



世纪互联  
VNET

## 2025 环境、社会及管治报告

2025 Environmental, Social and Governance (ESG) Report

世纪互联集团股份有限公司

VNET Group, Inc.

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## 创始人、执行董事长致辞

### Message from the Founder and Executive Chairperson



#### 世纪互联创始人、执行董事长 陈升

Founder and Executive Chairman of VNET Group, Inc.  
Mr. Josh Sheng Chen

当前，全球正处于迈向人工超级智能(ASI)与人工通用智能(AGI)的关键转型阶段。随着海量数据与算力的持续积累，以大模型为代表的智能技术加速演进，算力需求呈指数级增长，智能跃迁正在重塑产业格局。然而，算力爆发式增长带来的能源需求激增，正成为全球共同面临的严峻挑战。面对这般趋势与挑战，超级算力与超级能源新基建的联动联产和协同创新势在必行。凭借30年新基建产业耕耘，以及工匠精神和工程师企业文化优势，世纪互联于2025年发布基于绿色直流的Hyperscale 2.0战略，发挥算电协同优势，引领绿色创新工程。

在此背景下，2025年，我们继续推动“SHIELD”可持续发展体系2.0落地，从发行全国数据中心行业首单绿色持有型不动产资产支持证券(ABS)，到加大绿色技术研发投入、推进绿色节能技术创新、升级标准产品为精品工程，以实干笃定前行。同时，我们将人才发展置于核心地位，

营造多元、平等、包容的职场环境，培养具备综合能力的复合型人才。在推动协同创新与社会进步方面，我们着力构建负责任供应链体系，持续深化产业协作与生态共建，促进教育事业发展，切实履行企业公民的社会责任，彰显时代担当。凭借在技术创新、绿色发展、行业贡献等方面的突出表现，我们在可持续发展领域斩获多项权威荣誉，2025年和2026年已连续两年入选标普全球《可持续发展年鉴》，获得行业高度认可。

机遇激动人心，远远大于挑战。2026年是世纪互联成立之30周年，站在新一轮科技革命和产业变革的关键窗口期，世纪互联将继续践行可持续发展理念，持续加强在人工智能基础设施领域投资，进一步深化技术研发、拓展战略合作、积极参与国家重大项目建设，在绿色低碳、算力创新与融合应用方面贡献更大力量。

The world is currently in a critical transition phase towards Artificial Superintelligence (ASI) and Artificial General Intelligence (AGI). With the continuous accumulation of massive data and computing power, intelligent technologies represented by large language models are accelerating their evolution. The demand for computing power is growing exponentially, and this intelligent leap is reshaping the industrial landscape. However, the surge in energy demand triggered by the explosive growth of computing power has become a severe challenge faced globally. Confronted with these trends and challenges, the synergy, co-production, and collaborative innovation between super computing power and new energy infrastructure are imperative. Leveraging 30 years of experience in new infrastructure and the advantages of a craftsman spirit and engineering-driven culture, VNET launched its Hyperscale 2.0 strategy based on green direct current (DC) in 2025 to fully harness the power-computing synergy to lead green innovation engineering.

Under this context in 2025, we continued to advance the implementation of the “SHIELD” Sustainable Development System 2.0. From issuing the first green hold-type real estate asset-backed securities (ABS), marking a first in China’s IDC industry, to increasing investment in green technology R&D, promoting green and energy-saving technological innovations, and upgrading standard products into premium projects, we have forged ahead with determination and concrete action.

Simultaneously, we place talent development at the core, fostering a diverse, equitable, and inclusive workplace environment and cultivating versatile talents with comprehensive capabilities. In driving collaborative innovation and social progress, we focus on building a responsible supply chain system, continuously deepening industrial collaboration and ecosystem co-creation, promoting educational development, and earnestly fulfilling the social responsibilities of a corporate citizen, demonstrating our unwavering commitment. In recognition of our outstanding performance in technological innovation, green development, and industry contribution, we received multiple authoritative accolades in the field of sustainable development. VNET has been included in the S&P Global Sustainability Yearbook for two consecutive years in 2025 and 2026, earning high recognition within the industry.

The opportunities are exhilarating and far outweigh the challenges. As 2026 marks 30th anniversary of VNET, standing at the critical juncture of a new wave of technological revolution and industrial transformation, VNET will continue to uphold our commitment to sustainable development. We will persistently strengthen investment in artificial intelligence infrastructure, further deepen R&D technology, expand strategic partnerships, and actively participate in major national projects. We aim to make greater contributions to green and low-carbon initiatives, computing power innovation, and integrated applications.

## 关于本报告

欢迎阅读世纪互联《2025年环境、社会及管治报告》(以下简称“本报告”)。本报告全面阐述了我们在环境、社会及管治(ESG)方面的表现及管理举措,集中讨论利益相关方关注事项。

## 报告范围

除另有说明外,本报告涵盖期间为2025年1月1日至2025年12月31日,部分内容可能超出此时间范围。本报告纳入的实体与财务报告纳入的实体一致,我们定期审阅报告范围,以确保涵盖有重大影响的业务组合。

## 编制参考

全球可持续发展标准委员会  
Global Sustainability Standards Board (GSSB)

纳斯达克  
National Association of Securities Dealers Automated Quotations (NASDAQ)

国际可持续准则理事会  
International Sustainability Standards Board (ISSB)

国际倡议  
International Initiatives

## About this Report

Welcome to VNET Group's 2025 Environmental, Social and Governance Report (hereinafter referred to as "this Report"). This Report offers full visibility on our Environmental, Social and Governance (ESG) performance and management measures, with a special focus on the concerns of stakeholders.

## Reporting Scope

Unless otherwise specified, this Report covers information and data from January 1, 2025 to December 31, 2025. However, part of the content may be from beyond the above period. The entities included in this Report are consistent with those included in the financial report. We regularly review the reporting scope to ensure that this Report covers business portfolios with significant impacts.

## Reporting Guidance

GRI可持续发展报告标准  
GRI Sustainability Reporting Standards

ESG报告指南2.0  
ESG Reporting Guide 2.0

《国际财务报告可持续披露准则第1号--可持续相关财务信息披露一般要求》  
*International Financial Reporting Standards Sustainability Disclosure Standard 1 – General Requirements for Disclosure of Sustainability-related Financial Information*  
《国际财务报告可持续披露准则第2号--气候相关披露》  
*International Financial Reporting Standards Sustainability Disclosure Standard 2 – Climate-related Disclosures*

联合国全球契约(UNGC)十项原则  
Ten Principles of the UN Global Compact (UNGC)

可持续发展目标(SDGs)  
Sustainable Development Goals (SDGs)

## 数据来源与可靠性保障

本报告遵循准确性、平衡性、清晰性、可比性、完整性、可持续发展背景、时效性和可验证性原则,使用数据来源包括公开数据、世纪互联内部文件及统计报表、第三方问卷调查等。本报告经董事会审核后发布,世纪互联已尽合理努力确保本报告内容真实、准确和完整。本报告已由第三方鉴证机构依据AccountAbility AA1000审验标准v3(AA1000AS v3)中度审验的要求执行了独立鉴证。

## 报告称谓

除另有说明外,本报告中“世纪互联”、“集团”、“本集团”、“公司”或“我们”均指世纪互联集团股份有限公司、其子公司,以及在描述我们的运营及合并财务资料时亦包括合并附属实体。

## 报告获取

您可以在世纪互联网站www.vnet.com查阅和下载本报告的中英文版本。中、英文内容若有出入,请以中文内容为准。如对报告有疑问和建议,欢迎发送邮件至esg@vnet.com。您的意见将帮助我们进一步完善披露以及提升我们的ESG表现。

## Data Source and Reliability Assurance

This Report follows the principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability. Data sources used in this Report include public data, internal documents and statistical reports of the Group, as well as third-party questionnaires. This Report is released after being approved by the Board of Directors, and the Group has made reasonable efforts to ensure that the content of this Report is true, accurate and complete. This Report has been independently assured by a third-party assurance institution in accordance with the requirements of a moderate level assurance under the AccountAbility AA1000 Assurance Standard v3 (AA1000AS v3).

## Reporting Reference

Unless otherwise specified, in this Report, “VNET”, “the Group”, “the Company”, “we”, “us” or “our” all refer to VNET Group, Inc., its subsidiaries, and, in the context of describing our operations and consolidated financial information, also include its consolidated affiliated entities.

## Access to this Report

The Chinese and English versions of this Report are available at www.vnet.com. Should there be any discrepancy between the Chinese and English contents, the Chinese contents shall prevail. If you have any questions or suggestions about this Report, please email us at esg@vnet.com. Your feedback will help us further improve the disclosure and our ESG performance.

## 关于世纪互联 About VNET

### 企业概况

世纪互联成立于1996年，是国内第一家中立第三方IDC企业，也是中国IDC行业第一家美股上市公司——2011年于纳斯达克挂牌（股票代码：VNET）。作为科创型数字基建龙头企业，公司依托“重资产+强运营+高科技”的发展路径，已构建起辐射环京地区、长三角以及大湾区等核心经济圈，覆盖全国30多个城市、50多座数据中心的规模化数字基础设施矩阵。截至2025年12月31日，公司城市型业务运营机柜数超过49,000个，基地型业务运营容量达到889兆瓦，另有452兆瓦容量处于在建阶段。面向AI时代，世纪互联发布2036愿景——成为1,000亿度“电粒”经济规模及新一代群体智能开放生态平台。

聚焦核心业务领域，世纪互联凭借深厚积淀提供业界领先的数据中心、智算中心（AIDC）、网络以及基于数据中心的云计算交换连接、混合交付等云计算综合服务与解决方案，打造具有核心技术、超大规模运营能力、高附加值的数字基础设施运营平台。公司紧抓人工智能发展浪潮，加速推进AIDC布局。与此同时，世纪互联Hyperscale 2.0战略持续深化，正以内蒙古、河北、北京、江苏、广西等地为起点，构建“兆瓦级机柜、百兆瓦级单体建筑、吉瓦级园区”的超大规模AIDC创新工程，为产业发展注入新动能。

### Group Profile

Established in 1996, VNET is China's first neutral third-party Internet Data Center (IDC) provider and the first Chinese IDC company to be listed on the NASDAQ in 2011 (Stock Ticker: VNET). As a pioneer in innovation-driven digital infrastructure, VNET has built a nationwide portfolio of more than 50 data centers across over 30 cities. These facilities span key economic hubs including the Greater Beijing area, the Yangtze River Delta and the Greater Bay Area. This scale is supported by our strategic approach that integrates "asset-intensive investment + operational excellence + deep technological innovation". As of December 31, 2025, the Company operated over 49,000 retail IDC cabinets and achieved 889 MW of capacity in service for its wholesale IDC business, with an additional 452 MW capacity under construction. Looking ahead to the AI era, VNET has unveiled its 2036 Vision: to build an open ecosystem platform for next-generation collective intelligence that enables a 100 billion kWh "Powerlet" economy.

Focusing on its core business areas, VNET leverages its profound expertise to provide industry-leading data centers, AI Data Centers (AIDC), network services, as well as integrated cloud solutions based on data center ecosystems, including cloud exchange connectivity and hybrid delivery, so as to create a digital infrastructure operation platform with core technologies, ultra-large-scale operation capabilities, and higher added value. Seizing the opportunities presented by the rapid development of artificial intelligence, VNET is accelerating the deployment of AIDC. Meanwhile, its Hyperscale 2.0 strategy continues to advance, starting from regions such as Inner Mongolia, Hebei, Beijing, Jiangsu, and Guangxi, to develop next-generation hyperscale AIDC projects featuring "megawatt-scale cabinets, 100-megawatt-scale buildings, and gigawatt-scale campuses", injecting new momentum into industry growth.

此外，作为微软的战略合作伙伴，世纪互联蓝云在中国大陆境内运营国际水准的Microsoft Azure, Microsoft 365, Microsoft Dynamics 365和Microsoft Power Platform等云服务以及相关云应用解决方案。同时，世纪互联蓝云致力于推动中国云计算和AI生态系统的成熟与繁荣，为中国用户引入国际领先、成熟的云应用和智能服务，推动中国云计算产业向场景化与智能化深入发展，连接智能生态，加速合作共赢。

世纪互联旗下的全资子公司第一线是全球领先的云网安服务提供商，服务组合涵盖MPLS及SD-MAN企业网络、云端服务、网络安全，为企业提供融合网络运力、云端算力、安全防护以及智慧应用等专业支持，赋能企业数智化升级。

凭借雄厚的资源和资本实力、强大的科技创新能力、高效的交付能力、卓越的运营能力，世纪互联已为全球超过7,000家优质企业客户打造了业务发展的稳固基石，其中涵盖近百家全球高增长的各行业领军企业，在长期服务中积淀了丰富且宝贵的成功运营经验。

In addition, as a strategic partner of Microsoft, 21Vianet Blue Cloud operates and delivers world-class cloud services and relevant cloud service solutions including Microsoft Azure, Microsoft 365, Microsoft Dynamics 365, and Microsoft Power Platform in the Chinese mainland. Meanwhile, 21Vianet Blue Cloud is actively committed to promoting the maturity and prosperity of China's cloud computing and AI ecosystem and has introduced internationally leading and mature cloud applications and intelligent services for Chinese users. 21Vianet Blue Cloud aims to promote the in-depth development of China's cloud computing industry towards scenario-based and intelligent applications, connect intelligent ecosystems, and ensure meaningful collaborations.

DYXnet, a wholly owned subsidiary of VNET, is a globally leading provider of cloud, network, and security services. Its service portfolio covers MPLS and SD-MAN enterprise networks, cloud services, and cybersecurity, providing professional support in integrating network capabilities, cloud computing, cybersecurity protection, and intelligent applications, empowering enterprises in their digital and intelligent transformation.

Leveraging abundant resources and capital strength, strong technological innovation ability, efficient delivery ability, and excellent operational ability, VNET has laid a solid foundation for the business development of more than 7,000 high-quality enterprise customers globally, including nearly a hundred globally high-growth industry leaders, and has accumulated extensive and valuable successful operational experience through long-term services.

30+

城市  
Cities

50+

数据中心  
Data Centers

889 兆瓦  
MW

基地型业务运营容量  
Wholesale IDC Capacity  
in Service

49,000+

城市型业务运营机柜  
Retail IDC Cabinets

4T+

端口容量  
Network Port Capacity

7,000+

企业客户  
Enterprise Customers

# 2025 年大事记

## Highlights in 2025



### 3 月 In March

世纪互联完成 4.3 亿美元 2030 年到期可转换优先票据发行。

VNET successfully issued USD430 million in convertible senior notes that are due in 2030.



### 9 月 In September

世纪互联受邀出席新加坡“亚洲愿景论坛 2025”，与中外专家学者共探 AI 基础设施与算力生态发展路径，倡导构建 AI 原生基础设施，提出亚洲算力新愿景。

VNET was invited to speak at the “Asia New Vision Forum (ANVF) 2025” in Singapore, discussing AI infrastructure and the development paths of the computing power ecosystem with Chinese and international experts. VNET advocated for the construction of AI-native infrastructure and proposed a new vision for Asian computing power.

世纪互联在宁波启动“超互联”节点，与多方共建 AI 产业创新中心，发布 AI 原生城市蓝图，推动宁波打造全国领先的 AI 产业高地。

VNET launched the “Hyper-Connected” hub in Ningbo, co-establishing an AI Industry Innovation Center with multiple parties and releasing an AI-Native city blueprint, promoting Ningbo’s development into a nationally leading AI industry hub.



### 11 月 In November

成功发行全国数据中心行业首单绿色持有型不动产 ABS，发行规模达 8.6 亿元，在绿色金融与资产证券化创新领域实现突破。

VNET successfully issued the first green hold-type real estate ABS in the national data center industry, with an offering size of RMB860 million. This achievement marks a breakthrough in green finance and asset securitization innovation.



### 6 月 In June

世纪互联发布基于绿色直流的 Hyperscale 2.0 战略。

VNET launched the Hyperscale 2.0 strategy, which is based on green direct-current electricity.

世纪互联承办第五届中国 IDC 行业 DISCOVERY 大会暨第二届 GIIC 大会，携手行业伙伴共同探讨 AI 时代算力基础设施演进路径。

VNET hosted the 5th China IDC Industry DISCOVERY Conference and the 2nd GIIC Conference, joining industry partners to explore the evolutionary path of computing power infrastructure in the AI era.

世纪互联联合多方在乌兰察布举办“Token 之都”建言献策会，探讨 Token 经济作为未来产业新范式的重要意义，推动乌兰察布打造 AI 产业协同发展新高地。

VNET co-organized the “Token Hub” Advisory Meeting in Ulanqab with multiple parties to discuss the significance of the token economy as a new paradigm for future industries, promoting Ulanqab’s development as a new highland for the synergistic development of the AI industry.



### 10 月 In October

世纪互联与广西壮族自治区政府、超互联联盟签署人工智能新基建产业战略合作协议，依托绿色能源与算力融合技术，助力打造“中国 - 东盟人工智能创新合作中心”。

VNET signed a strategic cooperation agreement on AI new infrastructure industry with the Guangxi Zhuang Autonomous Region Government and the Hyper-Connected Alliance. The agreement aims to facilitate the establishment of the “China-ASEAN AI Innovation Cooperation Center” by leveraging green energy and computing power integration technologies.



### 12 月 In December

世纪互联与国家电投北京公司签署战略合作协议，在算力基础设施与清洁能源融合领域开启深度协同。

VNET signed a strategic cooperation agreement with State Power Investment Corporation Limited (SPIC) Beijing Company, initiating a deep collaboration on integrating computing power infrastructure and clean energy.

## 荣誉认可

### Honors and Recognitions

#### ESG评级<sup>1</sup>

#### ESG Rating<sup>1</sup>

2025年度，世纪互联凭借在ESG管理、气候变化应对等方面的卓越表现，获得了国际权威评级机构及资本市场的高度认可，保持行业领先的可持续发展水平，影响力与竞争力持续提升。

In 2025, with outstanding performance in ESG management, responding to climate change and other aspects, VNET was recognized by international rating agencies and capital markets, maintaining its industry-leading sustainability performance and demonstrating continuous enhancement of its influence and competitiveness.



#### 标普全球企业可持续发展评估 (S&P Global CSA) :

##### S&P Global Corporate Sustainability Assessment (CSA) :

- 2025年获得73分，位列全球IT服务行业前7%，连续四年荣获IT服务行业中国企业最高得分；
- Scored 73 in the 2025 S&P Global Corporate Sustainability Assessment (S&P Global CSA), ranking among the top 7% in the IT Service industry globally, and has consecutively achieved the highest score among Chinese enterprises in the IT Services industry for four years;
- 连续两年入选标普全球《可持续发展年鉴(全球版)》(2025-2026)；
- Selected member for the S&P Global Sustainability Yearbook (Global Edition) for two consecutive years (2025-2026);
- 连续四年入选标普全球《可持续发展年鉴(中国版)》(2023-2026)，并于2026年荣获“最佳1%”的表彰。
- Selected member for the S&P Global Sustainability Yearbook (China) for four consecutive years (2023-2026), and awarded "Top 1%" in 2026.



#### 全球环境信息研究中心 (CDP) :

##### Carbon Disclosure Project (CDP):

- 2025年获得气候变化“B”等级，其中9个单项获得A级。
- Received a B score in the 2025 CDP on Climate Change, with nine categories achieving A grade recognition.
- 供应商合作评估最高评级A级，被授予“供应商合作领导者”。
- Received the highest A rating for Supplier Engagement, and recognized as a "Supplier Engagement Leader".



#### 晨星：

Sustainalytics:

#### ESG低风险评级。

Rated at ESG low risk.

<sup>1</sup> 评级/评分及相关信息来自截至2026年4月可获取的公开信息。

<sup>1</sup> Ratings/scores and related information were from publicly available information as of April 2026.

创始人、执行董事长致辞

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Appendix

## 荣誉奖项

### Honors and Awards

颁发机构 Awarding Organization	奖项名称 Name of Awards	颁发机构 Awarding Organization	奖项名称 Name of Awards
国家发改委 National Development and Reform Commission	基于乌兰察布源网荷储一体化项目申报的“算力 - 电力协同近零碳数据中心示范项目”入选《绿色低碳先进技术示范项目清单（第二批）》 The Ulanqab Integrated Source-Grid-Load-Storage Project, which was filed as a “Power-Computing Synergy Near-Zero Carbon Data Center Demonstration Project” , was selected for the <i>Green and Low-Carbon Advanced Technology Demonstration Project List (Second Batch)</i> .	中国IDC产业年度大典 China IDC Industry Annual Ceremony	乌兰察布“源网荷储”一体化解决方案荣获“2025年度中国IDC产业算电协同先锋奖” Ulanqab integrated source-grid-load-storage solution received the “2025 China IDC Industry Power-Computing Synergy Pioneer Award” .
中国信通院 China Academy of Information and Communications Technology (CAICT)	入选《算力中心服务商分析报告》“算力中心服务商领航者梯队” VNET was recognized as the “Pioneer Tier of Computing Power Center Service Providers” in the <i>Analysis Report on Computing Power Center Service Providers</i> . “怀来超级人工智能数据中心入选“2025算力电力协同”典型案例 Huailai Super AI Data Center was selected as a typical case of “2025 Power-Computing Synergy” .	W.Media	太仓大数据产业园荣膺W.media云与数据中心大奖 -- 地球 (PLANET) “运营可持续性奖” Taicang IDC Campus was honored with the W.Media Cloud & Datacenter Awards – PLANET “Sustainability in Operations” .
中国互联网协会 Internet Society of China	2025年中国互联网综合实力前百家企业 VNET was ranked among the top 100 Chinese internet enterprises by comprehensive competitiveness in 2025. 智能体创新推进计划合作伙伴单位 Partner Unit of the Agent Innovation Promotion Initiative.	香港品质保证局 Hong Kong Quality Assurance Agency (HKQAA)	香港绿色和可持续创科贡献大奖2025--杰出设施能源效益优化贡献先锋奖(数据中心 - 内地) Hong Kong Green and Sustainability Innovation & Technology Contribution Awards 2025 – Outstanding Facility Energy Efficiency Optimization Contribution Pioneer Award (Data Center – the Chinese mainland).
中国通信企业协会 China Association of Communication Enterprises	世纪互联“智航平台”入选“2025算力基础设施高质量发展企业案例” VNET’s “Smart Navigation Platform” was selected as a “2025 High-Quality Development Enterprise Case for Computing Power Infrastructure” .	网易财经 NetEase Finance	企业优秀ESG实践案例--“年度ESG实践先锋” Excellent ESG Practice Cases of Enterprises – “Annual ESG Practice Pioneer” .
中国投资协会 The Investment Association of China	太仓数据中心基地、乌兰察布数据中心基地入选2025“零碳中国”优秀项目案例 The Taicang and Ulanqab IDC Campuses were selected as 2025 of “Zero Carbon China” Excellent Cases 2025.	智通财经 Zhitong Finance	最具投资价值中概股 Most Investable Chinese Concept Stock
中国数据中心标准大会 (CDCC) China Data Center Committee (CDCC)	环京数据中心获CDCC “2025 Top 10数据中心优秀案例” VNET’s data center in the Beijing periphery was awarded the “Top 10 Outstanding Data Center Cases of 2025” by CDCC.	每日经济新闻 National Business Daily	2025上市公司口碑榜“信息技术卓越竞争力上市公司” 2025 List of Most Reputable Listed Companies: Excellence in Information Technology.
中国通信工业协会数据中心委员会等 China Communications Industry Association Data Center Committee (CIDC), etc.	“太仓算电协同100%可再生能源智算中心”入选“2025中国智算产业绿色发展典型案例” The “Taicang AI Data Center with 100% Renewable Energy and Power-Computing Synergy” was selected as a “2025 China AI Computing Industry Green Development Typical Case” .	中国通信标准化协会 China Communications Standards Association (CCSA)	世纪互联蓝云获得“中国通信标准化协会云计算标准和开源推进委员会 (CCSA TC608) 优秀成员单位” 21Vianet Blue Cloud was recognized as an “Outstanding Member of CCSA TC608 (Cloud Computing Standards and Open Source Promotion Committee)” .
IDC中国 IDC China	怀来智算园区获2025 IDC中国创新生态类别--“绿色数据中心奖” Huailai AI Computing Campus received the 2025 IDC China Innovation Ecosystem Award – “Green Data Center Award” .	北京市朝阳区总工会 Beijing Chaoyang District Federation of Trade Unions	世纪互联蓝云“企业新媒体数字化客服系统”入选“朝阳区创新工作室名单” Enterprise New Media Digital Customer Service System” was included in the “the List of Innovative Workshops in Chaoyang District” .
		中国信通院 China Academy of Information and Communications Technology (CAICT)	世纪互联第一级AI算网创新--AI原生超互联架构荣膺“算力网络+”先锋计划优秀案例 DYXnet’s AI computing-network innovation – AI-native hyper-connected architecture was honored as an outstanding case in the “Computing Power Network+” Pioneer Initiative.
		亚太史蒂夫®奖 Asia-Pacific Stevie® Awards	世纪互联第一级AI数智化服务能力荣获2025年亚太史蒂夫®奖之人工智能和机器学习创新金奖 DYXnet’s AI digital-intelligent service capability won the Gold Award for Innovation in Artificial Intelligence and Machine Learning at the 2025 Asia-Pacific Stevie® Awards.
		香港强制性公积金计划管理局 Mandatory Provident Fund Schemes Authority (MPFSA), Hong Kong	世纪互联第一级获“积金好雇主24/25” DYXnet was awarded the “MPF Good Employer 2024-25” .

## ESG 策略 ESG Strategy

### ESG 管治

#### ESG Governance

#### ESG 管治架构

#### ESG Governance Structure

集团建立了董事会负责、管理层领导、跨部门配合及上下联动的ESG管治架构，并将ESG管理理念融入到集团重要决策过程中，推动企业高质量发展。董事会是集团ESG最高决策机构，负责全面指导与监督ESG工作，保证ESG管理流程的有效性以支持ESG表现的持续优化与提升。

The Group has established an ESG governance structure with the Board of Directors assuming the responsibility and the management taking the lead, enhancing cross-functional cooperation and cross-level collaboration. The Group has incorporated ESG management into its decision-making process to promote well-rounded development of the enterprise. The Board of Directors serves as the highest decision-making body for the Group's ESG matters, being responsible for providing comprehensive guidance and supervision over ESG initiatives, and for ensuring the effectiveness of the ESG management processes to support the continuous optimization and improvement of the ESG performance.

组织架构 Organizational structure		职责 Responsibilities
治理层 Governance level	Tier-1 董事会 Tier-1 Board of Directors	董事会负责指导和监督集团ESG战略方向并对ESG事宜最终负责。 The Board of Directors guides and oversees the ESG strategy of the Group and takes ultimate responsibility for ESG-related matters.
管理层 Management level	Tier-2 ESG执行委员会 Tier-2 ESG Execution Committee	ESG执行委员会是由CEO领导的相关部门高级管理层人员组成，主要负责制定ESG战略、年度工作目标和重点提升工作计划，每季度向董事会汇报ESG工作的执行进展。 Led by the CEO, the ESG Execution Committee is comprised of senior management from relevant departments. The Committee is mainly responsible for developing ESG strategies, annual performance targets, and plans for key improvement areas. The Committee reports the progress of ESG-related initiatives to the Board of Directors on a quarterly basis.
执行层 Execution level	Tier-3 ESG工作小组 Tier-3 ESG Working Group	集团ESG统筹部门与ESG相关部门负责人及成员共同组成ESG工作小组，推进与落实集团ESG相关的内外部工作。 The ESG Working Group, consisting of leaders and members from the ESG coordinating organization and ESG-related departments, promotes and implements both internal and external ESG-related initiatives.
	Tier-4各业务单元、分子公司、专业顾问 Tier-4 Business units, subsidiaries and affiliates, professional consultants	各业务单元、分公司/子公司在ESG统筹部门及专业顾问的协助下落实ESG工作。 Business units, subsidiaries, and affiliates implement the ESG-related tasks with the assistance of the ESG coordinating organizations and professional consultants.

### 可持续发展激励

#### Sustainable Development Incentives

为保障集团ESG战略有效落实，世纪互联已将可持续发展表现与高级管理层的薪酬激励挂钩。网络及信息安全、风险管理、反贪污、产品与服务、气候变化(节能降耗、可再生能源使用、碳资产管理)等ESG相关指标绩效是评估考核高级管理层的关键维度和重要权重项。作为可持续发展的重要举措，我们每年会评估ESG绩效指标对集团ESG表现提升的贡献，以此作为短期或长期激励机制的一部分，确保重要ESG议题得到有效管理。

VNET has linked the sustainability performance with the pay incentives of senior management to ensure the effective implementation of the Group's ESG strategy. The performance of ESG-related indicators, such as cybersecurity and information security, risk management, anti-corruption, products and services, and climate change (including energy conservation and reduction, renewable energy, and carbon asset management), are key dimensions and significant weight for evaluating senior management performance. As an important measure for sustainable development, we annually evaluate how ESG performance indicators contribute to enhancing the Group's ESG performance and take this as part of the short-term or long-term incentive mechanism to ensure that material ESG issues are effectively managed.

## 可持续金融

### Sustainable Finance

在良好的公司治理基础之上，世纪互联持续推进 ESG 融入企业管理，通过可持续金融推动企业长期健康发展。

2025年，世纪互联成功落地首笔三年期可持续发展挂钩银团贷款，募集规模达6.5亿元，直接挂钩集团绿色电力使用比例等核心可持续发展目标 (KPI) 的达成度。本次融资精准赋能绿色算力基础设施建设，进一步强化可持续发展能力。

此外，集团还成功发行“太保资产 - 世纪互联数据中心持有型不动产绿色资产支持专项计划”，发行规模为8.6亿元。这是全国数据中心行业首单绿色持有型不动产资产支持证券 (ABS)，标志着世纪互联在绿色金融与资产证券化创新领域取得重大突破。本项目深度融入国家“双碳”战略，通过光伏发电、AI能效管理等技术应用，打造绿色数据中心标杆，获得第三方评估机构授予的G-1等级 (绿色资产支持证券评估体系最高等级)。

世纪互联在资本端引入ESG理念，建立环境效益与投资收益的正向关联，形成“绿色运营 - 价值提升 - 资本青睐”的良性循环，以实际行动践行可持续发展承诺。

VNET continues to advance the integration of ESG into its corporate management, building upon a solid foundation of sound corporate governance. This approach fosters the enterprise's long-term, healthy development through sustainable finance.

In 2025, VNET successfully secured its first three-year sustainability-linked loan, raising a total of RMB650 million. The loan is tied directly to the achievement of the Group's core sustainable development targets (KPIs), such as the proportion of green electricity usage. This financing initiative empowers the construction of green computing infrastructure, strengthening sustainable development capabilities.

Furthermore, the Group successfully issued the “CPIC Asset – VNET Data Center Holding-Type Real Estate Green Asset-Backed Security” with an offering size of RMB860 million. This marks the first green holding-type real estate asset-backed security (ABS) in the China's data center industry, representing a significant breakthrough for VNET in the field of green finance and asset securitization innovation. The project is closely aligned with the China's “Dual Carbon” strategy and integrates advanced technologies such as photovoltaic power generation and AI-driven energy efficiency management to establish a benchmark for green data centers. It has been awarded the G-1 rating by a third-party evaluation institution, which is the highest rating in the green asset-backed securities assessment system.

By incorporating ESG principles into its capital strategy, VNET creates a positive correlation between environmental benefits and investment returns. This creates a virtuous cycle of “green operations – value enhancement – capital preference” allowing VNET to fulfill its commitment to sustainable development through concrete actions.



# “SHIELD” 可持续发展体系

## “SHIELD” Sustainability System

世纪互联将可持续发展理念融入核心业务战略和运营实践，致力于全面提升ESG表现，为实现联合国可持续发展目标 (SDGs) 做出贡献。为适应不断变化的社会环境和业务需求，我们在“SHIELD”可持续发展体系2.0的指导下，持续聚焦社区、人才、创新、环境、治理、发展六大领域，积极开展可持续行动，以实现更广泛、更深入的可持续发展影响。

VNET integrates sustainability principles into its core business strategy and operations, and is committed to comprehensively improving its ESG performance, contributing to the achievement of the United Nations Sustainable Development Goals (SDGs). To adapt to the evolving social and business landscape, under the guidance of the “SHIELD” Sustainability System 2.0, we continue to prioritize six action areas, namely Society, Human, Innovation, Environment, Leadership, and Development, and actively carry out sustainable initiatives to achieve a more extensive and in-depth impact of sustainable development.

提供安全可靠的产品及完善的服务；积极推动科技创新和技术应用，尊重知识产权。  
Offer secure and reliable products and comprehensive services; actively advance technological innovations and applications, and respect intellectual property.



保障员工权益，打造多元共融包容职场，重视人才培养，携手员工成长。  
Protect employee rights and interests, create a diversified, inclusive and harmonious workplace, value talent development, and excel together with employees.



保持开放、透明的社区沟通，参与社区公益；深化行业交流与合作，推动行业进步。  
Maintain open and transparent communication within the community and engage in community public welfare; deepen industry communications and cooperation to promote the development of the industry.



采取措施应对气候变化挑战，构建全生命周期绿色数据中心，实现可持续发展。  
Take measures to address the challenges of climate change and build green data centers for the full life cycle to achieve sustainable development.



建设高效、透明、健全的治理体系，强化风险管理，营造诚信的商业环境。  
Build an efficient, transparent, and sound governance system, strengthen risk management, and create an honest business environment.



持续加强网络安全和隐私保护管理；打造绿色、可持续的供应链。  
Continuously strengthen the management of cybersecurity and privacy protection and help build green and sustainable supply chains.




# 2025 年度 ESG 亮点绩效

## Highlights in 2025

### 环境 Environment

 **1,253,719** 兆瓦时  
MWh  
可再生能源总量  
Total energy from renewable sources

 可再生能源比例  
Percentage of renewable energy

**36%**

 **1.24**  
稳定运行的数据中心全年平均 PUE 为  
Average annual power usage effectiveness (PUE) of data centers with stabilized operations



### 社区 Society

 **350** 万元  
ten thousand  
教育类捐赠金额  
The total amount of educational donations

### 人才 Human

 **37.89** 小时  
hours  
员工人均培训时长  
Average training hours per employee

 **93%**  
员工满意度  
Employee satisfaction rate

女性员工占比  
Percentage of female employees

**26%**

**31%**  
管理岗位女性员工占比  
Percentage of female employees in management positions

### 创新 Innovation

 **414** 项  
items  
累计保有专利数量  
Accumulated number of patents

 **450** 项  
items  
累计注册软件著作权  
Accumulated number of software copyrights

 **99.6%**  
全国客户满意度  
Nationwide customer satisfaction rate

### 治理 Leadership

**80%**  
董事会独立董事占比  
Independent directors account for 80% of the Board

**100%**  
董事及员工反贪污培训覆盖率  
Achieved 100% coverage of anti-corruption training for directors and employees

### 发展 Development

**100%**  
ISO/IEC 20000、ISO/IEC 27001 认证覆盖全部业务类型  
The ISO/IEC 20000 and ISO/IEC 27001 certifications cover all business types

**100%**  
供应商签署《关于反商业贿赂行为的承诺书》比例  
100% of suppliers signed the *Anti-bribery Commitment Letter*

## 利益相关方沟通 Stakeholder Engagement

世纪互联高度重视与利益相关方的沟通，我们积极拓展多样化的沟通渠道，与各利益相关方保持常态化、多元化的交流，充分了解其意见和诉求并积极回应，以期不断优化 ESG 策略、完善 ESG 管理、提升 ESG 表现。

VNET places a high priority on communication with stakeholders. We actively expand diversified communication channels and maintain regular and multifaceted exchanges with all stakeholders. By fully understanding their opinions and needs, and responding proactively to these, we aim to continuously refine our ESG strategies, improve ESG management, and enhance our ESG performance.

主要利益相关方 Major stakeholders	政府及监管机构 Government and regulators	股东及其他投资者 Shareholders and other investors	员工 Employees	客户 Customers	供应商及其他合作伙伴 Suppliers and other partners	媒体、非政府组织及行业协会 Media, NGOs and industry associations	公众与社区 Public and communities
<b>关注的ESG议题 Key ESG issues</b>	公司治理 Corporate governance 生态环境保护 Ecological conservation and environmental protection 气候变化应对 Responding to climate change 碳排放管理 Carbon emissions management 能耗管理与可再生能源 Energy consumption management and renewable energy 废弃物管理 Waste management 网络安全与数据隐私 Cybersecurity and data privacy	公司治理 Corporate governance 商业道德 Business ethics 风险管理 Risk management 能耗管理与可再生能源 Energy consumption management and renewable energy 碳排放管理 Carbon emissions management 气候变化应对 Responding to climate change 人才吸引与保留 Talent attraction and retention 优质产品及服务 Quality products and services	多元化及平等机会 Diversity and equal opportunities 劳工权益保护 Protection of labors' rights and interests 人才吸引与保留 Talent attraction and retention 职业健康与安全 Occupational health and safety 员工培训与发展 Employee training and development 网络安全与数据隐私 Cybersecurity and data privacy	优质产品及服务 Quality products and services 网络安全与数据隐私 Cybersecurity and data privacy 商业道德 Business ethics 能耗管理与可再生能源 Energy consumption management and renewable energy 碳排放管理 Carbon emissions management 水资源使用 Utilization of water resources 气候变化应对 Responding to climate change 劳工权益保护 Protection of labors' rights and interests	可持续供应链 Sustainable supply chains 商业道德 Business ethics 风险管理 Risk management 职业健康与安全 Occupational health and safety 劳工权益保护 Protection of labors' rights and interests 科技创新 Technological innovation 行业发展与进步 Industry growth and advancement 网络安全与数据隐私 Cybersecurity and data privacy	优质产品及服务 Quality products and services 网络安全与数据隐私 Cybersecurity and data privacy 能耗管理与可再生能源 Energy consumption management and renewable energy 生态环境保护 Ecological conservation and environmental protection 气候变化应对 Responding to climate change 水资源使用 Utilization of water resources 行业发展与进步 Industry growth and advancement 科技创新 Technological innovation	社区参与及贡献 Community engagement and contribution 生态环境保护 Ecological conservation and environmental protection
<b>主要沟通渠道 Major communication channels</b>	政府咨询 Government consultation 信息披露 Information disclosure 专题汇报 Thematic reports 统计报表 Statistical statements 监督检查 Supervision and inspection	信息披露 Information disclosure 股东会会议 General meetings of shareholders 投资者大会 Investor conferences 路演活动 Roadshows 实地考察 On-site visits 电话邮件往来 Telephone and mail exchanges	工会委员会 Trade Union Committee 女职工委员会 Women Workers' Committee 员工培训 Employee training 员工座谈 Employee seminars 员工满意度调查 Employee satisfaction surveys 举报体系 Reporting system	行业峰会 Industrial summit 客户服务热线 Customer service hotline 客户满意度调查 Customer satisfaction survey 投诉系统 Complaint system 实地考察 On-site visits 信息披露 Information disclosure 电话邮件往来 Telephone and mail exchanges	行业峰会 Industrial summit 采购活动 Procurement activities 供应商培训 Supplier trainings 实地考察 On-site visits	信息披露 Information disclosure 新闻发布会 Press conferences 行业峰会 Industrial summit 电话邮件往来 Telephone and email exchanges	公益活动 Public welfare activities 环境影响评估 Environmental Impact Assessment (EIA)

## 重要性议题管理

### Materiality Assessment

集团以满足利益相关方需求为导向，每年开展重要性评估工作，并将重要性评估结果纳入企业风险管理流程的考量范围。2025年，我们参考《国际财务报告可持续披露准则第1号——可持续相关财务信息披露一般要求》(IFRS S1)等国际最新披露标准，开展双重重要性评估工作。

Guided by the needs of stakeholders, the Group conducts the materiality assessment annually and integrates the results into the enterprise risk management process. In 2025, we carried out a double materiality assessment with reference to the latest international disclosure standards such as the *International Financial Reporting Standards Sustainability Disclosure Standard 1 – General Requirements for Disclosure of Sustainability-related Financial Information* (IFRS S1).

我们遵循以下四个步骤，充分纳入内外部利益相关方的观点，通过系统性的评估流程，识别出与集团价值创造紧密相关且对经济、社会和环境具有重大影响的ESG议题，确保能够及时且有效地管理重要议题，从而应对风险、把握机遇，并为社会和环境带来积极的影响。我们于本报告中对相关议题的行动与成效进行了回应。

To this result, we follow a four-step process that integrates perspectives from internal and external stakeholders. Through a systematic evaluation process, we identify ESG issues that are critical to the Group's value creation and have a significant impact on economic, social, and environmental aspects. This ensures timely and effective management of material ESG issues, enabling us to address risks, seize opportunities, and drive positive societal and environmental outcomes. This Report discloses actions and achievements related to these priorities.

