification (China)		ISO 27799:2016 Health informatics — Information security management in health using ISO 27002 (International)
	China information technology security centre certification (China)		Data protection trustmark (Singapore)
	IT product information security EAL4 certification (Enhanced level) (China)	Business Continuity and Others	ISO 22301:2019 Security and resilience — Business continuity management systems — Requirements (International)
	China cybersecurity product-specific certification (China)		ISO 9001:2015 Quality management systems — Requirements (International)
	SOC 1, SOC 2, SOC 3 compliance audit (International)		ISO 20000-1:2018 Information technology — Service management— Requirements (International)
	ISO 27001:2022 Information security, cybersecurity and privacy protection — Information security management systems — Requirements (International)		ISO 14001:2015 Environmental management systems — Requirements with guidance for use (International)
	ISO 27017:2015 Information technology — Security techniques — Code of practice for information security controls based on ISO 27002 for cloud services (International)	Financial Compliance	ISO 50001:2018 Energy management systems — Requirements with guidance for use (International)
	Cloud security alliance (CSA) STAR certification (Gold Medal) (International)		Payment card industry (PCI) data security standard (DSS) Certification (International)
	NIST cybersecurity framework (USA)		Financial compliance audit (Outsourced service provider audit Report, Singapore) (Singapore)
	Multi-Tier cloud security (MTCS) standard for Singapore certification (Singapore)		Securities and exchange commission (SEC) rule 17a-4 (USA)
	Korea-Information security management system certification (South Korea)		Financial industry IT security compliance self-Assessment (HKMA/HKIA/SFC) (Hong Kong, China)
	C5 Cloud computing compliance controls catalog (Germany)		Financial industry IT self-assessment of safety compliance (FISC) (Japan)
	TISAX automotive industry information security assessment (Germany)		Financial industry IT compliance audit (Indonesia)
			Financial industry IT compliance audit (Pilipinas)
			Financial industry IT compliance audit (Thailand)
			Financial industry IT compliance audit (Malaysia)

Assurance Report



羅兵咸永道

Independent practitioner's limited assurance report on Tencent Holdings Limited's ESG Information

To the board of directors of Tencent Holdings Limited

Limited assurance conclusion

We have conducted a limited assurance engagement on the selected Environmental, Social and Governance ("ESG") information of Tencent Holdings Limited (the "Company") listed below and included in the Company's 2024 ESG report (the "ESG Information") as at 31 December 2024 and for the year then ended. Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the ESG information is not prepared, in all material respects, in accordance with the criteria applied as explained in the Company's 2024 ESG Report under the sections "About This Report" and "ESG Key Performance Tables" (the "Criteria").

ESG Information

The ESG Information as at 31 December 2024 and for the year then ended is summarised below:

Environmental Performance	Employment Performance
<ul style="list-style-type: none">• Total energy consumption (MWh)• Total energy consumption per unit of revenue (MWh/RMB Million)• Direct energy consumption (MWh)• Gasoline (L)• Diesel (L)• Natural gas (m³)• Indirect energy consumption (MWh)• Total electricity consumption (MWh)• Other indirect energy consumption (MWh)• Renewable energy purchased (MWh)• On-site renewable energy (MWh)• Percentage of renewable electricity (%)• Installed capacity of on-site renewable energy facility (MW)• Average PUE in data centre	<ul style="list-style-type: none">• Total number of employees• Number of employees by employment type<ul style="list-style-type: none">- Permanent employees- Other categories• Number of employees by age group<ul style="list-style-type: none">- Under 30- 30 to 50- Over 50• Number of employees by gender<ul style="list-style-type: none">- Male- Female• Number of employees by management level<ul style="list-style-type: none">- Management- Non-management• Number of employees by geographic region<ul style="list-style-type: none">- The Mainland of China- Others• Total turnover rate

PricewaterhouseCoopers, 22/F Prince's Building, Central, Hong Kong
T: +852 2289 8888, F: +852 2810 9888, www.pwchk.com