## 双重重要性评估方法

### Double Materiality Assessment Methodology

#### ESG议题识别及相关方参与 ESG Issue Identification and Stakeholder Engagement

我们依据“SHIELD”可持续发展体系2.0建立ESG议题库，基于集团业务模式，综合国家及行业政策趋势、资本市场关注点，深入分析了内外部环境以及价值链，并通过行业调研、专家沟通评估等方式广泛收集并参考利益相关方的意见。最终，我们识别出6大领域20个主要ESG议题，汇总形成世纪互联重要性议题清单。

We have established an ESG issue repository based on the “SHIELD” Sustainability System 2.0. We analyzed the internal and external environments in depth as well as the value chain by considering the Group's business model, applicable policies, and capital market priorities. We conducted industry research, expert consultations, and stakeholder surveys to extensively collect the opinions of stakeholders. Based on this exercise, we identified 20 key ESG issues across six areas and established the list of material issues for VNET.

#### 识别影响、风险和机遇 Identification of Impacts, Risks and Opportunities

通过对自身业务分析、监管要求、同业对标研究等方面的综合分析，识别分析各ESG议题相关业务活动对环境、社会所产生的影响以及各ESG议题对企业业务运营、财务状况、经营成果、现金流等所产生的影响。

Through a comprehensive analysis of business analysis, regulatory requirements, peer benchmarking, etc., we identified and analyzed the environmental and societal impacts of the business activities related to each ESG issue, as well as the impacts of such ESG issues on the business operations, financial situation, operating results, cash flows, etc.

#### 双重重要性评估分析 Double Materiality Assessment

影响重要性评估：

Impact Materiality Assessment:

采用问卷调查、现场访谈的方式，广泛征集内外部利益相关方的意见，为影响重要性评估提供依据，确保评估过程的全面深入。

The Group widely collected the opinions of internal and external stakeholders through questionnaire surveys and on-site interviews, providing a basis for the impact materiality assessment and ensuring the assessment process is thorough and comprehensive.

财务重要性评估：

Financial Materiality Assessment:

邀请内部管理层及财务专家，基于对集团业务运营和财务情况的理解，从财务影响发生的可能性及影响程度规模进行衡量，评估各项议题对集团相关财务影响的重要性。

We engaged internal management and financial experts to evaluate the financial materiality of each ESG issue based on their understanding of the Group's business operations and financial conditions. This involved assessing both the likelihood and magnitude of potential financial impacts.

分析评估结果，并结合外部专家建议，形成双重重要性议题矩阵，确定了ESG议题的重要性排序。2025年度，我们共识别出13项在财务和影响上均具有重要性的议题。

VNET established a double materiality matrix and prioritized the ESG issues by analyzing the assessment results and combining them with the suggestions of external experts. In 2025, we identified 13 issues that are material in both financial and impact dimensions.

#### 董事会确认 Confirmation by the Board of Directors

董事会对双重重要性议题评估结果进行审阅和确认，确认本报告重点披露内容，并保障重要性程度较高的议题纳入ESG重点工作范畴。

The Board reviewed and confirmed the results of the double materiality assessment, approved the key disclosure contents of this Report, and ensured that the issues identified as highly material are incorporated into the Group's core ESG initiatives.

# 世纪互联2025年重要性议题矩阵

## VNET 2025 Materiality Matrix



- 社区  
Society
  - 01 社区参与及贡献  
Community engagement and contribution
  - 02 行业发展与进步  
Industry growth and advancement
- 人才  
Human
  - 03 人才吸引与保留  
Talent attraction and retention
  - 04 多元化及平等机会  
Diversity and equal opportunities
  - 05 劳工权益保护  
Protection of labors' rights and interests
  - 06 职业健康与安全  
Occupational health and safety
  - 07 员工培训与发展  
Employee training and development
- 创新  
Innovation
  - 08 优质产品及服务  
Quality products and services
  - 09 科技创新  
Technological innovation
- 环境  
Environment
  - 10 能耗管理与可再生能源  
Energy consumption management and renewable energy
  - 11 水资源使用  
Utilization of water resources
  - 12 气候变化应对  
Responding to climate change
  - 13 生态环境保护  
Ecological conservation and environmental protection
  - 14 碳排放管理  
Carbon emissions management
  - 15 废弃物管理  
Waste management
- 治理  
Leadership
  - 16 公司治理  
Corporate governance
  - 17 风险管理  
Risk management
  - 18 商业道德  
Business ethics
- 发展  
Development
  - 19 网络安全与数据隐私  
Cybersecurity and data privacy
  - 20 可持续供应链  
Sustainable supply chains

## 重要性议题分析

### Analysis of Materiality Issues

重要性议题 Materiality Issues	能耗管理与可再生能源 Energy Consumption Management and Renewable Energy	网络安全与数据隐私 Cybersecurity and Data Privacy	优质产品与服务 Quality Products and Services
随着数据中心,尤其是大规模数据中心集群的加速建设,能源需求持续攀升,能耗成本也随之增加,其中电费开支在运营成本中往往占较高比重。  通过提升能源利用效率并扩大可再生能源使用规模,既能大幅降低能源消耗,又能缓解对传统电力的依赖,实现长期运营成本的结构性优化。	网络安全事件和数据隐私泄露不仅会破坏系统和业务应用程序的安全性,还可能中断业务连续性,并对客户信任产生重大冲击,进而导致客户流失,对公司业务运营质量和品牌声誉造成风险。  此外,若未能满足愈加严格的网络安全与数据隐私相关法律法规要求,可能导致政府采取执法行动,产生罚款、暂停业务整改等处罚,带来经济损失和业务运营中断的双重风险。	优质的产品和服务是提升客户满意度和忠诚度的基础。持续提供创新性产品和高质量服务能够增强客户粘性,在竞争激烈的市场环境中建立差异化优势,进而推动市场份额提升和收入的持续增长。	
影响描述 Impact Description	The accelerated construction of data centers, particularly large-scale clusters, has led to an ongoing increase in energy demand and associated costs. Of these costs, electricity expenses often constitute a significant portion of operational costs.  Enhancing energy efficiency and increasing the use of renewable energy could substantially reduce energy consumption, mitigate dependency on traditional power sources, and achieve structural optimization of long-term operating costs.	Cybersecurity incidents and data privacy breaches not only compromise the security of systems and business applications, but also disrupt business continuity, severely erode customer trust, and lead to customer attrition, thereby posing risks to the quality of our operations and reputational damage.  In addition, failure to comply with increasingly stringent cybersecurity and data privacy regulations could result in government enforcement actions, including fines, business suspension, or rectification orders, thereby creating concurrent risks of financial losses and operational disruptions.	Quality products and services form the foundation for enhancing customer satisfaction and loyalty. Consistently delivering innovative products and high-quality services can strengthen customer retention, establish differentiated competitive advantages in highly contested markets, and consequently drive market share gains and sustained revenue growth.
对业务的影响类型 Types of Business Impact	成本 Cost	风险 Risk	收入 Revenue
影响范围 Scope of Impact	企业运营 Operations 价值链下游 Value chain (downstream) 产品与服务 Products and services	企业运营 Operations 产品与服务 Products and services	企业运营 Operations 价值链下游 Value chain (downstream) 产品与服务 Products and services
对相关方的影响类型 Types of Impact on Stakeholders	正面影响 Positive impact	负面影响 Negative impact	正面影响 Positive impact

# 责任治理

## Responsible Governance

责任治理是企业实现高质量发展的保障，也是维护利益相关方权益的核心。世纪互联始终恪守适用的法律法规要求，持续优化治理体系，强化风险管理与内部控制，深化商业道德管理，提升透明度和管理效能，以稳健治理为利益相关方创造可持续价值。

Responsible governance ensures the quality development of enterprises and protects the rights and interests of stakeholders. VNET strictly complies with applicable legal and regulatory requirements, delivering sustained value to stakeholders through sound governance. This involves optimizing the governance system, strengthening risk management and internal controls, deepening business ethics management, and improving transparency and management effectiveness.

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## 公司治理 Corporate Governance

健全的治理架构和明确的管理职责为世纪互联的高效运营提供了有力支撑。集团建立了由股东大会、董事会及其下设专业委员会、管理层组成的治理架构。董事会为集团内部管理提供指导和建议，包括战略制定及监督实施、监察集团的营运及财务表现、确保设立有效的内部控制和风险管理制度。董事会各专业委员会负责监管和审议相关领域事务，确保企业的稳定运行，各专业委员会职权范围已于本集团网站刊登<sup>1</sup>，供相关方查阅。董事会定期召开会议，2025年集团董事会会议平均出席率为100%。

我们重视董事会的独立性与多元化。董事会下属的审计委员会、提名及公司治理委员会、薪酬委员会均由非执行独立董事领导。董事会在甄选和任命董事时注重多元化因素并考虑多个范畴，包括但不限于专业技能、行业经验及资历、教育及文化背景、性别、种族等，以确保可以从技能、经验、知识及观点等多个维度为企业带来全面的视野和深刻的洞见。

为提升董事会成员的合规意识和履职能力，增强董事会运作效率，我们定期向董事提供系统性的专业培训及课程，包括市场监管更新要求、风险管理等主题，以确保董事会的决策更加符合监管规范与企业长期发展需要。

截至本报告发布之时，世纪互联董事会由5名董事构成，包括执行董事1名和独立董事4名，独立董事占比80%。

A sound governance framework and a set of well-defined management responsibilities provide strong support for the efficient operations of VNET. The Group has established a governance structure comprising the general meeting of shareholders, the Board and Board committees, and the management. The Board of Directors offers guidance and suggestions to management, including strategic formulation and implementation oversight, monitoring operational and financial performance, and ensuring effective internal controls and risk management systems are in place. Each Board committee is responsible for overseeing and reviewing matters within their respective domains to ensure stable corporate operations. The terms of reference for each committee are published on the Group's website<sup>1</sup> and are available to stakeholders. The Board convenes regularly, and in 2025, the average Board meetings attendance was 100%.

We emphasize the importance on the independence and diversity of our Board of Directors. The Audit Committee, the Nomination & Corporate Governance Committee, and the Compensation Committee under the Board are all chaired by independent non-executive directors. When selecting and appointing directors, the Board prioritizes diversity and considers multiple dimensions, including but not limited to professional expertise, industry experience and qualifications, educational and cultural backgrounds, gender, ethnicity, etc. This ensures that comprehensive perspectives and profound insights can be brought to the Company based on the skills, experiences, knowledge, and viewpoints of the Board members.

To enhance the Board's awareness on compliance and capabilities to perform duties and improve operational efficiency, we regularly provide directors with systematic professional training and courses covering updates on market regulation and risk management. This ensures that the Board's decision-making aligns with regulatory norms and the Company's long-term development.

As of the release of this Report, the Board of Directors consisted of five members, including one executive directors and four independent directors. Independent directors account for 80% of the Board.



<sup>1</sup> <https://ir.vnet.com/corporate-governance/policies-committee-charters>

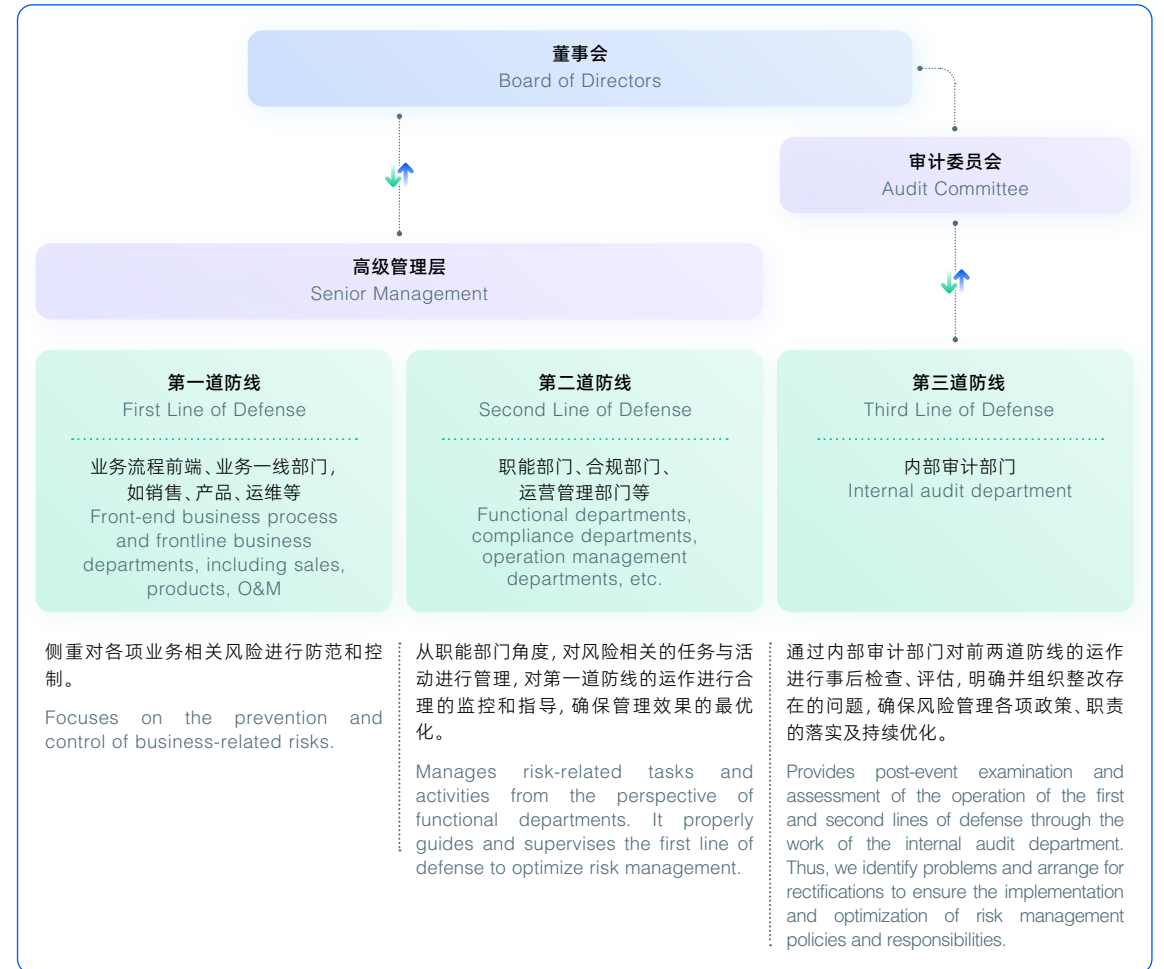
# 风险管理 Risk Management

## 风险管治架构

世纪互联高度重视风险管理和内部控制。我们遵循《萨班斯 - 奥克斯利法案》要求，基于反虚假财务报告委员会下属的发起人委员会（以下简称“COSO”）发布的《内部控制整合框架》（以下简称“框架”）并结合集团业务特点，建立了完善的风险管理及内部控制体系，对运营过程中的财务和非财务风险进行识别和预警，以形成有效的风险防控机制。我们建立了风险管理三道防线，把风险管理融入企业管理和业务流程中，通过明确董事会、管理层、内部审计职能及外部审计机构在风险防控体系中的角色与责任，保障风险管理体系健全有效。

## Risk Governance Structure

VNET places significant emphasis on risk management and internal controls in its operations. In compliance with the requirements of the *Sarbanes-Oxley Act*, we have established sound risk management and internal control systems based on the *Integrated Framework for Internal Control* (hereinafter referred to as the "Framework") issued by the Committee of Sponsoring Organizations of the Treadway Commission (hereinafter referred to as "COSO"), while integrating the characteristics of our business. We identify and provide early warnings for both financial and non-financial risks during operations, thereby forming an effective risk prevention and control mechanism. We have implemented the three-lines-of-defense structure for risk management, integrating risk management into our corporate governance and operational processes. By clearly defining the roles and responsibilities of the Board of Directors, management, the internal audit function, and external audit institutions within the risk prevention system, we ensure the integrity and effectiveness of our risk management framework.



## 风险管理流程

在COSO框架指导下，世纪互联制定了《风险管理指引》，对可能影响集团业务发展的关键风险因素进行年度风险评估。我们通过“风险信息收集 - 风险评估 - 风险管理策略 - 风险控制和应对 - 风险监督与改进”步骤开展风险管理流程，提升风险识别和应对能力。

## Risk Management Process

Under the guidance of the COSO framework, VNET has formulated the *Guidelines on Risk Management* to conduct annual risk assessments on key risk factors that may impact the Group's business development. We implement a structured risk management process through the steps of "risk information collection – risk assessment – risk management strategy – risk control and response – and risk monitoring and improvement" to enhance the ability to identify and respond to risks.

### 风险信息收集

Risk Information  
Collection

广泛、持续收集与企业风险和管理相关的内外部初始信息，并将信息收集职责分工落实到各有关职能部门和业务单位。

Systematically collect initial information related to the enterprise's risks and management internally and externally, with clear responsibilities assigned across relevant functional departments and business units.

### 风险评估

Risk Assessment

识别风险，分析和描述已识别风险发生可能性的高低、风险发生的条件，评估其对企业实现目标的影响程度、风险的价值等。

Identify risks, analyze and describe the likelihood and triggering conditions of the identified risks, and evaluate their impact on corporate objectives and potential value implications, etc.

### 风险管理策略

Risk Management  
Strategy

根据自身条件和外部环境，围绕公司发展战略，集团管理层确定风险偏好、风险承受度等，选择适合的风险管理工具及风险管理所需人力和财力资源的配置。

Aligned with the Group's development strategy, senior management determines the risk appetite and tolerance thresholds based on organizational capabilities and external environments, selects appropriate risk management tools, and allocates necessary human/financial resources.

### 风险控制和应对

Risk Control and  
Response

针对各类风险或每一项重大风险制定风险管理解决方案，包括风险解决的具体目标，具体应对措施以及风险管理工具等。针对重大风险所涉及的各项管理及业务流程，制定涵盖各个环节的全流程控制措施；对其他风险所涉及的业务流程，将关键环节作为控制点并采取相应的控制措施。

Develop targeted risk management solutions for types of risks or each significant risk, including risk mitigation objectives, concrete response measures, risk management tools, etc. For significant risks, establish end-to-end control measures covering all management/operational workflows. For other risks, designate key control points in relevant processes and implement corresponding controls.

### 风险监督与改进

Risk Monitoring and  
Improvement

对风险信息收集、风险评估、风险管理策略、风险控制和应对等风险管理流程的实施情况进行监督，不定期采用压力测试、返回测试、穿行测试以及风险控制自我评估等方法对风险管理有效性进行检验，根据变化情况和存在的缺陷及时改进。

Review the implementation of the risk management processes including risk information collection, risk assessment, risk management strategy, and risk control and response. Methods such as stress testing, backtesting, walkthrough testing, and control self-assessments are adopted from time to time to test the effectiveness of risk management and make timely improvements according to environmental changes or identified deficiencies.

## 内控审计

基于自身独立性，集团内部审计职能每年对内部控制体系的设计有效性和执行有效性进行测试与自我评价，亦定期开展专项审计。2025年度，专项审计工作重点围绕运营效能、IT综合管控、采购管理等领域开展。同时，我们每年聘请审计师对集团财务报告及相关内部控制进行审计，审计师对是否存在重大缺陷出具评价，为集团持续优化内控管理提供参考。审计报告全文均刊载于集团网站，接受各相关方审阅与监督。

## 风险管理文化

我们在内部各个层面营造风险管理文化氛围，树立风险管理理念。董事会高度重视风险管理文化的培育，由董事和高级管理人员负责领导集团的风险管理文化培育工作。重要管理及业务流程和风险控制点的管理人员和业务操作人员是培育风险管理文化的骨干。我们在集团各项业务管理及重要业务流程中（包括规划、产品研发、采购、生产安全、劳工权益、环境保护及气候变化等）充分考虑风险因素，贯彻执行风险管理流程。

我们将风险管理文化建设与薪酬制度和人事制度相结合，以增强各级管理人员风险意识，防止盲目扩张、片面追求业绩、忽视风险等行为的发生。我们将网络安全、反腐败、职业健康与安全等风险管理相关指标纳入高级管理层和员工的绩效评估和激励中，上述指标的评估与考核结果将直接影响相关人员的薪酬、绩效奖金及晋升，确保风险管理工作得以有效落实。

集团定期为包括非执行董事在内的全体董事提供风险管理相关专项培训，确保其了解最新的风险管理趋势和实践，并通过培训、推文宣贯等形式向全体员工开展风险相关培训。同时，我们建立针对重要管理及业务流程、风险控制点的管理人员和业务操作人员的岗前风险管理培训制度，采取多种途径和形式，加强对风险管理理念、知识、流程及管控等内容的培训，培养风险管理人才。2025年度，集团开展了以风险管理与内部控制、贸易合规、收入流程内控、税务治理为主题的系列培训，并发布宣贯文章10篇，风险相关培训共计覆盖4,300余人次。

## Internal Control and Audit

Based on its independence, the Group's independent internal audit function annually tests and performs self-evaluation of the design and execution effectiveness of the internal control system and also carries out special audits on a regular basis. In 2025, the focus of special audits included operational efficiency, integrated IT governance, and procurement management. Additionally, we annually engage an external auditor to audit the Group's financial statements and related internal controls. We received evaluations from our auditor on whether there are any material deficiencies and insights to support the Group's continuous improvement of internal control practices. The full report on the audit conclusions can be found on the Group's website for the review and supervision of all relevant stakeholders.

## Risk Management Culture

We foster a environment that values risk management across all organizational levels and instill such principles as core values. The Board of Directors prioritizes the cultivation of risk culture, with directors and senior executives leading these efforts across the Group. Managers and business operators of key management and business processes and risk control points serve as the backbone of this initiative. Risk factors are systematically incorporated into all business operations and key processes (including strategic planning, product development, procurement, production safety, labor rights, environmental protection, and climate change, etc.), ensuring rigorous adherence to the risk management process.

We develop a risk management culture through integrating measures within the compensation and human resources systems to strengthen risk awareness among all management levels, preventing behaviors such as reckless expansion, obsessively performance chasing, and neglect of risk. Cybersecurity, anti-corruption, occupational health and safety, and other risk-related metrics are incorporated into performance evaluations and incentives for senior executives and employees. Assessment results directly impact compensation, incentives, bonuses, and promotions, ensuring effective implementation of risk management practices.

The Group regularly provides specialized risk management training to all directors, including non-executive directors, to keep them updated on emerging trends and practices. Through diverse channels such as training sessions, official posts and promotional articles, we extend risk-related education to all employees. Additionally, we have established a pre-employment risk management training program for managers and business operators of key management and business processes and risk control points. Diverse training methods are adopted to reinforce risk management principles, knowledge, procedures, and controls, nurturing a pipeline of risk management professionals. In 2025, the Group conducted a series of training programs focusing on risk management and internal controls, trade compliance, revenue process internal controls, and tax governance, and published 10 awareness-building articles, with risk-related training reaching over 4,300 participants.

### 案例 Case

## 贸易合规风险防控巡回培训 Trade Compliance Risk Prevention Training Tour

2025年7月，为强化业务团队合规意识，提升风险防控能力，我们面向业务销售人员，在北京、上海、广州三地开展了“贸易合规风险防控巡回培训”。本次培训通过政策解读、案例剖析与实务指导，帮助团队理解业务中的高风险信号及防控策略，同时强调合规经营的基本原则与要求，并提供涵盖业务全流程的风险防控操作指南，为公司业务的稳健发展保驾护航。

In July 2025, to strengthen the compliance awareness and enhance the risk prevention capabilities of our business teams, we conducted a "Trade Compliance Risk Prevention Training Tour" for business sales personnel across three locations: Beijing, Shanghai, and Guangzhou. Through policy interpretation, case studies, and practical guidance, the training helped teams identify high-risk signals in business operations and understand the corresponding prevention strategies. It also reinforced the fundamental principles and requirements of compliant business conduct and provided an end-to-end operational guide for risk prevention and control, safeguarding the Company's stable and sustainable growth.

## 新兴风险

世纪互联重点关注包括关联交易风险、市场风险、信息安全风险、人力资源风险等在内的与企业运营高度相关的风险。为了更好地适应持续变化的外部环境，集团秉持前瞻性思维，积极开展新兴风险的识别与应对工作，并通过正式的风险管理流程定期进行风险敞口的评估与分析。

## Emerging Risks

VNET focuses on risks that are highly relevant to enterprise operations, including risks associated with related-party transactions, market risks, information security risks, human resources risks, etc. The Group adheres to a forward-looking mindset, actively identifies and addresses emerging risks to better adapt to the continuously changing external environment, and regularly assesses and analyzes risk exposures through formal risk management processes.

<b>风险名称</b> <b>Name of the Risk</b>	<b>描述及影响</b> <b>Description and Impact</b>	<b>风险应对</b> <b>Response to Risks</b>
<b>算力转型风险</b> Computing Transformation Risk	<p>人工智能发展所带来的巨大算力与电力需求，使传统电力在支撑数据中心业务稳定运行上面临更大挑战，驱动着数据中心由传统电力向以新能源为主体的新型电力系统转型。这不仅对算力基础设施的交付能力和服务可靠性提出了更高要求，也显著增加了转型的复杂性和紧迫性。</p> <p>The enormous demand for computing power and electricity generated by artificial intelligence development poses greater challenges for traditional power systems to sustain stable operations of data centers. This dynamic is driving a transformation of data centers from conventional power sources toward new power systems centered on renewable energy, placing higher demands on the delivery capability and service reliability of computing infrastructure while significantly heightening the complexity and urgency of this transition.</p>	<ul style="list-style-type: none"> <li>世纪互联发布Hyperscale 2.0战略，通过构建绿电直供专线、联动新能源与传统能源、搭建智能电力调度等能源处理核心技术，构建数据中心主营业务+AI原生新能源组合的数据中心，提高数据中心的能源使用效率。</li> <li>更多风险应对内容详见优质服务、激发绿色生产力、绿色数据中心全生命周期管理小节。</li> <li>VNET has launched its Hyperscale 2.0 strategy. Through the construction of dedicated green power transmission lines and the integration of new energy sources with traditional power, as well as the deployment of smart power dispatching and other core energy management technologies, VNET aims to build data centers that combine core business operations with AI-native new energy solution combination. These efforts will improve the energy efficiency of data centers.</li> <li>For further details on risk mitigation actions, please refer to the sections on Quality Products and Services, Stimulating Green Productivity, and Full-Lifecycle Management of Green Data Centers.</li> </ul>
<b>AI相关偏见误导风险</b> AI-related Bias and Misinformation Risk	<p>随着AI技术在数据中心运维管理中的深度应用，数据处理、分析规模与系统交互复杂度显著提升。AI信息处理基于通用知识的算法偏见风险可能导致错误信息与准确信息混杂输出，若使用者缺乏交叉验证与信息溯源意识，可能直接误用其中的错误或偏见结论，误导运维操作与判断。</p> <p>As AI technology becomes more integrated into data center operations and management, the scale and complexity of data processing, analysis, and system interactions has grown significantly. Algorithmic bias based on general knowledge during AI information processing may result in the production of erroneous or inaccurate information. Without awareness of cross-validation and verification of information sources, users may inadvertently use erroneous or biased conclusions, which could misguide operational actions and judgments.</p>	<ul style="list-style-type: none"> <li>加强对AI生成结果的检测与审核，对AI输出的运营操作结论进行人工复核与决策，确保相关输出满足内部运营管理制度要求。</li> <li>使用者可对AI生成结果提出异议与反馈，由人工团队复核并改进。</li> <li>更多风险应对内容详见负责任的AI应用小节。</li> <li>Strengthen the review and verification of AI-generated outputs; manually audit and make decisions on operational conclusions proposed by AI to ensure alignment with the requirements of the internal operational management system.</li> <li>Users may raise objections and provide feedback on AI-generated results, which will be reviewed and improved by human teams.</li> <li>For further details on risk mitigation actions, please refer to the section on Responsible AI.</li> </ul>

## 商业道德

### Business Ethics

世纪互联秉持正直诚信的商业原则，致力于与合作伙伴共建和谐公正的商业环境。我们严格遵守运营所在地相关法律法规，并结合集团实际情况建立了完善的商业道德与合规管理体系，在正当竞争和反垄断、反贪污等方面进行明确规定，系统性定义集团各部门职责、汇报线及问责机制。董事会对集团商业道德相关事宜承担最终责任并进行监督。

VNET adheres to the business principles of integrity and honesty and is committed to jointly creating a harmonious and fair business environment with its partners. We strictly comply with the relevant laws and regulations of where we operate and have established a sound business ethics and compliance management system tailored to the Group. This system explicitly addresses fair competition, anti-monopoly, and anti-corruption practices, while systematically defining departmental responsibilities, reporting lines, and accountability mechanisms. The Board of Directors assumes ultimate oversight and responsibility for ethics-related matters.

集团制定《商业行为与道德规范准则》，定期对该准则进行审阅，并由董事会监督政策落实情况，以确保政策的有效性。我们要求全体员工及与集团有关的第三方在开展商业活动时全面遵循该准则，并面向所有员工（包括正式和非正式员工）和供应商进行培训。

The Group has formulated the *Code of Business Conduct and Ethics*, which is reviewed regularly and overseen by the Board of Directors to ensure its effectiveness. All employees and third parties associated with the Group must comply fully with this Code during commercial activities. We provide training on the Code for all employees, including both full-time and part-time staff, as well as for suppliers.

## 反贪污

世纪互联对贪污腐败行为秉持“零容忍”态度，明确禁止任何形式的贪污行为，并承诺采取有效措施预防和打击贪污腐败，维护集团廉洁运营环境。

集团参考反贿赂管理体系（ISO 37001）构建并不断完善反贪污管理体系，制定《廉政巡察制度》《礼品礼金登记制度》等内部制度，持续强化反贪污管理责任制。集团深化高管“一岗双责”制度，确保全体高管签署反舞弊责任书，推动反舞弊管理工作有效落实。

## Anti-Corruption

VNET maintains a “zero-tolerance” stance toward all forms of corruption and is committed to preventing and combating corrupt practices through effective measures that safeguard an ethical operating environment.

The Group has established and continuously enhances its anti-corruption management system by referring to the Anti-bribery Management Systems (ISO 37001). Internal frameworks, such as the *Integrity Inspection System* and the *Gift Registration System* have been implemented to strengthen accountability mechanisms. Additionally, the Group has strengthened the “Dual Responsibility” system for senior executives, ensuring that all executives sign anti-fraud accountability agreements to promote the effective implementation of anti-corruption efforts.



为规范合作伙伴商业道德行为，我们已制定《供应商行为守则》，要求供应商制定相应政策、行为守则及作业流程以杜绝任何形式的贿赂、贪污和欺诈行为，并在必要时就其合规性进行审查。我们要求全体员工、第三方供应商以及客户签署《关于反商业贿赂行为的承诺书》，共同承诺遵守相关法律法规和集团规定。

我们将反贪污风险纳入整体风险管理体系中，持续开展重点风险岗位和关键业务环节风险识别和评估工作。集团每年通过业务流程分析、历史案例回顾、举报信息收集等方式识别潜在的贪污风险点及管理漏洞，本年还通过员工匿名问卷调查、重点岗位访谈、合作伙伴走访及数据分析等形式主动研判风险。针对已识别的反贪污风险，由相关部门开展深入调查，分析和评估风险发生的可能性和影响程度，并依据不同性质或等级制定相应的风险管控措施。各相关部门负责跟踪风险并确保有效执行所采取的措施，廉政监察部对落实情况进行监督。

集团重视并不断完善反贪污审计及监督审查机制，建立包含风险评估、内部控制测试、合同审查、分析性程序、询问程序等的正式审计调查流程，定期开展反贪污审计，范围覆盖采购与销售、人力资源、在建工程等业务活动。集团反贪污审计每年覆盖全部办公运营地，且至少每三年覆盖集团所有业务板块。集团已取得反贿赂管理体系 (ISO 37001) 认证，认证覆盖所有办公运营地。

世纪互联已加入企业反舞弊联盟和阳光诚信联盟，积极参加行业反舞弊与廉洁风险防控交流活动，致力于融入行业共建共治的诚信生态体系，为拓宽廉洁风险防控思路、践行廉洁合规经营理念提供有益借鉴。

2025年度，世纪互联未发生针对集团或集团员工提出并已审结的贪污诉讼案件。

To regulate the business ethics of partners, we have formulated the Supplier Code of Conduct, requiring suppliers to establish corresponding policies, codes of conduct, and operational procedures to eliminate any form of bribery, corruption, or fraud. Compliance reviews are conducted as needed. We also require all employees, third-party suppliers, and customers to sign the *Anti-bribery Commitment Letter*, pledging adherence to relevant laws, regulations, and Group policies to collectively maintain an integrity-based ecosystem.

We have integrated anti-corruption risks into the enterprise-wide risk management system and continuously conduct risk identification and assessment on key risk positions and critical business processes. Annual risk identification processes – including business process analysis, and historical case reviews – are conducted to pinpoint potential corruption risks. This year, we proactively analyzed risks through methods including employee anonymous surveys, interviews with key positions, partner visits, and data analysis. For identified anti-corruption risks, relevant departments investigate, analyze, and assess risk likelihood and impact, and formulate mitigation strategies tailored to risks of different natures or levels. The relevant departments track the risks and ensure the effective implementation of the measures taken, with the integrity department overseeing the implementation.

The Group emphasizes robust anti-corruption audits and monitoring mechanisms, employing formal audit procedures encompassing risk assessments, internal control testing, contract reviews, analytical procedures, and interview protocols. Anti-corruption audits are conducted regularly across procurement and sales, human resources, construction activities, etc. The Group's anti-corruption audits cover all office operation locations every year and all business segments at least every three years. The Group has obtained the ISO 37001 certification, with full coverage across all office operation locations.

VNET has joined the Enterprise Anti-Fraud Alliance and the Trust and Integrity Enterprise Alliance. We actively participate in industry exchanges on anti-fraud and integrity risk prevention, and are committed to integrating into the industry-wide collaborative ecosystem for integrity. This engagement provides valuable insights into broadening perspectives on integrity risk prevention and upholding the principles of ethical and compliant business practices.

In 2025, there were no concluded legal cases regarding corrupt practices brought against the Group or its employees.



## 投诉举报与保护机制

世纪互联致力于打造公开透明的工作环境，鼓励员工、客户、供应商及其他利益相关方对任何可疑违规行为进行举报。集团制定了正式的举报及投诉处理流程，并设有专职负责举报机制的部门及人员，确保举报事项得到及时且专业的处理。利益相关方可以采用实名或匿名方式进行举报和投诉。本年度，集团在原有邮箱、信箱、举报专线、线下举报的基础上，新增公司官网举报入口、举报二维码、内网平台等举报渠道。同时，公司接受相关方通过劳动保障监察机构等第三方举报渠道提出的建议和监督。我们还为员工提供如何使用举报渠道的宣贯培训，帮助员工熟悉途径和方法。

### 举报及投诉处理流程

#### Whistleblowing and Complaint Handling Process

1

#### 立即响应

Respond immediately

廉政监察部收到举报、投诉后，第一时间联系了解情况，进行初步筛查并形成下一步工作开展计划上报集团管理层。

After receiving a report or complaint, the integrity department shall contact the involved parties to acquire the relevant information, decide whether the matter requires further investigation, develop a work plan, and subsequently reported to the management.

2

#### 专人调查

Investigate by dedicated personnel

经管理层批示后需展开调查的举报、投诉，廉政监察部门将启动调查程序，成立调查小组，开展调查工作。

For reports and complaints approved by the management for investigation, the integrity department shall initiate the investigation and establish a dedicated team to work on these cases.

3

#### 及时上报

Report on time

及时将调查报告（含处理建议、整改计划）呈报集团管理层及董事会，2个工作日内获得处理意见。

Submit the investigation report (including handling suggestions and rectification plans) to the management and the Board of Directors, which will be replied within two working days.

4

#### 结果公示

Announce results

签署确认的调查报告后，3个工作日内发出《调查结果告知书》，就该事件调查结果发布全员公告。

Upon confirmation by signature on the investigation report, the integrity department shall issue the *Notification of Investigation Results* and make an all-staff announcement on the investigation results within three working days.

集团高度尊重与保护投诉人及举报人，严格控制集团内部举报及投诉信息的知悉范围，通过技术加密和物理隔绝等手段，对调查材料进行严格保密。未经投诉人、举报人同意，绝不公开其个人信息，切实维护投诉人、举报人的合法权益。对违反保密规定、不正当履行职责的调查人员，以及对投诉及举报人打击报复、或对调查人员采取敌对措施的人员，集团采取“零容忍”原则，并将依法严肃处理，情节严重者则移交司法机关处理。

## Whistleblowing and Protection Mechanism

VNET is committed to creating an open and transparent working environment and encourages employees, customers, suppliers, and other stakeholders to report any suspected violations. The Group has established formal whistleblowing and grievance procedures, along with a dedicated department and personnel responsible for overseeing these mechanisms, ensuring timely and professional handling of all reports. Stakeholders may submit reports either anonymously or non-anonymously. This year, the Group has expanded its reporting channels by adding new options, such as a dedicated section on the corporate website, a reporting QR code, an internal network platform, in addition to the existing email, mailbox, whistleblowing hotline, and offline reporting channels. The Group also accepts feedback and supervision from relevant parties through third-party reporting channels, such as labor protection supervision authorities. We have also provided training to employees on how to use these reporting channels and familiarize themselves on such available avenues and procedures.

### 举报及投诉渠道

#### Whistleblowing and Complaint Channels

公司官网 Website

<https://www.vnet.com/>

举报邮箱 Whistleblowing Email

[ju.bao@vnet.com](mailto:ju.bao@vnet.com)

邮寄地址 Address

北京市朝阳区酒仙桥东路10号世纪互联集团廉政监察部  
VNET Group, the Integrity Department,  
No.10, Jiuxianqiao East Road, Chaoyang District, Beijing

邮政编码 Postal Code

100016

The Group respects and protects whistleblowers and complainants, strictly controlling the scope of access to internal whistleblowing and complaint information. Investigative materials are kept confidential and rigorously safeguarded through technical encryption, physical segregation, and other measures. Personal information is not disclosed without the consent of the complainant or whistleblower, ensuring their rights and interests are fully protected. The Group adopts a zero-tolerance policy toward investigators who breach confidentiality obligations, fail to perform their duties properly, or retaliate against complainants/whistleblowers, as well as individuals who take hostile actions against investigators. Such violations will be met with severe disciplinary action in accordance with the law, with egregious cases referred to judicial authorities for prosecution.

## 商业道德培训

为建设透明、诚信的廉洁文化，全面提升全体员工的廉洁风险防范能力，集团开展多维度、多层次的反贪污培训与宣贯活动。本年度，我们已开设廉政教育专栏，发布教育视频和宣贯文章共计23个，培训覆盖超5,300人次，集团董事及员工反贪污培训覆盖率达100%。

## Business Ethics Training

To build a transparent and ethical culture, the Group delivers multi-dimensional training and awareness programs on anti-corruption to strengthen all employees' capabilities in preventing corruption risks. This year, we set up a dedicated integrity education column and published 23 educational videos and articles, reaching 5,300 readers, and the coverage rate of anti-corruption training for directors and employees reached 100%.

### 管理层

Management

通过一对一面谈向高管宣贯解读集团反舞弊政策，树立廉洁从业意识；每年组织管理层参观廉政警示教育基地。

Senior executives received policy briefings on the Group's anti-fraud policies through one-on-one interviews to instill awareness of ethical professionalism. The Group organizes annual visits to an integrity warning education base for management.

### 全体员工

(包括正式与非正式员工)

All employees (including full-time and part-time employees)

将反贪污培训课程纳入员工培训体系。月度开展新员工反贪污培训，并将培训考试成绩纳入新员工试用期考核，2025年新员工反贪污培训考试通过率100%。

Anti-corruption training was integrated into the employee onboarding program. Monthly training sessions were held for new employees, with exam results incorporated into probationary period evaluations. In 2025, the pass rate for new employee anti-corruption training exams reached 100%.

### 高风险部门及岗位员工

Employees in high-risk departments and positions

开展针对性的廉洁培训及教育座谈会，并在日常管理中重点进行重点监察，以提升其在工作中识别、预防和应对贪污行为的能力。

Targeted integrity training and educational forums were conducted, with enhanced oversight in daily operations to improve employees' ability to identify, prevent, and address corrupt practices.

### 案例 Case

## 以史为鉴 警钟长鸣——2025年世纪互联廉洁教育培训 Learning from History, Staying Vigilant – VNET's 2025 Integrity Education and Training

为深入推进廉洁从业长效机制建设，强化全员廉洁自律意识，护航企业高质量发展，2025年4月，世纪互联组织近百名员工走进昌平廉洁教育基地——“明镜昭廉”明代反贪尚廉历史文化园，了解明代反贪尚廉的历史，直观感受反贪、治贪、尚廉的历史实践，借此背景增强员工对廉洁重要性的认识。



In April 2025, to further advance on our long-term agenda in professional conduct, strengthen awareness of integrity and self-discipline among all employees, and safeguard the Group's high-quality development, VNET organized a visit for nearly 100 employees to the Changping Integrity Education Base – the “Mingjing Zhaolian”, the Ming Dynasty's Anti-Corruption and Pro-Integrity Historical and Cultural Park. There, employees learned about the Ming Dynasty's history of anti-corruption, corruption control, and integrity promotion, directly observing the period's anti-corruption practices. This experience significantly heightened their awareness of the importance of integrity.