羅兵咸永道

<ul style="list-style-type: none">• Water consumption (tonnes)• Water consumption per unit of revenue (tonnes/RMB Million)• Reusing amount of electronic equipment (tonnes)• Resource utilisation amount of electronic waste (tonnes)• Non-hazardous waste (tonnes)• Non-hazardous waste per unit of revenue (kg/RMB Million)• Hazardous waste (tonnes)• Hazardous waste per unit of revenue (kg/RMB Million)	<ul style="list-style-type: none">• Employee turnover rate by age group<ul style="list-style-type: none">- Under 30- 30 to 50- Over 50• Employee turnover rate by gender<ul style="list-style-type: none">- Male- Female• Employee turnover rate by geographic region<ul style="list-style-type: none">- The Mainland of China- Others• Number of work-related fatalities• Work-related fatality rate (number of fatalities/millions of hours worked)• Number of work-related injuries• Work-related injury rate (number of injuries/millions of hours worked)• Working days lost due to work-related injuries• Percentage of employees who received training (by gender)<ul style="list-style-type: none">- Male- Female• Percentage of employees who received training (by management level)<ul style="list-style-type: none">- Management- Non-management• Average hours of training received by employees (by gender)<ul style="list-style-type: none">- Male- Female• Average hours of training received by employees (by management level)<ul style="list-style-type: none">- Management- Non-management
Sustainable Supply Chain <ul style="list-style-type: none">• Number of suppliers by geographic region<ul style="list-style-type: none">- China- Other countries and regions	
Internet for Trust <ul style="list-style-type: none">• Number of complaints from users received via consumer Internet customer service system• Number of complaints from users received via industrial Internet customer service system	
Adherence to Integrity Practice <ul style="list-style-type: none">• Number of litigation results received of corruption-related employee cases	
Digital Technologies Promoting Sustainable Innovation <ul style="list-style-type: none">• Cumulative expenditures of Sustainable Social Value and Common Prosperity Programme (RMB billion)	

Assurance Report



羅兵咸永道

Basis for conclusion

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements ISAE 3000 (Revised), *Assurance engagements other than audits or reviews of historical financial information* ("ISAE 3000 (Revised)"), issued by the International Auditing and Assurance Standards Board (the "IAASB").

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under this standard are further described in the Practitioner's responsibilities section of our report.

Our independence and quality management

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies International Standard on Quality Management 1 issued by the IAASB, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Responsibilities for the ESG information

Management of the Company is responsible for:

- The preparation of the ESG Information in accordance with the Criteria;
- Designing, implementing and maintaining such internal control as management determines is necessary to enable the preparation of the ESG Information, in accordance with the Criteria, that is free from material misstatement, whether due to fraud or error; and
- The selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

Those charged with governance are responsible for overseeing the Company's sustainability reporting process.

Inherent limitations in preparing the ESG Information

The absence of a significant body of established practice upon which to draw to evaluate and measure non-financial information allows for different, but acceptable, evaluation and measurement techniques that can affect comparability between entities, and over time.

Practitioner's responsibilities

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the ESG Information is free from material misstatement, whether due to fraud or error, and to



羅兵咸永道

issue a limited assurance report that includes our conclusion. We report our conclusion solely to you, as a body, in accordance with our agreed terms of engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the ESG Information.

As part of a limited assurance engagement in accordance with ISAE 3000 (Revised), we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- Determine the suitability in the circumstances of the Company's use of the Criteria as the basis for the preparation of the ESG Information.
- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify where material misstatements are likely to arise, whether due to fraud or error but not for the purpose of providing a conclusion on the effectiveness of the Company's internal control.
- Design and perform procedures responsive to where material misstatements are likely to arise in the ESG Information. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the work performed

A limited assurance engagement involves performing procedures to obtain evidence about the ESG Information. The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of where material misstatements are likely to arise in the ESG Information, whether due to fraud or error.

In conducting our limited assurance engagement, we:

- Obtained an understanding of the Company's reporting processes relevant to the preparation of its ESG Information by:
 - Making inquiries of the persons responsible for the ESG Information;
 - Understanding the process for collecting and reporting the ESG Information;
- Evaluated the appropriateness of measurement and evaluation methods, reporting policies used and estimates made by the Company;
- Performed limited substantive testing on a selective basis of the ESG Information, which is aggregated from information submitted by the Company's office in Shenzhen. Testing involved: agreeing arithmetical accuracy and agreeing data points to or from source information to check that



羅兵咸永道

the ESG Information had been appropriately evaluated or measured, recorded, collated and reported; and

- Considered the disclosure and presentation of the ESG report prepared in accordance with underlying records and the ESG Reporting Code, Appendix C2 to the Main Board Listing Rules by the Stock Exchange of Hong Kong Limited.