世纪互联ESG目标：  
VNET's ESG target:

董事及员工反贪污培训覆盖率 **100%**  
**100%** coverage of anti-corruption training  
for directors and employees

# 创新引领

## Innovation-Driven Pioneering

作为数字经济领域的重要参与者，世纪互联始终以技术创新为核心驱动力，以超大规模数字基础设施的稳定高效运营为坚实保障，引领行业迈向更智能、更高效、更绿色的未来，为数字经济的持续繁荣注入强劲动力。

As a pivotal player in the digital economy ecosystem, VNET has always considered technological innovation as its core driving force and relied on the stable and efficient operation of hyperscale digital infrastructure as a solid foundation to steer the industry toward a smarter, more efficient, and greener future, injecting robust momentum into the sustained prosperity of the digital economy.

### 专题--世纪互联 Hyperscale 2.0: 共创智算新时代，赋能 AI 新纪元

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### 优质产品服务

High-Quality Products and Services 30

### 安全稳定运营

Safe and Stable Operations 36



## 专题 —— 世纪互联Hyperscale 2.0：共创智算新时代，赋能AI新纪元

### Topic – VNET's Hyperscale 2.0: Powering the Intelligent Computing Era

近年来，AI技术的爆发式增长已成为数据中心行业持续增长的核心驱动力，大模型训练及推理需求随着AI应用场景的拓展而激增，行业政策对技术创新与绿色能源的倡导，正推动行业向规范化、可持续的长期发展方向迈进，拥有创新技术与绿色能源优势的企业将占据发展先机。作为行业领军企业，世纪互联于2025年重磅发布基于绿色直流的Hyperscale 2.0战略，将以内蒙古、河北、北京等地为起点，构建以兆瓦机柜+百兆瓦单体建筑+吉瓦园区的Hyperscale 2.0超大规模AIDC创新工程。

In recent years, the explosive growth of AI technologies has become the core driver of sustained expansion in the data center industry. The surge in demand for large-scale training and inference, driven by the expanding scope of AI applications, together with industry policies promoting technological innovation and green energy adoption, are propelling the sector toward standardized, sustainable long-term development. In this landscape, enterprises with innovative technologies and green energy advantages will gain a competitive advantage. As an industry leader, VNET officially launched its green, DC-based Hyperscale 2.0 strategy in 2025. This strategy continues to advance, starting from regions such as Inner Mongolia, Hebei, and Beijing, to develop next-generation hyperscale AIDC projects featuring megawatt-scale cabinets, 100-megawatt-scale buildings, and gigawatt-scale campuses.

新一代AIDC的本质是“输入电力、输出Token”的新物种。Hyperscale 2.0将聚焦于“平台型自主负荷驱动新型电力系统”，其核心竞争力包括：

The essence of the new-generation AIDC lies in a novel paradigm of “inputting electricity and outputting tokens”. Hyperscale 2.0 centers on a “platform-based, self-load-driven new power system”, whose core competitiveness encompasses:

#### 绿电直连和有源微网

##### Direct green power connection and active microgrids

构建绿电直供专线，提升绿电比例，实现能源自主可控；

Establishing dedicated green power supply lines to increase the share of renewable energy and enhance energy autonomy and controllability;

#### 智能电力调度

##### Smart power dispatch

通过智能电力调度系统，实现内部可管、可控、可调，并参与外部电力现货交易；

Leveraging a smart dispatch system to realize internal manageability, controllability, and adjustability, while participating in external power spot market transactions;

#### 超大规模能源融合

##### Large-scale energy integration

联动新能源与传统能源，形成“算力中心+超级充电网”微巨融合体系；

Synergizing renewable and conventional energy sources to form a micro-macro integrated system of “computing data center + ultra-high power charging network”;

#### 硬核科技联合创新

##### Joint innovation in hardcore technologies

围绕功率半导体、能源路由器、固态变压器(SST)组网等“能量处理”核心技术、关键设备及工程组网等方面的联合创新。

Collaborating on breakthrough innovations in core “energy processing” technologies, including power semiconductors, energy routers, solid-state transformers (SST), as well as key equipment and system-level network integration.

在打造AIDC的过程中，世纪互联以高标准践行“三化”为主要路径之一，推动Hyperscale 1.0向2.0转型：

In advancing AIDC development, VNET implements the “three technologies” below as a standard pathway to drive the transition from Hyperscale 1.0 to 2.0:

### 建筑标准化 Building Standardization

实现单模块兼容所有功率，模块内各类空间可相互替换，多模块无限拼接；

Single modules compatible across all power densities, with fully interchangeable internal functional spaces and seamless scalability through modular stacking and expansion;

### 机电模块化 Modular Data Centers

打造预制化“智粒”，集成电、冷、算、网等模块，实现三个月快速部署以响应算力需求；

Prefabricated “Smart Powerlets” (branded as “Zhi Li” in Chinese), integrating power, cooling, computing, and networking modules, enabling three-month rapid deployment to meet evolving computing demands;

### 电力总线化 Bus-based Electrical Systems

外部以110/220千伏高压等级和电网连接，园区间能量互济，园区内交直流灵活组网。通过构建高度集成的供电网络，大幅提升系统供电效率和灵活性。

External grid connection at 110/220 kV high voltage levels, enabling cross-campus energy balancing and flexible AC/DC distribution within campuses. This highly integrated power architecture significantly enhances overall efficiency and system flexibility.

世纪互联依托已在国内持续打造的三大吉瓦级AIDC超大规模数据中心集群——乌兰察布数据中心集群、张家口怀来数据中心集群及苏州数据中心集群，结合国内城市型AIDC节点，持续输出世纪互联AIDC一站式创新性的技术方案，解构冗余、低效的传统算力基础能源体系，重构绿色低碳、经济高效、柔性灵活的“电粒”（Powerlet）。世纪互联也将携手广大客户、专精特新并具备自主核心技术的高科技公司、产业链伙伴等多利益关联方，共创共建共享绿色直流Hyperscale 2.0创新工程和开放生态体系。

Leveraging its three domestically established GW-scale AIDC clusters, i.e. the Ulanqab Data Center Cluster, Zhangjiakou-Huailai Data Center Cluster, and Suzhou Data Center Cluster, alongside retail AIDC nodes, VNET continuously delivers innovative, end-to-end AIDC technical solutions. These solutions deconstruct the redundant and inefficient legacy computing infrastructure energy system and reconstruct a green, low-carbon, economically efficient, and flexible “Powerlet”. VNET will also collaborate with customers, specialized and innovative high-tech enterprises possessing independent core technologies, industry chain partners, and other stakeholders to co-create, co-build, and share the green DC-powered Hyperscale 2.0 innovation project and an open ecosystem.

#### 乌兰察布绿色吉瓦级 AIDC 超级智算旗舰基地 Ulanqab Green GW-scale AIDC Super Intelligent Computing Flagship Data Center Campus



#### 怀来超级人工智能数据中心 (AIDC) 节点 Huailai Super Artificial Intelligence Data Center (AIDC) Node



#### 太仓大数据智算中心基地 Taicang Big Data Intelligent Computing Center Campus



## 优质产品服务 High-Quality Products and Services

为了向客户提供安全可靠的产品与服务，世纪互联在保障业务稳定运营的基础上，不断加大创新资源投入，全力推动产品与服务升级，持续提高服务质量和客户满意度。

### 科技创新

#### 技术创新与应用

作为行业领军企业，世纪互联始终站在技术创新的前沿，依托前瞻性的战略布局与深厚的技术积累，专注于绿色高效、智能化等前沿技术的研发与应用，推动先进技术与运营场景深度融合，引领数据中心行业高质量发展。

To deliver secure and reliable products and services to customers while ensuring stable business operations, VNET continuously increases investment in innovation resources, vigorously advances the upgrades of products and services, and persistently enhances service quality and customer satisfaction.

### Technological Innovation

#### Technical Innovation and Application

As an industry leader, VNET is consistently at the forefront of technological innovation. The Group leverages its forward-looking strategic layout and profound technological accumulation of knowledge to focus on the research and development (R&D) of cutting-edge technologies, including green efficiency and intelligence. This allows VNET to deeply integrate advanced technologies with operational scenarios and lead the high-quality development of the data center industry.



### 案例 Case

#### 中高压直流供电技术的创新实践

#### Innovative Practice of Medium- and High-Voltage DC Power Supply Technology

世纪互联与伊顿合作推出能源路由器，基于 SST (固态变压器) 与智能能量控制技术，可实现交直流灵活双向传输，推动行业从传统的“电力分配”模式向智能化“能源管理”转型。

2025年，世纪互联SST试点项目经过一年稳定运行，充分验证了SST技术的可行性与适配性，及其高效、高密的核心优势，为未来高压等级直流供电方案积累了可复制、可推广的技术验证基础。技术主要特点包括：

- SST全链路转换效率较传统UPS提升3.2%以上，有效优化数据中心PUE指标、压缩能耗。
- 高频化设计使占地面积减少40%以上，单系统功率可从2.5兆瓦向上突破到6兆瓦以上，适配高密度算力需求。
- 可通过整合光伏、储能等分布式能源，实现电能双向流通，将数据中心转化为“能源枢纽”。

同年6月，世纪互联“国家绿色数据中心新型中压直流能源路由器创新项目”荣获“雄安国际绿色低碳技术应用大赛——光储直柔技术优秀奖”。此外，我们还积极参与行业建设，编制《数据中心800V直流供电技术白皮书(2.0)》，进一步推动中高压直流供电技术的规范化与规模化应用。

VNET collaborated with Eaton to introduce the Energy Router, which leverages Solid-State Transformer (SST) and intelligent energy control technologies to enable flexible bidirectional AC/DC power transmission, driving the industry's transition from traditional “power distribution” to intelligent “energy management”.

After one year of stable operation in 2025, VNET's SST pilot project fully validated the feasibility and adaptability, as well as its core advantages in efficiency and power density. This established a replicable and scalable technical foundation for future high-voltage DC power solutions. Key features include:

- End-to-end conversion efficiency exceeds that of traditional UPS by over 3.2%, effectively optimizing PUE and reducing energy consumption.
- High-frequency design reduces the footprint by over 40%, and single-system capacity from 2.5 MW to over 6 MW to accommodate high-density computing demands.
- Integration of distributed energy sources (e.g., photovoltaics, energy storage) enables bidirectional power flow, transforming data centers into “energy hubs”.

In June 2025, VNET's “National Green Data Center Innovative Medium-Voltage DC Energy Router Project” received the *Excellent Award in PV-Storage-DC-Flexible Technology* at the Xiong'an International Green and Low-Carbon Technology Application Competition. Additionally, we actively contributed to industry standardization by compiling the *White Paper on 800V DC Power Supply Technology for Data Centers (Version 2.0)*, further promoting the standardization and large-scale adoption of medium- and high-voltage DC power technologies.

案例  
Case

## 数据中心智能化运营解决方案——智航平台

## Intelligent Operation Solution for Data Centers — Smart Navigation Platform

智航平台是世纪互联研发的新一代“运维大脑”，以数字为基、智能为核、自动为翼，超越工具定义未来。依托智航平台，集团将实现可视化、智能调度与云端协同能力的全面提升，推动运维体系由以人工辅助为主的基础自动化阶段，升级至具备更高自主决策与智能协同能力的“L3级以上自动驾驶”阶段，进一步提升运营效率与系统稳定性，并强化可持续运营能力。截至目前，智航平台已应用于世纪互联超过90%的自建数据中心。

## 智航自动驾驶

智航自动驾驶平台深度融合AR、AI和数字孪生等技术，实现运维全链路自主驱动、自主检验，通过构建智能化运营系统，实现设备管理、监控预警、自动化处理等功能，提升运维智能化水平。



在实际应用中，该平台能够在一分钟之内完成故障告警与根因初判，实现自动秒级通报，自动通报提速80%。通过自动导航、指引、校验、辅助标准事件现场处理，以及穿透地域整合专家及供应商资源池，智能匹配资源与专家数字分身直达现场，实现协同无界。故障解除后，平台计划利用AI能力自动生成分析报告，未来将处置经验沉淀至智能知识库，为7x24小时的故障助手提供精准的决策支持。

## AI节能管控

AI节能集实时监控、能耗分析、AI策略、流程自动化于一体，完成冷热源及末端空调系统从建模、推送到评估的全流程管理，实现暖通综合节能率超8%。此外，我们通过自主研发采集器的控制逻辑实现对终端智能仪表的控制，覆盖风机、柴油发电机组、暖通系统等多类关键设备，实现对能源和资源的精细化管理和控制。

2025年，智航平台入选DCIC（数据中心产业发展大会）“2025算力基础高质量案例”、工信部“算力强基揭榜行动”。未来，我们将继续推动智能化运维系统在自有数据中心的全面覆盖与深度应用，并协同产业链合作伙伴，共同构建一个更智能、更可持续的行业生态。

The Smart Navigation Platform is VNET's next-generation "O&M brain", grounded in digitalization, powered by intelligence, and enabled by automation. Leveraging this platform, the Group has significantly enhanced its capabilities in visual management, intelligent scheduling, and cloud-based collaboration. This marks a strategic upgrade of the O&M system from the basic manual-assisted automation to a "Level 3+ autonomous operation" stage with higher autonomous decision-making and intelligent coordination. As a result, operational efficiency, system stability, and sustainable operations have been further strengthened. To date, the platform has been deployed across over 90% of VNET's self-built data centers.

## Smart Navigation Autonomous Operation

The Smart Navigation Autonomous Operation platform deeply integrates AR, AI, and digital twin technologies to achieve autonomous driving and self-inspection across the full O&M lifecycle. By constructing an intelligent operation system, equipment management, monitoring and early warning, and automated processing functions are realized, thereby enhancing O&M intelligence.

In practical applications, the platform can trigger fault alerts and complete preliminary root cause analysis within one minute. It delivers automated notifications within seconds, accelerating notification efficiency by 80%. Through automated navigation, guided workflows, validation, and on-site support for standardized incident handling, the platform enables seamless collaboration. It also breaks geographical

constraints by integrating expert and vendor resource pools, intelligently dispatching the right resources and enabling expert digital avatars to support on-site resolution in real time. Following incident resolution, the platform leverages AI to automatically generate analysis reports. Over time, operational experience will be continuously captured into an intelligent knowledge base, providing precise decision support for a 24/7 intelligent fault assistant.

## AI Energy Saving Management and Control

Integrating real-time monitoring, energy analytics, AI strategies, and process automation, the system manages cooling and heating sources as well as terminal HVAC systems across the entire workflow, from modeling through deployment to evaluation, delivering a comprehensive HVAC energy savings rate of over 8%. Through self-developed collector control logic, we precisely manage critical equipment including fans, diesel generator sets, and HVAC systems, enabling refined management and control of energy and resources.

In 2025, the Smart Navigation Platform was selected for DCIC's (Data Center Industry Development Conference) "2025 High-Quality Case of Computing Power Infrastructure" and MIIT's "Computing Power Foundation Challenge Action". Moving forward, we will deepen intelligent O&M coverage across self-built data centers and collaborate with industrial chain partners to co-build a smarter, more sustainable ecosystem.

案例  
Case

## 世纪互联全面推动 AI 智能体应用 VNET Comprehensively Promotes AI Agent Applications

世纪互联积极探索以AI技术为核心的运维数字化变革，全面推动运维AI数字分身应用探索与推广，涵盖演练智能评估、设备效率诊断、项目图纸分析、运维人员培训等多维度管理增效场景，致力于实现全域数智化，驱动高效运维。

### AI演练分析，提升运维应急能力

为解决传统应急演练依赖人工考核、无法精准定位人员操作薄弱环节等痛点，我们开发了“数据中心演练AI评估分身”工具。通过自动采集演练行为数据、对话声纹、响应时间等信息，自动化、量化评价演练过程中的响应时效、操作合规性，从而客观评价演练成效，定位人员协同短板，提升配合质量与规范应急执行水平。

### AI设备诊断，辅助设备状态管控

我们将AI辅助诊断能力融入数据中心设备日常管理，围绕UPS效率、冷机效率、空调效率及水质指标等关键设备数据分析方向开展试点应用，基于数据分析形成动态通报，并按周期输出诊断分析与推送。其中，数据中心蓄电池寿命与健康状态AI辅助评估应用，结合内阻评估、寿命趋势分析、负载特征分析等方法，实现电池健康状态识别与研判，对疑似异常状态电池提供预警提示，为运维排查与更换策略提供参考，有助于降低人工采集偏差并减少异常漏检风险。

### AI气象预警，协同气象风险防控

AI天气预警系统通过数智技术与运维体系闭环管理流程，为数据中心的异常与极端气候风险防控提供全面支撑。该工具周期性监测天气预警数据，设置快速推送机制，实现提前预警风险、缩短响应时间。同时，系统基于预警内容自动关联匹配相应气候类型的“重保戒备检查表”，驱动“预警 - 判断 - 执行 - 确认”的闭环防护流程，从协同、时效与精准性等维度提升整体运维效能。

VNET actively advances O&M digital transformation centered on AI, scaling AI digital avatar applications across multi-dimensional scenarios, such as intelligent drill evaluation, equipment diagnostics, drawing analysis, and personnel training, to achieve all-domain digital intelligence and drive efficient operations.

### AI Drill Analysis for Enhanced Emergency Response

To address key pain points in traditional emergency drills such as reliance on manual assessment and the inability to precisely identify weaknesses in personnel operations, we developed the “AI Drill Evaluation Avatar”. By automatically capturing behavior data, voiceprints, and response times, it automatically and quantitatively evaluates response timeliness and operational compliance during the drill process, objectively assesses effectiveness, identifies collaboration gaps, and elevates emergency execution standards.

### AI Equipment Diagnosis for Proactive Management

We have integrated AI-assisted diagnostic capabilities into daily data center equipment management, piloting applications focused on key metrics such as UPS efficiency, chiller efficiency, HVAC efficiency, and water quality parameters. Based on data analysis, the system generates dynamic notifications and periodically delivers diagnostic analysis results and notification. Specifically, for battery health assessment, the AI application combines internal resistance evaluation, lifespan trend analysis, and load profile analysis to identify and assess battery lifespan and health status. It provides early warnings for suspected anomalies, offering reference support for maintenance troubleshooting and replacement planning. This approach helps reduce deviation from manual data collection and minimizes the risk of missed anomaly detection.

### AI Weather Early Warning for Climate Risk Control

The AI weather warning system leverages digital-intelligent technologies and integrates with the closed-loop O&M management process to provide comprehensive support for mitigating abnormal and extreme climate risks at data centers. The system periodically monitors weather warning data and employs a rapid notification mechanism to enable early risk warnings and shorten response times. Upon receiving an alert, it automatically matches the corresponding “Critical Protection Readiness Checklist” based on the weather type, triggering a closed-loop workflow of warning, judgment, execution, and confirmation. This enhances overall O&M effectiveness in terms of collaboration, timeliness, and precision.



## 知识产权管理

集团严格遵循《中华人民共和国专利法》《中华人民共和国商标法》及《中华人民共和国著作权法》等知识产权相关法律法规，制定《知识产权管理制度》《商业秘密管理办法》等内部制度，不断完善知识产权管理体系，明确知识产权管理组织架构及职责。

世纪互联在数据中心领域持续深耕，积极探索技术创新方向，注重创新成果的高效转化。围绕集团战略规划，我们聚焦新能源应用、绿色节能、智能运维、预制化技术、电力系统、液冷技术、网络算力等核心技术领域，系统开展专利布局，在为产品迭代与业务拓展保驾护航的同时，前瞻性地抢占前沿技术在数据中心应用的创新高地，提升集团未来核心竞争力。我们依照专利合作条约（PCT）开展国际专利申请，并同步在美国、新加坡等地开展海外专利布局，为世纪互联参与全球市场竞争、拓展业务版图筑牢知识产权保障。

集团在维护自有知识产权的同时严格恪守知识产权保护底线，主动规避侵犯他方知识产权的风险。我们关注同业的知识产权申请动态，在产品阶段即主动排查、规避侵权风险。在申报知识产权之前，集团执行全面的检索清查程序，以降低潜在的侵权可能性。在与他方签订合同时，我们审慎审核知识产权相应条款，明确约定知识产权归属，避免因权属不明引发的知识产权纠纷。2025年，集团未发生侵犯他方知识产权的重大事件。

为进一步提升知识产权管理效能，我们不断精细化知识产权管理，并加大对专利创新和注册的内部激励力度。2025年，集团上线知识产权管理系统，整合知识产权相关数据信息化和需求规范化，实现对创新成果的深度挖掘、精准管理，达成知识产权申请、维护、运用、保护全流程的数字化、规范化管控。我们开展专利导航项目，搭建数据中心行业的专利数据库，深度分析行业关键技术的趋势动态，助力研发团队聚焦核心技术，优化研发方向，提升研发效率和创新质量，推动产业从经验驱动向创新驱动转型。

此外，我们高度重视知识产权战略意识培育，开展了“知识产权基础”、“知识产权管理系统使用”、“AI模型知识产权申请”等培训，提升全体员工的知识产权保护与创新意识，同时积极参与行业研讨会，及时了解最新政策导向和行业发展趋势，提升企业创新能力和知识产权管理水平。

## Intellectual Property Management

The Group strictly complies with intellectual property-related laws and regulations such as the *Patent Law of the People's Republic of China*, the *Trademark Law of the People's Republic of China*, and the *Copyright Law of the People's Republic of China*. We have formulated internal policies including the *Intellectual Property Management Policy* and the *Trade Secret Management Measures*, continuously improved the intellectual property management framework, and revised the organizational structure and responsibilities of intellectual property management.

VNET continues to deepen its expertise in the data center field, actively explores technological innovation directions, and emphasizes the efficient transformation of innovative achievements. Aligned with the Group's strategic planning, we focus on core technical domains, including renewable energy applications, green energy conservation, intelligent O&M, prefabrication technologies, power systems, liquid cooling technologies, and network computing power, and systematically carry out patent layout. This not only safeguards product iteration and business expansion, but also proactively secures a leadership position at the innovation frontier of cutting-edge technology applications in data centers, enhancing the Group's future core competitiveness. In accordance with the Patent Cooperation Treaty (PCT), we conduct international patent applications and simultaneously advance overseas patent layout in the United States, Singapore, and other regions, strengthening intellectual property safeguards for VNET to participate in global market competition and expand its business footprint.

While safeguarding its own intellectual property rights, the Group strictly adheres to the bottom line of intellectual property protection and proactively mitigates risks of infringing others' rights. We monitor peers' intellectual property application dynamics and proactively identify and avoid infringement risks during the product design phase. Prior to filing applications, the Group implements comprehensive clearance search procedures to minimize potential infringement exposure. When entering contracts with external parties, we carefully review intellectual property clauses, and explicitly define ownership to prevent disputes arising from ambiguous attribution. In 2025, the Group recorded no material incidents of infringing others' intellectual property rights.

To further enhance intellectual property management efficacy, we continuously refine management practices and strengthen internal incentives for patent innovation and registration. In 2025, the Group launched an intellectual property management system that integrates informatization of intellectual property data and standardization of intellectual property-related requirements, enabling in-depth mining and precise management of innovative outputs and achieving digital, standardized control across the full lifecycle of intellectual property application, maintenance, utilization, and protection. We advance the patent navigation project by constructing a data center industry patent database and conducting in-depth analysis of key technology trend dynamics to assist R&D teams in focusing on core technologies, optimizing research directions, improving R&D efficiency and innovation quality, and promoting the industry's transition from experience-driven to innovation-driven development.

Additionally, we place high importance on cultivating intellectual property strategic awareness. We conducted targeted training sessions including "Intellectual Property Fundamentals", "Usage of the Intellectual Property Management System", and "AI Model Intellectual Property Applications" to elevate all employees' awareness of intellectual property protection and innovation. Concurrently, we actively participate in industry seminars to stay abreast of the latest policy orientations and industry trends, thereby enhancing corporate innovation capabilities and intellectual property management standards.

2025年度，世纪互联获得  
In 2025, VNET obtained

33 项专利  
Patents

52 项软件著作权  
Software Copyrights

26 项商标  
Trademarks

截至报告期末，世纪互联累计保有  
By the end of the reporting period,  
VNET accumulated a total of

414 项专利  
Patents

450 项软件著作权  
Software Copyrights

697 项商标  
Trademarks

## 客户服务

“持续为客户创造价值”是世纪互联的核心价值观之一。我们提供服务热线、服务邮箱、面对面沟通等客户支持与反馈渠道，确保客户及时获得服务。本年度，我们持续优化AI客服工单助手，建单成功率提升10%，更高效识别客户预约需求，提升服务效率。

我们高度重视客户意见的处理与及时沟通，当接到客户咨询或投诉时，我们会第一时间通过邮件等方式向客户确认已收到相关信息，并在规定时间内反馈问题解决进展与预计完成时间，直至问题解决。此外，我们将客户的意见和诉求转化为可执行的改进方案，融入到产品与服务的评估、设计、开发与流程。我们还持续加强对客服人员的专业培训，全面提升其在线解决问题能力、专业素养及服务水平。世纪互联已通过ISO 9001质量管理体系认证，并依据该管理体系对客户满意度、投诉处理流程等进行审计，不断识别服务质量改善机遇，确保客户服务机制持续高效。

为持续优化客户体验，我们每年开展两次全国客户满意度调查，覆盖数据中心服务、网络服务、云服务及混合IT (HIT) 服务的全量客户，从产品品质、响应速度、技术水平、服务能力、服务态度等多维度倾听客户声音，不断深化长期伙伴关系。本年度，全国客户满意度为99.6%。



客户支持与服务渠道  
Customer Support and Service Channels

## Customer Services

“Continuously creating value for customers” is one of VNET’s core values. We provide customer support and feedback channels, including service hotlines, service email, and face-to-face communication, to ensure customers receive timely assistance. This year, we have continuously optimized the AI customer service ticketing assistant, achieving a 10% increase in ticket creation success rate, enabling more efficient identification of customer appointment requests and enhanced service efficiency.

We place great importance to handling customer feedback and maintaining timely communication. Upon receiving customer inquiries or complaints, we promptly confirm receipt via email or other means and provide updates on resolution progress and estimated completion time within stipulated timeframes until full resolution. Additionally, we transform customer feedback and demands into actionable improvement plans integrated into product and service evaluation, design, development, and operational processes. We continuously strengthen professional training for customer service personnel to comprehensively elevate online problem-solving capabilities, professional competence, and service standards. VNET has obtained ISO 9001 Quality Management System certification and conducts audits on customer satisfaction, complaint handling procedures, and related aspects in accordance with this system to continuously identify service quality improvement opportunities and ensure the sustained efficiency of our customer service.

To continuously improve customer service experience, we conduct nationwide customer satisfaction surveys every year, covering all customers across data center services, network services, cloud services, and Hybrid IT (HIT) services. We gather customer insights across multiple dimensions, including product quality, response speed, technical expertise, service capabilities, and service attitude, to foster long-term partnerships. In 2025, the nationwide customer satisfaction rate reached 99.6%.



世纪互联ESG目标：  
VNET’s ESG target:

全国客户满意度 >95%

Nationwide customer satisfaction >95%

在全国客户满意度调研基础上，我们持续开展数据中心服务满意度抽查，以抽样形式向当天有数据中心服务需求的客户发起实时满意度调研。如收到负面反馈，数据中心会追踪与整改问题，并将案例同步至全国各数据中心，推动整体服务质量的持续改进。2025年，该抽查满意度为100%。

Building on these nationwide surveys, we conducted spot-checks of data center service satisfaction. This involves timely satisfaction surveys with a sample of customers utilizing data center services on any given day. Upon receiving negative feedback, the relevant data center tracks and rectifies the issue, with resolutions synchronized across all data centers nationwide, to drive continuous service quality improvement. In 2025, the spot-check satisfaction rate remained at 100%.



### 案例 Case

## 世纪互联云市场正式上线，赋能客户伙伴生态 VNET Marketplace Officially Launched, Empowering Customer and Partner Ecosystem

世纪互联云市场于2025年6月20日正式上线，是专门为企业级客户、独立软件开发商 (ISV)、合作伙伴及经销商打造的云生态产品和服务交易平台，聚合了市场上众多优秀的AI与云周边第三方应用及服务，致力于搭建由AI加持的、中立的、一站式的数智化解决方案宝库和高效便利的生态服务枢纽。

目前，世纪互联云市场已引入安全运营、容灾备份、系统维护、数据管理、企业应用、各类AI应用等国际和国内第三方产品与服务，构筑了覆盖售前、售中及售后的完整服务流程。

世纪互联蓝云将与客户携手构建互利共赢的合作关系，共同推动世纪互联云市场未来的长远发展和长足进步。

The VNET Marketplace was officially launched on June 20, 2025, as a dedicated cloud ecosystem product and service trading platform for enterprise customers, Independent Software Vendors (ISVs), partners, and distributors. Aggregating numerous high-quality third-party AI and cloud-enabling applications and services from domestic and international markets, it is committed to building an AI-enhanced, neutral, one-stop repository of digital intelligence solutions and an efficient ecosystem service hub.

Currently, the VNET Marketplace has onboarded third-party products and services spanning security operations, disaster recovery and backup, system maintenance, data management, enterprise applications, and diverse AI-driven solutions, establishing a complete service workflow covering pre-sales, mid-sales, and after-sales stages.

21Vianet Blue Cloud will collaborate closely with customers to foster mutually beneficial partnerships and jointly advance the long-term, sustainable development of the VNET Marketplace.



## 安全稳定运营

### Safe and Stable Operations

安全稳定运营是世纪互联的核心价值目标之一，集团通过全面的安全策略与先进的技术手段，全力保障业务连续性与数据安全性。

Operational safety and stability represent one of our core value objectives. With comprehensive security strategies and advanced technical measures, the Group spares no effort to ensure business continuity and data security.

### 运营安全与业务连续性

世纪互联始终秉持为客户提供高品质、可持续的互联网基础设施服务的宗旨，密切关注并有效管理业务运营过程中面临的内外部风险，确保业务运行的安全性、稳定性与连续性。

在安全运营方面，我们首先将数据中心选址在远离重大自然地理风险的区域，以最大限度降低自然灾害对业务的影响。数据中心的设计严格遵循《数据中心设计规范》(GB 50174-2017) A级标准，满足网络安全等级保护三级标准对物理环境安全的相关要求。我们建立了严格的物理访问控制体系，在数据中心及办公区域入口配备安保人员、智能闸机等系统，根据访问授权严格控制出入权限。同时，实现数据中心内部及外围区域的监控设施全覆盖，确保安全无死角。

集团建立并有效运行业务连续性管理体系。我们制定并持续评估《业务连续性管理策略》《业务影响分析》和《业务连续性计划》，根据实际需求进行适时

更新，确保策略和程序的控制措施适当、充分、有效。我们对数据中心开展全面的业务影响分析及风险评估，确保关键业务在面临重大安全事件、灾难或运营中断时，能够持续运行或在预期的时间内恢复至可接受的服务水平。此外，集团建立了年度内审与突袭检查相结合的双重监督机制，针对全国数据中心开展运维质量评估，保障数据中心安全运营和业务连续性。

同时，各业务单位结合自身经营活动与风险场景制定了相应的《应急预案》，定期组织应急演练，并建立事后总结与改进机制，持续优化应急处理流程，保障应急管理能力的持续提升。目前，我们主营业务所涉及的多场所已通过业务连续性管理体系 (ISO 22301) 认证。2025年，世纪互联太仓基地A座荣获Uptime Institute Management & Operations (M&O) 管理与运营认证，充分彰显了我们在数据中心运营管理与韧性方面的专业水准。

### Operation Safety and Business Continuity

VNET has always adhered to delivering high-quality and sustainable internet infrastructure services. It pays close attention to and effectively manages the internal and external risks faced in business operations to ensure the security, stability, and continuity of business operations.

In terms of safety operations, we first prioritize site selection of data centers in regions that are far from significant natural and geographical risks to minimize the impact of natural disasters on operations. Data center designs strictly adhere to Level A standards outlined in the *Code for Design of Data Centers* (GB 50174-2017) and meet the physical environment security requirements of Level 3 Cybersecurity Protection Standards. A rigorous physical access control system has been established, including security personnel, smart turnstiles, and access authorization systems at data center and office entrances to strictly manage entry permissions according to access authorizations. Comprehensive surveillance systems cover all internal and perimeter areas of data centers, ensuring no security blind spots.

The Group has established and effectively operated a business continuity management system. We have formulated and continuously evaluated the *Business Continuity Management Strategy*, *Business Impact Analysis*, and *Business Continuity Plan* with timely

updates based on actual needs to ensure that the control measures of the strategies and procedures remain appropriate, sufficient, and effective. Comprehensive business impact analysis and risk assessments are conducted for data centers to ensure key businesses can operate continuously, or that they recover to acceptable service levels within predefined timelines during major security incidents, disasters, or operational disruptions. Additionally, the Group has established a dual supervision mechanism combining annual internal audits and unannounced inspections to assess the operation and maintenance quality of data centers nationwide, ensuring safe operations and business continuity of data centers.

Meanwhile, each business unit has developed *Emergency Response Plans* tailored to their operational activities and risk scenarios, conducts regular drills, and refines emergency procedures through post-event reviews to enhance emergency management capabilities. Currently, multiple sites involved in the main business have been certified with the Business Continuity Management System (ISO 22301). In 2025, Building A of VNET's Taicang data center was awarded the Uptime Institute Management & Operations (M&O) certification, fully demonstrating our professional capabilities in data center operation management and resilience.



世纪互联ESG目标：  
VNET's ESG targets:

大型IDC运营中断事件为0、大型IDC网络中断事件为0  
No major IDC operational disruptions, No major IDC network outages

## 网络安全与隐私保护

世纪互联凭借丰富的安全管理经验，以完善的网络安全管理架构、严谨的数据保护制度与先进的风险管理程序为支撑，持续提升数据中心与云服务平台的运营管理能力，为网络安全与隐私保护提供坚实保障。2025年4月，世纪互联成为首批加入“IDC客户数据安全保护行动”的企业之一。

### 管理架构和体系

世纪互联严格遵守运营所在地网络安全与隐私保护相关法律法规，持续加强管理体系的建设及落地。通过制定并实施《网络及信息系统管理规定》《信息安全管理要求》及《信息安全风险管理程序》等制度，我们明确各业务环节的网络安全管理职责，为日常运营提供清晰的规范化指引。同时，我们制定了适用于全集团的《隐私声明》，阐明了可能收集的信息类型及性质、使用方式及用途、授权同意机制、信息保留、存储与保护等内容，全方位保障客户隐私安全。

## Cybersecurity and Privacy Protection

Leveraging its extensive security management expertise, VNET continuously enhances operational capabilities for data centers and cloud service platforms through a robust cybersecurity management framework, rigorous data protection protocols, and advanced risk management procedures. Operational management capabilities of data centers and cloud service platforms are strengthened to provide solid safeguards for cybersecurity and privacy protection. In April 2025, VNET became one of the first enterprises to join the “IDC Customer Data Security Protection Initiative”.

### Management Structure and System

VNET strictly adheres to cybersecurity and privacy protection laws and regulations in the regions where we operate and continuously strengthens the management system construction and implementation. We have formulated and implemented policies such as the *Network and Information System Management Regulations*, *Information Security Management Requirements*, and *Information Security Risk Management Procedures*. These policies define cybersecurity management responsibilities across all business processes and provide clear, standardized guidance for daily operations. Meanwhile, we have established a group-wide *Privacy Statement*, which clarifies the type and nature of the information that may be collected, usage methods and purposes, consent mechanisms, information retention, storage, and protection, to comprehensively safeguard customer privacy security.

集团建立了完善的信息安全管治架构，对信息安全工作(包括数据与隐私保护)进行监督和执行。董事会审计委员会负责确保管理层建立相应流程，以识别和评估公司面临的网络安全风险并制定相关的应对措施，同时监督集团定期报告中有关网络安全事项的披露情况。集团的信息安全计划由首席信息安全官(CISO)统筹监督，各业务和职能部门之间协作推进，并听取管理层和董事会的意见。CISO负责制定和执行集团的信息安全战略，其主要目标是保护集团的信息和技术资产，包括对网络威胁进行监控、报告、管理和补救。

The Group has established a sound information security governance structure to oversee and execute information security (including data and privacy protection). The Audit Committee of the Board of Directors is responsible for ensuring that management establishes corresponding processes to identify and assess cybersecurity risks faced by the Company and formulate relevant response measures, while supervising the disclosure of cybersecurity matters in the periodic reports of the Group. The Group's information security program is coordinated and overseen by the Chief Information Security Officer (CISO), with collaboration across businesses and functions and input from both management and the Board of Directors. The CISO is responsible for developing and executing the Group's information security strategy, with the primary goal of safeguarding the Group's information and technical assets. This includes cyber monitoring, reporting, managing and remediating cyber threats.



集团积极开展信息安全与隐私保护相关认证工作，全面巩固并强化集团信息安全防护能力。目前，集团已获得了信息技术服务管理体系（ISO/IEC 20000）及信息安全管理体系（ISO/IEC 27001）认证，覆盖全部业务类型<sup>1</sup>；由世纪互联运营的在线服务已获得公有云个人信息保护管理体系（ISO/IEC 27018）认证。

集团依据信息安全方针和目标，定期组织内部审计，以管理要求符合性审查为核心，同时覆盖运营管理、服务管理、信息安全及业务连续性管理等多个管理体系领域。此外，集团每年委托外部专业机构开展第三方安全审计，旨在对数据中心年度运营管理情况给出客观评价，排查并消除运营安全、数据安全隐惠，持续推动经营管理向更规范、更安全的方向提升。针对互联网数据中心服务的安全性和可用性，我们已委托独立第三方机构开展SOC 2 Type II鉴证审核。世纪互联蓝云已通过9项中国信息通信研究院可信云认证，并通过了由独立第三方机构开展的SOC 1 Type II、SOC 2 Type II、SOC 3鉴证审核。

The Group actively engages in certification efforts related to information security and privacy protection to consolidate and enhance its information security protection capabilities. At present, the Group has obtained the Information Technology Service Management System (ISO/IEC 20000) and the Information Security Management System (ISO/IEC 27001) certifications across all business types<sup>1</sup>. Furthermore, the online services operated by VNET have obtained the Code of practice for protection of personally identifiable information in public clouds (ISO/IEC 27018) certification.

Guided by our information security policies and objectives, the Group conducts regular internal audits focused on management compliance reviews, covering operational management, service delivery, information security, business continuity, etc. Additionally, the Group annually employs external professional institutions to perform third-party security audits, providing objective evaluations of data center operational management, identifying and eliminating security risks, and continuously advancing business management toward greater standardization and security. For validating the security and availability of internet data center services, we engage independent third parties to conduct SOC 2 Type II audit. 21Vianet Blue Cloud has obtained 9 Trusted Cloud certifications from the China Academy of Information and Communications Technology and passed SOC 1 Type II, SOC 2 Type II, and SOC 3 audits by independent third parties.

<sup>1</sup> 业务类型包括：互联网数据中心与企业数据中心服务、数据中心运维外包服务、HIT（混合IT服务）、云计算服务、由世纪互联运营的在线服务、云网安服务。

<sup>1</sup> The business types include: Internet Data center and enterprise data center services, data center O&M outsourcing services, HIT (Hybrid IT services), cloud computing services, online services operated by 21Vianet, and cloud network security services.

## 措施保障

### 网络安全

世纪互联主要提供数据中心托管服务，即仅向客户租赁IT设备托管空间和互联网接入带宽、链路，同时提供机房运维服务。服务器由客户自行管理，集团不直接或间接接触客户服务器内存储的数据和信息。我们持续强化机房物理安全防护能力，为客户IT设备稳定运行提供可靠的物理环境，切实保障客户IT设备的物理安全与运行安全。

在网络安全与网络边界防护方面，我们严格落实集团网络安全管理和数据保护相关制度要求，确保各类风险得到及时有效的控制，保障集团网络和数据资产的安全。

## Guarantee Measures

### Cybersecurity

VNET primarily offers data center colocation services, which involve leasing IT equipment hosting space, internet access bandwidth, and network links to clients, along with providing data center O&M support. Customers retain full management authority over their servers, and the Group does not directly or indirectly access data or information stored within their servers. Physical security protection capabilities are further strengthened to provide a reliable physical environment for stable operation of customer IT equipment, effectively safeguarding both physical integrity and operational reliability.

Regarding cybersecurity and network perimeter defense, we strictly adhere to the Group's cybersecurity management and data protection policies to ensure that all kinds of risks are timely and effectively controlled, thereby protecting the security of the Group's networks and data assets.



### 数据中心 Data Centers

- 搭建运维支撑平台, 实施精细化的内外权限管理, 确保客户数据的安全隔离; 并借助严格的访问控制机制, 防止未经授权的访问, 杜绝数据泄露风险。
- 自主研发并部署抵御分布式拒绝服务攻击系统 (DDoS), 有效抵御了DDoS攻击对集团网络品质的冲击, 提升了数据中心的网络防护能力, 显著提升了数据中心网络的整体韧性。
- The establishment of an O&M support platform ensures the secure isolation of client data through refined management of internal and external access permissions. Rigorous access control mechanisms are enforced to prevent unauthorized access and eliminate data breaches risk.
- A self-developed Distributed Denial-of-Service (DDoS) mitigation system has been deployed to effectively counter the impact of DDoS attacks on network performance, enhancing data centers' network protection capabilities and significantly improving overall network resilience.

### 办公环境 Office Environment

- 全面落实《员工手册》《信息安全管理要求》《办公区管理规定》及《远程访问权限管理规定》等制度要求, 规范内部网络安全管理及员工行为, 持续检查制度执行情况, 及时发现并整改执行偏差, 推动形成管理与改进的闭环机制。
- 设置严格的网络准入机制, 员工必须在设备、网络、账号、IP地址及防火墙配置等方面完全符合安全规范后, 方可获得网络准入许可; 员工办公设备均安装数据防泄露 (DLP) 终端防护系统, 对运行程序与信息传输渠道进行全程管控, 严防信息泄露风险; 对因失职或渎职导致安全事件的有关责任人, 给予相应的处分及惩罚。
- 每周针对重要信息系统的敏感操作开展安全审计工作。
- Rigorous implementation of governance policies, including the *Employee Handbook*, *Information Security Management Requirements*, *Office Management Policy*, and *Remote Access Authorization Policy*, ensures standardized internal cybersecurity management and employee behavior. Continuous audits of policy adherence are conducted to promptly identify and rectify deviations, fostering a closed-loop ecosystem of management and improvement.
- A strict network access control mechanism requires employees to fully comply with security specifications concerning devices, networks, accounts, IP addresses, and firewall configurations before obtaining access permissions. All office equipment is equipped with Data Loss Prevention (DLP) terminal protection systems for comprehensive monitoring and control of running programs and information transmission channels to strictly prevent leakage risks. Employees held responsible for security incidents due to negligence or misconduct face corresponding disciplinary actions and penalties.
- Weekly security audits are performed on sensitive operations within significant information systems.

### 网络边界 Network Boundary

- 在内网边界部署信息安全产品, 对集团办公网络进行病毒及恶意攻击等安全监测; 每月开展漏洞扫描, 对发现的漏洞按照风险等级进行修复及监控; 每季度开展渗透测试, 全面评估并持续完善现有网络安全系统; 定期进行业务合规性审核, 并开展内外部IT审计。
- 针对网络攻击问题, 制定专项防御方案。通过部署统一威胁管理 (UTM)、Web应用防火墙 (WAF)、流量清洗等防护措施, 有效识别并阻断恶意和非授权入侵行为, 提高网络边界防御能力; 借助网络检测与响应 (NDR)、终端检测与响应 (EDR)、日志审计等方式, 提升对高级持续性威胁 (APT) 以及后渗透阶段的监测、发现与处置能力, 实现纵深防御。
- 建立网络安全事件响应流程, 及时有效抵御网络安全威胁, 切实保障集团信息资产和用户的数据安全。
- Advanced security solutions are deployed at internal network perimeters to monitor threats such as viruses and malicious attacks. Monthly vulnerability scans are conducted, with identified risks prioritized for remediation and monitoring. Quarterly penetration testing evaluates and optimizes existing cybersecurity infrastructure, complemented by periodic business compliance reviews and internal/external IT audits.
- A specialized defense strategy targets network attacks by deploying Unified Threat Management (UTM), Web Application Firewalls (WAF), and traffic scrubbing to effectively identify and block malicious intrusions. Network Detection and Response (NDR), Endpoint Detection and Response (EDR), and log auditing enhance capabilities to monitor, detect and address Advanced Persistent Threats (APTs) and post-intrusion activities, enabling a robust, in-depth defense.
- A response process for cybersecurity incidents is established to swiftly counter threats and safeguard the organization's information assets and users' data.

### 网络安全事件响应流程

#### Network Security Incident Response Process



## 隐私保护

为更精准识别敏感信息，防止隐私泄露，我们针对公司数据和信息进行分级分类管理，2025年已完成数据安全风险评估报告，对于不同风险等级数据和发现的问题制定针对性措施。

世纪互联已将隐私保护措施嵌入产品和服务的开发过程中。我们开展隐私影响评估，通过部署私有云、数据加密、访问控制、备份与恢复等多方面的措施，为产品和服务的开发构建高度安全、可控的数据存储和处理环境。

我们制定适用于所有访客的《个人信息采集告知书》，明确集团仅收集访客管理所必需的个人信息，承诺对收集、使用的信息严格保密，不泄露、篡改，亦不出售或非法提供给第三方；并在访客离开后主动删除或安全处理相关信息。针对客户项目机密信息、个人敏感信息等涉密或敏感数据，我们实施严格的访问控制管理，以加强数据访问的安全性。为防止数据外泄，集团在员工办公电脑上设置硬盘加密，安装数据防泄露软件；要求第三方驻场人员必须使用集团配备的专用笔记本电脑及部分账号，其账户权限按最小化原则进行设定。此外，集团与具备专业资质的数据销毁服务机构合作，对报废IT设备中的存储介质实施全面消磁、彻底清除及物理破坏，严防信息泄露。

## Privacy Protection

To more precisely identify sensitive information and prevent privacy leaks, we have implemented data classification and grading management for corporate data and information. In 2025, a data security risk assessment report was completed, and targeted measures were created for data of varying risk levels and identified issues.

VNET has integrated privacy protection measures into the development of products and services. We conduct privacy impact assessments and, by deploying a private cloud and implementing data encryption, access control, backup and disaster recovery and other measures, this fosters a highly secure and controllable data storage and processing environment for products and services development.

We have set the *Personal Information Collection Notice* applicable to all visitors, which clarifies that the Group only collects the personal information necessary for visitor management and keeps the information collected and used strictly confidential. We uphold our responsibility in not disclosing, tampering with, selling, or illegally providing information to third parties. The relevant information is deleted proactively and securely handled after visitors leave. For confidential or sensitive data such as information on customer projects and personal identifiable information, we enforce stringent access control management to strengthen the security of data access. To prevent data leakage, the Group enables hard disk encryption and installs data loss prevention software on office computers. Third-party vendors operating on-site must use laptops provided by the Group with designated internally managed accounts that adhere to the principle of least privilege for system access. In addition, the Group collaborates with qualified data destruction service providers to ensure that end-of-life IT equipment undergoes rigorous degaussing, secure erasure, and physical destruction of storage media, thereby eliminating residual data exposure risks.

## 能力与文化建设

为持续加强员工网络安全与隐私保护的意识和能力，我们结合不同岗位面临的差异性数据安全风险，提供涵盖信息安全法规、制度、理念及技术等维度的针对性培训。其中，我们要求所有新入职员工均须完成信息安全专项培训并通过考核。此外，集团定期发布钓鱼邮件安全预警，开展全员钓鱼邮件安全演练，整体提升集团网络安全风险识别与应对能力。截至报告期末，集团全体员工网络安全受训比例达100%。

集团建立了内部信息安全举报机制，员工可通过内部通讯软件、邮件、电话等渠道，将发现的信息安全事件、系统漏洞或可疑情况上报至网络与信息安全工作组。工作组将对上报内容和来源进行审核，并采取相应处置措施。

世纪互联设立业务合规经营与信息安全工作奖励基金，旨在表彰和奖励在业务合规经营与信息安全工作中做出突出贡献的团体和个人。同时，依据《网络及信息系统安全工作考核与问责管理规定》，对迟报、谎报、瞒报和漏报安全事件或者存在其他失职、渎职行为的有关责任人，给予相应的纪律处分，构成犯罪的，依法追究刑事责任。

## Capability and Culture Building

To strengthen employees' awareness and capabilities in cybersecurity and privacy protection, we offer targeted training that encompasses various aspects such as information security laws and regulations, systems, concepts, and technologies. The training is tailored to the diverse data security risks associated with different positions. All new employees are required to complete the specialized information security training and pass the examination. The Group regularly issues phishing alert notifications and organizes company-wide phishing simulation drills, aimed at elevating the organization's collective ability to identify and mitigate cybersecurity threats. As of the reporting period end, 100% of employees have received cybersecurity training.

The Group has established an internal information security reporting mechanism, allowing employees to report security incidents, system vulnerabilities, or suspicious activities via internal messaging platforms, email, or phone calls to the cybersecurity and information system security working group. The working group reviews submissions, verifies sources, and takes appropriate actions.

VNET has set up a compliance and information security excellence award fund to recognize and reward teams and individuals demonstrating outstanding contributions in these aspects. Conversely, those who delay, falsify, conceal, or omit reporting security incidents, or engage in dereliction of duty, will face disciplinary actions in accordance with the *Regulation on Assessment and Accountability of Cybersecurity and Information System Security*. Criminal offenses will be prosecuted under relevant laws.



世纪互联ESG目标：  
VNET's ESG target:

员工信息安全意识培训覆盖率 **100%**  
100% Coverage of Employee Information  
Security Training

## 负责任的AI应用

世纪互联持续探索AI技术在业务运营和日常办公中的应用，旨在提质增效、实现决策优化。我们始终秉持负责任态度，通过管理体系、制度建设、保障措施，确保合规应用AI技术，降低相关风险。

## Responsible AI Application

VNET continuously explores the application of AI technologies in business operations and daily office work to enhance quality, efficiency, and optimize decision-making. We consistently uphold a responsible approach, ensuring compliant AI deployment and mitigating associated risks through robust management systems, institutional frameworks, and safeguard measures.

遵循“合法、最小、必要”原则 Adhere to the “legality, minimization, and necessity” principle	识别并缓解模型偏见 Identify and mitigate model bias	确保用户知情权 Safeguard the user right to information	建立“责任链机制” Establish a “responsibility chain mechanism”	建立清晰的AI决策申诉机制 Establish a clear AI decision appeal mechanism	持续改进性能 Continuously improve performance	培训赋能 Empower through training
<p>仅在业务必需时依法收集和使用数据，杜绝非必要的强制性AI使用与面部识别等敏感功能，并实施权限分级管控。</p> <p>Collect and use data only when legally required for business purposes; avoid non-essential mandatory AI usage and sensitive capabilities such as facial recognition, while enforcing tiered access control mechanisms.</p>	<p>确保不同种族、性别、年龄等群体的用户都能受到AI系统公平、无歧视的对待。</p> <p>Ensure that AI models treat all users fairly and without discrimination regardless of race, gender, age, or other background.</p>	<p>所有由AI生成的文本、图像及语音等内容均有明确标识。</p> <p>Clearly label all AI-generated content, including text, images, and audios to ensure transparency.</p>	<p>要求所有AI系统设计保留人工最终监督与决策权，通过设置人工复核节点、记录完整操作日志，确保自动化决策可追溯、可干预。</p> <p>Ensure all AI system designs retain human final oversight and decision-making authority. Embed human-in-the-loop review checkpoints and maintain comprehensive operation logs to guarantee traceability and human intervention capability for automated decisions.</p>	<p>用户可通过客服通道、专属邮箱或系统内“报障”按钮对AI结果提出异议，由人工团队复核并将重大案例纳入模型迭代改进。</p> <p>Provide accessible channels for users to challenge AI-generated outcomes – such as customer service channels, a dedicated email address, or in-system reporting tools. Ensure human review of cases, with material incidents incorporated into ongoing model optimization.</p>	<p>通过后台监控日志、定时自动化测试及性能告警机制，持续改进，确保模型性能稳定。</p> <p>Leverage backend monitoring logs, scheduled automated testing, and performance alerting mechanisms to drive continuous improvement and ensure stable model performance.</p>	<p>我们面向员工开展AI使用、AI伦理文化相关培训，确保其在工作恪守企业价值观；针对研发人员提供涵盖数据隐私、安全防护与应急响应的AI安全开发专项培训，从源头筑牢技术合规与风险防控能力。</p> <p>Provide organization-wide training on responsible AI use and ethics to align employee behavior with corporate values. Deliver specialized AI security development training for R&amp;D personnel covering data privacy, cybersecurity, and incident response to embed compliance and risk prevention capabilities at source.</p>

世纪互联旗下全资子公司第一线已制定《人工智能道德声明》，以公平与包容、透明与问责、治理与合规、教育与认知等伦理原则为核心，致力于开发和部署符合最高道德标准的AI系统。第一线已于2025年获得ISO/IEC 42001: 2023人工智能管理体系(AIMS)认证。

DYXnet, a wholly owned subsidiary of VNET, has formulated the AI Ethics Statement. The statement is centered on core ethical principles including fairness and inclusion, transparency and accountability, governance and compliance, and education and awareness. DYXnet is committed to developing and deploying AI systems that meet the highest ethical standards. In 2025, DYXnet has obtained ISO/IEC 42001:2023 certification for its Artificial Intelligence Management System (AIMS).

# 拥抱绿色

## Embracing Greenness

世纪互联积极推动应对气候变化的创新实践，致力于引领数据中心行业向绿色低碳转型。我们携手价值链合作伙伴，协同推进气候目标实现，为社会经济可持续发展贡献绿色动力。

VNET actively advances innovative practices to address climate change and is committed to leading the green and low-carbon transformation of the data center industry. We collaborate with value chain partners to jointly advance the realization of climate goals and contribute green momentum to the sustainable development of the social economy.

### 应对气候变化

Responding to Climate Change

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### 激发绿色生产力

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### 绿色数据中心全生命周期管理

Full-Lifecycle Management of Green Data Centers

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## 应对气候变化 Responding to Climate Change

世纪互联将气候变化深度融入企业战略，综合考量潜在财务影响的程度、对业务运营连续性的影响等，定期评估业务及资产面临的气候相关风险与机遇。我们参照《国际财务报告可持续披露准则第2号——气候相关披露》(IFRS S2) 要求，围绕治理、战略、风险管理、指标与目标四大核心维度，披露我们在应对气候变化方面的进展与成效。

VNET deeply integrates climate change into its corporate strategy. Based on factors such as the potential financial impact and the continuity of business operations, we regularly assess climate-related risks and opportunities associated with our businesses and assets. Referring to the requirements of *International Financial Reporting Standards Sustainability Disclosure Standard 2 – Climate-related Disclosures* (IFRS S2), we disclose our progress and achievements in responding to climate change across four core dimensions: governance, strategy, risk management, and metrics and targets.

### 治理 Governance

世纪互联将气候变化治理工作全面纳入集团整体ESG管治架构，高级管理层以及责任部门人员的绩效评估与气候相关管理指标挂钩(包含可再生能源使用、碳资产管理等指标)，从而持续激发集团管理层及员工的主动性与积极性。

VNET fully incorporates climate change governance into the Group's overall ESG governance framework. The performance evaluations of senior management and personnel in responsible departments are linked to climate-related management indicators (including renewable energy usage, carbon asset management, etc.), thereby continuously motivating the Group's management and employees to take more initiative and demonstrate greater proactiveness.

#### 治理层 Governance level

由董事会负责：

- 把控气候变化战略方向；
- 检讨及监督气候变化相关目标的制定及实施情况；
- 监督及管理气候变化相关工作落地执行情况；
- 每年至少听取一次管理层就气候变化事宜的汇报。

The Board is responsible for:

- Steering the climate change strategy;
- Reviewing and supervising the setting and implementation of climate change related targets;
- Supervising and managing the implementation of climate change related initiatives;
- Receiving reports from management on climate change issues at least once a year.

#### 管理层 Management level

由CEO领导的相关部门高级管理人员组成ESG执行委员会，负责：

- 制定气候变化战略与年度工作目标和重点提升工作计划；
- 定期检讨气候变化相关工作的落地执行情况，并每年向董事会汇报至少一次；
- 定期听取ESG工作小组就气候变化工作的进展汇报。

Led by the CEO, the ESG Execution Committee is comprised of senior management personnel from relevant departments, and is responsible for:

- Developing climate change strategies, annual performance targets, and plans for key improvement areas;
- Regularly reviewing the implementation of climate change related initiatives and reporting the progress to the Board of Directors at least once a year;
- Regularly receiving reports from the ESG Working Group on the progress of climate action.

#### 执行层 Execution level

由ESG工作小组、各业务单元、分公司/子公司及专业顾问组成，负责：

- 根据气候变化风险应对方案制定具体工作计划及应对措施；
- 推进落实集团气候变化相关的内外部工作方案；
- 定期检讨气候变化相关工作的执行情况，并每季度向管理层汇报进展情况；
- 提出并落实气候变化相关的提效减碳措施。

Composed of the ESG Working Group, business units, subsidiaries/affiliates and professional consultants, and is responsible for:

- Developing specific plans and response measures according to the climate change risk response plans;
- Promoting the implementation of the Group's internal and external programs related to climate change;
- Regularly reviewing the implementation of climate change related actions and reporting the progress to the management team quarterly;
- Proposing and implementing efficiency-enhancing and carbon-reducing measures related to addressing climate change.

## 战略 Strategy

世纪互联制定“4C”碳中和路径，涵盖碳减排(carbon reduction)、碳清除(carbon removal)、碳抵消(carbon offset)及碳赋能(carbon empowerment)四大维度，通过推进节能技术应用、加快可再生能源转型、参与碳市场交易以及赋能产业链协同等措施，推动集团碳中和目标的达成。

2025年，世纪互联成为首批加入中国气候联合参与平台(CCEI)“范围三领跑者”倡议的企业之一，将持续推动价值链低碳转型。

本报告详尽说明了上述“4C”路径的最新进展，充分展现了本集团在碳中和进程中的扎实行动与显著成效。

We have developed a “4C” pathway toward carbon neutrality, comprising carbon reduction, carbon removal, carbon offset, and carbon empowerment. This pathway drives the achievement of the Group’s carbon neutrality goals by applying energy-efficient technologies, accelerating the transition to renewable energy, participating in carbon market trading, and empowering collaborative efforts across the industrial chain.

In 2025, VNET became one of the first enterprises to join the “Scope 3 Top-Runners” Initiative under the China Climate Engagement Initiative (CCEI), and will continue to drive the low-carbon transformation of the value chain.

This Report provides a detailed account of the latest progress on the aforementioned “4C” pathway, fully demonstrating the Group’s concrete actions and significant achievements on the journey toward carbon neutrality.

### 碳减排:

#### Carbon Reduction:

应用节能技术及智能化运维等方式不断提升数据中心能源效率，并通过可再生能源投资及绿电交易等途径提高可再生能源使用，促进碳排放的降低。

Carbon Reduction: Continuously improve energy efficiency in data centers through energy-saving technologies and intelligent O&M. Increase the adoption of renewable energy through renewable energy investment, green power trading, other means to promote the reduction of carbon emissions.

### 碳清除:

#### Carbon Removal:

通过植树造林等方式吸收二氧化碳，降低大气中的二氧化碳浓度。

Carbon Removal: Reduce the concentration of carbon dioxide in the atmosphere through afforestation and other means to absorb carbon dioxide.

### 碳抵消:

#### Carbon Offset:

对于仍然难以减少或清除的碳排放，通过参与碳排放权交易体系、国家核证自愿减排量项目及绿证交易等方式进行抵消。

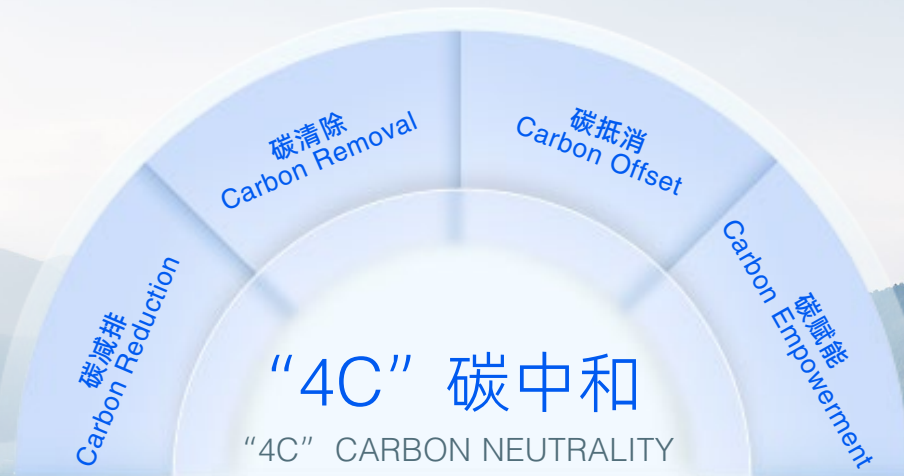
Carbon Offset: Through participation in the carbon emissions trading system, China Certified Emissions Reduction projects, green certificate trading, etc., to compensate for carbon emissions from operations that are difficult to reduce or remove.

### 碳赋能:

#### Carbon Empowerment:

通过建立绿色低碳采购模式，定期公开披露集团碳中和进展，推动产业链践行减碳行动，在绿色发展及实现碳中和目标方面引领行业。

Carbon Empowerment: Promote carbon reduction across the industrial chain by adopting a green and low-carbon procurement model, and regularly disclosing the Group’s progress toward carbon neutrality to become an industry leader in green development and in achieving the carbon neutrality target.



策略 Strategies	行动方向 Directions of action	短期路径 Short-term pathways	长期路径 Long-term pathways
碳减排 Carbon reduction	绿色建筑 Green buildings	<p>在规划设计阶段考虑绿色建筑实施的可行性； Consider the feasibility of green building implementation at the planning and design stage.</p> <p>新建数据中心标准提高，存量优化。 Increase standards for new constructions and optimize existing buildings.</p>	<p>实现100%绿色建筑<sup>1</sup>。 Achieve 100% green buildings<sup>1</sup>.</p>
	节能技术应用 Application of energy-saving technology	<p>新购设备能效标准持续提升，现有设备能效持续优化； Continue to improve energy efficiency standards for newly purchased equipment and optimize the energy efficiency of existing equipment.</p> <p>逐步推广余热回收。 Promote waste heat recovery.</p>	<p>实现100%高效设备及技术应用。 Achieve 100% high-efficiency equipment and technology applications.</p>
	智能化运维 Intelligent O&M	<p>实现数字资产全面感知、智能分析、智慧运维。 Enable full observability, AI-powered analytics, and intelligent operations for digital assets.</p>	<p>推动智能化运维系统在自有数据中心全覆盖并赋能产业链。 Promote full coverage of the intelligent O&amp;M system across self-owned data centers to empower the industrial chain.</p>
	可再生能源投资 Renewable energy investment	<p>在选址阶段考虑气候可行性及风光资源丰富度； Consider climatic feasibility and the richness of wind and solar resources during the site selection phase.</p> <p>在数据中心安装分布式光伏设备。 Install distributed photovoltaic equipment in data centers.</p> <p>持续开展储能技术研究并逐步扩大其在数据中心的应用。 Continue to research energy storage technology and expand its application in data centers.</p> <p>深入开展清洁能源在数据中心的应用研究。 In-depth research on the application of clean energy in data centers.</p>	<p>引入并应用不同种类的可再生能源，丰富能源结构。 Introduce and apply various types of renewable energy to diversify the energy mix.</p> <p>进一步发挥储能技术，搭建源网荷储一体化模式，保障稳定的清洁能源供应。 Further leverage energy storage technology, establish an integrated source-grid-load-storage model, and ensure a stable supply of clean energy.</p> <p>在可行的条件下，持续推动其他清洁能源（例如氢能、核电等）在数据中心的应用。 Continuously promote the application of other clean energy (e.g., hydrogen, nuclear power) in data centers, where feasible.</p>
	绿电交易 Green power trading	<p>在选址阶段调研目标区域的绿色电力资源情况，最大化利用清洁能源； Conduct research on the availability of green power resources in the target area to maximize the utilization of clean energy during the site selection phase.</p> <p>在数据中心开展绿电交易，积极推动与政府、发电企业交流合作。 Conduct green power trading in data centers and actively promote exchanges and cooperation with governments and power generation enterprises.</p>	<p>推动数据中心规模化绿电交易。 Promote scaled green power trading in data centers.</p>

<sup>1</sup> 绿色建筑是指获得国际或国内绿色建筑认证的数据中心，包括工信部数据中心绿色等级证书、开放数据中心委员会（ODCC）数据中心绿色等级证书以及其他同等或更高级别的绿色建筑评估认证。

<sup>1</sup> Green buildings refer to data centers that have obtained international or domestic green building certifications, including the Ministry of Industry and Information Technology certification for green data centers, the Open Data Center Committee (ODCC) certification for green data centers, and other green building rating certifications of the same level or higher.

创始人、执行董事长致辞  
Message from the Founder and Executive Chairperson

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责任治理  
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创新引领  
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拥抱绿色  
Embracing Greenness

共创共赢  
Co-creation for Shared Value

附录  
Appendix

策略 Strategies	行动方向 Directions of action	短期路径 Short-term pathways	长期路径 Long-term pathways
碳清除 Carbon Removal	植树造林 Afforestation	积极开展植树活动。 Actively carry out tree-planting activities.	优化树种选择, 持续扩大植树造林面积。 Optimize the selection of tree species and continue to expand the afforestation area.
碳抵消 Carbon offset	投资优质碳抵消项目 Investment in quality carbon offset projects	关注碳交易市场发展; Follow the development of the carbon trading market.  积极探索优质碳抵消项目机会。 Actively explore opportunities to invest in quality carbon offset projects.	积极参与碳交易市场; Actively engage in the carbon trading market.  积极投资优质碳抵消项目。 Actively invest in quality carbon offset projects.
碳赋能 Carbon Empowerment	绿证交易 Green certificate trading	将绿证交易作为实现集团碳中和目标的补充方式。 Take green certificate trading as a complementary way to achieve the Group's carbon neutrality target.	
	产业链赋能 Industrial chain empowerment	建立绿色采购标准, 提升绿色采购比例; Establish green procurement standards and improve green procurement ratio.  加强内部碳相关主题培训; Enhance internal training on carbon-related topics.  参与相关行业标准制定。 Participate in the formulation of relevant industry standards.	实现100%绿色采购; Achieve 100% green procurement.  持续对内部进行碳赋能; Continue to foster the carbon empowerment internally.  推动行业低碳发展, 分享绿色实践, 带动产业链上下游迈向零碳。 Promote low-carbon development across the industry, share green practices, and drive the entire industrial chain toward zero carbon.

## 气候风险及机遇识别和评估

我们将气候变化风险和机遇融入集团战略层面的分析决策，以理解、缓解与适应，并系统性管理对业务产生直接影响的气候风险和机遇。我们开展气候变化专项分析，深化对气候相关风险与机遇的识别、评估与管理，不断优化应对策略。

考虑气候变化在不同时间范围、不同发展模式下可能对集团运营带来差异性影响，我们参考共享社会经济路径 (SSP) 的严格路径情景 (SSP1-2.6) 和高排放路径情景 (SSP5-8.5)，国际能源署 (IEA) 2050 净零排放情景 (IEA NZE) 和既定政策情景 (IEA STEPS) 中所包含的风险参数因子，分析可能面临的物理风险、转型风险及相关机遇。

结合集团业务特性、运营所在地及价值链运营等情况，我们全面评估具有实质性影响的气候变化相关风险，分析其潜在影响程度、影响环节及影响周期 (短期、中期与长期)，并据此制定针对性应对策略。

## Identification and Assessment of Climate Risks and Opportunities

We integrate climate-related risks and opportunities into the Group's strategic analysis and decision-making to understand, mitigate, adapt to, and systematically manage risks and opportunities that have a direct impact on business operations. We conduct dedicated climate change analysis to deepen the identification, assessment, and management of climate-related risks and opportunities, and continuously optimize our response strategies.

Considering that climate change may have different impacts on the Group's operations across varying time horizons and development pathways, we analyzed the physical risks, transition risks, and associated opportunities that the Group may face by referencing the relevant scenario parameters of the Shared Socioeconomic Pathways (SSPs), including the stringent pathway (SSP1-2.6) and high-emissions pathway (SSP5-8.5), as well as the International Energy Agency (IEA) scenarios, including the 2050 Net Zero Emissions Scenario (IEA NZE), and the Stated Policies Scenario (IEA STEPS).

Taking into account the Group's business nature, locations of operation, and value chain activities, we conducted a comprehensive assessment of climate-related risks that could have a significant impact. We analyzed the potential severity of these risks, the affected business segments, and the relevant time horizons (short-, medium-, and long-term), and formulated targeted response strategies accordingly.

风险类型 Risk Type	风险描述 Risk Description	影响环节 Impact Segment	影响周期 Impact Cycle	应对策略 Countermeasures
急性物理风险 Acute physical risk	<p>极端气候频率和强度大幅增加 Significant increase in frequency and severity of extreme weather events</p>	<p>运营 Operations</p> <p>下游 Downstream</p>	<p>短期 Short-term</p> <p>中期 Mid-term</p> <p>长期 Long-term</p>	<ul style="list-style-type: none"> <li>数据中心选址考虑当地环境条件，尽可能远离自然灾害多发地区。 Incorporate local environmental conditions into data center site selection, prioritizing locations away from areas prone to natural disasters.</li> <li>在基建设计、系统设计和设备选型阶段做防范措施，保证土建和机电系统在各种极端天气中，稳定可靠地服务于IT设备。 Implement preventive measures during the infrastructure design, system design, and equipment selection phases to ensure that the civil construction and electromechanical systems can stably and reliably serve IT equipment in various extreme weather conditions.</li> <li>制定《重保戒备管理制度》，通过明确的戒备等级划分和规范化的应对流程，确保在紧急情况下能够迅速、有效地采取行动，保障人员安全、设备稳定运行以及业务连续性。 Formulate the <i>Critical Protection Alert Management System</i> with clearly defined alert levels and standardized response procedures to ensure rapid and effective actions can be taken in emergency situations including safeguarding personnel safety and ensuring stable equipment operation and business continuity.</li> <li>制定《极端天气应急预案》，每年开展应急事件演练。 Develop the <i>Extreme Weather Emergency Response Plan</i> and conduct annual drills for emergency events.</li> <li>增设AI天气预警管理，为数据中心气象风险防控提供全周期支撑。 Deploy an AI-powered weather warning management system to deliver comprehensive, full-cycle support for meteorological risk prevention and control across data center operations.</li> <li>接收来自保险服务商的报告，并据此为每项资产设置适当的保险。 Obtain reports from insurance providers and arrange appropriate insurance coverage for each asset.</li> </ul>

风险类型 Risk Type	风险描述 Risk Description	影响环节 Impact Segment	影响周期 Impact Cycle	应对策略 Countermeasures
慢性物理风险 Chronic physical risk	<p>高温 High temperature</p> <ul style="list-style-type: none"> <li>高温导致数据中心设备冷却难度增加。 Hot weather may increase cooling requirements for data center equipment.</li> <li>火灾发生的可能性上升,可能面临运营中断或资产损失。 The likelihood of a fire is increased, potentially exposing the Group to the risk of operational interruption or asset loss.</li> <li>高温可能缩短员工露天工作时间,并对防暑降温提出更高要求。 Hot weather may shorten the working hours of employees who work in outdoor environments, and increase requirements for heatstroke prevention and cooling.</li> </ul>	<p>运营 Operations</p> <p>下游 Downstream</p>	<p>长期 Long-term</p>	<ul style="list-style-type: none"> <li>考虑在高温天气持续时间较长的地区建设数据中心的潜在物理风险,提前采取应对措施,如科学选址与规划、加强设备维护与监控等。 Consider the potential physical risks of building data centers in regions with prolonged periods of high temperatures and take preventive measures, such as scientific site selection and planning, as well as enhanced equipment maintenance and monitoring to mitigate these risks in advance.</li> <li>在设计阶段重点优化制冷系统,在运营阶段通过多种技术升级,持续提升制冷效率。 Optimize cooling systems during the design phase and continuously improve cooling efficiency through various technology upgrades during the operational phase.</li> <li>制定《消防安全管理制度》等指导性文件,并定期组织消防演练,以降低火灾发生造成的损失。 Formulate guidance such as the <i>Fire Safety Management System</i> and conduct regular fire drills to minimize losses caused by fires.</li> <li>为在高温天气下进行户外活动的员工提供一系列防护措施及福利补贴。 Provide a series of protective measures and welfare subsidies for employees engaged in outdoor activities during hot weather.</li> </ul>
	<p>水资源压力 Water stress</p> <ul style="list-style-type: none"> <li>水资源压力可能转换为数据中心设备冷却压力,影响运营稳定性。 Water resource shortage may lead to stress on equipment cooling in data centers, affecting operational stability.</li> <li>严重的干旱可能导致更高的水费,提高运营成本。 Severe droughts may lead to higher water expenses and operating costs.</li> </ul>	<p>运营 Operations</p> <p>下游 Downstream</p>	<p>短期 Short-term</p> <p>中期 Mid-term</p> <p>长期 Long-term</p>	<ul style="list-style-type: none"> <li>高度关注数据中心所在地的水资源供给能力,分析和评估当地当前和未来的水资源情况,从前端规划设计减少水资源消耗。 Closely monitor the water supply capacity of the data center location, analyze and evaluate the current and future water resources situation in the local area, and reduce water consumption from the planning and design stage.</li> <li>针对缺水无水地区项目,积极研发无水冷却技术,不断降低对水资源的依赖性。 Develop water-free cooling technologies actively to continuously reduce dependency on water resources for projects in water-scarce or waterless regions.</li> <li>持续推进中水的综合利用,提高用水效率。 Continue to promote the integrated utilization of reclaimed water and improve water use efficiency.</li> </ul>
	<p>海平面上升 Sea-level rise</p> <ul style="list-style-type: none"> <li>长期来看,海平面上升可能会淹没沿海地区数据中心,带来资产及收入损失。 In the long run, rising sea levels may inundate data centers in coastal areas, resulting in loss of assets and revenue.</li> </ul>	<p>运营 Operations</p> <p>下游 Downstream</p>	<p>长期 Long-term</p>	<ul style="list-style-type: none"> <li>考虑在沿海地区建设数据中心的潜在物理风险,持续优化数据中心布局。 Consider the potential physical risks of building data centers in coastal areas and optimize the layout of data centers.</li> </ul>

风险类型 Risk Type	风险描述 Risk Description	影响环节 Impact Segment	影响周期 Impact Cycle	应对策略 Countermeasures
政策和法律 Policy and legal	<ul style="list-style-type: none"> <li>碳排放相关法律法规和监管政策、强制碳交易市场、碳税政策等可能增加我们的运营合规成本。 As laws and regulations, regulatory policies, mandatory carbon trading, and carbon tax policies come into effect, compliance costs may rise.</li> </ul>	运营 Operations	短期 Short-term	<ul style="list-style-type: none"> <li>专业团队定期研读国家法律法规和运营所在地新兴政策，制定应对方案。 Designate a dedicated team to regularly study applicable laws, regulations, and emerging policies in the location of operations to formulate response plans.</li> </ul>
			中期 Mid-term	<ul style="list-style-type: none"> <li>加强能源使用管控，并逐步提高可再生能源占比。 Strengthen energy management and control as well as steadily increase the proportion of renewable energy.</li> </ul>
			长期 Long-term	<ul style="list-style-type: none"> <li>积极参与全国碳市场建设，健全碳排放履约机制，系统性防范和降低合规风险。 Participate in the national carbon market, strengthen the carbon emissions compliance mechanism, and systematically prevent and mitigate compliance risks.</li> </ul>
	<ul style="list-style-type: none"> <li>数据中心建设规范和标准预计将变得更加严格，需要我们应用新技术，可能增加设计和建造成本。 More stringent codes and standards for data center construction are expected to come into effect, potentially requiring the application of new technologies and increasing design and construction costs.</li> </ul>	运营 Operations	中期 Mid-term	<ul style="list-style-type: none"> <li>按照高标准设计建设数据中心，以减少数据中心建设规范对运营和发展的影响。 Design and construct data centers to high standards to minimize potential constraints from evolving construction regulations on future operations and scalability.</li> </ul>
			长期 Long-term	<ul style="list-style-type: none"> <li>更多关于数据中心建设方面的举措，请参见：选址规划、研发设计、项目建设。 For more information about the risk-mitigating measures we adopt in data center construction, please refer to: "Site Selection and Planning, R&amp;D and Design, and Project Construction" .</li> </ul>
科技 Technology	<ul style="list-style-type: none"> <li>若未能及时识别并应用低碳技术、智能化等新兴技术，可能导致我们的运营效率降低，产品落后于同业，在市场中失去竞争优势进而影响集团收入。 If we fail to promptly identify and adopt emerging technologies such as low-carbon and intelligent technologies, it may lead to a decrease in our operational efficiency or our products may fall behind our competitors, resulting in a loss of competitive advantage in the market and subsequently affecting the Group's revenue.</li> <li>社会对算力的需求呈指数级增长，数据中心面临能源消耗激增的严峻挑战。 Demand for computing power is growing exponentially, and data centers are facing severe challenges due to the surge in energy consumption.</li> </ul>	运营 Operations	短期 Short-term	<ul style="list-style-type: none"> <li>积极探索技术进步的可能性，包括储能技术、氢能研究、智航平台开发与应用等，加强绿色低碳的智能化信息基础设施建设。 Explore the possibilities of technological advancements, including energy storage technologies, hydrogen energy research, the development and application of "Smart Navigation Platform", and strengthen the construction of green, low-carbon, and intelligent information infrastructure.</li> </ul>
			中期 Mid-term	

风险类型 Risk Type	风险描述 Risk Description	影响环节 Impact Segment	影响周期 Impact Cycle	应对策略 Countermeasures
市场 Market	<ul style="list-style-type: none"> <li>如果市场对于低碳数据中心的偏好持续上升，集团需在把握市场转变及应对市场低碳需求方面优于同行，否则可能会导致产品和服务的需求降低，引起收入和市场份额的损失。 If the market's preference for low-carbon data centers continues to rise, the Group needs to outperform its peers in adapting to the market shift and responding to low-carbon market demand. Otherwise, it may lead to lower demand for products and services, resulting in loss of revenue and market share.</li> </ul>	下游 Downstream	短期 Short-term	<ul style="list-style-type: none"> <li>积极跟踪客户需求，致力于在可再生能源和减排目标方面取得关键进展，推进低碳数据中心建设。 Track customer needs and be committed to achieving progress in renewable energy and emissions reduction targets with the continual advancement in the construction of low-carbon data centers.</li> </ul>
	中期 Mid-term		长期 Long-term	
声誉 Reputational	<ul style="list-style-type: none"> <li>在过渡到可再生能源驱动的经济模式的过程中，我们的供应商可能因气候变化政策、可再生能源转型等影响导致成本上升。例如，用于建造基础设施的钢铁、铝、铜、水泥等材料成本可能会更高，从而间接提高我们的成本。 During the transition to an economic model powered by renewable energy, our suppliers may experience higher costs due to the impact of climate-related policies, the transition to renewable energy, etc. For example, the cost of materials such as steel, aluminum, copper, and cement used to build our data centers may increase, which indirectly leads to higher costs.</li> </ul>	上游 Upstream	中期 Mid-term	<ul style="list-style-type: none"> <li>为了缓解此类风险，我们寻求受气候变化影响较低的供应商，如使用替代能源或替代原材料。 Seek suppliers that are less exposed to climate change, such as those using alternative energy sources or alternative raw materials to mitigate such risks.</li> <li>通过合作或协议等形式，与能源供应商探索优势价格。 Explore price advantages through cooperation or agreements with our energy suppliers.</li> <li>与可再生能源供应商签订购电协议，保障能源供应并稳定价格。 Sign power purchase agreements with renewable energy suppliers to secure energy supply and stabilize prices.</li> <li>深化数据中心能耗精细化管理，降低能源消耗。 Further refine energy management in data centers to reduce energy consumption.</li> </ul>
	长期 Long-term		<ul style="list-style-type: none"> <li>利益相关方对世纪互联的负面看法，包括但不限于未能及时识别法律法规、在应对气候变化方面的不作为或应对迟缓、不良的企业行为表现，包括报告内容与实际行动不一致等，均会损害集团的声誉，影响集团收益、机构评级结果和公众信誉，进而影响长期发展。 Stakeholders' negative perceptions of VNET include, but are not limited to, failure to identify laws and regulations promptly; inaction or delayed response to climate change; and improper business practices, including inconsistencies between reported and actual actions. These perceptions can lead to reputational damage and affect the Group's revenue, ratings, and public opinion, thereby hindering the Group's long-term development.</li> </ul>	
			长期 Long-term	

在行业低碳转型的背景下，世纪互联积极把握能源革命与市场变革所衍生的历史性机遇，致力于构建有效应对气候风险的新型基础设施绿色解决方案。

Against the backdrop of the industry's low-carbon transition, VNET is proactively seizing historic opportunities arising from the energy transition and market shifts, and is committed to developing innovative green infrastructure solutions to effectively address climate-related risks.