PricewaterhouseCoopers
Certified Public Accountants

Hong Kong, 3 April 2025

Greenhouse Gas Verification Statement

Statement of Conformity CN25/00001936
Greenhouse Gas Verification Statement
The inventory of Greenhouse Gas emissions in
01 Jan. 2024 to 31 Dec. 2024 of
Tencent Holdings Limited

Business address: Head office: Tencent Binhai Towers No. 33 Haitian 2nd Road, Nanshan District Shenzhen, Guangdong Province, China
Organization boundary

has been verified in accordance with ISO 14064-3:2019 as meeting the requirements of

ISO 14064-1:2018

Direct Emissions
121,465.97 tonnes of CO₂e
Indirect Emissions
5,935,144.08 (Market-based) tonnes of CO₂e
Total Emissions Quantified
6,056,610.05 (Market-based) tonnes of CO₂e

The specific categories of indirect greenhouse gas emissions are detailed in the appendix of this statement, which is an integral part of this statement



Authorised by
David Xin
Sr. Director - Business Assurance
DATE: 17 Mar. 2025

SGS-CSTC Standards Technical Services Co., Ltd.
16F Century YuHui Mansion, No. 73 Fucheng Road, Beijing, P.R. CHINA 100142
t +86 (0)10 58251188 www.sgsgroup.com.cn



This document is an authentic electronic certificate for Client business purposes use only. Printed version of the electronic certificate are permitted and will be considered as a copy. This document is issued by the Company subject to SGS General Conditions of certification services available on [Terms and Conditions](#) | [SGS](#). Attention is drawn to the limitation of liability, indemnification and jurisdictional clauses contained therein. This document is copyright protected and any unauthorized alteration, forgery or falsification of the content or appearance of this document is unlawful.



SGS has been contracted by Tencent Holdings Limited (hereinafter referred to as "CLIENT"), for the verification of direct and indirect Greenhouse Gas emissions in accordance with

ISO 14064-3:2019

as provided by Tencent Holdings Limited (hereinafter referred to as "RESPONSIBLE PARTY"), in the Greenhouse Gas (GHG) Assertion in the form of GHG Report covering GHG emissions of the period 01 Jan. 2024 to 31 Dec. 2024 (hereinafter referred to as "REPORT PERIOD").

Roles and responsibilities

The management of the RESPONSIBLE PARTY is responsible for the organization's GHG information system, the development and maintenance of records and reporting procedures in accordance with that system, including the calculation and determination of GHG emissions information and the reported GHG emissions.
It is SGS's responsibility to express an independent GHG verification opinion on the GHG statement as provided by the RESPONSIBLE PARTY for the REPORT PERIOD.

According to ISO 14064-3:2019, SGS has conducted a third-party verification of the provided GHG statement by RESPONSIBLE PARTY against the requirements of ISO 14064-1:2018 in the period 03-07 Mar. 2025, 17 Mar. 2025. The verification is based on the verification scope, objectives and criteria as agreed between the CLIENT and SGS on 03 Mar. 2025.

Level of Assurance

The level of assurance agreed is that of Reasonable assurance.

Scope

The CLIENT has commissioned an independent verification by SGS in according to ISO 14064-3:2019 to assure the reported GHG emissions of RESPONSIBLE PARTY, in conformance with ISO 14064-1:2018 requirements within the scope of the verification as outlined below. The data and information supporting the GHG statement is historical in nature.