机遇类型 Opportunity Type	机遇描述 Opportunity Description	影响环节 Impact Segment	影响周期 Impact Cycle	应对策略 Countermeasures
可再生能源 Renewable energy	<ul style="list-style-type: none"> <li>从长期来看，过渡到低排放和零排放能源并投资于新的可再生能源解决方案有可能降低我们的运营费用，并可能减少数据中心未来在碳相关合规费用方面的潜在支出。 In the long run, transitioning to low – and zero-emissions energy sources and investing in new renewable energy solutions may lower our operating expenses and reduce potential expenditures related to carbon compliance costs for data centers.</li> <li>我们亦有机会通过为客户开发可再生产品和解决方案来拓展收入来源。 There is an opportunity to expand our revenue streams by developing renewable products and solutions for our customers.</li> </ul>	运营 Operations 下游 Downstream	短期 Short-term 中期 Mid-term 长期 Long-term	<ul style="list-style-type: none"> <li>通过可再生能源采购、合作及相关技术研发与应用持续提高可再生能源占比，并制定可再生能源应用解决方案，以经济高效地实现我们的可再生能源目标。 Increase the proportion of renewable energy continuously through procurement, cooperation, and related technology R&amp;D and applications; develop renewable energy solutions to realize our renewable energy targets in a cost-effective way.</li> </ul>
能源效率 Energy efficiency	<ul style="list-style-type: none"> <li>数据中心高效制冷、先进通风、余热利用、智能化用能控制等技术水平的不断进步，可以降低我们数据中心的PUE及运营成本。 The continuous advancement of technologies such as high-efficiency cooling, advanced ventilation, waste heat recovery, and intelligent energy consumption control in data centers can reduce the PUE and operating costs of our data centers.</li> </ul>	运营 Operations	短期 Short-term 中期 Mid-term 长期 Long-term	<ul style="list-style-type: none"> <li>研发并应用智能化管理平台及节能技术，实现数据中心高效运维及能效提升。 Develop and adopt intelligent management platforms and energy-saving technologies to achieve efficient data center O&amp;M and energy efficiency improvement.</li> <li>专注于监测、识别能效提升项目的效果，系统跟踪相关绩效指标和成本改善情况。 Monitor and evaluate the impact of energy efficiency optimization projects and systematically track relevant performance indicators and cost improvement outcomes.</li> <li>更多我们在节能技术研发与应用方面的行动，请参见：绿色数据中心全生命周期管理。 For more information about our actions in the research, development and application of energy-saving technologies, please refer to: Full-Lifecycle Management of Green Data Centers.</li> </ul>
产品与服务 Products and services	<ul style="list-style-type: none"> <li>开发可持续数据中心，并提供低碳乃至零碳的产品及服务，是我们未来提高市场竞争力、吸引及保留客户的重要途径。 Developing sustainable data centers and providing low – and zero-carbon products and services is a key approach to enhancing our market competitiveness in the future and attracting and retaining our customers.</li> </ul>	运营 Operations 下游 Downstream	短期 Short-term 中期 Mid-term 长期 Long-term	<ul style="list-style-type: none"> <li>在低碳方面持续投入，提供满足客户需求的低碳产品与服务。 Continue to increase investment in low-carbon development and provide low-carbon products and services that meet our customer needs.</li> <li>采用AI技术构建“集中智能监控”体系，实现管理系统的智能化控制，同时应用各类节能技术，实现数据中心的高效运维管理。 Adopt AI technology to build the “Smart Navigation Platform” system and achieve intelligent control of the management system, while applying various energy-saving technologies to achieve efficient O&amp;M of data centers.</li> <li>更多我们在产品与服务方面的行动，请参见：创新引领、激发绿色生产力、绿色数据中心全生命周期管理。 For more details about our actions in products and services, please refer to: “Innovation-Driven Pioneering, Stimulating Green Productivity, Full-Lifecycle Management of Green Data Centers”.</li> </ul>

机遇类型 Opportunity Type	机遇描述 Opportunity Description	影响环节 Impact Segment	影响周期 Impact Cycle	应对策略 Countermeasures
市场 Market	<ul style="list-style-type: none"> <li>低碳技术投资有助于吸引投资者和客户,进而为我们的业务增长提供资金支持。 Low-carbon technology investments help attract investors and customers, thereby providing financial support for our business growth.</li> </ul>	运营 Operations 下游 Downstream	短期 Short-term 中期 Mid-term 长期 Long-term	<ul style="list-style-type: none"> <li>推进以绿色低碳、经济高效、柔性灵活驱动为特性的新型电力系统开发与应用。 Promote the development and application of new power systems characterized by green, low-carbon, cost-effective, flexible, and agile operation.</li> <li>创新研发与应用能源路由器、液冷冷却技术、余热回收技术等系列节能减碳技术。 Research, develop, and apply a range of energy-saving and carbon-reducing technologies such as energy routers, liquid cooling technology, and waste heat recovery technology.</li> <li>落地可持续发展表现挂钩贷款、发行绿色持有型不动产ABS,以可持续金融推动集团可持续发展,实现运营与资本运作效率双提升。 Implement sustainability-performance-linked loans and issue green real estate-backed ABS to promote the Group's sustainable development, achieving improvements in both operational and capital efficiency.</li> <li>更多我们在市场方面的行动,请参见:创新引领、可持续金融。 For more information about our market-related actions, please refer to: Innovation-Driven Pioneering, Sustainable Finance.</li> </ul>
适应力 Resilience	<ul style="list-style-type: none"> <li>客户依托我们提供稳定的数据中心服务,保障其网络安全、数据隐私和业务连续性。 Customers rely on our stable data centers to ensure their cybersecurity, data privacy, and business continuity.</li> </ul>	运营 Operations 下游 Downstream	短期 Short-term 中期 Mid-term 长期 Long-term	<ul style="list-style-type: none"> <li>通过选址和气候变化应对预案、保险、绿色建筑、高效运维以及数据隐私、网络安全和物理安全实践,我们持续提高对气候变化的适应力,进而提供稳定优质的数据中心服务,以进一步增强我们的市场竞争力。 Through site selection, climate response planning, insurance, green building design, efficient O&amp;M, as well as data privacy, cybersecurity, and physical security practices, we continue to improve our resilience to climate change and further enhance our market competitiveness by providing stable and high-quality data center services.</li> <li>更多我们在适应力方面的行动,请参见:安全稳定运营、绿色数据中心全生命周期管理。 For more information about our actions in enhancing resilience, please refer to: "Safe and Stable Operation, Full-Lifecycle Management of Green Data Centers".</li> </ul>

## 风险管理

世纪互联已建立气候风险评估与管理流程机制，通过审阅分析集团业务所面临的物理风险与转型风险，制定气候风险识别、评估与应对的闭环风险管理流程，确定风险控制及应对方案。

## Risk Management

VNET has established a climate risk assessment and management mechanism. By reviewing and analyzing the physical and transition risks faced by the Group's business, we have developed a closed-loop risk management process for identifying, assessing, and responding to climate risks, and for determining risk control measures and response plans.

### 气候风险识别 Climate risk identification

我们结合集团业务现状、行业政策及气候变化情景等考虑因素，识别并筛选可能对集团产生影响的物理风险与转型风险。

We identify and screen physical and transition risks that may affect the Group, considering factors such as the current status of the Group's business, industry policies, and climate change scenarios.

### 气候风险评估 Climate risk assessment

我们选择合适的气候情景开展情景分析，多维度评估气候风险和机遇的潜在影响，识别出对集团业务有实质性影响的气候相关物理风险与转型风险。

We select appropriate climate scenarios to conduct analysis, assess the potential impacts of climate risks and opportunities from multiple dimensions, and identify climate-related physical and transition risks that have a material impact on the Group's business.

### 气候风险排序 Climate risk prioritization

我们根据气候变化对业务造成的影响，并结合各利益相关方对集团气候变化应对的期待，对识别出的气候风险进行分析和优先级排序，筛选出重点气候风险。

We analyze and prioritize the identified climate risks, and identify key climate risks based on their impacts on the business and the expectations of various stakeholders regarding the Group's climate change response.

### 气候风险应对 Climate risk response

针对评估识别出的重大气候风险，我们制定并实施可行的气候变化应对措施。

We develop and implement feasible climate change response measures for material climate risks that we have identified.

### 气候风险监督与改进 Climate risk monitoring and improvement

监督气候风险的应对实施情况，定期评估应对举措的有效性，不定期检验气候风险管理的有效性，并根据变化情况和存在的缺陷及时改进。

We monitor the implementation of climate risk response measures, regularly assess their effectiveness, review the effectiveness of climate risk management on an ad hoc basis, and make timely improvements based on changes and identified deficiencies.

## 指标和目标

世纪互联制定了充满雄心的减碳目标，推动集团低碳转型。

集团每年开展组织边界和报告边界内的范围1、范围2及范围3的温室气体排放量盘查，并由有资质的第三方独立机构依据ISO 14064-3:2019《温室气体声明核查和审定规范及指南》进行核查。更多有关温室气体排放的数据和信息，请参见附录“关键绩效指标表”及“温室气体核查声明”。

我们通过持续提升能源使用效率、提高可再生能源应用比例，并采用碳抵消等多元化方式，不断强化企业的脱碳行动。

## Metrics and Targets

VNET set ambitious carbon reduction targets to advance the Group's low-carbon transition.

The Group conducts an annual inventory of greenhouse gas emissions within the organizational and reporting boundaries, covering Scope 1, Scope 2, and Scope 3 emissions. This inventory is verified by a qualified independent third-party in accordance with the ISO 14064-3:2019 *Specification with Guidance for the Verification and Validation of Greenhouse Gas Statements*. For more data and information on greenhouse gas emissions, please refer to the appendix: Key Performance Indicators and GHG Emissions Verification Statement.

We enhance energy efficiency, increase the proportion of renewable energy use, and adopt carbon offset measures to continuously strengthen our decarbonization efforts.



世纪互联ESG目标：  
VNET's ESG targets:

不晚于2030年，实现运营层面范围1和范围2碳中和  
By 2030, achieving operational carbon neutrality in Scope 1 and Scope 2 emissions

不晚于2030年，实现运营层面**100%**可再生能源使用  
By 2030, achieving 100% renewable energy use in operations

## 激发绿色生产力 Promoting Green Productivity

世纪互联积极探索能源创新路径，主动响应国家建设新型能源体系的号召，以“让绿色直流从数据中心走向千家万户”为使命，致力于打造可满足能源结构革新、技术突破和市场化运营的“Hyperscale 2.0”绿色直流超大规模数据中心集群，将数字新基建转变为新型能源系统的关键资源，推动算力基础设施绿色低碳转型，助力数字经济高质量可持续发展，为构建绿色、智能、高效的产业体系贡献力量。

### 可再生能源

#### 构建“绿电+算力”新生态

随着人工智能等技术的快速发展，数据中心算力需求呈现爆发式增长。在此背景下，推动电力供给环节实现绿色低碳，实现绿色电力向绿色算力高效转化，已成为解决算力和电力平衡发展的关键。

世纪互联秉持“算力+电力”协同发展理念，坚持以创新驱动实践，围绕“东数西算”枢纽节点布局新型算力基础设施，以绿电直流、算电协同、虚拟电厂为核心技术方向，构建从绿电生产、传输、调度到消纳的全链条闭环体系，积极推进风光绿电资源消纳，提升绿色能源的利用效率。这一路径不仅推动了算力绿色化升级，也促进了算力与电力的深度融合和系统创新，从而推动数据中心从传统能源使用者，转变为新型电力系统的参与者与支撑者。

VNET is actively exploring innovative energy pathways and proactively responding to the national call to build a new energy system. Guided by the mission of “bring green direct-current electricity from data centers to millions of households”, VNET is committed to developing “Hyperscale 2.0” green direct-current hyperscale data center clusters that meet the needs of energy structure transformation, technological advancement, and market-oriented operations. By transforming new digital infrastructure into a key resource of the new energy system, VNET drives the green and low-carbon transformation of computing infrastructure, supports the high-quality and sustainable development of the digital economy, and contributes to the development of a green, intelligent, and efficient industrial system for the new era.

### Renewable Energy

#### Build a New Ecosystem of “Green Power + Computing Power”

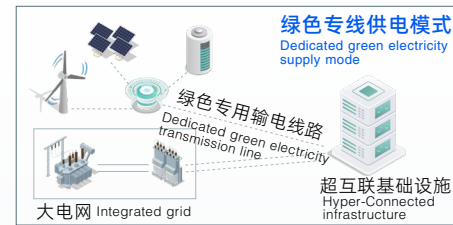
With the rapid development of technologies such as artificial intelligence, the demand for data center computing power is experiencing exponential growth. In this context, promoting green and low-carbon power supply in the power supply segment and achieving the efficient conversion of green electricity to green computing power have become key to addressing the balanced development between computing power and electricity.

VNET upholds the synergistic development concept of “computing power + electricity” and adheres to innovation-driven practices. We are deploying new computing infrastructure around the “Eastern Data, Western Computing” hub nodes, with green direct-current electricity, power-computing synergy, and virtual power plants as core technical directions, to build a full-chain closed-loop system covering green electricity production, transmission, dispatching, and consumption. We actively promote the consumption of wind and solar green power resources and improve the utilization efficiency of green energy. This approach not only drives the green upgrade of computing power, but also promotes the deep integration and systematic innovation of computing power and electricity, thereby transforming data centers from traditional energy consumers into participants and supporters of the new power system.

### 案例 Case

#### 乌兰察布“源网荷储”一体化算力项目 Ulanqab Integrated Source-Grid-Load-Storage Computing Power Project

2025年4月，世纪互联基于乌兰察布“源网荷储”一体化项目申报的“算力-电力协同近零碳数据中心示范项目”，成功入选国家发改委绿色低碳示范项目清单，这是世纪互联在算力基础设施新型电力系统领域的重要里程碑，标志着公司在推动能源结构转型、响应国家“双碳”战略方面迈出关键一步。



乌兰察布“源网荷储”一体化算力项目是世纪互联打造的绿电直流与智能算力深度融合的能源创新科技工程。该项目包括200兆瓦风力发电和100兆瓦光伏发电的发电容量，配套建设45兆瓦的储能设施，通过绿色专线直供，预计每年可输送7亿千瓦时的绿色能源。同时，项目自主研发算力电力智慧协同系统，可有效匹配数据中心用电负荷和新能源发电量，大幅提升新能源消纳水平。项目建成后，可实现数据中心PUE低于1.2、绿电直供占比达50%，并预期通过绿电交易、绿证交易等方式，最终实现数据中心100%绿电供应。

In April 2025, the “Power-Computing Synergy Near-Zero Carbon Data Center Demonstration Project” submitted by VNET based on the Ulanqab Integrated Source-Grid-Load-Storage Project was successfully included in the National Development and Reform Commission’s (NDRC) list of green and low-carbon demonstration projects. This achievement represents an important milestone for VNET in the field of new power systems for computing power infrastructure, marking a critical step in promoting energy structure transformation and advancing the national dual carbon goals.

The Ulanqab Integrated Source-Grid-Load-Storage Computing Power Project is an energy innovation initiative developed by VNET, integrating green direct-current electricity with intelligent computing power. The project comprises 200MW of wind power generation and 100MW of photovoltaic power generation capacity, equipped with 45MW of energy storage facilities, and supplies power via a dedicated green electricity transmission line, with an expected annual transmission of 700 million kWh of green energy. Additionally, the project has independently developed an intelligent power-computing synergy system, which effectively matches data center power loads with renewable energy generation output, significantly enhancing renewable energy consumption levels. Upon completion, the project will achieve a PUE below 1.2 for the data center, with direct green electricity supply accounting for 50% of total consumption, and is expected to ultimately realize 100% green electricity supply for the data center through green electricity trading, green certificate trading, etc.

案例  
Case世纪互联怀来数据中心推动算力电力协同  
VNET Huailai Data Center – Promoting Power-Computing Synergy

世纪互联怀来数据中心探索和实践“双碳”目标下的智算中心算电协同创新模式。该项目采用先进节能技术与设备，规划配置大规模储能系统，充分挖掘UPS、柴油发电机等后备电源的调节潜力，将负荷柔性提升至新高度。同时，项目依托虚拟电厂技术，主动参与电网调峰调频与需求侧响应，以“算-电协同”新模式有效实现削峰填谷、平滑负荷曲线，共同构建新型电力系统。

在储能系统方面，项目以光伏阵列和磷酸铁锂电池储能集装箱为核心，形成光储一体化“电源-储能-负荷”闭环。系统结合智算中心负荷曲线与峰谷价差，通过低谷蓄电、高峰放电精准削峰填谷，既保障零中断供电、节省用电成本，又可平滑全网负荷、增强稳定性、提升绿电消纳比例。

凭借绿色创新技术应用、突出的经济效益和环境效益表现，世纪互联怀来数据中心上榜中国信通院“2025算力电力协同”典型案例。

The VNET Huailai Data Center explores and implements an innovative power-computing synergy model for intelligent computing centers under the “dual carbon” goals. The project adopts advanced energy-saving technologies and equipment and plans to deploy a large-scale energy storage system. It also fully taps the regulation potential of backup power sources such as uninterruptible power supply (UPS) systems and diesel generators, elevating load flexibility to a new level. By leveraging virtual power plant technology, the project actively participates in grid peak shaving, frequency regulation, and demand-side response. Through this new “power-computing synergy” model, it effectively achieves peak shaving and valley filling, smooths the load curve, and contributes to building a new power system.

Regarding the energy storage system, the project centers on photovoltaic arrays and lithium iron phosphate (LFP) battery energy storage containers, forming an integrated photovoltaic and energy storage closed-loop system of “power source-energy storage-load”. By aligning with the intelligent computing center’s load curve and peak-valley price differences, the system precisely implements peak shaving and valley filling through charging during off-peak hours and discharging during peak hours. This not only ensures uninterruptible power supply (UPS) and reduces electricity costs, but also smooths grid load, enhances stability, and increases the share of green electricity consumption.

Leveraging its application of green and innovative technologies, as well as its outstanding economic and environmental performance, the VNET Huailai Data Center was selected as a representative case in the China Academy of Information and Communications Technology (CAICT)’s typical cases of “2025 Power-Computing Synergy”.

## 自建“分布式光伏”

世纪互联充分挖掘数据中心既有空间与资源潜力，部署分布式清洁能源，提升可再生能源自给率，在扩大绿电消纳、优化配电架构的同时，实现经济效益与环境效益双赢。

我们已经在佛山智慧城市数据中心、北京亦庄博兴数据中心和太仓数据中心三个项目的屋顶或车棚搭建并运营了自建光伏，2025年发电量共计377,845千瓦时，可减少二氧化碳排放量约206吨，预估节省用电成本约23万元人民币。

## 可再生能源采购

世纪互联以实现2030年100%可再生能源为目标，积极采购可再生能源替代传统能源，推进能源结构持续转型。2025年度，集团可再生能源总量为1,253,719兆瓦时，减少温室气体排放约726,167吨，可再生能源占比约为36%。

集团通过签署绿电采购长期框架协议及跨省绿电交易等形式，有效实现绿电资源调配，确保绿色电力稳定供应。本年度，集团可再生能源应用成效显著，进入市场化交易的数据中心绿电消费占比稳步提升。其中，乌兰察布基地绿电比例超过80%，太仓和怀来等数据中心绿电比例也逐年提高。

## Self-built “Distributed Photovoltaic”

VNET fully leverages the existing space and resources of its data centers to deploy distributed clean energy, enhancing the self-sufficiency of renewable energy. This approach increases the use of green electricity and optimizes the power distribution system, while achieving both economic and environmental benefits.

We have built and operated self-built photovoltaic systems on the rooftops and carports of three projects: the Foshan Smart City Data Center, the Beijing Yizhuang Boxing Data Center, and the Taicang IDC Campus. In 2025, the total power generation of these systems reached 377,845 kWh, which represented a reduction of carbon dioxide emissions by approximately 206 tonnes and saved about RMB230,000 in electricity costs in total.

## Renewable Energy Procurement

With the goal of achieving 100% renewable energy by 2030, VNET accelerates its energy transition by procuring renewable energy to substitute traditional energy sources. In 2025, the Group’s total energy from renewable sources was 1,253,719 MWh, reducing greenhouse gas emissions by approximately 726,167 tonnes. The percentage of renewable energy reached approximately 36%.

The Group effectively allocates green electricity resources and ensures a stable supply through long-term framework agreements for green electricity procurement and participation in cross-provincial green electricity trading. In 2025, the Group made significant progress in renewable energy adoption, with the share of green electricity consumption among data centers participating in market-based trading steadily increasing. Among them, over 80% of the electricity consumed at the Ulanqab IDC Campus is drawn from renewable sources, while adoption of green electricity at the Taicang and Huailai IDC Campuses continues to show a steady year-on-year growth.

## 电力市场化运营

集团积极推进电力市场化交易布局，持续深化电力市场研究与实践，不断优化电价研判、负荷匹配及清洁能源消纳等市场化运营能力，积极响应绿电交易与电力市场化改革政策导向。同时，加快建设电力市场智能辅助决策体系，依托数据与算法构建智能化交易与风险管控机制，推动决策模式向数据驱动、智能决策升级，全面提升市场化交易水平与绿色用能保障能力，助力能源结构绿色低碳转型与算力成本优化。

## 碳市场交易

世纪互联积极参与北京、上海、广东地区碳市场交易，并通过绿电使用抵消碳排放的方式节约碳配额，帮助集团更加准确地量化碳管理成效，挖掘能效、碳效提升潜力。2025年，世纪互联碳市场交易量约40,000吨，在有效控制碳排放成本的同时，进一步夯实了企业低碳发展基础。

## Market-Oriented Power Operations

The Group actively advances the strategic layout of market-oriented power trading, continuously deepens research and practice in the power market, and constantly optimizes market-oriented operational capabilities, including electricity price analysis and forecasting, load matching, and clean energy consumption, to proactively respond to policy guidance on green electricity trading and power market reform. Meanwhile, the Group accelerates the development of an intelligent decision-support system for the power market, establishing intelligent trading and risk control mechanisms grounded in data and algorithms. This drives the evolution of decision-making toward data-driven and intelligent models, comprehensively elevating market-oriented trading capabilities and green energy utilization assurance, thereby facilitating the green and low-carbon transformation of the energy structure and optimizing computing power costs.

## Carbon Market Trading

VNET actively participates in carbon market trading in Beijing, Shanghai, and Guangdong, and reduces carbon allowance consumption by offsetting emissions through the use of green electricity. This enables the Group to more accurately quantify the effectiveness of its carbon management and identify opportunities to improve energy and carbon efficiency. In 2025, the Group traded approximately 40,000 tonnes of carbon allowances, effectively controlling carbon emission costs while further strengthening the foundation for its low-carbon development.



## 绿色数据中心全生命周期管理

### Full-Lifecycle Management of Green Data Centers

世纪互联积极响应国家数字化产业绿色发展的政策导向，将绿色环保理念贯穿于数据中心选址、设计、建设及运营的全生命周期，围绕“建筑标准化、机电模块化、电力总线化”，在保障算力服务质量的同时，持续推动数据中心向节能低碳、灵活高效转型。

截至报告期末，世纪互联累计获得绿色数据中心认证11个，多地运营场所获得了环境管理体系 (ISO 14001) 认证。

VNET actively aligns with the national policies on the green environmental protection of the digital industry and integrates green development principles throughout the full lifecycle of data centers, including site selection, design, construction, and operation. Focusing on “building standardization, modular data centers, and bus-based electrical systems”, VNET ensures the quality of computing power services while driving the transformation of data centers toward energy-efficient, low-carbon, flexible, and efficient operations.

By the end of the reporting period, VNET has obtained 11 green data center certifications, and multiple operational sites have obtained Environmental Management System (ISO 14001) certifications.



## 选址规划

世纪互联在选址规划阶段考量可持续性，充分考虑当地环境条件、资源供给、生态环境等因素。例如，我们将可再生能源可及性和供给能力作为数据中心选址的重要评估因素之一，将业务布局于拥有丰富绿色能源和自然冷却优势条件的乌兰察布、怀来等区域，以期提升绿色能源整合能力，优化能源结构。

我们严格遵循《中华人民共和国环境影响评价法》《建设项目环境保护管理条例》等法律法规，在项目开发前开展环境影响评估 (EIA)，系统性评估项目对拟选址地区在污染物排放、资源消耗、生态环境等方面的影响。同时，我们基于《联合国生物多样性公约》等生物多样性相关原则，在项目环境影响报告中评估对自然保护区、水源保护区、野生动植物等方面的潜在影响，制定相应的防范及保护措施，最大限度降低项目运营对生物多样性的不利影响。目前，本集团运营所在地均不位于或临近自然保护区和其他生物多样性丰富的区域。

## Site Selection and Planning

During the site selection and planning phase, VNET considers sustainability and fully takes into account factors such as local environmental conditions, resource supply, and ecological environment. For example, we regard the accessibility and supply capacity of renewable energy as one of the important evaluation factors in data center site selection. We position our business operations in regions such as Ulanqab and Huailai, which are rich in green energy and offer natural cooling advantages, aiming to enhance the integration capability of green energy and optimize the energy structure.

We strictly comply with relevant laws and regulations, including the *Law of the People's Republic of China on Environmental Impact Assessment and Regulations on the Administration of Construction Project Environmental Protection*. Prior to project development, we conduct an Environmental Impact Assessment (EIA) to systematically evaluate the project's impacts on pollutant discharge, resource consumption, ecological environment, and other aspects in the proposed project area. Meanwhile, guided by the *Convention on Biological Diversity of the United Nations* and other biodiversity-related principles, we assess potential impacts on nature reserves, water source protection areas, wildlife and flora, and other relevant aspects in the project's environmental impact report, formulate corresponding mitigation and protection measures, and take actions to minimize the adverse impact of project operations on biodiversity to the greatest extent possible. Currently, all of the Group's operating locations are neither situated in nor adjacent to nature reserves or other areas with rich biodiversity.



## 研发设计

集团严格遵循国家标准《数据中心设计规范》(GB 50174-2017)，对标国际数据中心可靠性和弹性的行业现行设计标准Uptime Institute Tier III Ready，在确保满足算力需求的同时充分落实绿色设计理念。

在数据中心园区规划中，我们通过科学布局，充分利用自然通风、日照等方式实现节能降耗；在建筑设计中，我们充分发挥屋顶、外墙等围护结构的热工学性能，提升保温节能效果。此外，我们依据设备运行特性优化空间布局与系统配置，优先选用高效节能设备，支持产业实现经济与环境效益双赢。

此外，水资源使用效率是衡量数据中心绿色化程度的关键指标之一，我们在项目规划设计阶段即充分考虑最大化集约水资源使用。我们全面评估项目选址区域水资源情况，分析并预测其当前及未来水资源供给能力，因地制宜进行方案设计。在可能面临水资源短缺的地区，集团优先采用无水或节水暖通架构，在满足项目制冷需求的前提下，减少水资源消耗，也为应对极端缺水风险做好准备。我们也在设计中纳入水资源循环利用机制，在排水环节设计水回用系统，为室外绿化与道路清洗提供水源，进一步提升了水资源利用效率。

## R&D and Design

The Group strictly adheres to the *Code for Design of Data Centers* (GB 50174-2017) and benchmarks against internationally recognized standards for data center reliability and resiliency, such as the Uptime Institute Tier III Ready standard. While ensuring computing capacity requirements are met, we fully integrate green design principles.

In data center campus planning, we achieve energy conservation and consumption reduction through scientific layouts and the effective use of natural ventilation, solar exposure, and other passive design strategies. In architectural design, we leverage the thermal performance of building envelope systems, including roofs and exterior walls, to enhance insulation and energy efficiency. Additionally, based on equipment operating characteristics, we optimize spatial layouts and system configurations, prioritize high-efficiency equipment, and support the achievement of industry both economic and environmental benefits.

In addition, water-use efficiency is a key metric for assessing the sustainability of data centers. We prioritize maximizing intensive utilization of water resources during the project planning and design phase by comprehensively assessing water resource conditions at project sites and analyzing and forecasting current and future water supply capacity, thereby enabling solutions tailored to local conditions. In regions that may face water scarcity, the Group prioritizes water-free or water-efficient HVAC (Heating, Ventilation, and Air Conditioning) systems to reduce water consumption and mitigate risks associated with extreme water shortages, while ensuring cooling requirements are met. We also incorporate water recycling and reuse mechanisms into the design, including water reuse systems in drainage processes to support outdoor landscaping and road cleaning, thereby further improving overall water-use efficiency.

## 暖通系统

- 通过优化气流组织设计、升级冷却技术、使用高效节能机组、应用智能控温系统以及智能化能效管理技术等措施，例如液冷技术、风液同源制冷系统、风冷氟泵自然冷制冷技术、磁悬浮相变多联制冷技术、间接蒸发冷却技术、干冷器与双源风墙协同技术等，显著提升暖通系统可靠性，降低数据中心制冷负载系数 (CLF)，打造低PUE、WUE运行的绿色数据中心；
- 通过余热回收系统对数据中心设备运营产生的热量再利用，在降低自身项目运营能耗的同时，将向周边区域供热。

## HVAC system

- The Group has significantly enhanced the reliability of the HVAC system, reduced the Cooling Load Factor (CLF) of data centers, and achieved green data center operations with low PUE and WUE through measures such as optimizing airflow design, upgrading cooling technologies, utilizing high-efficiency energy-saving units, applying intelligent temperature control systems, and implementing intelligent energy efficiency management technologies. These include liquid cooling, hybrid and air-liquid cooling systems, air-cooled fluorine pump natural cooling, magnetic levitation phase-change multi-link cooling, indirect evaporative cooling, and dry cooler with dual-source air wall integration technologies.
- The Group utilizes a waste heat recovery system to repurpose heat generated by data center equipment, thereby reducing operational energy consumption and supplying heat to surrounding areas.

### 案例 Case

### 无水地区风液兼容解决方案

### Air-Liquid Compatible Cooling Solution for Waterless Regions

2025年，世纪互联研发了适用于无水条件的风液兼容解决方案。该方案基于干冷器与双源风墙的协同控制，实现风液比例的动态调节与优化。我们已在乌兰察布地区试点应用，举措如下：

- 冷源层：采用干冷器作为液冷系统主冷源、双源风墙作为风侧冷源，共享室外自然冷源与机械补冷回路；
- 输配层：采用50%乙二醇防冻液循环；
- 末端层：安装风路侧双源风墙系统；
- 控制层：设置智能群控系统。

该技术方案可有效应对无水地区的水资源约束，将WUE控制在0.1以内、PUE控制在1.2以内，为未来在严寒缺水地区推广“风液同源”系统架构奠定了坚实基础。

In 2025, VNET developed an air-liquid compatible cooling solution tailored for waterless conditions. Based on the coordinated control of dry coolers and dual-source air walls, the solution achieves dynamic adjustment and optimization of the air-liquid ratio. The solution has been piloted in the Ulanqab region, with the following implementation:

- Cold source layer: Dry coolers serve as the primary cold source for the liquid cooling system, while dual-source air walls serve as the air-side cold source, utilizing both outdoor natural cooling and mechanical backup cooling circuits.
- Distribution layer: A 50% ethylene glycol antifreeze solution is circulated through the system.
- Terminal layer: A dual-source air wall system is installed on the air path side.
- Control layer: An intelligent cluster control system is implemented.

This technical solution effectively addresses water resource constraints in water-scarce regions, keeping WUE below 0.1 and PUE below 1.2, thereby establishing a strong foundation for the future expansion of the “hybrid and air-liquid cooling” system architecture in cold and water-scarce areas.

## 供配电系统

- 我们通过优化配电系统架构，使用高效节能的电源和配电设备，探索UPS供电设备高效运行模式，试点直流不间断电源(DC UPS)、固态变压器等创新方案，以减少电力损耗，提升供电设备效率；
- 我们引入业内领先的动态环境监控系统，实时监控电力系统设备运行状态，防止因设备故障引起的能源损耗，确保电力系统始终处于高效稳定的运行状态。

## Power supply and distribution system

- We reduce power losses and improve the efficiency of power supply equipment by optimizing the power distribution system architecture, utilizing high-efficiency energy-saving power supplies and distribution equipment, exploring efficient operation modes for UPS systems, and piloting innovative solutions such as DC uninterruptible power supplies (DC UPS) and solid-state transformers.
- We have implemented an industry-leading dynamic environmental monitoring system to real-time monitor the operational status of power system equipment, preventing energy losses caused by equipment failures and ensuring the power system operates efficiently and stably at all times.

### 案例 Case

### 直流不间断电源应用 Application of DC UPS

2025年，世纪互联在数据中心引入直流不间断电源方案，通过变压器绕组的特殊相位设计，优化系统架构，减少设备数量，并提高供电可靠性，使得架构链路效率高达97.3%。该方案不仅运用模块化设计，兼顾了容量扩展灵活性与日常维护便捷性，同时兼容400V直流电压等级，具备良好的技术前瞻性，适配未来能源系统发展需求。

In 2025, VNET introduced a DC UPS solution in its data centers. By employing a special phase design for transformer windings, the solution optimizes the system architecture, reduces the number of required components, and improves power supply reliability, achieving an efficiency of 97.3% in the system architecture. The solution features a modular design, balancing flexibility for capacity expansion with ease of daily maintenance. It is also compatible with 400V DC voltage levels, offering strong technical foresight to meet the evolving needs of future energy systems.



## 项目建设

在数据中心建设初期，我们便将环保理念融入项目建设全程。我们建立了全面的施工现场环境管控体系，在扬尘、噪声、排放物、资源管理及建筑材料选用等多维度采取针对性措施，最大程度减轻施工活动对周边环境及社区产生的负面影响。

## Project Construction

From the outset of data center construction, we have integrated environmental protection principles throughout the project. We have established a comprehensive environmental management system for construction sites, implementing targeted measures in areas such as dust control, noise reduction, waste emissions, resource management, and the selection of building materials, to minimize the negative impact of construction activities on the surrounding environment and local communities.

### 扬尘管理

#### Dust management

封闭式围挡，配备洒水车、水雾喷淋降尘；  
Install enclosed fencing, equipped with water trucks and water mist sprinklers for dust suppression.

设置洗车池，运输道路按需硬化或绿化；  
Set up vehicle washing bays, and pave or green access roads as needed.

密闭存放或有效苫盖粉尘类建筑材料、垃圾；  
Store dust-producing building materials and waste in enclosed storage or cover them properly.

制订空气污染应急预案，及时响应污染预警。  
Formulate an air pollution emergency response plan to promptly address pollution alerts.

### 噪音管理

#### Noise management

优选低噪声设备，安装消声装置，采取减震隔音等降噪措施；  
Prioritize low-noise equipment with sound attenuators, and implement noise reduction measures such as vibration damping and sound insulation.

加强作业效率，减少噪声设备运行时间。  
Enhance operational efficiency to reduce the runtime of noise-generating equipment.

### 排放物管理

#### Waste emissions management

通过技术改进、循环利用等方式减少建筑垃圾产生；  
Reduce construction waste generation through technological improvements and recycling.

设置垃圾集中堆放点，聘请有资质的第三方机构进行合规处置；  
Establish centralized waste storage points and engage qualified third-party agencies for compliant disposal.

设置独立的生活及生产废水收集管道和收集池，做到雨污分流，经预处理后回用或排入市政污水管网。  
Install independent collection pipelines and pools for domestic and production wastewater, achieving rainwater-sewage separation. After pre-treatment, the wastewater will be recycled or discharged into the municipal sewage network.

### 资源管理

#### Resource management

以节能原则选择低能耗施工照明设施；  
Select low-energy construction lighting facilities based on energy-saving principles.

采用雨水收集装置实现施工用水二次利用。  
Use rainwater harvesting systems to recycle water for construction purposes.

### 建材选用

#### Building materials selection

优先选择耐久性强、节能环保且可回收利用的优质建筑材料；  
Prioritize high-quality, durable, energy-efficient, and recyclable building materials.

推行本地化采购策略，减少运输环节碳排放量。  
Implement a local sourcing strategy to reduce carbon emissions from transportation.

我们推行建筑标准化、机电模块化等技术，提高设备利用率和建设效率，减少施工现场的扬尘、噪音、废料污染以及资源消耗，同时有效降低人员施工风险。我们已在全国多地数据中心应用预制化技术，实现简化交付流程、缩短交付周期、质量精准可控及低碳环保的效果。

We implement technologies such as building standardization and modular data centers to improve equipment utilization and construction efficiency. These measures help reduce dust, noise, waste pollution, and resource consumption at construction sites, while effectively minimizing construction-related risks to personnel. We have applied prefabrication technologies in data centers across multiple locations nationwide, achieving simplified delivery processes, shortened delivery cycles, precise quality control, and low-carbon environmental protection.

## 项目运营

世纪互联致力于构建高效集约型数据中心，以创新手段提升环境表现，赋能数据中心可持续发展。2025年，我们稳定运行的数据中心全年平均PUE为1.24。

## 能源管理

世纪互联在能源管理领域持续探索与创新，通过完善节能管理制度、推广绿色节能技术应用、搭建智能化平台等方式，不断提升数据中心运维效率。集团制定并实施《能源管理制度》《能源计量管理制度》等制度，规范并指导数据中心开展节能降耗、提升冷却效率等工作。同时，集团定期开展能源审计工作，针对数据中心PUE等重要能源效率指标进行分析和核查，识别能源效率低、能源消耗大的领域，并制定提升能源绩效的整改方案，通过调整设备运行参数及频率、优化设备配置、更换老旧设备等措施，推动数据中心能效提升。集团主营业务所涉及的多场所已通过能源管理体系（ISO 50001）认证。

## Project Operations

VNET is committed to building compact efficient and intensive data centers, enhancing environmental performance through innovation, and empowering the sustainable development of data centers. In 2025, the average annual PUE of our data centers under stabilized operations was 1.24.

## Energy Management

VNET continuously explores and innovates in the field of energy management. By refining energy-saving management systems, promoting the application of green energy-saving technologies, and building intelligent platforms, we consistently improve the O&M efficiency of our data centers. The Group has formulated and implemented the *Energy Management System*, *Energy Metering Management System* and other policies to regulate and guide energy conservation, consumption reduction, and cooling efficiency improvement in data centers. Meanwhile, the Group regularly conducts energy audits, analyzing and verifying key energy efficiency indicators such as PUE for data centers, identifying areas with low energy efficiency and high energy consumption, and formulating corrective action plans to enhance energy performance. Through measures such as adjusting equipment operating parameters and frequencies, optimizing equipment configuration, and replacing outdated equipment, the Group drives continuous improvement in data center energy efficiency. Multiple sites involved in the Group's core business operations have achieved certification under the Energy Management System (ISO 50001).

### 案例 Case

#### 北京某数据中心氟泵系统改造 Fluorine Pump System Retrofit at a Beijing-Based Data Center

世纪互联北京某数据中心已稳定运行超过20年之久，2025年，我们对原有能效较低且设备老化的空调系统开展节能改造，以高能效的氟泵多联空调系统替代传统设备。氟泵系统通过磁悬浮无油压缩机、自然冷却强化、集成蒸发式冷凝器等核心技术实现能效提升。改造完成后，年节电量可达270万千瓦时，节能率高达70%。

A VNET data center in Beijing has been operating stably for over 20 years. In 2025, we conducted an energy-saving retrofit on the original air conditioning system, which had low energy efficiency and aging equipment. The outdated units were replaced with a high-efficiency fluorine pump multi-connected air conditioning system. The new system improves energy efficiency through key technologies, including magnetic levitation oil-free compressors, enhanced natural cooling, and integrated evaporative condensers. Upon completion, the retrofit delivers annual electricity savings of up to 2.7 million kWh, with an energy-saving rate reaching 70%.

### 案例 Case

#### 华北某数据中心余热回收利用 Waste Heat Recovery and Utilization at a Data Center in North China

2025年，我们于华北某数据中心设计实施余热回收利用项目，覆盖供热面积30.18万平米，年供热量达12.16万吉焦。一方面，该项目可减少数据中心冬季冷却塔的开启，节省数据中心用电量，进而降低数据中心运行成本；另一方面，利用数据中心余热为周围建筑供暖，有效降低周边社区传统能源供暖能耗，每年可节约标煤约2,176吨，减排二氧化碳约5,425吨、二氧化硫约36吨、粉尘约21吨、氮氧化物约34吨，显著提升区域供热系统的能源利用效率与运行经济性，为环境保护及城市低碳发展做出积极贡献。

In 2025, we designed and implemented a waste heat recovery and utilization project at a data center in northern China. The project covers a heating area of 301,800 square meters and delivers an annual heat supply of 121,600 GJ. This initiative reduces the need for winter cooling tower operation at the data center, thereby saving electricity and lowering operational costs. Additionally, by using waste heat to supply heating for nearby buildings, the project effectively reduces the traditional energy consumption for heating in the surrounding community. It is estimated that this will save approximately 2,176 tonnes of standard coal per year and reduce emissions by approximately 5,425 tonnes of carbon dioxide, 36 tonnes of sulfur dioxide, 21 tonnes of dust, and 34 tonnes of nitrogen oxides annually. These outcomes significantly improve the energy efficiency and economic performance of the regional heating system, making a positive contribution to environmental protection and low-carbon urban development.

## 水资源管理

世纪互联积极响应国家推动数据中心提升水资源利用效率、鼓励利用再生水、减少新水取用量的政策，高度重视水资源的集约化利用与可持续管理，通过研发应用无水冷却技术，利用中水循环技术，探索雨水收集回用等措施，持续提升现有水冷系统运行效率，有效降低对自然水源的依赖，实现水资源的高效利用。

我们在北京、廊坊、怀来及乌兰察布等自建数据中心园区，推动市政中水的综合利用，在项目规划设计阶段配备中水处理装置及管道系统，确保项目投产后，园区内的生产用水可依托中水系统实现循环使用，助力绿色可持续发展。

## Water Resources Management

VNET actively responds to national policies aimed at improving water resource utilization efficiency in data centers by promoting the use of reclaimed water and reducing the intake of fresh water. The Group places a high value on the intensive utilization and sustainable management of water resources. Through measures such as developing and applying water-free cooling technologies, utilizing reclaimed water recycling technologies, and exploring rainwater collection and reuse, VNET continuously improves the operational efficiency of existing water-cooling systems, effectively reduces reliance on natural water sources, and achieves efficient water resource utilization.

At our self-built data center campuses in Beijing, Langfang, Huailai, and Ulanqab, we promote the comprehensive use of municipal reclaimed water. During the planning and design phase, reclaimed water treatment facilities and pipeline systems are installed to ensure that, after the projects are put into production, production water in the campuses can be recycled through the reclaimed water system, contributing to greener and more sustainable development.

## 废弃物管理

世纪互联的废弃物主要包括数据中心及办公场所产生的电子废弃物与生活垃圾。我们严格遵循国家法律法规，对废弃物的贮存、运输及处置开展规范化管理。在日常运营管理中，我们推广废弃物分类、废弃物台账管理等措施，主动识别和管理公司运营过程中产生的废弃物，并通过开展废弃物循环利用的方式，提升资源使用效率，严格防控污染，确保各项环保举措有效执行。

**合规处置：**建立危废管理制度和台账，针对数据中心产生的铅酸蓄电池、办公区产生的打印机硒鼓和墨盒等危险废弃物，我们委托具备资质的回收商上门回收并合规处理；

**循环管控/处理：**与环保回收商紧密合作，依据国家法规要求对可循环利用的电子废弃物进行规范处置，着力提升资源使用效率，推动绿色循环发展；

**绿色办公：**我们持续推进智能化与无纸化的绿色办公模式，搭建并持续迭代覆盖集团全线业务的数字化协作平台、推广电子合同签章应用。

## Waste Management

The waste generated by VNET mainly consists of electronic waste and general waste from data centers and offices. We strictly comply with applicable national laws and regulations to implement standardized management throughout the entire process, from waste storage and transportation to disposal. In our daily operations, we implement waste classification and maintain waste management ledgers to proactively identify and manage waste produced during our operations. Furthermore, we improve resource utilization efficiency through waste recycling, strictly control pollution, and ensure the effective implementation of environmental protection measures.

**Compliant disposal:** We establish a hazardous waste management system and ledger. For hazardous waste such as lead-acid batteries generated by data centers and toner cartridges and ink cartridges from office printers, we engage qualified recyclers for on-site collection and ensure compliant disposal in compliance with regulations.

**Circular management and treatment:** We work closely with environmental recyclers to standardize the disposal of recyclable electronic waste in accordance with national regulations. Our focus is on improving resource utilization efficiency and promoting green, circular development.

**Green Office:** We are committed to advancing intelligent and paperless office models by developing and continuously iterating our digital collaboration platform, which covers all aspects of the Group's business. We also promote the use of electronic contracts and digital signing solutions.

### 案例 Case

#### 河北廊坊某数据中心中水利用 Reclaimed Water Utilization at a Data Center in Langfang, Hebei

2025年，世纪互联于河北廊坊某数据中心完成中水管网建设，与原有市政补水系统互为备用。自6月投入使用以来，园区50%以上的用水由中水供应，WUE较去年同期降低约9.2%，不仅提升了水资源的高效与可持续利用，还降低了冷却设备清洗频率与水压波动风险。

In 2025, VNET completed the construction of a reclaimed water pipeline network at a data center in Langfang, Hebei, which serves as a backup to the existing municipal water supply system. Since its commissioning in June, over 50% of the campus water consumption has been supplied by reclaimed water, resulting in an approximate 9.2% reduction in WUE compared to the same period last year. This initiative has not only enhanced the efficient and sustainable use of water resources but also reduced the frequency of cooling equipment cleaning and minimized risks associated with water pressure fluctuations.

## 能力意识培养

我们定期通过专题分享、论坛等形式，面向员工开展关于能源、水资源及废弃物管理等主题的培训，内容涵盖法规分享、制度讲解、岗位实操等，旨在强化员工环保意识，将绿色理念深植于日常运营，提升公司整体绿色管理水平提升。

## Capacity and Awareness Development

We regularly conduct training sessions for employees on topics such as energy, water resources, and waste management through thematic sharing sessions, forums, etc. The training content includes regulatory updates, system explanations, and practical scenarios. The aim is to strengthen employees' environmental awareness, embed green concepts into daily operations, and enhance the Company's overall green management level.

### 能源管理 Energy management

开设绿色电力、直流技术、低碳运营、AI节能等主题培训，涵盖理论授课、项目实操、创新课题研学等，提升员工绿色技术专业能力和能源管理思维。

We offer training on green power, DC technology, low-carbon operations, and AI-based energy saving. The training includes theoretical lessons, hands-on projects, and innovative research studies to enhance employees' professional capabilities in green technologies and energy management mindset.

### 水资源管理 Water resources management

围绕“世界水日”开展主题培训，帮助员工深入理解节水法规与公司要求，掌握节水方法和漏损排查技能。

We conduct themed training around “World Water Day” to help employees gain an in-depth understanding of water conservation regulations and company requirements. This training also equips them with water-saving techniques and leakage detection skills.

### 废弃物管理 Waste management

定期组织危险废物泄漏应急演练，强化员工在废弃物分类、处置及突发情况下的应急响应能力，系统防范环境与安全风险。

We regularly organize emergency drills for hazardous waste leakage to strengthen employees' capabilities in waste classification, disposal, and emergency response during unexpected incidents. These drills help prevent environmental and safety risks.



# 共创共赢

## Co-creation for Shared Value

世纪互联坚持以人为本的理念，致力于保障员工权益，营造多元包容的职场环境，为员工提供丰富的成长机遇。我们充分发挥自身优势，与供应链合作伙伴携手共建合作新生态，积极履行企业社会责任，以协同发展的模式实现互利共赢，彰显负责任的企业公民形象。

VNET adheres to the people-oriented philosophy, dedicated to safeguarding employees' rights and interests, creating a diverse and inclusive workplace environment, and providing employees with abundant growth opportunities. Maximizing our respective advantages, we collaborate with supply chain partners to jointly build a new cooperation ecosystem, and actively fulfill corporate social responsibilities. By adopting a collaborative development path, we achieve mutual benefit and win-win results, demonstrating our image as a responsible business.



### 聚焦人才发展

Talent Development

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### 推动合作共赢

Win-Win Cooperation

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### 履行社会责任

Social Responsibility

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## 聚焦人才发展 Talent Development

世纪互联尊重与保障员工权益，重视员工身心健康与员工福利，致力于营造一个多元、平等、包容的工作环境。我们推行可持续的人才发展策略，为员工创造促进职业发展与个人成长的平台，携手员工共创共享企业发展成果，协力推动企业健康发展。为更贴合员工的工作实际与切身需求，集团已全面更新《世纪互联员工手册》及相关制度，并面向全体员工公开征求意见与建议，修订过程中严格履行工会评审、民主决议等规范流程，确保修订工作的民主性、透明度与合规性。

VNET respects and safeguards employees' rights and interests, values their physical and mental health as well as welfare, and is committed to creating a diverse, equal, and inclusive workplace. We implement a sustainable talent development strategy, providing a platform that promotes both career development and personal growth. We work together with employees to create and share the success of the Company's development, jointly driving the Company forward. To better meet the actual needs of our employees, the Group has fully updated the *VNET Employee Handbook* and related policies, soliciting feedback and suggestions from all employees. The revision process strictly followed standardized procedures including trade union review and democratic deliberation, ensuring the democracy, transparency, and compliance of the update.

## 劳工权益保障

作为联合国全球契约(UNGC)的成员企业，世纪互联充分理解并尊重《世界人权宣言》《工商业企业与人权指导原则》《联合国全球契约十项原则》《消除对妇女一切形式歧视公约》、国际劳工组织《工作中的基本原则和权利宣言》《核心劳工标准》等国际公约并遵守我们运营所在地的相关法律法规，不断完善内部管理制度，全面保障劳工权益。

## Labor Rights and Interests

As a participant of the UN Global Compact (UNGC), VNET fully understands and respects international treaties including the *Universal Declaration of Human Rights*, the *Guiding Principles on Business and Human Rights*, the *Ten Principles of the UN Global Compact*, the *Convention on the Elimination of All Forms of Discrimination against Women*, the International Labour Organization's *Declaration on Fundamental Principles and Rights at Work*, and the *Core Labour Standards*, and complies with relevant laws and regulations in the jurisdictions where we operate. We continuously improve internal management systems to safeguard labor rights.



集团制定并发布《劳工权益保障政策》，明确规定了劳工权益风险识别及管理流程，规范申诉和纠正程序。我们建立人权尽职调查流程，涵盖人权承诺、人权风险识别与评估、风险减缓与补救措施、改进跟踪及报告四个步骤。本年度，世纪互联未发生任何涉及歧视、骚扰、强迫劳工或雇佣童工等事件。

The Group has formulated and issued the *Labor Rights Protection Policy*, which clarifies the process for identifying and managing labor rights risks and standardizes the grievance and corrective procedures. We have established a human rights due diligence process including human rights commitment, human rights risk identification and assessment, risk mitigation and remediation, and improvement tracking and reporting. In 2025, there were no incidents of discrimination, harassment, forced labor, or child labor within VNET.

### 人权承诺

#### Human Rights Commitment

承诺支持并遵循国际人权规范、制订并适时修订《劳工权益保障政策》。

Committed to supporting and adhering to international human rights norms, and formulating and periodically updating the *Labor Rights Protection Policy*.

### 人权风险识别评估

#### Human Rights Risk Identification and Assessment

应用风险识别评价工具、开展相关方调研、组织现场监督检查、开展供应商评估考核等，识别及分析对自身运营、价值链或其他业务相关活动中可能涉及的潜在劳工权益风险及可能在劳工权益方面易受侵害的群体，并在必要时评估重要风险的影响。

The Group identifies and analyzes potential labor rights risks and vulnerable groups within its operations, value chain, and other business-related activities by applying risk identification and evaluation tools, conducting stakeholder surveys, organizing on-site supervision and inspections, and carrying out supplier assessments. Where necessary, the Group also assesses the impact of significant risks.

例如，集团在现场项目巡查时，就违法用工、员工投诉和冲突、健康与安全等议题访谈员工，亦关注承包商/分包商员工的生活条件、施工安全等，充分识别和评估潜在人权风险。

For example, the Group interviews employees on issues such as illegal employment, employee complaints and conflicts, and health and safety during on-site inspections. The living conditions and construction safety of contractors/sub-contractors are also monitored to thoroughly identify and assess potential human rights risks.

### 风险减缓与补救

#### Risk Mitigation and Remediation

针对潜在风险，我们制定并采取风险预防、减缓或纠正措施，如制定相关管理制度、搭建多元沟通渠道、签订相关权益保障协议、组织演练及主题培训等，并通过风险跟踪确保措施切实落地。

In response to identified risks, we implement targeted prevention, mitigation, or corrective measures. These include the formulation of relevant management systems, establishing diverse communication channels, signing rights-protection agreements, and organizing drills and thematic training. We also ensure the effective implementation of these measures through risk tracking.

例如，针对承包商员工可能涉及的潜在人权风险，我们通过与承包商签订《安全生产协议书》《安全施工责任协议书》，要求承包商按时支付建筑工人工资，为其购买意外伤害险等，以保障工人合法权益。此外，面向承包商人员开展安全生产培训，减缓承包商人员面临的人权风险。

For example, in response to potential human rights risks that contractors may be exposed to, we sign the *Work Safety Agreement* and *Construction Safety Liability Agreements* with contractors. These agreements require contractors to pay workers' wages on time and provide accident insurance to safeguard the rights and interests of construction workers. Furthermore, we conduct work safety-related training for contractor personnel to mitigate the human rights risks they may face.

### 改进跟踪及报告

#### Improvement Tracking and Reporting

定期追踪和评估人权风险改善情况，确保措施的有效性。检讨并优化人权管理流程，确保持续改进。

Regularly track and evaluate the improvement of human rights risks to ensure the effectiveness of the measures. Review and optimize the human rights management process to ensure continuous improvement.

### 潜在人权风险议题

#### Potential human rights risk issues

雇佣童工、强迫劳动、人口贩卖、歧视和骚扰、结社自由、集体协商、同工同酬

Employment of child labor, forced labor, human trafficking, discrimination and harassment, freedom of association, right to collective bargaining, equal remuneration

### 在劳工权益方面易受侵害的群体

#### Groups at risk of human rights issues

员工、女性、儿童、承包商员工、当地社区群体

Employees, women, children, contractor employees, local communities

## 人才吸引与保留

### 人才招聘

世纪互联深知吸引与保留优秀人才对企业发展有重要意义。我们在招聘过程中严格遵循公平、公正、公开原则，坚决杜绝因民族、种族、性别、地域、宗教信仰等因素导致的就业歧视，积极营造平等包容的人才发展氛围。

集团通过校园招聘、社会招聘、员工推荐、校企合作人才培养项目、管培生专项计划等多元化招聘渠道，广泛吸纳拥有不同背景的优秀人才，积极促进社会就业。同时，我们在严格遵守招聘流程的基础上，持续深化数字化招聘转型，以AI技术赋能招聘全流程，提升招聘效率、优化人才选拔体验。

### 绩效与激励

世纪互联建立了完善的职级体系与规范的晋升机制，致力于为全体员工提供公平的发展机会。集团制定并实施职位职级管理办法，明确职业发展路径，员工可根据个人职业规划自主选择发展方向，实现自我价值。

集团重视员工的长期表现，遵循组织发展需求、能力匹配、绩效导向、价值观导向、公平公正五项核心原则，多维度综合考察员工的晋升资格。

## Talent Attraction and Retention

### Talent Recruitment

VNET fully understands that attracting and retaining outstanding talent is crucial to an enterprise. We adhere to the recruitment principles of fairness, justice, and transparency, and firmly oppose any form of employment discrimination based on ethnicity, race, gender, region, or religious beliefs, proactively creating an equal and inclusive atmosphere for talent growth.

The Group attracts outstanding talent from diverse backgrounds and promotes social employment through multiple recruitment channels, including campus recruitment, external recruitment, employee referrals, school-enterprise cooperation, and management trainee programs. At the same time, we continue to deepen our digital transformation in hiring while rigorously complying with established recruitment procedures. By leveraging AI technologies to empower the end-to-end recruitment process, we improve the recruitment efficiency and the candidate experience.

### Performance and Incentive

VNET has established a comprehensive rank structure and standardized promotion mechanism, ensuring equal opportunities for all employees. Through the formalized position and rank management procedure, career development paths are clearly defined, allowing employees to choose their growth trajectory based on personal career plans, enabling them to realize their full potential.

We value the long-term performance of our employees and manage their promotions from multiple perspectives based on five core principles: organizational development needs, competency, performance, value alignment, fairness and equality.



集团制定《世纪互联员工绩效管理规范》，建立了多层次战略性绩效管理体系，每年通过目标管理、多维度绩效评估、绩效校准、敏捷对话等多种方式对员工进行考核，并就绩效结果及改进计划与员工及时沟通。本年度，绩效评估与考核覆盖100%员工（包括正式员工和非正式员工）。

The Group has formulated the *VNET Employee Performance Management Regulations* and established a multi-level strategic performance management system. Employees are annually evaluated through various methods such as management by objectives, multidimensional performance appraisal, performance calibration, and agile conversations. Performance results and improvement plans are communicated to employees promptly. In 2025, performance evaluations or assessments covered 100% of employees (including full-time and part-time employees).

### 目标管理

#### Management by objectives

集团结合年度战略和目标，组织各级团队对目标逐级分解，并据此设定个人业务目标。

The Group organizes all teams to break down objectives hierarchically based on the annual strategy and goals and sets personal business objectives on this basis.

### 基于团队的绩效评估

#### Team-based performance appraisal

基于团队业绩目标达成情况，以及跨团队协作表现，各级组织对团队绩效进行综合评价。团队成员的绩效评估结果与团队整体绩效、员工个人工作能力、业绩贡献相关。

Team performance is assessed based on the achievement of performance targets and cross-team collaboration. Performance appraisal results of team members include both the team performance and the individuals' competencies and contributions.

### 多维绩效评估

#### Multidimensional performance appraisal

通过上级评价、同事评价、下属评价以及自我评价多维度反馈，结合团队业绩完成情况，运用专业工具开展360度评估，确保评估过程及结果的科学性、客观性和公正性。

We conduct 360-degree assessments using specialized tools that incorporate feedback from superiors, peers, subordinates, and self-evaluations. The assessment process combines feedback with team performance results to ensure scientific, objective, and fair evaluations.

### 绩效校准

#### Performance calibration

集中评审员工绩效结果，通过横向对比等方式，确保评价标准的统一与公平。

Conducting centralized review of employee performance outcomes through horizontal benchmarking to ensure consistent and equitable evaluation standards across teams and functions.

### 敏捷对话

#### Agile conversations

在日常工作中，通过邮件、员工论坛、工会等多种沟通渠道，与员工保持及时、顺畅的沟通。

Through diverse communication channels, including email, employee forums, and trade unions, we maintain timely and seamless dialogue with employees in daily operations.

我们确保透明地向每位员工传达绩效考核结果，并基于绩效结果为全体员工提供年度奖金、专项奖金、即时激励及长期激励计划。

We ensure transparent communication of performance evaluation results to every employee and provide all staff with annual bonuses, special project bonuses, instant incentives, and long-term incentive programs based on performance outcomes.

### 绩效申诉流程

#### Performance appeal process



## 福利与关怀

世纪互联严格遵循运营所在地相关法律法规要求，为员工及时且足额缴纳各项社会保险，并充分尊重员工的休假权利，保障员工能够享受带薪年假，且休假期间保障其各项社会保险不受影响。我们持续优化员工福利体系，在法定基础上拓展额外的社会保障措施，为所有员工提供多元化非薪酬福利，涵盖专有福利、特色礼物、特色假期、休闲娱乐、健康安全等。公司提供的年度健康体检惠及全体员工，商业医疗保险覆盖全体员工及家属，着力营造积极向上的团队氛围和温馨和谐的家庭关怀。

为进一步规范福利管理、强化合规保障，公司已正式发布《世纪互联员工福利管理制度》，确保福利政策的标准性、合规性与延续性，为员工提供稳定、可预期的全面保障。

## Welfare and Care

VNET strictly complies with the relevant laws and regulations of the regions where it operates and ensures full and timely payment of all mandatory social insurance. We fully respect employees' entitlement to leave, guaranteeing their access to paid annual leave and ensuring uninterrupted social insurance coverage during leave periods. We continuously optimize the employee benefits system, extending supplementary social security measures beyond statutory requirements and providing all employees with diverse non-remuneration benefits such as exclusive benefits, special gifts, themed holidays, recreation, and health and safety. Annual health checkups are available to all employees, and commercial medical insurance extends coverage to employees and their families, fostering a positive, energetic team atmosphere and a caring, family-oriented workplace culture.

To further standardize benefits management and strengthen compliance, the Company has officially issued the *VNET Employee Benefits Management Policy*, ensuring the standardization, compliance, and continuity of benefits programs and delivering stable, predictable, and comprehensive support to employees.

## 员工福利体系 Employee Supplementary Benefits



## 员工支持计划 Employee Support Program

灵活办公  
Flexible working

充分考虑员工的育儿需求，严格落实育儿假政策，为承担主要照顾者角色（如父母）的员工提供育儿类假期，并为哺乳期女性员工提供灵活工作时间。  
We fully consider employees' childcare needs, strictly implement the parental leave policy, provide parental leave for employees who serve as primary caregivers (such as parents), and offer flexible working hours for female employees during their breastfeeding period.

关怀计划  
Care program

提供个性化的关怀支持，设置心理咨询室等，为员工提供专业保密的心理健康沟通服务，协助员工应对生活及工作相关问题；定期开展形式多样的亲子活动，增进员工家庭关怀。  
We provide personalized care and support by establishing psychological counseling rooms that offer employees professional and confidential mental health services, helping them address both life- and work-related challenges. We also regularly organize diverse parent-child activities to strengthen family-oriented care for employees.

哺乳设施  
Breastfeeding facilities

在哺乳室安装门禁系统与遮光窗帘，为哺乳期女性员工打造私密、舒适的环境，方便安心使用。  
We set up a breastfeeding room equipped with access control and blackout curtains, providing breastfeeding employees with a private and comfortable environment.

帮扶补助  
Assistance subsidies

世纪互联集团工会、世纪互联蓝云员工热心常务委员会下设拾柴基金为遭遇紧急情况或者突发困难的员工提供帮扶和补助。  
The Group's Trade Unions and the "Mutual-Aid Fund" founded by the 21Vianet Blue Cloud's Employee Committee provide aid and subsidies to employees who encounter emergencies or unexpected difficulties.

体育活动  
Sports activities

定期组织开展篮球、足球、乒乓球、游泳、羽毛球、健身等多样化的体育活动，增强员工身体素质，促进团队协作，有效缓解员工职场压力，持续提升员工的工作幸福感。  
We regularly organize a variety of sports activities, including basketball, football, table tennis, swimming, badminton, and fitness training, to enhance the physical health of employees, foster team collaboration, alleviate work-related stress, and continuously enhance their job satisfaction and overall workplace well-being.

2025年，世纪互联旗下的第一线获得联合国儿童基金会香港委员会颁发的“母乳喂养友善工作间2025/2026感谢状”，以表彰其在营造与推广母乳喂养友好环境方面的实践与贡献。

In 2025, DYXnet, a wholly-owned subsidiary of VNET, received the “Certificate of Appreciation of Breastfeeding Friendly Workplace 2025/2026” from the United Nations International Children’s Emergency Fund (UNICEF) Hong Kong Committee in recognition of its practices and contributions in creating and promoting a breastfeeding-friendly workplace environment.



### 案例 Case

## “守护童年 筑梦安全” 亲子研学夏令营 “Safeguarding Childhood, Building Dreams of Safety” Parent-Child Summer Camp

2025年8月，我们在北京公共安全体验馆举办“守护童年 筑梦安全”亲子研学夏令营，员工子女在父母的陪伴与守护下，通过实景体验、知识讲解、动作训练，沉浸式体验了地震安全、交通出行、城市安全、自然灾害、海姆立克急救等场景，学习各种灾难逃生技能。世纪互联还为员工子女组织了爱心捐书等公益活动，让他们体验奉献的快乐与价值。本次活动在为员工创造高质量亲子陪伴的同时，帮助员工家庭构筑坚实的安全意识防线。

In August 2025, VNET held the “Safeguarding Childhood, Building Dreams of Safety” summer camp for parents and children at the Beijing Public Safety Experience Center. Accompanied by their parents, children engaged in immersive, hands-on experiences covering earthquake safety, traffic safety, urban emergency response, natural disaster preparedness, and the Heimlich maneuver, learning essential disaster survival skills. VNET also organized a charitable book donation activity, giving children the opportunity to experience the joy and value of giving. The event not only provided quality time parent-child interaction but also helped families strengthen their safety awareness.



### 案例 Case

## “聚力同行 活力同心” 世纪互联开展多项体育联赛 “Together We Thrive, United in Vitality” – VNET Sports Leagues

2025年，公司举办第九届“腾云驾雾杯”足球联赛、第五届“互联展翼杯”篮球联赛等体育活动，不仅为体育爱好者提供了一个展示自我、强身健体的平台，也有效增进了公司各部门之间的沟通与协作，促进了员工的身心健康。

In 2025, the Company held its 9th “Cloud Riding Cup” Football League and 5th “VNET Wingspanning Cup” Basketball League. These events provided sports enthusiasts with a platform to showcase their talents and improve their physical well-being, while also fostering cross-departmental communication and collaboration, ultimately promoting employees’ overall physical and mental health.



案例  
Case

“乒出干劲 博出精彩” 首届乒乓球内部联赛  
“Serve with Passion, Rally with Excellence” – Inaugural Internal Table Tennis League

2025年12月，为丰富员工业余生活，激发工作活力，世纪互联举办了首届乒乓球内部联赛。本次联赛不仅为员工搭建了展示自我、切磋球技的平台，更增进了跨部门交流，凝聚了团队向心力，让大家在紧张工作之余释放压力。

To enrich employees' lives outside of work and boost workplace vitality, VNET launched its inaugural internal Table Tennis League in December 2025. The tournament provided employees with a platform to showcase their skills, exchange techniques, foster cross-departmental connections, and strengthen team cohesion. It also offered participants a chance to relieve stress and recharge amidst demanding work schedules.



案例  
Case

“为 AI 发电” 2026 新年跑 燃力全开!  
“Powering AI Forward” – 2026 New Year Run: Full Energy Unleashed!

2025年12月，我们以“智算未来，聚力同行”为目标，在北京、上海、广州、江苏四地同步举办了“为AI发电”新年跑活动。本次活动通过设置个人耐力跑与团队接力跑，激发个人耐力、凝聚团队合力，激励全员将赛场中的拼搏精神延续至日常工作，以持续奔跑的姿态为AI与数据中心事业注入能量，共赴智能未来。

In December 2025, with the goal of “Intelligent Computing for the Future, United in Progress”, VNET simultaneously hosted the “Powering AI Forward” New Year Run in Beijing, Shanghai, Guangzhou, and Jiangsu. Featuring both individual endurance runs and team relay races, the event inspired personal resilience and collective synergy. Employees were encouraged to carry the perseverance and teamwork demonstrated on the racecourse into their daily work, energizing AI and data center initiatives and advancing VNET toward an intelligent future.



## 员工沟通

世纪互联始终将员工沟通置于企业管理的重要位置，致力于构建一个健康有序的沟通环境。集团积极推进民主管理建设，尊重并支持员工依法行使言论自由、结社自由及集体协商等权利，通过工会委员会、女职工委员会等组织，并借助外部专业力量支持，全面保障员工的知情权、参与权、隐私权、表达权与监督权，营造诚信、开放且具建设性的沟通氛围。

集团进一步强化对员工权益保障的监督，工会委员会代表员工参与制定与员工切身利益相关的制度，并就包括多元化、职业健康与安全、工作条件、员工福利等多方面内容与管理层定期沟通并提出建议。工会委员会还代表员工与企业签署集体劳动合同、女职工保护专项协议等集体协商文件，覆盖员工比例100%，持续完善员工权益保障体系。

集团搭建了正式的人力资源相关沟通与申诉机制，并设立劳动争议调解室。员工可通过举报邮箱、举报热线、工会邮箱、面对面沟通等多种渠道，就工作期间受到的骚扰、欺凌或不公平待遇、或与工作相关的争议，以实名或匿名的方式反馈意见、提出申诉以及提交建议。员工亦可直接与工会委员会、业务HR、所在部门负责人或跨部门跨级别领导进行沟通。对于需展开调查的申诉，我们将立即启动调查程序，调查流程及处理结果将直接呈报至管理层和董事会。在纪律处分的情形中，若员工认为问题未妥善解决或处理不当，可依法享有申诉权。

集团每年面向全体员工开展满意度调查，深入分析并持续跟踪调研结果，全面掌握员工的真实反馈及感受。对于员工提出的建设性意见，我们高度重视并积极采纳，推动相关改进与优化。我们以匿名问卷形式开展2025年度员工满意度调查，问卷覆盖“敬业度”、“目标感”、“幸福感”、“压力度”等维度，综合满意度为93%，员工敬业度处于较高水平。

## Employee Communication

VNET prioritizes employee communication as a key aspect of corporate management and is committed to cultivating a healthy and well-structured communication environment. The Group actively promotes democratic management and respects and supports employees in exercising their rights to freedom of expression, freedom of association, and collective bargaining. Through the Trade Union Committee, the Women Workers' Committee, and with the support of external professionals, the Group safeguards employees' rights to information, participation, privacy, expression and oversight. These efforts foster a communication environment that is transparent, constructive, and rooted in integrity.

The Group further reinforces the supervision to protect employees' rights and interests. The Trade Union Committee, as the official employee representative body, participates in policymaking concerning their core interests while maintaining regular dialogue with management to propose recommendations in multiple areas, including diversity, occupational health and safety, working conditions, and employee welfare. The Committee, on behalf of employees, executes collective bargaining agreements including a collective labor contract and a specialized agreement on women's protection and other collective negotiation documents, which cover 100% of the employees, to enhance the employee rights protection system.

The Group has established formal communication and grievance mechanisms and set up a labor dispute mediation office. Employees may submit anonymous or identifiable complaints, appeals, and suggestions regarding workplace harassment, bullying, unfair treatment, and conflict through various channels such as the whistleblower email, hotline, Trade Union mailbox, and face-to-face consultations. Direct communication options are also available through the Trade Union Committee, HR representatives, department heads, or cross-functional/hierarchical leaders. For grievances requiring investigation, formal inquiry protocols will be promptly initiated, with investigation processes and resolution outcomes escalated directly to executive management and the Board of Directors. In disciplinary cases, employees retain statutory rights to appeal if they believe issues were unresolved or improperly addressed.

The Group conducts annual satisfaction surveys covering all employees with an in-depth analysis and ongoing monitoring of survey outcomes to gain comprehensive insights into employees' authentic feedback and sentiments. We highly value and adopt valuable suggestions proposed by employees to promote continuous improvement. In 2025, we carried out the anonymous satisfaction survey, evaluating dimensions such as employee engagement, purpose, happiness, and stress. The overall satisfaction rate achieved 93%, demonstrating exceptional performance in employee engagement.



## 多元、平等与包容

世纪互联始终致力于构建多元、平等、包容的职场环境。在招聘、考核、激励与培训的全流程管理环节中，集团严格遵循平等原则，坚决杜绝因民族、种族、性别、地域、宗教信仰等因素导致的就业歧视。此外，我们倡导残障人士平等就业，并为其提供完善的薪酬福利保障。

## Diversity, Equality, and Inclusion

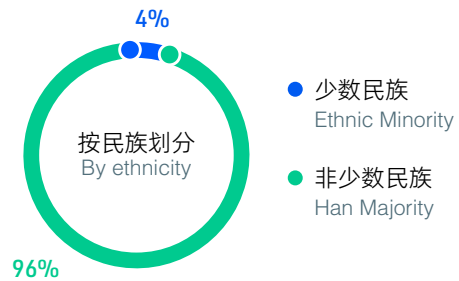
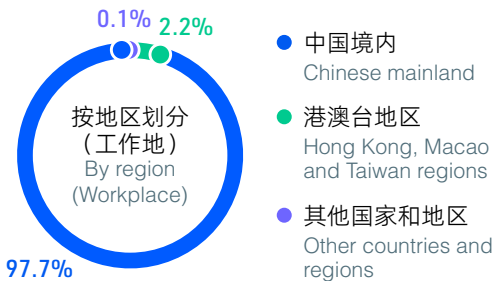
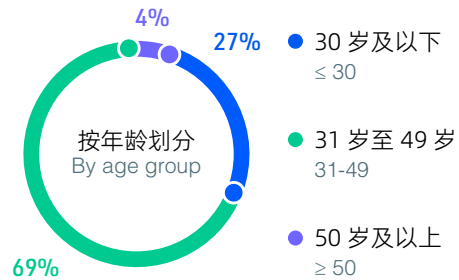
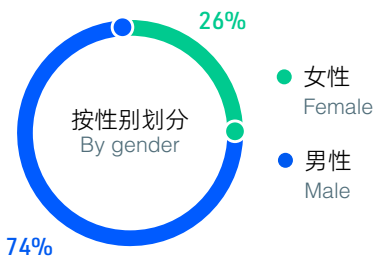
VNET has always been committed to creating a diverse, equal, and inclusive workplace. The Group strictly adheres to the equality principle across all management processes, including recruitment, performance evaluations, incentives, and training, and firmly opposes employment discrimination based on ethnicity, race, gender, region, and religion. Additionally, we advocate for the equal employment of persons with disabilities and provide them with comprehensive salary and welfare guarantees.

作为联合国妇女署《赋权予妇女原则》全球签署企业成员，我们积极落实性别平等政策，致力于与全球企业携手推动性别平等和女性赋权。2025年，集团女性员工占比为26%，管理层中女性员工占比为31%。

As a global signatory of the *Women's Empowerment Principles*, we actively implement gender-equality policies and are committed to joining hands with global enterprises to promote gender equality and women empowerment. By the end of 2025, female employees accounted for 26% of the total workforce, and the percentage of female employees in management positions was 31%.

集团持续推进“V-Can”性别平等行动计划，通过组织专题培训、举办文化活动等多种方式，鼓励全体员工以实际行动打破职场性别偏见，构建公平公正的工作氛围，支持更多女性从业者成长为IDC行业的中坚力量。2025年，我们在国际妇女节举办了“致敬她力量·温暖传递爱”主题系列活动，组织爱心义卖集市、职业形象美妆培训等活动，让女性力量在职场与社会中双向绽放。

The Group continues to advance the “V-Can” Gender Equality Action Plan. By organizing special training sessions, cultural activities, etc., we encourage all employees to break down gender biases in the workplace, create a fair and equitable environment, and support more female professionals to become the backbone of the IDC industry. For the 2025 International Women’s Day, we launched the thematic campaign “Celebrating Her Power, Spreading Warmth and Care”, featuring a charity bazaar and professional image & makeup workshops, thus, creating platforms for women to shine both professionally and socially.



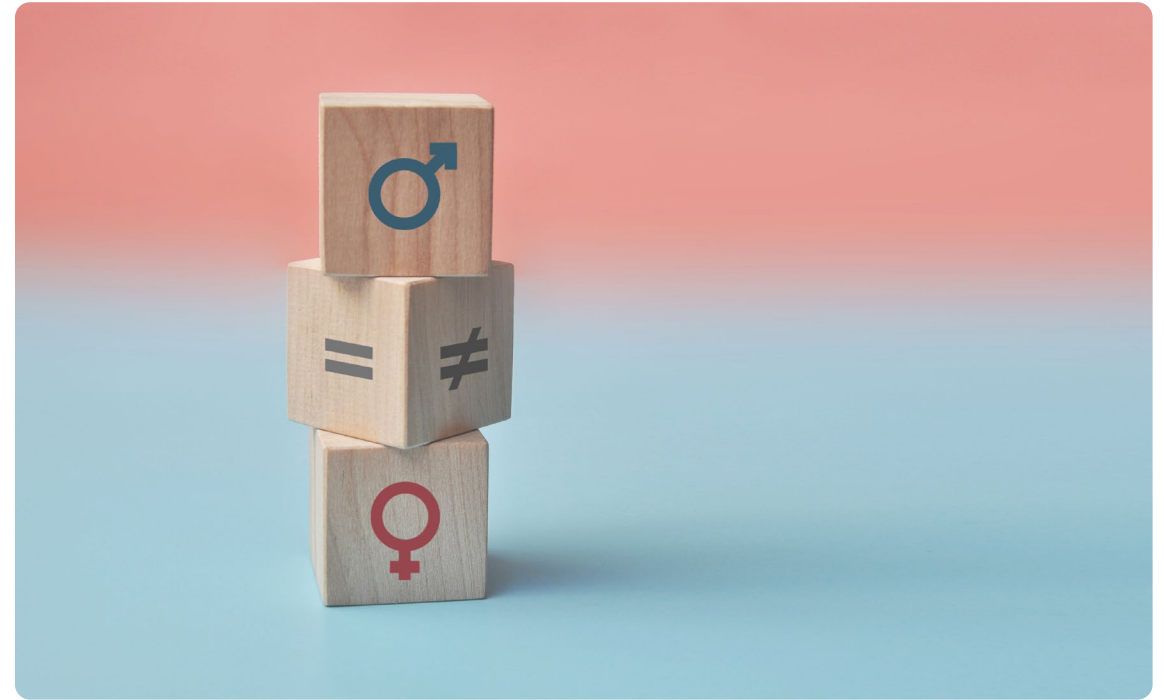
### 世纪互联“V-Can”性别平等行动计划

#### VNET “V-Can” Gender Equality Action Plan

- 01 适时设立人才优化相关目标，在全集团各级别与职能之间全面推动性别平等；  
Setting timely goals for talent optimization and comprehensively promoting gender equality across all levels and functions in the Group.
- 02 保障同工同酬，确保所有员工都能够接受同等培训和指导；  
Guaranteeing equal pay for equal work and ensuring that all employees receive equal training and coaching.
- 03 支持员工生育以及育儿，给予所有符合条件的职场父母足额的带薪育儿类假期；  
Supporting employees in terms of childbirth and childcare by granting all eligible working parents fully paid parental leave.
- 04 针对性别特点，定制化地开展关爱活动；  
Organizing tailored caring activities according to gender characteristics.
- 05 打破性别成见，鼓励员工、特别是女性员工更多地加入非传统领域工作；  
Breaking gender stereotypes and encouraging employees, especially women, to work in non-traditional fields.
- 06 与其他利益相关方共同推动性别平等，致力于为欠发达地区的女性提供与男性同样的发展机会。  
Working with other stakeholders to promote gender equality and provide women in less-developed areas with the same opportunities as men.

世纪互联始终保障薪酬管理的合理性和公平性。我们依据当地实际生活成本，科学合理地设定工资标准，定期评估员工薪酬水平是否满足其最低维生需求。同时，集团定期开展市场薪酬调研，持续优化薪酬体系，为员工提供具有市场竞争力的薪酬。我们坚决避免性别及其他任何不当因素对薪酬管理的影响，每年监测性别薪酬差距，并结合绩效评估和多维反馈机制，确保每位员工的价值创造与回报相匹配，使所有员工在职业发展、薪酬和晋升方面享有平等权益。

2025年度，集团男性员工与女性员工月薪平均数比率1 : 1.06，集团男性员工与女性员工月薪中位数比率1 : 1.06。



VNET consistently ensures the fairness and reasonableness of its compensation management. We scientifically determine salary standards based on local cost-of-living benchmarks and regularly assess whether employee compensation meets minimum subsistence requirements. The Group also conducts periodic market salary benchmarking to refine our compensation system and offer market-competitive pay. We firmly exclude gender and any other improper factors from compensation decisions, annually monitor gender pay gaps, and align individual rewards with value creation through performance evaluations and multidimensional feedback mechanisms – ensuring all employees enjoy equal rights and opportunities in career development, compensation, and promotion.

In 2025, the ratio of male to female employees' average monthly salary was 1 : 1.06, the ratio of male to female employees' median monthly salary was 1 : 1.06.

## 培训与发展

世纪互联始终将人才培养视为驱动企业发展的重要途径。我们紧密贴合集团发展需求，不断践行可持续的人才发展战略，为员工提供全方位的职业发展支持，助力员工提升技术创新能力及自我价值。伴随行业发展对人才需求的升级，我们正在面向电力和算力领域的青年人才，推进专项培养计划，为业务创新和转型输出优秀人才。

集团深入推进人才复合化转型，推行“遇见未来，链式成长”项目，鼓励员工参与跨界实践，通过多元体验驱动持续学习与创新，引导全员以创业者姿态投入工作，实现组织与员工的共同成长。针对空缺岗位，我们鼓励内部推荐或员工自荐，候选人可通过竞聘考评流程实现内部转岗。

本年度，集团更新《员工培训管理制度》，升级系统化、多层次的员工培训机制，针对员工不同发展阶段开展定制化培训，满足各业务线的人才培养需求。同时，集团为全体员工提供外派培训机会和专业考试认证费用支持，切实降低员工学习成本，提高员工学习积极性。

## Training and Development

VNET regards talent development as a key driver of corporate growth. Our sustainable talent strategy is fully integrated with corporate objectives, providing employees with comprehensive career development support to help them enhance their technological innovation capabilities and achieve self-fulfillment. In response to evolving industry demands, we are now launching specialized development programs targeting young talents in power and computing fields to cultivate outstanding professionals who will fuel business innovation and transformation.

The Group is deepening its efforts to cultivate cross-functional talent through the “Meet the Future, Linked Growth” initiative, encouraging employees to engage in cross-domain practices. Through diverse experiential learning, we foster continuous learning and innovation, guiding all staff to embrace an entrepreneurial mindset and achieve mutual growth between individuals and the organization. For open positions, we encourage internal referrals or self-nominations, enabling candidates to transition internally through competitive evaluation processes.