This engagement covers verification of emission from anthropogenic sources of greenhouse gases included within the organization's boundary:

- The organizational boundary is established following Operational control approach
- Location/boundary of the activities
- Physical infrastructure, activities, technologies and processes: Communication and Social, Digital Content, Games, Online Advertising, FinTech, Cloud and Other Business Services.
- GHG sources, sinks and/or reservoirs included: GHG sources as presented in the GHG inventory and report of the RESPONSIBLE PARTY
- Types of GHGs included: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃
- GHG information for the following period was verified: 01 Jan. 2024 to 31 Dec. 2024
- GWP adopted: IPCC 6 Assessment Report.
- Intended user of the verification statement: Stakeholders information request

Objective

The purposes of this verification exercise are, by review of objective evidence, to independently review:

- Whether the GHG emissions are as declared by the organization's GHG statement
- The data reported are accurate, complete, consistent, transparent and free of material error or omission.



Greenhouse Gas Verification Statement

SGS

Criteria
Criteria against which the verification assessment is undertaken are the requirements of ISO 14064-3:2019.

Materiality
The materiality required of the verification is considered by SGS to 5%, based on the needs of the intended user of the GHG statement.

Verification approach
SGS's approach is risk-based, drawing on an understanding of the risks associated with reporting GHG emissions information and the controls in place to mitigate these. Our examination includes assessment of evidence relevant to the amounts and disclosures in relation to the organization's reported GHG emissions

We plan and perform our work to obtain the information, explanations and evidence that we considered necessary to provide a reasonable level of assurance that the GHG emissions for the REPORT PERIOD are fairly stated.

We conduct our verification with regard to the GHG statement of GHG Report of the RESPONSIBLE PARTY which includes assessment of GHG information system and reporting plan/protocol. This assessment includes the collection of evidence supporting the reported data, and checking whether the provisions of the protocol reference, are consistently and appropriately applied.

Verification opinion conclusion
The RESPONSIBLE PARTY provided the GHG statement based on the requirements of ISO 14064-1:2018 that total emission 6,056,610.05 (Market-based) tonnes of CO₂e in the organization boundary for the REPORT PERIOD.

The verification opinion as below is issued by SGS after an independent verification for RESPONSIBLE PARTY's GHG statement base on agreed Reasonable assurance:

☒ Unmodified
The GHG statement submitted by RESPONSIBLE PARTY is prepared in accordance with ISO 14064-1:2018 on GHG quantification and reporting, is a fair representation materially, the GHG data and information in statement are explicit and supported by adequacy and appropriate evidence.

☐ Modified
The GHG statement submitted by RESPONSIBLE PARTY has no material misstatement, however has some deficiencies which will prevent the issuance of unmodified verification opinion.

☐ Adverse opinion
The GHG statement submitted by RESPONSIBLE PARTY:
- has no material misstatement or
- there is insufficient or inappropriate evidence to support an unmodified or modified opinion.

☐ Disclaiming the issuance of an opinion
It is unable to obtain sufficient and appropriate objective evidence to form an opinion as to whether the GHG statement submitted is presented fairly in accordance with ISO 14064-1:2018

This statement shall be interpreted with the GHG statement of GHG Report of the RESPONSIBLE PARTY as a whole.

Page 3



SGS

Note: This Statement is issued by SGS-CSTC Standards Technical Services Co., Ltd. ("SGS") under its General Conditions for Greenhouse Gas Validation & Verification Services. The findings recorded hereon are based upon a verification performed by SGS. A full copy of this statement, the findings and the supporting GHG Assertion may be consulted from RESPONSIBLE PARTY. This Statement does not relieve Client from compliance with any by laws, federal, national or regional acts and regulations or with any guidelines issued pursuant to such regulations. Stipulations to the contrary are not binding on SGS and SGS shall have no responsibility vis-à-vis parties other than its Client.

The verification statement of greenhouse gases is concluded in English. Any translation differences, the English version shall prevail.