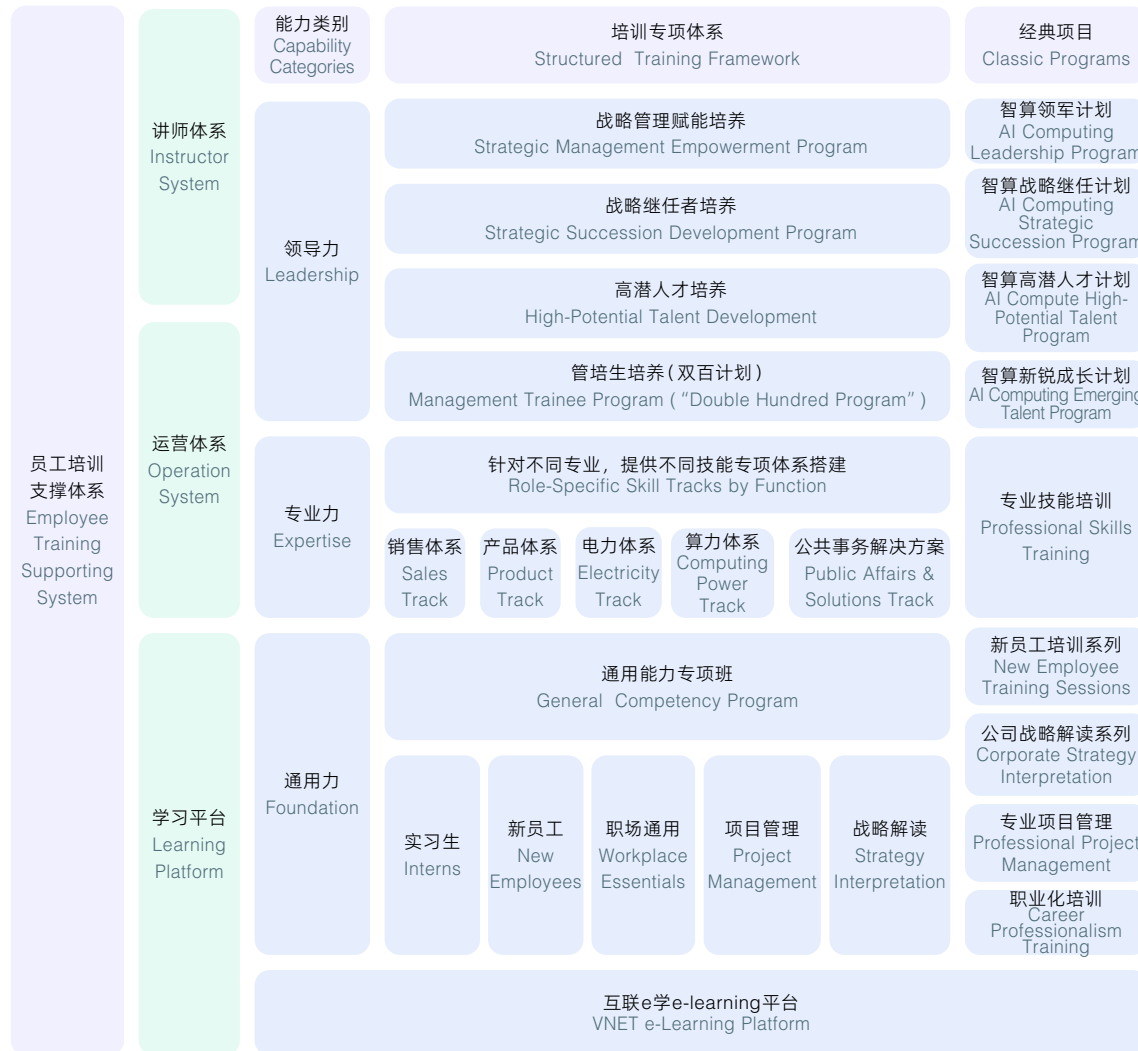
In 2025, the Group updated the *Employee Training Management System* and upgraded the systematic and multi-level employee training mechanism. It provides targeted training for employees at different career stages to meet the talent development needs of various business lines. The Group also offers external training opportunities and financial support for professional certification exams to all employees, effectively lowering learning costs and fostering greater motivation for continuous learning.



世纪互联ESG目标：  
VNET's ESG target:

2025年人均培训时长不少于**34**小时

The average training hours per employee  
≥ 34 hours in 2025.



世纪互联打造“互联e学”在线学习平台，整合优质教育资源，聚焦培养员工领导力、专业力和通用力，为员工定制个性化成长学习地图。目前，“互联e学”平台共上线947门精品课程，课程涵盖多元文化教育、数字化工具应用、智能技术知识等多类内容，助力员工拓宽视野、提升办公效率、紧跟科技趋势，满足员工多样化学习需求。针对处于职场过渡期的员工（如重返职场员工），平台也提供相应课程资源，帮助其快速获取职业转换阶段所需的支持与指导，掌握实用技能，顺利融入职场。

世纪互联面向全体员工制定了全面发展计划，以及领导力、专业力和通用力培训。针对高管及中层管理人员设置了标杆企业参访学习和管理者培训计划；针对有潜力的毕业生和青年人才，我们开展管培生项目，为其量身定制培训赋能计划，并结合导师带教指导，为集团人才发展注入新生力量；为各层级员工提供专业知识和管理经验支持，助力其领导力发展。

VNET has developed the “VNET E-Learning” online platform, integrating high-quality educational resources to cultivate leadership, professional, and general capabilities. Personalized learning roadmaps are tailored for employees. Currently, a total of 947 premium courses have been released on the “VNET E-Learning” platform. These courses cover various categories such as multicultural education, digital tool application, and intelligent technology knowledge, helping employees broaden their horizons, improve efficiency, and keep up with technological trends to meet their diverse learning needs. For employees in career transition periods (such as those returning to the workplace), the platform provides appropriate course resources for them to quickly obtain the support and guidance necessary for the transition, master practical skills, and smoothly integrate into the workplace during career transitions period.

VNET has developed a comprehensive program to help all employees grow professionally. This program includes structured training in leadership, professional, and general capabilities. Senior and mid-level managers participate in benchmarking visits and management development programs. We run dedicated management trainee initiatives with customized empowerment plans and mentorship support for high-potential graduates and young talent. These initiatives inject fresh momentum into the Group's talent pipeline and foster leadership growth across all levels.

## 案例 Case

### 管培生专项计划，构建核心人才梯队 Management Trainee Program – Building a Core Talent Pipeline

为构建可持续的核心人才梯队，世纪互联每年开展管培生专项培养计划，特邀专业负责人和行业专家担任带教导师，通过“一对一”定制化培养、实战项目赋能、行业前沿知识分享等方式，为培训生提供全周期成长支持。

2025年，世纪互联创新性启动“强电英才计划”，作为支撑公司战略发展的关键人才工程，该计划聚焦算力革命带来的新型电力系统变革需求，以绿色直流、源网荷储、电粒世界等技术领域为培养重点，致力于培养百名电力技术骨干，带动全员实现“人人懂电、人人能讲电”的组织能力重塑，以电力人才升级推动技术升级，助力世纪互联完成从传统电力应用到智能电力赋能的范式转变，最终实现高可靠、高效率、高智能的智算中心建设目标，让绿色直流从数据中心走向千家万户。

此外，为助力业务高质量拓展，公司还于2025年开展了销售运营培训生专项计划，聚焦高潜力人才挖掘，提供销售、产品运营等多维度机会，以匹配业务发展和对复合型人才的需求。

To build a sustainable core talent pipeline, VNET runs a dedicated Management Trainee Program annually. Functional leaders and industry experts serve as mentors, providing full-cycle development support through personalized one-on-one coaching, hands-on project assignments, and the sharing of cutting-edge industry insights.

In 2025, VNET launched the innovative “High-Voltage Talent Program”, a strategic initiative designed to advance the Company's vision in the era of computing power. In response to the transformative demands of next-generation power systems driven by AI and green computing, the program focuses on key technical domains, including green DC power, source-grid-load-storage integration, and the “Powerlet World”. The program aims to cultivate 100 elite power engineering professionals and catalyze an organization-wide shift in capability toward “everyone understands electricity and everyone can articulate it”. Upgrading power-domain talent enables VNET to accelerate its transition from traditional power utilization to intelligent power enablement, ultimately supporting the development of highly reliable, energy-efficient, and intelligent data centers. This transformation will help scale green DC power solutions from data centers to households nationwide.

Additionally, to fuel high-quality business growth, VNET introduced the Sales and Operation Management Trainee Program in 2025. Targeting high-potential individuals, the program offers multidimensional exposure across sales, product operations, and cross-functional collaboration. This aligns talent development with evolving business needs and the demand for versatile, hybrid-skilled professionals.



集团持续深化与外部专业院校和教育机构的战略合作，积极拓展人才引进渠道，同时助力合作院校优化教育生态，致力于在人才培养领域推动资源高效整合，实现校企优势互补与互利共赢。

The Group continues to deepen strategic collaborations with external universities and educational institutions. Moreover, the Group actively broadens talent acquisition channels while supporting partner institutions in enhancing their educational ecosystems. These efforts promotes efficient integration of resources in talent development and fosters mutually beneficial collaboration that leverages the complementary strength of academia and industry.

## 案例 Case

### DC 运维订单班，产教融合共赴绿色未来 DC O&M Class – Industry-Education Integration for a Green Future

为匹配DC运维业务规模化交付需求，充实数据中心绿色运维人才储备，世纪互联持续开展DC运维订单班，深化产教融合模式，以“校企协同、定向培养、精准就业”为核心，聚焦运维人才实操能力与行业适配性提升。

2025年，集团与广西水利电力职业技术学院正式签署产教融合框架协议，双方围绕“产业导师互聘”、“课程体系共建”、“实践教学共管”等方面开展深度合作，将企业新技术、新工艺、新规范融入教学全过程，在真实生产场景中锤炼学生技术技能，共同打造高素质技术技能人才。我们还与乌兰察布、北京等地专业院校建立深度合作关系，整合院校优质教育教学资源与公司实战场景经验，定制DC运维、绿色能源管理等核心课程体系，为学生提供从理论教学到一线实习的全链条培养通道。2025年度，DC运维订单班培养学员累计约150人。

通过订单班模式，公司既为院校学生搭建了具有竞争力的就业平台，也实现了运维人才“定制化培养、规模化输送”的培养路径。这一举措强化了行业人才供给的可持续性，为公司AIDC基础设施绿色运维、高效运营提供了稳定的人才保障，彰显了我们在人才责任维度的实践与担当。

To meet the growing demand for scaled delivery of data center (DC) operations and to strengthen the pipeline of green O&M talent, VNET continues to run its DC O&M Class. This initiative deepens industry-education integration through a model centered on school-enterprise collaboration, targeted talent development, and precise employment, with a strong focus on enhancing students' hands-on skills and industry readiness.

In 2025, VNET signed a strategic framework agreement on industry-education integration with Guangxi Vocational College of Water Resources and Electric Power. The partnership focuses on “mutual engagement of industry mentors”, “co-development of curricula”, and “joint oversight of practical training”. Through this collaboration, VNET integrates its latest technologies, operational processes, and standards throughout the entire teaching cycle, allowing students to develop their skills in real-world production settings and nurturing high-caliber technical talent. VNET has also established deep partnerships with vocational institutions in Ulanqab, Beijing, and other regions. By combining high-quality academic resources with the Company's frontline operational experience, these collaborations have led to the co-design of specialized curricula in DC operations and maintenance and green energy management. This provides students with a comprehensive development pathway from theoretical instruction to on-site internships. In 2025, the DC O&M Class trained approximately 150 students.



Through this model, VNET not only provides students with competitive career platforms, but also achieves “customized cultivation and scaled talent delivery”. This approach ensures a sustainable talent supply for the industry and delivers stable, skilled personnel for the green, efficient operation of VNET's AIDC infrastructure, demonstrating our commitment to talent responsibility.

根据不同岗位的需求与特性，集团开展了多项专业岗位培训项目，以精准赋能员工掌握所在岗位的专业技能。同时，我们鼓励员工拥抱AI、数字化等工具，积极学习创新科技和技能，为推动集团数字化转型与发展提供强劲动力。

## 案例 Case

### 第二届“AI效率先锋竞赛” The 2nd “AI Efficiency Pioneer Competition”

为激发组织创新活力、探索AI原生管理新范式，世纪互联于本年度举办第二届“AI效率先锋竞赛”。活动累计吸引21支团队参与，成为公司内部推动AI应用与效率提升的重要实践平台。

通过竞赛、系列培训等形式，“AI效率先锋竞赛”有效提升了员工对AI工具的掌握程度与实际应用能力，沉淀了一套可复制推广的实操方法，树立了AI提效标杆。此次活动成果将服务于未来企业管理模式升级，推动工作方式从“传统模式”向“人机协同”转变，共同迈向智能未来。

To stimulate innovation and explore AI-native management paradigms, VNET hosted the second “AI Efficiency Pioneer Competition” in 2025. The event attracted 21 teams and has become a vital internal platform for promoting AI adoption and improving operational efficiency.

Through a combination of competitions and targeted training sessions, the program significantly improved employees’ proficiency with AI tools and their ability to apply these tools in real-world scenarios. It also generated a replicable set of practical, replicable methodologies and established clear benchmarks for AI-driven efficiency. These outcomes directly inform the evolution of VNET’s enterprise management model, accelerate the transition from traditional workflows to human-AI collaboration, and collectively propel the Company toward a more intelligent future.

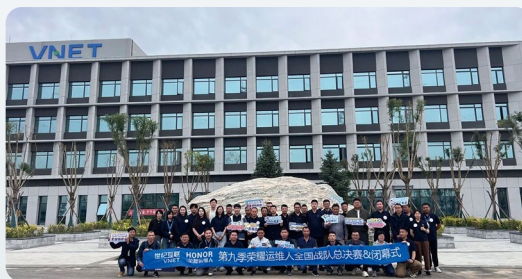


## 案例 Case

### 第九届“荣耀运维人” The 9th “Honor O&M Expert”

作为世纪互联培养运维工程师的特色项目，“荣耀运维人”系列活动自2017年启动以来已连续举办9届，累计超10,000人次参与。该活动通过技术竞赛、训练营、基地参观、工作坊等形式，有效促进了员工专业技能赋能与交流，实现了运维效率和数据中心能效双提升。

2025年，集团成功举办第九届“荣耀运维人”知识技能竞赛，以“智算未来·运维新生”为主题，旨在展现运维人的专业能力与创新突破，培养既熟悉传统基础设施又精通智能化运维的复合型人才，推动下一代数据中心的数字化、智能化发展。本届活动重视高效、智能化、绿色科创，在竞赛基础上，我们专门组织了运维专题分享，涵盖《机房火灾分析与预防》、《极寒天气机房防冻对策》、《UPS超级旁路与ECO模式分析分享》、《AI节能算法策略分享》、《数智化案例与未来规划探讨》五个研讨专题，通过案例展示、数据分析与深度解读，将技术优化与实操策略深度融合，为运维工程师提供技术洞察与实践指导，进一步提升专业能力与创新思维。



As a signature initiative for cultivating operations and maintenance (O&M) engineers, VNET’s “Honor O&M Expert” series has been held annually since its launch in 2017. To date, it has completed nine editions with more than 10,000 cumulative participants. Through technical competitions, bootcamps, site visits, and workshops, the program effectively enhances employees’ professional capabilities and fosters peer-to-peer knowledge exchange, delivering simultaneous improvements in O&M efficiency and data center energy performance.

In 2025, VNET successfully hosted the 9th “Honor O&M Expert” knowledge and skills competition under the theme “Intelligent Computing, O&M Reborn”. The event highlighted the professional competence and innovative breakthroughs of O&M practitioners. It aims to cultivate hybrid talent who are proficient in both traditional infrastructure and intelligent operations, thereby advancing the digital and intelligent development of next-generation data centers. The competition emphasized efficiency, intelligence, and green innovation and was complemented by a dedicated O&M knowledge-sharing session featuring five topics, i.e. the *Analysis and Prevention of Data Center Fires*, *Cold-Weather Freeze Protection Strategies for Facilities*, *UPS Super Bypass and ECO Mode Analysis*, *AI-Powered Energy-Saving Algorithm Strategies*, *Digital Intelligence Cases and Future Roadmap Discussions*. Through case studies, data analysis, and expert insights, these sessions deeply integrated technical optimization with practical strategies, equipping O&M engineers with actionable knowledge and forward-looking perspectives – further elevating their professional capabilities and innovative thinking.

## 健康与安全

世纪互联致力于保障员工、供应商、第三方合作伙伴等利益相关方的职业健康与安全，严格遵守运营所在地相关法律法规和标准，由执行管理层定期审查及监督职业健康与安全相关工作落实情况及管理体的有效性，以持续提升职业健康安全能力。

2025年，世纪互联针对安全管理、巡检管理等发布、更新多项制度文件，如《在建工程安全生产管理制度》《在建工程巡检制度》等，并为夯实运维安全生产管理基础发布了安全生产标准化初审实施计划及方案、奖惩记录、安全生产承诺书等文件，以进一步规范现场操作标准、监督检查重点要求。此外，《安全生产管理规定》《消防安全管理制度》《人身安全事件管理制度》等规定明确了安全管理职责、风险评估标准等各项要求，并根据职业健康与安全的风险优先级设置风险缓解行动计划。此外，我们制定并发布了适用于集团全体员工及总/承包商的《职业健康与安全政策》，并鼓励供应商、商业伙伴和其他利益相关方一同遵守。目前，集团主营业务的多场所已通过职业健康与安全管理体系（ISO 45001）认证。

## Health and Safety

VNET is committed to safeguarding the occupational health and safety of its employees, suppliers, third-party partners and other stakeholders. We strictly comply with relevant laws, regulations, and standards in our operational locations. The executive management regularly reviews and oversees the implementation of occupational health and safety practices and the effectiveness of the management system to improve our occupational health and safety management capabilities.

In 2025, VNET issued and updated multiple policy documents related to safety and inspection management, including the *Work Safety Management System for Projects in Construction* and the *Inspection System for Projects in Construction*. To strengthen the foundation of operational safety management, we also launched the preliminary review implementation plan and scheme for work safety standardization, along with supporting documents such as reward-and-penalty records and work safety commitment letters, thereby further standardizing on-site operational protocols and key inspection requirements. Additionally, existing regulations such as the *Regulations on Work Safety Management*, *Fire Safety Management System*, and *Personal Safety Incident Management System* clearly define various requirements, including safety management responsibilities and risk assessment standards. We have established a risk mitigation action plan based on the risk priority of occupational health and safety. Furthermore, we have formulated and issued the *Occupational Health and Safety Policy* applicable to all employees as well as contractors, and actively encourage suppliers, business partners, and other stakeholders to adhere to these standards. Currently, multiple sites of our core business have been certified under the Occupational Health and Safety Management System (ISO 45001).

我们落实安全生产责任制，设定安全生产工作目标，将职业健康与安全绩效目标纳入相关管理人员的薪酬奖金评估因素中，以增强管理人员的责任意识。

集团针对工程建设过程中高风险和高发生率的安全隐患，制定了安全危险源清单、安全标准化图册等工具，为各项目提供可视化、可操作的安全执行标准。同时，我们根据各施工项目特点编制不同的保障措施和应急预案，并建立安全及应急处置机制和安全事故报告流程。一旦发生安全管控事故，如工伤事故等，我们将立即启动调查程序，妥善处理问题，调查事故原因并对制度加以完善，防止类似事故再次发生。

在项目运营过程中，各项目构建全流程、立体化的健康安全管理体系，通过优化管理标准、开展专项培训及应急演练、落实风险闭环管理等措施，全面加强安全管理，筑牢运营安全防线，保障员工的健康与安全。

We implement a work safety accountability system, setting clear safety objectives and incorporating occupational health and safety performance into the compensation and bonus evaluations of relevant managers to reinforce their sense of responsibility.

The Group has established a safety hazard registry, a safety standardization manual and other tools to address high-risk and high-incidence safety hazards during project construction, providing visual and actionable safety implementation standards for each project. We also develop tailored safeguard measures and emergency response plans based on the characteristics of each project and have implemented safety and emergency response mechanisms, along with accident reporting procedures. In the event of safety control incidents, such as work-related accidents, we promptly initiate investigations, identify root causes, address the issues appropriately, and refine our systems to prevent recurrence.

During project operations, each site maintains a comprehensive, end-to-end, multi-dimensional health and safety management system. By optimizing management standards, conducting targeted training and emergency drills, and implementing closed-loop risk management, we continuously strengthen safety protocols, fortify operational safety defenses, and ensure the health and safety of our employees.



世纪互联ESG目标：  
VNET's ESG target:

数据中心、办公环境火灾事故为0  
Zero fire incidents in data centers and office environments

## 世纪互联面向各利益相关方的职业健康与安全管理举措：

VNET's occupational health and safety management measures for various stakeholders:

### 员工 Employees

- 通过工会委员会收集员工对职业健康与安全的建议，持续优化管理；
  - 定期开展覆盖全体员工的应急演练、消防安全培训、急救培训等健康安全主题讲座，降低事故发生的可能性；
  - 在办公区配备自动体外除颤器 (AED) 等安全急救设备、健康小屋、心理健康咨询室、爱心药箱，为员工提供专业的身心健康服务支持。
- Gather employee suggestions on occupational health and safety through the Trade Union Committee and continuously improve management practices based on the feedback received.
  - Regularly conduct health and safety themed lectures covering all employees, such as safety emergency drills, fire safety training, first aid training, to reduce the likelihood of accidents.
  - Equip office areas with safety first-aid equipment such as automatic external defibrillators (AEDs), health huts, mental health counseling rooms, and first-aid kits to provide employees with professional physical and mental health service support.

### 供应商/ 承包商/ 工程建设人员 Suppliers/ Contractors/ Construction Personnel

- 与承包商签订《安全生产协议书》和《安全施工责任协议书》，要求分包单位遵循集团安全生产管理惯例，确保人员、设备及工程作业安全；
  - 入场须完成技能及安全培训，须持有操作证及相关资质，并签署安全承诺书；
  - 定期对工程建设人员开展安全生产教育培训和消防应急演练，包括消防疏散、急救和个人防护技能培训；
  - 设立专项团队对建设项目开展第三方飞检、日常巡检和季度巡检，检查建设项目的质量缺陷与安全隐患，对发现的问题限期整改与复查，加强对项目安全责任目标的监督与管控；
  - 定期在现场开展质量预控专题方案、安全管理预控方案宣贯，开展安全教育抽查，对潜在风险进行预警与整改。
- We sign *Work Safety Agreements* and *Construction Safety Liability Agreements* with contractors, and require subcontractors to follow VNET's work safety management practice to ensure the safety of personnel, equipment, and operations.
  - Operators must complete the skills and safety training upon entry, hold valid operation certificates and relevant qualifications, and sign safety commitment letters.
  - Regularly conduct work safety education and training, as well as fire emergency drills for project construction personnel, including training on fire evacuation, first-aid, and personal protection skills.
  - Establish a dedicated team to conduct third-party unannounced inspections, and regular and quarterly patrols of construction projects, identify quality defects and safety hazards with identified issues subject to rectification and re-inspection within a specified timeframe, and strengthen the supervision and control of the project initial safety responsibility objectives.
  - Regularly publicize quality pre-control and safety pre-control plans on-site, conduct random safety education checks, and issue early warnings and corrective actions for potential risks.

### 社区 Community

- 合理规划施工时段，对高噪设备隔音降噪，避免造成噪声扰民；
  - 严格遵循环评要求，巡查清理建筑垃圾，消除安全隐患；
  - 施工现场实施封闭式围挡管理，设置明显警示标志与安全防护设施；
  - 搭建沟通机制，及时响应居民诉求。
- Reasonably plan the construction periods and implement sound insulation and noise reduction measures for high-noise equipment to avoid disturbing residents.
  - Strictly comply with the requirements of environmental impact assessment, conduct patrols to clean up construction waste, and eliminate potential safety hazards.
  - Implement closed-off fencing management at construction sites and set up clear warning signs and safety protection facilities.
  - Establish a communication mechanism to promptly respond to resident demands.



## 推动合作共赢

世纪互联始终秉持公平、诚信、共赢、互惠的原则，将可持续发展理念深度融入供应商管理策略，完善绿色、可持续的供应链体系；同时，积极参与行业交流与合作，共同促进行业创新发展与技术进步。

## 负责任的供应链

世纪互联始终遵循国家法律法规及行业规范，按照《采购管理规定》《供应商管理细则》及《采购人员行为规范》等规章制度，清晰界定采购流程中的职责分配，严格规范采购人员的职业操守，并严格监督合作供应商的产品交付质量，确保采购管理全链条的高质量运行。

截至报告期末，世纪互联在库供应商总数为3,430家。集团依托供应商关系管理(SRM)系统，实现对供应商全生命周期的数字化管理，覆盖供应商寻源、准入审核、履约管理、协作沟通等关键环节，有效提升采购管理的透明度与可追溯性。集团建立了完善的供应商管理流程：

## Win-Win Cooperation

VNET consistently adheres to the principles of fairness, integrity, mutual benefit, and reciprocity, deeply integrating sustainable development concepts into its supplier management strategies to create a greener and more sustainable supply chain system. Meanwhile, VNET actively participates in industry exchanges and collaboration to jointly promote industry innovation, development, and technological progress.

## Responsible Supply Chain

VNET strictly complies with applicable laws, regulations, and industry standards. In accordance with the *Regulations on Procurement Management*, *Rules on Supplier Management*, and *Rules on Procurement Personnel Behavior*, we clearly define the division of responsibilities in the procurement process, strictly regulate the professional ethics of procurement personnel, and carefully monitor the product delivery quality of partner suppliers to ensure the high-quality operation of the entire procurement management chain.

By the end of the reporting period, the total number of suppliers in the database was 3,430. By virtue of the integration of the Supplier Relationship Management (SRM) system, the Group has achieved digital management of the entire supplier lifecycle, covering key aspects such as supplier sourcing, access review, contract fulfillment management, and collaborative communication. This has effectively enhanced the transparency and traceability of the procurement management process. Furthermore, the Group has established a sound supplier management process:

### 准入管理 Access management

我们通过科学的评价考核体系，对潜在供应商进行客观公正的评估，确保合格供应商入围；通过商务询证、技术询证、实地考察等流程，对供应商的生产能力、设备状况、质量管理流程等进行评估，并据此对供应商进行分级管理，筛选优质供应商。

### 持续管理 Ongoing management

对于已合作供应商，我们持续监督并定期开展综合评估，涵盖服务意识、产品质量、履约能力等多个方面，确保供应商始终符合合作要求。

### 考核整改 Performance assessment and rectification

对于考核不达标的供应商，我们根据其考核问题及整改情况，将其分类为整改供应商、不合格供应商、暂停合作供应商及列入黑名单的供应商，以便更有针对性地改进与管理。

We objectively and fairly evaluate suppliers through a scientific assessment system, ensuring only qualified suppliers enter the pool. We also conduct commercial and technical inquiries, on-site inspections and other processes to evaluate suppliers' production capabilities, equipment conditions, quality management processes, etc., enabling tiered supplier classification and selection of high-quality partners.

For active suppliers, we maintain continuous monitoring and conduct regular comprehensive assessments, evaluating aspects such as service awareness, product quality, contract fulfillment capabilities, and more, to ensure that suppliers consistently meet the requirements of our partnership.

For substandard suppliers, following an assessment and rectification process, we classify them as suppliers under rectification, unqualified suppliers, suspended-cooperation suppliers, and suppliers on the blacklist, enabling targeted improvement and management actions.

我们制定《供应商行为守则》，要求所有供应商签署并遵守，从商业道德、环境保护、人权、数据安全与隐私保护等多个维度严格规范和约束供应商行为。在确保满足采购需求和合同履行约定的基础上，我们将ESG风险纳入供应商管理流程中，评估其在环保低碳、网络安全与隐私保护、劳工权益、职业健康安全、廉洁诚信等方面的表现，推动供应链可持续发展，构建更具韧性的商业生态。集团针对重点供应商开展培训与交流，涵盖隐私与数据安全、廉洁和商业道德、环境保护等核心内容，持续提升供应商可持续发展相关的认知水平及实践能力。本年度，未发现供应商在商业道德、信息安全、员工权益、环境保护等方面存在不合规行为。

We have formulated the *Supplier Code of Conduct*, requiring all suppliers to sign and abide by it. This code strictly regulates and restrains supplier behaviors from multiple dimensions such as business ethics, environmental protection, human rights, data security, and privacy protection. While ensuring the fulfillment of procurement needs and contractual agreements, we have incorporated ESG risk considerations into the supplier management process, evaluating their performance in environmental protection and low-carbon, cybersecurity and privacy protection, labor rights and interests, occupational health and safety, and integrity and honesty. This drives supply chain sustainability and builds a more resilient business ecosystem. Additionally, the Group conducted specialized training and exchanges with key suppliers on core topics such as privacy and data security, integrity and business ethics, and environmental protection, to further enhance supplier awareness and practical capabilities related to sustainable development. In 2025, zero non-compliant behaviors were found among suppliers in terms of business ethics, information security, employees' rights and interests, or environmental protection.

#### 环保低碳 Environmental protection and low carbon

- 要求设备类供应商必须具备环境管理体系(ISO 14001)认证,其余类别则优先考虑具备此认证的供应商。
- 积极倡导并鼓励供应商及合作伙伴落实绿色运营。例如,某算力基础设施供应商积极开展节能改造项目,引入光伏直供生产线模式,并计划推进零碳工厂认证。

- Equipment suppliers are required to have the Environmental Management Systems (ISO 14001) certification, while suppliers in other categories are given priority if they possess this certification.
- Actively advocate and encourage suppliers and partners to implement green operation strategies. For example, a computing infrastructure supplier has launched energy-efficiency retrofit projects, introduced direct photovoltaic power supply for production lines, and plans to pursue zero-carbon factory certification.

#### 网络安全与隐私保护 Cybersecurity and privacy protection

- 与确认合作的供应商签订合同及《供应商保密协议》,明确信息与隐私的保密义务。
- 增加供应商信息安全专项评估,全面审视在信息安全方面的表现及能力。

- Sign the corresponding contracts and the *Supplier Confidentiality Agreement* with suppliers who have confirmed their partnership with us to clarify information and privacy confidentiality obligations.
- Add the specific assessment of suppliers' information security to comprehensively examine their performance and capabilities in information security.

#### 劳工权益 Labor rights and interests

- 在供应商合同中对劳工权益进行明确规定,积极保障供应链员工的合法权益。
- 要求供应商签署并遵守《供应商行为守则》。

- Stipulate labor rights and interests in supplier contracts to actively protect the legitimate rights and interests of employees in the supply chain.
- Require suppliers to sign and comply with the *Supplier Code of Conduct*.

#### 职业健康安全 Occupational health and safety

- 要求设备类供应商必须具备职业健康安全管理体系(ISO 45001)认证,其余类别则优先考虑具备此认证的供应商。

- Equipment suppliers are required to have the Occupational Health and Safety Management Systems (ISO 45001) certification, while suppliers in other categories are given priority if they possess this certification.

#### 廉洁诚信 Honesty and integrity

- 要求供应商制定有关政策、行为守则及作业流程,以预防和减少任何形式的贿赂、贪污和诈骗行为,并确保严格执行。
- 针对采购人员开展专项反贪污培训,要求全体供应商签署《关于反商业贿赂行为的承诺书》。
- 加强供应商利益冲突识别及管理,确保合作中的公正性和透明度。

- Require suppliers to formulate relevant policies, codes of conduct, and operating procedures to prevent and reduce any form of bribery, corruption, and fraud, and ensure their strict implementation.
- Conduct anti-corruption training for procurement personnel and also require all suppliers to sign the *Anti-bribery Commitment Letter*.
- Strengthen the identification and management of suppliers' interest conflicts to ensure fairness and transparency of cooperation.

## 行业合作与发展

世纪互联凭借自身技术优势，在行业标准制定与技术升级方面发挥积极引领作用。2025年，世纪互联联合CDCC及行业伙伴正式发布《数据中心800V直流供电技术白皮书(2.0)》，推动800V直流供电技术在AI数据中心的应用与发展。此外，我们参编的工程建设团体标准《锂离子电池储能电站防火技术规范》正式发布，为锂离子电池储能电站的规范

化发展提供了关键指引，对数据中心行业的储能应用具有重要意义。

与此同时，我们积极参与各类行业交流活动，与业内同行分享经验、交流前沿观点，促进知识互通与协同创新，携手商业伙伴及社会各界共同探索数据中心的未来发展机遇。

## Industry Collaboration and Development

VNET leverages its technological advantages to play a proactive role in setting industry standards and driving technological upgrades. In 2025, VNET jointly released the *White Paper on 800V DC Power Supply Technology for Data Centers (Version 2.0)* with the China Data Center Committee (CDCC) and other industry partners, accelerating the adoption and development of 800V DC power supply technology in AI data centers. Additionally, VNET contributed to the development of the engineering group standard *Technical Code for Fire Protection of Lithium-ion Battery Energy Storage Stations*, which was officially published this year. This standard provides

critical guidance for the standardized deployment of lithium-ion battery energy storage stations and holds significant implications for energy storage applications across the data center industry.

Meanwhile, VNET actively participates in a wide range of industry forums and exchange events, sharing practical experience and exchanging forward-looking insights with peers to foster knowledge sharing and collaborative innovation. We continue to work alongside business partners and stakeholders across society to jointly explore future opportunities in data center development.

6月 June



6月，第五届中国IDC行业DISCOVERY大会成功举办，世纪互联携手顶尖专家、学者及生态合作伙伴，共同探讨AI时代算力基础设施的演进路径。

In June, the 5th China IDC Industry DISCOVERY Conference was successfully held. VNET joined leading experts, academics, and ecosystem partners to discuss the evolutionary pathways of computing infrastructure in the AI era.

8月 August



8月，世纪互联创始人受邀出席第三届“青海科技创新论坛”，分享公司在能源创新领域的最新思考与实践，强调将AI基础设施与绿色能源深度融合的重要性。

In August, VNET's founder was invited to speak at the 3rd "Qinghai Science and Technology Innovation Forum", sharing the Company's latest insights and practices in energy innovation, and emphasizing the critical importance of deeply integrating AI infrastructure with green energy systems.

9月 September

9月，世纪互联出席“2025亚太云峰会-绿色数据中心创新论坛”，就数据中心供电系统展开了深入且专业的分析，为行业发展提供了极具价值的参考。

In September, VNET participated in the "2025 APCA Summit - Green Data Center Innovation Forum", delivering an in-depth and professional analysis of data center power supply systems, and offering highly valuable reference points for industry advancement.

9月，在2025人工智能计算大会(AICC)上，由OCP基金会主导的“GW级开放智算中心OCP中国社区小组”正式成立。世纪互联作为工作组创始成员单位之一，将携手产业伙伴，聚焦开放标准制定、技术创新与产业协同，致力于率先在中国打造GW级开放智算中心的全球标杆。

In September, at the 2025 Artificial Intelligence Computing Conference (AICC), the "GW-Scale Open Intelligent Computing Center (OCP) China Community Working Group", led by the Open Compute Project (OCP) Foundation, was officially launched. As one of the founding members of this working group, VNET will collaborate with industry partners to focus on open standard development, technological innovation, and industrial synergy, aiming to establish China's first GW-scale open intelligent computing center as a global benchmark.



11月 November

11月，世纪互联受邀出席2025中国数据中心标准大会(CDCC Summit)，多位企业代表发表《世纪互联Hyperscale 2.0：共创智算新时代，赋能AI新纪元》《数据中心锂电应用的研究与发掘》等主题演讲。

In November, VNET was invited to attend the 2025 China Data Center Standards Conference (CDCC Summit), where multiple company representatives delivered keynote speeches, including "VNET's Hyperscale 2.0: Powering the Intelligent Computing Era" and "Research and Exploration of Lithium Battery Applications in Data Centers".

## 履行社会责任

### Social Responsibility

世纪互联始终将社会责任深植于企业基因，以支持教育事业发展为基石，以社区公益为温暖延伸，切实履行企业公民义务，与社会各界共创可持续价值。本年度，世纪互联荣获酒仙桥街道工委“社会担当伙伴”称号。

VNET has always embedded social responsibility into its corporate DNA, with a strong focus on supporting education and extending warmth through community philanthropy. We are committed to fulfilling our role as a responsible corporate citizen, working alongside all sectors of society to co-create sustainable value. In 2025, VNET was honored with the “Social Responsibility Partner” title by the Jiuxianqiao Subdistrict Working Committee.

与清华大学教育基金签订捐赠协议，捐赠350万元人民币用于支持学科建设与人才培养；

Signed a donation agreement with the Tsinghua University Education Foundation, contributing RMB3.5 million to support academic discipline development and talent cultivation.

与广州市明贤实验高级中学签署战略合作框架协议，联合开展各类科技主题活动，激发学生科学的探索热情。

Entered into a strategic cooperation framework agreement with Guangzhou Mingxian Experimental High School to jointly organize science-themed activities that inspire students' curiosity and passion for scientific exploration.

## 助推教育事业

### Advancing Educational Development

世纪互联积极助推教育事业，通过支持高校学科建设、关爱特殊学生群体、开展知识科普等，为不同阶段、不同需求的群体提供关怀与支持，助力教育公平与社会可持续发展。2025年度，我们：

VNET actively promotes educational equity and social sustainability by supporting higher education development, caring for students with special needs, and promoting science literacy. These efforts provide tailored support to diverse groups at different life stages and with varying needs. In 2025, VNET undertook the following initiatives:

面向北京市东城区特殊教育学校开展“AI赋能，情系特教”主题爱心融合活动，为学生们演示人工智能产品在学习和生活中的实际应用，拓宽了学生对人工智能认识的广度和深度；

Entered into a strategic cooperation framework agreement with Guangzhou Mingxian Experimental High School to jointly organize science-themed activities that inspire students' curiosity and passion for scientific exploration.



## 支持社区公益

### Supporting Community Public Welfare

世纪互联深知企业的成长离不开社会的广泛支持。我们始终秉持“回馈社会”的理念，积极参与社区公益活动，在生态保护、长者关怀、应急救援等领域持续投入，彰显企业公民的责任与担当。

VNET deeply understands that corporate growth is inseparable from the extensive support of society. Upholding the philosophy of “giving back to society”, we actively engage in community welfare activities, continuously investing in areas such as ecological conservation, elderly care, and emergency disaster relief, demonstrating our commitment and corporate responsibility.

案例  
Case

## 世纪互联 &amp; 蓝云“植”此青绿，公益林续写生态新篇

## VNET &amp; 21Vianet Blue Cloud “Planting Green, Growing Hope” – Conservation Forest Writes New Chapter in Ecological Stewardship

2025年4月，世纪互联80余名员工赴北京市延庆区开展植树活动，建成“世纪互联&世纪互联蓝云2025年公益林”，志愿活动投入时长约400小时。世纪互联已连续四年开展植树行动，累计种植树木1,025棵，现有公益林年固碳量约可达11.6吨，释氧量8.47吨，持续为首都生态屏障建设注入绿色动能。

In April 2025, VNET demonstrated its sustainability commitment through a tree-planting initiative, with more than 80 employees from VNET volunteering 400 hours to establish the “VNET & 21Vianet Blue Cloud 2025 Conservation Forest” in Beijing’s Yanqing District. This marks the fourth consecutive year of our tree-planting program, with a cumulative total of 1,025 trees planted since 2021. Ecologically, these thriving forests now achieves an annual carbon sequestration capacity of approximately 11.6 tonnes and 8.47 tonnes of oxygen production, continuously contributing to Beijing’s ecological resilience.

案例  
Case

## “卡路里转成爱心”慈善活动

## “Calories into Kindness” Charity Campaign

2025年5月，世纪互联旗下子公司第一线发起“卡路里转成爱心”慈善活动，组织员工志愿者开展蹦床运动，并创新地将员工健康与社会公益相结合，把消耗的卡路里转化为等值金额，委托香港某支持弱势群体就业的公益机构制作“爱心粽”，在端午佳节派发给百名社区长者，传递温暖，实现了健康、公益与支持弱势社群的多重价值。

In May 2025, DYNnet, a wholly-owned subsidiary of VNET, launched the “Calories into Kindness” charity campaign. Employee volunteers participated in trampoline fitness sessions, and the calories they burned were converted into equivalent monetary donations. These funds were entrusted to a Hong Kong-based nonprofit organization that supports employment for vulnerable groups to produce charity zongzi (sticky rice dumplings). The zongzi were distributed to over 100 elderly community members during the Dragon Boat Festival, delivering warmth and generating shared value across personal health, philanthropy, and social inclusion.

案例  
Case

## 支援密云不老屯镇西坨古村物资

## Emergency Relief Supplies for Xituo Village, Bulaotun Town, Miyun District

2025年8月，北京遭遇连续强降雨天气，密云区多地受灾严重。世纪互联第一时间制定应急方案并迅速采购食用油、面粉、食用盐等共计1,600余件物资驰援一线，守望相助，为防汛工作注入暖心力量。

In August 2025, Beijing experienced prolonged heavy rainfall, causing severe flooding across multiple areas of Miyun District. In response, VNET immediately formulated an emergency plan and procured over 1,600 units of essential relief supplies, including cooking oil, flour, and salt, for urgent delivery to Xituo Village in Bulaotun Town. This timely support strengthened local flood-response efforts and demonstrated VNET’s commitment to community solidarity and passionate action.