Page 4

Reporting Frameworks Index

Reporting Frameworks	HKEX ESG Code	TCFD	SASB	SDGs	UNGC
Overview					
About Tencent					
Message from Chairman					
Executive Summary					
Corporate Governance					
Board Independence and Diversity					
Risk Management		Risk Management - (b)			
Commercial Value, Social Value, and Shareholder Value					
ESG Governance					
ESG Strategy					
ESG Governance Structure	Part B: Governance Structure				
Board Statement	Part B: Governance Structure	Governance (b)			
Annual Review of ESG Working Group					
Integration of ESG Concepts into Corporate Culture					
ESG Materiality Assessment	Part B: Reporting Principles				
1 Environmental Protection					
1.1 Environmental Strategies and Progress	Part C: A1, A2, A3	Governance - (a) and (b)			Principle 7; Principle 8; Principle 9
1.2 Climate Change and Carbon Neutrality	Part C: A1, A1.1, A1.2, A1.5, A2, A2.3, A2.4, A3.1; Part D: Governance, Strategy, Risk Management	Governance – (a) and (b); Strategy – (a), (b) and (c); Risk Management – (a), (b) and (c)	TC-IM-130a.1; TC-IM-130a.3		
1.3 Nature and Biodiversity Conservation	Part C: A1, A1.6, A2.4, A3, A3.1				
2 Caring for Our People					
2.1 Our Approach	Part C: B1, B2, B3, B4				Principle 1; Principle 2; Principle 3; Principle 4; Principle 5; Principle 6
2.2 Attracting, Retaining, and Motivating Talent	Part C: B1, B4, B4.1, B4.2				
2.3 Employee Training and Development	Part C: B3				
2.4 Building a Diverse, Inclusive, and Collaborative Workplace	Part C: B1		TC-IM-330a.3		
2.5 Employee Health and Welfare	Part C: B2, B2.3				
2.6 Employee Communication and Expression			TC-IM-230a.2		

Reporting Frameworks	HKEX ESG Code ¹	TCFD	SASB	SDGs	UNGC
3 Safeguarding Digital Rights					
3.1 Privacy Protection	Part C: B6, B6.5		TC-IM-220a.1		Principle 1; Principle 2
3.2 Cyber and Data Security	Part C: B6		TC-IM-230a.1; TC-IM-230a.2		
3.3 AI Safety Governance	Part C: B6				
3.4 Internet for Trust	Part C: B6, B6.2		TC-IM-220a.1		
4 Digital Inclusion					
4.1 Creating an Age-Appropriate Digital Environment for Minors	Part C: B6				Principle 1
4.2 Empowering the Silver Generation in the Digital Era					
4.3 Assisting Individuals with Physical Impairments in Overcoming the Digital Divide					
4.4 Digital Technologies Supporting Rural Development					
5 Digital Technologies Supporting Sustainable Development Goals					
5.1 Digital Technologies Promoting Sustainable Innovation	Part C: B8, B8.1, B8.2				
5.2 Digital Upgrade of the Philanthropic Sector	Part C: B8, B8.1, B8.2				
5.3 Digital Financial Inclusion	Part C: B8, B8.1, B8.2				
5.4 Digital Technologies Promoting Sustainable Urban Development	Part C: B8, B8.1, B8.2				
5.5 Digital Technologies Improving Health and Well-being	Part C: B8, B8.1, B8.2				
6 Business Ethics					
6.1 Adherence to Integrity Practice	Part C: B7, B7.1, B7.2, B7.3				Principle 10
6.2 Adherence to the Principle of Fair Competition					
6.3 Anti-Money Laundering Management	Part C: B7				
6.4 Intellectual Property Protection	Part C: B6, B6.3				
6.5 Sustainable Supply Chain	Part C: B5, B5.1, B5.2, B5.3, B5.4				
Appendix					
About This Report	Part B: Reporting Principles, Reporting Boundary				
ESG Key Performance Tables	Part C: A1.1, A1.2, A1.3, A1.4, A2.1, A2.2, B1.1, B1.2, B2.1, B2.2, B3.1, B3.2; Part D: Metrics and Targets	Metrics and Targets – (a), (b) and (c)	TC-IM-130a.1; TC-IM-130a.2; TC-IM-330a.3		
Climate-Related and Nature-Related Risks and Opportunities	Part C: A1.5, A1.6, A2.3, A2.4; Part D: Strategy, Risk Management, Metrics and Targets	Strategy – (a), (b) and (c); Metrics and Targets – (a), (b) and (c)			
List of Tencent Cloud Security Compliance Certifications					
Assurance Report					
Greenhouse Gas Verification Statement					

1. "KPI A2.5 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced", "KPI B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons" and "KPI B6.4 Description of quality assurance process and recall procedures", are not closely relevant to the Company's main businesses and are therefore classified as insignificant.