## 附录 Appendix

### 关键绩效指标表

### Key Performance Indicators

能源及水资源消耗 <sup>1</sup> Energy and Water Consumption <sup>1</sup>	单位 Unit	2023	2024	2025
能源消耗总量 <sup>2,3</sup> Total energy consumption <sup>2,3</sup>	兆瓦时 MWh	1,316,243.08	2,038,326.56	<b>3,518,553.18</b>
汽油 Gasoline	兆瓦时 MWh	237.03	170.72	<b>149.86</b>
柴油 Diesel	兆瓦时 MWh	1,826.06	2,225.07	<b>3,073.38</b>
电力消耗 <sup>4</sup> Electricity consumption <sup>4</sup>	兆瓦时 MWh	1,312,598.75	2,034,349.53	<b>3,513,786.18</b>
外购热力 Purchased heat	兆瓦时 MWh	1,581.24	1,581.24	<b>1,543.76</b>
可再生能源消耗总量 Total renewable energy consumption	兆瓦时 MWh	57,138.38	354,656.37	<b>971,310.65</b>
非可再生能源消耗总量 Total non-renewable energy consumption	兆瓦时 MWh	1,259,104.70	1,683,670.19	<b>2,547,242.53</b>
能源强度 Energy intensity	兆瓦时/千美元收入 MWh/\$1,000 revenue	1.26	1.80	<b>2.47</b>
可再生能源比例 Percentage of renewable energy	%	4	18	<b>36</b>
水资源消耗量 <sup>5</sup> Water consumption <sup>5</sup>	立方米 cubic meters	2,152,993.13	3,112,966.37	<b>4,357,202.90</b>
水资源强度 Water intensity	立方米/千美元收入 cubic meters/\$1,000 revenue	2.06	2.75	<b>3.06</b>
废弃物 Waste	单位 Unit	2023	2024	2025
一般废弃物 <sup>6</sup> General waste <sup>6</sup>	千克 kg	373,152.18	444,387.93	<b>360,928.63</b>
有害废弃物 <sup>7</sup> Hazardous waste <sup>7</sup>	千克 kg	879,048.80	883,536.36	<b>2,785,336.30</b>

温室气体排放 <sup>8</sup> Greenhouse Gas Emissions <sup>8</sup>	单位 Unit	2023	2024	2025
温室气体排放总量 (基于地理位置) Total GHG emissions (location-based)	吨二氧化碳当量 tonnes CO <sub>2</sub> e	1,907,307.08	1,905,067.06	<b>3,035,895.98</b>
温室气体排放总量 (基于市场) Total GHG emissions (market-based)	吨二氧化碳当量 tonnes CO <sub>2</sub> e	1,860,799.02	1,640,162.45	<b>2,309,729.28</b>
范围一+范围二 (基于地理位置) Scope 1+ Scope 2 (location-based)	吨二氧化碳当量 tonnes CO <sub>2</sub> e	1,092,156.55	1,292,290.12	<b>2,157,485.14</b>
范围一+范围二 (基于市场) Scope 1+ Scope 2 (market-based)	吨二氧化碳当量 tonnes CO <sub>2</sub> e	1,045,648.49	1,027,385.51	<b>1,431,318.44</b>
范围一 Scope 1	吨二氧化碳当量 tonnes CO <sub>2</sub> e	27,891.96	43,421.36	<b>53,253.65</b>
范围二 (基于地理位置) Scope 2 (location-based)	吨二氧化碳当量 tonnes CO <sub>2</sub> e	1,064,264.59	1,248,868.76	<b>2,104,231.49</b>
范围二 (基于市场) Scope 2 (market-based)	吨二氧化碳当量 tonnes CO <sub>2</sub> e	1,017,756.53	983,964.15	<b>1,378,064.79</b>
范围三 Scope 3	吨二氧化碳当量 tonnes CO <sub>2</sub> e	815,150.53	612,776.94	<b>878,410.84</b>
外购商品和服务 Purchased goods and services	吨二氧化碳当量 tonnes CO <sub>2</sub> e	18,306.16	20,021.68	<b>28,441.90</b>
燃料和能源相关活动 Fuel- and energy-related activities	吨二氧化碳当量 tonnes CO <sub>2</sub> e	169,718.35	250,817.02	<b>400,166.51</b>
运营中产生的废弃物 Waste generated in operations	吨二氧化碳当量 tonnes CO <sub>2</sub> e	576.28	600.59	<b>2,432.50</b>
商务旅行 (飞机、火车) Business travel (airplane, railway)	吨二氧化碳当量 tonnes CO <sub>2</sub> e	335.13	547.06	<b>846.70</b>
雇员通勤 (班车) Employee commuting (shuttle bus)	吨二氧化碳当量 tonnes CO <sub>2</sub> e	174.71	88.27	<b>72.83</b>
上游租赁资产 Upstream leased assets	吨二氧化碳当量 tonnes CO <sub>2</sub> e	129,054.95	79,454.01	<b>208,734.48</b>
下游租赁资产 Downstream leased assets	吨二氧化碳当量 tonnes CO <sub>2</sub> e	496,984.95	261,248.31	<b>237,715.92</b>
温室气体排放强度 <sup>9</sup> (基于地理位置) GHG intensity <sup>9</sup> (location-based)	吨二氧化碳当量/千美元收入 tonnes CO <sub>2</sub> e/\$1,000 revenue	1.05	1.14	<b>1.52</b>
温室气体排放强度 <sup>9</sup> (基于市场) GHG intensity <sup>9</sup> (market-based)	吨二氧化碳当量/千美元收入 tonnes CO <sub>2</sub> e/\$1,000 revenue	1.00	0.91	<b>1.01</b>

商业道德 Business Ethics		单位 Unit	2023	2024	2025
腐败事件数量 Number of corruption incidents	违反员工行为准则的腐败或贿赂事件数量 Number of incidents of corruption or bribery in violation of employee codes of conduct	起 Event	0	0	0
	员工由于腐败而被开除或受到纪律处分, 且经确认的事件总数 Total number of confirmed incidents in which employees were fired or punished for corruption	起 Event	0	0	0
	由于与腐败有关的违规事件, 与业务合作伙伴的合同被终止或未续订, 且经确认的事件总数 Total number of confirmed incidents in which contracts with business partners were terminated or not renewed owing to corruption-related irregularities	起 Event	0	0	0
对集团或集团员工提出并已审结的贪污诉讼案件数目 Number of concluded legal cases regarding corrupt practices brought against the Group or its employees	起 Event	0	0	0	
董事及员工反贪腐培训覆盖率 Coverage of anti-corruption training for directors and employees	%	100	100	100	
反竞争的商业行为案件数量 Number of cases of anti-competitive business behaviour	起 Event	0	0	0	
反竞争的商业行为导致的罚款金额 Amount of fines resulting from anti-competitive business behaviour	元 RMB	0	0	0	
商业秘密泄露事件数量 Number of trade secret leakage incidents	起 Event	0	0	0	
利益冲突事件数量 Number of conflicts of interest incidents	起 Event	0	0	0	
洗钱及内幕交易事件数量 Number of money laundering or insider trading incidents	起 Event	0	0	0	
歧视及骚扰事件数量 Number of discrimination and harassment incidents	起 Event	0	0	0	
供应商 Suppliers	单位 Unit	2023	2024	2025	
供应商总数 Number of suppliers	个 Number	2,854	3,133	3,430	
中国境内供应商数量 Chinese mainland	个 Number	2,844	3,123	3,419	
港澳台地区供应商数量 Hong Kong, Macao and Taiwan	个 Number	5	5	6	
其他国家和地区供应商数量 Other countries and regions	个 Number	5	5	5	

客户服务 Customer Services		单位 Unit	2023	2024	2025
全国客户满意度 Nationwide customer satisfaction	%	99.8	99.6	99.6	
客户服务热线接听率 Customer service hotline call answer rate	%	97.6	98.3	98.1	
客户服务热线服务水平 <sup>10</sup> Customer service hotline service quality <sup>10</sup>	%	96.8	96.7	95.4	
客户话后满意度 Customer satisfaction after the call	%	100	100	100	
接获客户投诉总数量 Number of customer complaints	起 Event	1	0	0	
侵犯客户隐私和丢失客户资料的经证实的投诉数量 Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	起 Event	0	0	0	
客户投诉解决满意率 Customer complaint resolution satisfaction	%	100	不适用 Not applicable	不适用 Not applicable	
大型IDC运营中断事件 Major IDC operational disruptions	起 Event	0	0	0	
大型IDC网络中断事件 Major IDC network outages	起 Event	0	0	0	
信息安全与隐私保护 Information Security and Privacy Protection	单位 Unit	2023	2024	2025	
重大信息安全事件数量 <sup>11</sup> Number of major information security incidents <sup>11</sup>	起 Event	0	0	0	
受重大信息安全事件影响的客户、顾客和员工总数 Total number of clients, customers and employees affected by major information security incidents	人 Person	0	0	0	
员工信息安全受训比例 Training coverage of information security for employees	%	100	100	100	
信息安全管理认证 (ISO/IEC 27001) 覆盖场所个数 <sup>12</sup> Number of sites covered by Information Security Management Systems Certification (ISO/IEC 27001) <sup>12</sup>	个 Number	14	14	19	

雇佣 Employment		单位 Unit	2023	2024	2025
员工总人数 Total number of employees		人 Person	3,038	2,581	<b>2,784</b>
按性别划分 By gender	女性 Female	人 Person	848	717	<b>710</b>
	男性 Male	人 Person	2,190	1,864	<b>2,074</b>
按雇佣级别划分 By management level	管理岗位 Management positions	人 Person	880	843	<b>888</b>
	非管理岗位 Non-management positions	人 Person	2,158	1,738	<b>1,896</b>
按雇佣级别及性别划分 By management level and gender	女性管理岗位 Female employees in management positions	人 Person	277	274	<b>279</b>
	男性管理岗位 Male employees in management positions	人 Person	603	569	<b>609</b>
按年龄划分 By age group	≤30	人 Person	939	704	<b>748</b>
	31-49	人 Person	2,002	1,779	<b>1,921</b>
	≥50	人 Person	97	98	<b>115</b>
按工作地划分 By region	中国境内 Chinese mainland	人 Person	2,922	2,515	<b>2,720</b>
	港澳台地区 Hong Kong, Macao and Taiwan regions	人 Person	114	66	<b>61</b>
	其他国家和地区 Other countries and regions	人 Person	2	0	<b>3</b>

雇佣 Employment		单位 Unit	2023	2024	2025
按民族划分 <sup>13</sup> By ethnicity <sup>13</sup>	汉族 Han Ethnicity	人 Person	2,784	2,413	<b>2,603</b>
	满族 Manchu Ethnicity	人 Person	/	45	<b>50</b>
	回族 Hui Ethnicity	人 Person	/	24	<b>20</b>
	其他少数民族 Other Ethnic Minorities	人 Person	/	34	<b>50</b>
	少数民族占比 Ethnic minority percentage	%	4	4	<b>4</b>
多元化指标 Diversity indicators	女性占比 Female percentage	%	28	28	<b>26</b>
	女性在初级管理岗位占比 Percentage of women in junior management positions	%	33	33	<b>32</b>
	女性在高级管理岗位占比 Percentage of women in senior management positions	%	18	33	<b>33</b>
	女性管理岗位占比 Percentage of women in management positions	%	31	33	<b>31</b>
	女性在收入创造管理岗位占比 Percentage of women in income-generating management positions	%	21	24	<b>27</b>
	女性在STEMs <sup>14</sup> 岗位占比 Percentage of women in STEM <sup>14</sup> positions	%	13	13	<b>13</b>
	少数民族在管理岗位占比 <sup>15</sup> Percentage of minorities in management positions <sup>15</sup>	%	5	5	<b>5</b>
员工平均受雇年限 Average employee tenure	女性 Female	年 Year	4.5	5.2	<b>5.8</b>
	男性 Male	年 Year	4.3	4.5	<b>4.4</b>
员工薪酬比率 Ratio of employees' salary	男性员工与女性员工月薪平均数比率 Ratio of male to female employees' average monthly salary	/	1.02:1	1.02:1	<b>1:1.06</b>
	男性员工与女性员工月薪中位数比率 Ratio of male to female employees' median monthly salary	/	1:1.04	1:1.05	<b>1:1.06</b>

新进 New Hires	单位 Unit	2023	2024	2025
新进员工总数 Total number of new hires	人 Person	426	461	<b>616</b>
由内部员工填补空缺岗位的比例 Percentage of open positions filled by internal candidates	%	32	30	<b>23</b>
按性别划分新进人数 Number of new hires (By gender)	女性 Female	103	78	<b>89</b>
	男性 Male	323	383	<b>527</b>
按性别划分的新进比例 Percentage of new hires (By gender)	女性 Female	24	17	<b>14</b>
	男性 Male	76	83	<b>86</b>
按年龄划分的新进人数 Number of new hires (By age group)	≤30	250	229	<b>266</b>
	31-49	162	200	<b>324</b>
	≥50	14	32	<b>26</b>
按年龄划分的新进比例 Percentage of new hires (By age group)	≤30	59	50	<b>43</b>
	31-49	38	43	<b>53</b>
	≥50	3	7	<b>4</b>
按工作地划分的新进人数 Number of new hires (By region)	中国境内 Chinese mainland	407	446	<b>599</b>
	港澳台地区 Hong Kong, Macao and Taiwan regions	19	15	<b>14</b>
	其他国家和地区 Other countries and regions	0	0	<b>3</b>
按工作地划分的新进比例 Percentage of new hires (By region)	中国境内 Chinese mainland	96	97	<b>97</b>
	港澳台地区 Hong Kong, Macao and Taiwan regions	4	3	<b>2</b>
	其他国家和地区 Other countries and regions	0	0	<b>1</b>

离职 Turnover	单位 Unit	2023	2024	2025
离职员工总数 Total number of turnovers	人 Person	720	986	<b>495</b>
总离职率 Turnover rate	%	20	28	<b>15</b>
按性别划分的离职率 Turnover rate (By gender)	女性 Female	18	25	<b>14</b>
	男性 Male	20	29	<b>16</b>
按年龄划分的离职率 Turnover rate (By age group)	≤30	25	34	<b>18</b>
	31-49	17	25	<b>14</b>
	≥50	22	38	<b>23</b>
按工作地划分的离职率 Turnover rate (By region)	中国境内 Chinese mainland	19	27	<b>15</b>
	港澳台地区 Hong Kong, Macao and Taiwan regions	23	58	<b>23</b>
	其他国家和地区 Other countries and regions	0	100	<b>0</b>

育儿类假期 <sup>15</sup> Parental Leave <sup>15</sup>	单位 Unit	2023	2024	2025
有权享有育儿类假期的员工总数 Employees who were entitled to parental leave	人 Person	3,038	2,581	2,784
休育儿类假期的员工总数 Number of employees on parental leave	人 Person	241	230	203
休育儿类假期的女性员工数 Number of female employees on parental leave	人 Person	95	79	55
休育儿类假期的男性员工数 Number of male employees on parental leave	人 Person	146	151	148
员工休育儿类假期的总周数 <sup>16</sup> Number of parental leave in weeks <sup>16</sup>	周 Week	1,257	1,184	921
女性员工休育儿类假期的周数 Number of parental leave in weeks taken by female employees	周 Week	1,005	922	662
男性员工休育儿类假期的周数 Number of parental leave in weeks taken by male employees	周 Week	252	262	259

健康与安全 Health and Safety	单位 Unit	2023	2024	2025	
因工死亡人数 Number of work-related fatalities	人 Person	0	0	0	
因工死亡比率 Rate of work-related fatalities	%	0	0	0	
可记录工伤事件数 Number of recordable work-related injuries	起 Event	6	4	1	
因工伤损失工作日数 Number of working days lost due to work-related injuries	天 Day	189	175	104	
20万小时可记录工伤事故率 (TRIR) (per 200,000 hours worked)	-	0.20	0.15	0.04	
员工出勤率 Absentee rate	%	0.95	1.00	0.73	
员工培训 Training	单位 Unit	2023	2024	2025	
受训比例 Training coverage	%	100	100	100	
受训平均时数 Average training hours	小时 Hour	29.36	35.62	37.89	
按性别划分 By gender	女性受训比例 Percentage of employee trained: female	%	26	28	15
	男性受训比例 Percentage of employee trained: male	%	74	72	85
	女性受训平均时数 Average training hours of female	小时 Hour	33.96	35.62	22.05
	男性受训平均时数 Average training hours of male	小时 Hour	27.79	35.62	43.31
按雇佣级别划分 By management level	管理岗受训比例 Percentage of employee trained: management position	%	22	4	3
	非管理岗位受训比例 Percentage of employee trained: non-management position	%	78	96	97
	管理岗位受训平均时数 Average training hours of management position	小时 Hour	29.28	26.28	30.00
	非管理岗位受训平均时数 Average training hours non-management position	小时 Hour	29.38	36.04	38.12

创始人、执行董事长致辞

Message from the Founder and Executive Chairperson

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附录

Appendix

## 注释

Notes:

1. 能源及水资源消耗数据包含世纪互联已投运数据中心及办公场所。  
The data of energy and water consumption covers the operated data centers and offices of VNET.
2. 能源消耗总量根据中华人民共和国国家标准《综合能耗计算通则 (GB/T 2589-2020)》中换算因子计算。  
Total energy consumption is calculated according to the conversion factor in the General Principles for Calculation of the Comprehensive Energy Consumption (GB/T 2589-2020) of the People's Republic of China.
3. 2025年，数据中心能源消耗总量为3,514,975.33兆瓦时，其中，数据中心可再生能源占比为36%。  
In 2025, the total energy used in data centers was 3,514,975.33 MWh, with the percentage of renewable energy accounting for 36%.
4. 电力消耗包括自建光伏用电量、外购可再生电力和外购不可再生电力。  
Electricity consumption includes self-built photovoltaic power consumption, purchased renewable power and purchased nonrenewable power.
5. 世纪互联用水主要来自市政自来水，在求取适用水源上无问题。  
The water mainly comes from municipal water, and there are no issues with water sourcing.
6. 集团运营涉及的一般废弃物类型主要包括废弃电子设备和废弃车辆，均由回收商进行回收处置。  
General wastes mainly include abandoned electronic equipment and abandoned vehicles, which are recovered and disposed of by recyclers.
7. 集团运营涉及的有害废弃物类型主要包括废弃铅酸蓄电池，均交由有资质的回收商进行回收处置。  
Hazardous wastes mainly include waste lead-acid batteries, which are all recycled and disposed of by qualified recyclers.
8. 温室气体排放计算说明：  
Description of GHG emissions calculations:
  - 1) 2025年度盘查所涉及的温室气体种类包括：二氧化碳(CO<sub>2</sub>)、甲烷(CH<sub>4</sub>)、氧化亚氮(N<sub>2</sub>O)、氢氟碳化物(HFCs)、全氟碳化物(PFCs)、三氟化氮(NF<sub>3</sub>)和六氟化硫(SF<sub>6</sub>)等。经盘查，本报告期内涉及CO<sub>2</sub>、N<sub>2</sub>O、CH<sub>4</sub>、HFCs和SF<sub>6</sub>五种温室气体的排放。  
The types of GHG involved in the 2025 inventory include carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), nitrogen trifluoride (NF<sub>3</sub>) and sulfur hexafluoride (SF<sub>6</sub>). After the inventory, five greenhouse gases, CO<sub>2</sub>, N<sub>2</sub>O, CH<sub>4</sub>, HFCs and SF<sub>6</sub>, were involved in the emissions in this reporting period.
  - 2) 计算标准：世纪互联依据ISO 14064-1:2018《组织层次上对温室气体排放和清除的量化和报告的规范及指南》(《世界资源研究所(WRI)/世界可持续发展工商理事会(WBCSD)温室气体核算体系-企业核算与报告标准(范围一和范围二)》)(《WRI/WBCSD温室气体核算体系-企业价值链(范围三)核算与报告标准》及其他适用的法律法规及相关标准，对2025年度内的温室气体排放总量进行盘查。  
Calculation standard: VNET has conducted an inventory of GHG emissions within 2025 in accordance with ISO 14064 - 1:2018 *Specification with Guidance at the Organization Level for Quantification and Reporting of Greenhouse Gas Emissions and Removals*, *World Resources Institute (WRI)/The World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol – Corporate Accounting and Reporting Standard (Scope 1 and Scope 2)*, *WRI/WBCSD Greenhouse Gas Protocol – Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard* and other applicable laws and regulations and related standards.

- 3) 排放因子：来源于《联合国政府间气候变化专门委员会(IPCC)2006年国家温室气体清单指南2019修订版》、生态环境部《关于发布2023年电力二氧化碳排放因子的公告》中的2023年电力平均二氧化碳排放因子、《IPCC第六次评估报告》《中国产品全生命周期温室气体排放系数集(2022)》以及其他权威参考文献。  
Emission factors: Sources include the *2019 Revised Edition of the 2006 IPCC Guidelines for National Greenhouse Gas Inventories published by the Intergovernmental Panel on Climate Change (IPCC)*, the *Announcement on Issuing the 2023 Electricity Carbon Dioxide Emission Factor* issued by the Ministry of Ecology and Environment, the 2023 average CO<sub>2</sub> emission factor for electricity, the *Sixth Assessment Report of the IPCC*, the *China Product Life Cycle Greenhouse Gas Emission Factors (2022)*, and other authoritative references.
- 4) 统计范围：数据包含世纪互联已投运数据中心及办公场所。  
Statistical scope: The data covers the operated data centers and offices of VNET.
- 5) 范围一对应ISO 14064-1类别一，范围二对应其类别二，范围三对应其类别三至类别六的合计值。  
The Scope 1 corresponds to Category 1 of ISO 14064-1, the Scope 2 corresponds to Category 2, and the Scope 3 corresponds to the aggregate value of Categories 3 to 6.
9. 计算温室气体排放强度时使用范围一及范围二温室气体排放量。  
The GHG intensities are calculated based on the total of Scope 1 and 2.
10. 客户服务热线服务水平=20秒内电话接起量/系统来电量×100%。  
Customer service hotline service quality=Number of calls picked up in 20s/Total number of incoming calls×100%.
11. 行业监管机构违规通报事件。  
Incidents of non-compliance notification by industry regulators.
12. 2025年信息安全管理体系认证(ISO/IEC 27001)覆盖率约40%。  
In 2025, the coverage rate of Information Security Management System certification (ISO/IEC 27001) was approximately 40%.
13. 按民族划分数据仅包含户籍在中国境内的员工。  
The employment by ethnicity only includes employees whose registered residence is within the Chinese mainland.
14. STEM指科学、技术、工程和数学。  
STEM means Science, Technology, Engineering and Mathematics.
15. 育儿类假期包含带薪的产假、陪产假及中国境内于2021年11月始推行的育儿假。  
Parental leave includes paid maternity leave, paid paternity leave and an extended paid parental leave that has been promoted within the Chinese mainland since November 2021.
16. 育儿类假期的周数指员工实际休产假、陪产假及育儿假的总周数。集团严格遵循运营当地法律法规要求，为符合条件的员工提供产假、陪产假、育儿假等员工应享有的假期。以北京地区为例，女性员工享有约26周的育儿类假期，男性员工享有约5周的育儿类假期。  
Number of parental leave in weeks means the total weeks of maternity leave, paternity leave and extended parental leave actually taken by the employee. The Group strictly complies with the requirements of local laws and regulations and provides eligible employees with maternity leave, paternity leave, extended parental leave and other leaves to which employees are entitled. In Beijing, for example, female employees are entitled to approximately 26 weeks of parental leave and male employees are entitled to approximately 5 weeks of parental leave.
17. “/”表示当年数据未统计。  
The symbol “/” indicates that data for that year was not collected.

## GRI 内容索引

## GRI Content Index

<b>使用说明</b> Statement of use	世纪互联集团股份有限公司在2025年1月1日至2025年12月31日参照GRI标准报告了在此份GRI内容索引中引用的信息。 VNET Group, Inc. has reported the information cited in this GRI content index for the period between January 1, 2025 and December 31, 2025 with reference to the GRI Standards.
<b>使用的GRI 1</b> GRI 1 used	GRI 1: 基础2021 GRI 1: Foundation 2021

GRI标准 GRI Standard	披露项 Disclosure	页码 Location	补充信息及从略说明 Additional Information
GRI 2: 一般披露2021 GRI 2: General Disclosures 2021			
1. 组织及其报告做法 The organization and its reporting practices	2-1 组织详细情况 Organizational details	P5	请参见2025 Form 20-F See the 2025 Form 20-F for details.
	2-2 纳入组织可持续发展报告的实体 Entities included in the organization's sustainability reporting	P4	
	2-3 报告期、报告频率和联系人 Reporting period, frequency and contact point	P4	
	2-4 信息重述 Restatements of information	-	报告期内无重述。 No restatements were made during the reporting period.
	2-5 外部鉴证 External assurance	P101-102	
2. 活动和工作者 Activities and workers	2-6 活动、价值链和其他业务关系 Activities, value chain and other business relationships	P5, P81-82	
	2-7 员工 Employee	P88	
	2-8 员工之外的工作者 Workers who are not employees	P75-78	

GRI标准 GRI Standard	披露项 Disclosure	页码 Location	补充信息及从略说明 Additional Information
3. 管治 Governance	2-9 管治架构和组成 Governance structure and composition	P9, P19	
	2-10 最高管治机构的提名和遴选 Nomination and selection of the highest governance body	-	请参见《提名及公司治理委员会章程》 See the <i>Charter of Nominating and Corporate Governance Committee</i> for details.
	2-11 最高管治机构的主席 Chair of the highest governance body	P19	
	2-12 在管理影响方面, 最高管治机构的监督作用 Role of the highest governance body in overseeing the management of impacts	P9, P13-16, P19	
	2-13 为管理影响的责任授权 Delegation of responsibility for managing impacts	P9	
	2-14 最高管治机构在可持续发展报告中的作用 Role of the highest governance body in sustainability reporting	P9, P14-15, P4	
	2-15 利益冲突 Conflicts of interest	P87	请参见2025 Form 20-F See the 2025 Form 20-F for details
	2-16 重要关切问题的沟通 Communication of critical concerns	P13-14, P18-19, P25-26	
	2-17 最高管治机构的共同知识 Collective knowledge of the highest governance body	P18-19, P21-23	
	2-18 对最高管治机构的绩效评估 Evaluation of the performance of the highest governance body	-	请参见《董事会薪酬委员会章程》 See the <i>Charter of the Remuneration Committee of the Board of Directors</i> for details.
	2-19 薪酬政策 Remuneration policies	-	请参见2025 Form 20-F。 See the 2025 Form 20-F for details.
	2-20 确定薪酬的程序 Process to determine remuneration	-	请参见《董事会薪酬委员会章程》 See the <i>Charter of the Remuneration Committee of the Board of Directors</i> for details.
	2-21 年度总薪酬比率 Annual total compensation ratio	-	保密限制: 此类披露属商业及竞争敏感信息及员工个人的隐私信息, 因此不予披露。 Confidentiality Restriction: Such disclosure is commercial and competitive sensitive information and personal privacy information of employees, and therefore will not be disclosed.

GRI标准 GRI Standard	披露项 Disclosure	页码 Location	补充信息及从略说明 Additional Information
4. 战略、政策和实践 Strategy, policies and practices	2-22 关于可持续发展战略的声明 Statement on sustainable development strategy	P11, P44	
	2-23 政策承诺 Policy commitments	P4	
	2-24 融合政策承诺 Embedding policy commitments	P9-12	
	2-25 补救负面影响的程序 Processes to remediate negative impacts	P25-26	
	2-26 寻求建议和提出关切的机制 Mechanisms for seeking advice and raising concerns	P25-26	
	2-27 遵守法律法规 Compliance with laws and regulations	P87	
	2-28 协会的成员资格 Membership associations	P73, P4	
5. 利益相关方参与 Stakeholder engagement	2-29 利益相关方参与的方法 Approach to stakeholder engagement	P13	
	2-30 集体谈判协议 Collective bargaining agreements	P72	

GRI标准 GRI Standard	披露项 Disclosure	页码 Location	补充信息及从略说明 Additional Information
GRI 3: 实质性议题2021 GRI 3: Material Topics 2021			
3-1	确定实质性议题的过程 Process to determine material topics	P14-15	
3-2	实质性议题清单 List of material topics	P14-15	
3-3	实质性议题的管理 Management of material topics	-	请参见下表。 Please refer to the following table.

GRI标准 GRI Standard	披露项 Disclosure	页码 Location	补充信息及从略说明 Additional Information
GRI 201: 经济绩效2016 GRI 201: Economic Performance 2016			
GRI 3: 议题管理披露项 GRI 3: Topic management disclosures	对经济绩效的管理方法 How it manages economic performance	-	请参见2025 Form 20-F See the 2025 Form 20-F for details
议题披露项 Topic disclosures	201-1 直接产生和分配的经济价值 201-1 Direct economic value generated and distributed	-	请参见2025 Form 20-F See the 2025 Form 20-F for details
	201-2 气候变化带来的财务影响以及其他风险和机遇 201-2 Financial implications and other risks and opportunities due to climate change	P47-52	
	201-3 固定福利计划义务和其他退休计划 201-3 Defined benefit plan obligations and other retirement plans	-	请参见2025 Form 20-F See the 2025 Form 20-F for details
GRI 203: 间接经济影响2016 GRI 203: Indirect Economic Impacts 2016			
GRI 3: 议题管理披露项 GRI 3: Topic management disclosures	对间接经济影响的管理方法 How it manages indirect economic impacts	P30-35	
议题披露项 Topic disclosures	203-1 基础设施投资和支持性服务 203-1 Infrastructure investments and services supported	P30-35	
GRI 205: 反腐败2016 GRI 205: Anti-corruption 2016			
GRI 3: 议题管理披露项 GRI 3: Topic management disclosures	对反腐败的管理方法 How it manages anti-corruption	P23-26	
议题披露项 Topic disclosures	205-1 已进行腐败风险评估的运营点 205-1 Operations assessed for risks related to corruption	P23	
	205-2 反腐败政策和程序的传达及培训 205-2 Communication and training about anti-corruption policies and procedures	P23, P26	
	205-3 经确认的腐败事件和采取的行动 205-3 Confirmed incidents of corruption and actions taken	P87	

GRI标准 GRI Standard	披露项 Disclosure	页码 Location	补充信息及从略说明 Additional information
GRI 206: 反竞争行为2016 GRI 206: Anti-competitive Behavior 2016			
GRI 3: 议题管理披露项 GRI 3: Topic management disclosures	对反竞争行为的管理方法 How it manages anti-competitive behavior	P23-26	
议题披露项 Topic disclosures	206-1 针对反竞争行为、反托拉斯和反垄断实践的 法律诉讼 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	P87	
环境准则 Environmental Standards			
GRI 302: 能源2016 GRI 302: Energy 2016			
GRI 3: 议题管理披露项 GRI 3: Topic management disclosures	对能源的管理方法 How it manages energy	P54-63	
议题披露项 Topic disclosures	302-1 组织内部的能源消耗量 302-1 Energy consumption within the organization	P86	
	302-3 能源强度 302-3 Energy intensity	P86	
	302-4 降低能源消耗量 302-4 Reduction of energy consumption	P54-63	
	302-5 降低产品和服务的能源需求量 302-5 Reductions in energy requirements of products and services	P54-63	

GRI标准 GRI Standard	披露项 Disclosure	页码 Location	补充信息及从略说明 Additional information
GRI 303: 水资源和污水2018 GRI 303: Water and Effluents 2018			
GRI 3: 议题管理披露项 GRI 3: Topic management disclosures	对水资源和污水的管理方法 How it manages water and effluents using	P60, P62	
	303-1 组织与水作为共有资源的相互影响 303-1 Interactions with water as a shared resource	P62	
GRI 3: 议题管理披露项 GRI 3: Topic management disclosures	303-2 管理与排水相关的影响 303-2 Management of water discharge-related impacts	P60	
	303-3 取水 303-3 Water withdrawal	P62, P86	
GRI 304: 生物多样性2016 GRI 304: Biodiversity 2016			
GRI 3: 议题管理披露项 GRI 3: Topic management disclosures	对生物多样性的管理方法 How it manages biodiversity	P57	
议题披露项 Topic disclosures	304-1 组织位于或邻近保护区和保护区外的生物多样 性丰富区域拥有、租赁、管理的运营点 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	P57	

GRI标准 GRI Standard	披露项 Disclosure	页码 Location	补充信息及从略说明 Additional information
GRI 305: 排放2016 GRI 305: Emissions 2016			
GRI 3: 议题管理披露项 GRI 3: Topic management disclosures	对排放的管理方法 How it manages emissions	P44	
议题披露项 Topic disclosures	305-1 直接 (范围1) 温室气体排放 305-1 Direct (Scope 1) GHG emissions	P86	
	305-2 能源间接 (范围2) 温室气体排放 305-2 Energy indirect (Scope 2) GHG emissions	P86	
	305-3 其他间接 (范围3) 温室气体排放 305-3 Other indirect (Scope 3) GHG emissions	P86	
	305-4 温室气体排放强度 305-4 GHG emissions intensity	P86	
	305-5 温室气体减排量 305-5 Reduction of GHG emissions	P54-63	
	305-7 氮氧化物 (NO <sub>x</sub> )、硫氧化物 (SO <sub>x</sub> ) 和其他重大气体排放 305-7 Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	-	2025年度, 氮氧化物 (NO <sub>x</sub> ) 排放量为8.50吨, 硫氧化物 (SO <sub>x</sub> ) 排放量为0.005吨。 During the year, emissions of nitrogen oxides (NO <sub>x</sub> ) were 8.50 tonnes and emissions of sulfur oxides (SO <sub>x</sub> ) were 0.005 tonnes.

GRI标准 GRI Standard	披露项 Disclosure	页码 Location	补充信息及从略说明 Additional information
GRI 306: 废弃物2020 GRI 306: Waste 2020			
GRI 3: 议题管理披露项 GRI 3: Topic management disclosures	对废弃物的管理方法 How it manages waste	P62	
	306-1 废弃物的产生及废弃物相关重大影响 306-1 Waste generation and significant waste-related impacts	P62	
	306-2 废弃物相关重大影响的管理 306-2 Management of significant waste-related impacts	P62	
议题披露项 Topic disclosures	306-3 产生的废弃物 306-3 Waste generated	P86	
GRI 308: 供应商环境评估2016 GRI 308: Supplier Environmental Assessment 2016			
GRI 3: 议题管理披露项 GRI 3: Topic management disclosures	对供应商环境评估的管理方法 How it manages supplier environmental assessment	P81-83	
议题披露项 Topic disclosures	308-1 使用环境评价维度筛选的新供应商 308-1 New suppliers that were screened using environmental criteria	P81-83	
	308-2 供应链的负面环境影响以及采取的行动 308-2 Negative environmental impacts in the supply chains and actions taken	P81-83	

GRI标准 GRI Standard	披露项 Disclosure	页码 Location	补充信息及从略说明 Additional information
社会准则 Social Standards			
GRI 401: 雇佣2016 GRI 401: Employment 2016			
GRI 3: 议题管理披露项 GRI 3: Topic management disclosures	对雇佣的管理方法 How it manages employment	P65-74	
议题披露项 Topic disclosures	401-1 新进员工雇佣率和员工流动率 401-1 New employee hires and employee turnover	P88-89	
	401-2 提供给全职员工（不包括临时或兼职员工）的福利 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	P69-74	
	401-3 育儿假 401-3 Parental leave	P90	
GRI 403: 职业健康与安全2018 GRI 403: Occupational Health and Safety 2018			
GRI 3: 议题管理披露项 GRI 3: Topic management disclosures	对职业健康与安全的管理方法 How it manages occupational health and safety	P79-80	
议题披露项 Topic disclosures	403-1 职业健康安全管理体系 403-1 Occupational health and safety management system	P79-80	
	403-2 危害识别、风险评估和事故调查 403-2 Hazard identification, risk assessment, and incident investigation	P72, P79-80	

GRI标准 GRI Standard	披露项 Disclosure	页码 Location	补充信息及从略说明 Additional information
议题披露项 Topic disclosures	403-3 职业健康服务 403-3 Occupational health services	P79-80	
	403-4 职业健康安全事务：工作者的参与、意见征询和沟通 403-4 Worker participation, consultation, and communication on occupational health and safety	P72, P80	
	403-5 工作者职业健康安全培训 403-5 Worker training on occupational health and safety	P79-80	
	403-6 促进工作者健康 403-6 Promotion of worker health	P79-80	
	403-7 预防和减缓与业务关系直接相关的职业健康安全影响 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	P79-80	
	403-8 职业健康安全管理体系覆盖的工作者 403-8 Workers covered by an occupational health and safety management system	P79-80	
	403-9 工伤 403-9 Work-related injuries	P79-80, P90	
	403-10 工作相关的健康问题 403-10 Work-related ill health	P79-80, P90	

GRI标准 GRI Standard	披露项 Disclosure	页码 Location	补充信息及从略说明 Additional information
GRI 404: 培训与教育2016 GRI 404: Training and Education 2016			
GRI 3: 议题管理披露项 GRI 3: Topic management disclosures	对培训与教育的管理方法 How it manages training and education	P75-78	
议题披露项 Topic disclosures	404-1 每名员工每年接受培训的平均小时数 404-1 Average hours of training per year per employee	P90	
	404-2 员工技能提升方案和过渡援助方案 404-2 Programs for upgrading employee skills and transition assistance programs	P75-80	
	404-3 定期接受绩效和职业发展考核的员工百分比 404-3 Percentage of employees receiving regular performance and career development reviews	P67-68	

GRI标准 GRI Standard	披露项 Disclosure	页码 Location	补充信息及从略说明 Additional information
GRI 405: 多元化与平等机会2016 GRI 405: Diversity and Equal Opportunity 2016			
GRI 3: 议题管理披露项 GRI 3: Topic management disclosures	对多元化与平等机会的管理方法 How it manages diversity and equal opportunity	P73	
议题披露项 Topic disclosures	405-1 管治机构与员工的多元化 405-1 Diversity of governance bodies and employees	P18-19, P88	
	405-2 男女基本工资和报酬的比例 405-2 Ratio of basic salary and remuneration of women to men	P74	
GRI 406: 反歧视2016 GRI 406: Non-discrimination 2016			
GRI 3: 议题管理披露项 GRI 3: Topic management disclosures	对反歧视的管理方法 How it manages non-discrimination	P65-74	
议题披露项 Topic disclosures	406-1 歧视事件及采取的纠正行动 406-1 Incidents of discrimination and corrective actions taken	P65-74, P87	

GRI标准 GRI Standard	披露项 Disclosure	页码 Location	补充信息及从略说明 Additional information
GRI 408: 童工2016 GRI 408: Child Labor 2016			
GRI 3: 议题管理披露项 GRI 3: Topic management disclosures	对童工的管理方法 How it manages child labor	P65-66	
议题披露项 Topic disclosures	408-1 具有重大童工事件风险的运营点和供应商 408-1 Operations and suppliers at significant risk for incidents of child labor	P65-66	
GRI 409: 强迫或强制劳动2016 GRI 409: Forced or Compulsory Labor 2016			
GRI 3: 议题管理披露项 GRI 3: Topic management disclosures	对强迫或强制劳动方面的管理方法 How it manages forced or compulsory labor	P65-66	
议题披露项 Topic disclosures	409-1 具有强迫或强制劳动事件重大风险的运营点和供应商 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	P65-66	
GRI 414: 供应商社会评估2016 GRI 414: Supplier Social Assessment 2016			
GRI 3: 议题管理披露项 GRI 3: Topic management disclosures	对供应商社会评估的管理方法 How it manages supplier social assessment	P81-83	
议题披露项 Topic disclosures	414-1 使用社会标准筛选的新供应商 414-1 New suppliers that were screened using social criteria	P81-83	
	414-2 供应链的负面社会影响以及采取的行动 414-2 Negative social impacts in the supply chain and actions taken	P81-83	


GRI标准 GRI Standard	披露项 Disclosure	页码 Location	补充信息及从略说明 Additional information
GRI 415: 公共政策2016 GRI 415: Public Policy 2016			
议题披露项 Topic disclosures	415-1 政治捐助 415-1 Political contributions	-	除提前获得CEO或CFO批准外，禁止员工以公司名义进行政治捐款（潜在涉及违法的政治捐款无法获得批准）。2025年度，世纪互联无政治捐赠及政治游说相关支出。 Employees are prohibited from making political donations in the name of the company unless prior approval is obtained from the CEO or CFO (political contributions that may involve illegal activities will not be approved). In 2025, VNET had no expenses related to political contributions or lobbying activities.
GRI 418: 客户隐私2016 GRI 418: Customer Privacy 2016			
GRI 3: 议题管理披露项 GRI 3: Topic management disclosures	对客户隐私的管理方法 How it manages customer privacy	P37-41	
议题披露项 Topic disclosures	418-1 涉及侵犯客户隐私和丢失客户资料的经证实的投诉 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	P87	

# 温室气体核查声明


## GHG Emissions Verification Statement

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### 核查声明

<b>无保留核查意见</b>	<p>根据所实施的过程和程序，世纪互联集团股份有限公司编制的《世纪互联集团股份有限公司 2025 年温室气体核查报告》中所包含的温室气体声明：</p> <ul style="list-style-type: none"> <li>实质性正确且是温室气体数据及信息的公正表达；</li> <li>已按 ISO 14064-1:2018 要求及其原则编制</li> </ul>
<b>特别说明</b>	<p>温室气体 (GHG) 清单仅限于直接温室气体排放、外购能源产生的间接温室气体排放、运输产生的间接温室气体排放 (员工通勤以及商务差旅)、组织使用的产品产生的间接温室气体排放和与使用组织产品相关的间接温室气体排放。</p> <p>温室气体核算基于客户定义的模板和排放因子进行。</p> <p>范围 2 的温室气体报告采用基于市场与基于位置的方法，符合客户 (世纪互联集团股份有限公司) 的要求。</p>
<b>主任核查员</b>	杜雁男
<b>独立评审员</b>	邓中序
<b>BSI 签发代表</b>	<p>Matt Page, Senior Vice President, Assurance Services EMEA</p> 
<b>发行日期</b>	2026 年 04 月 12 日
<p>BSI Assurance UK Ltd., Kitemark Court, Davy Avenue, Milton Keynes, MK5 8PP, UK</p> <p>注意: BSI Assurance UK Ltd. 是世纪互联集团股份有限公司的第三方核查机构。BSI Assurance UK Ltd. 独立于世纪互联集团股份有限公司，在世纪互联集团股份有限公司中没有经济利益。本第三方核查意见是为世纪互联集团股份有限公司准备的，仅用于核查其关于其温室气体排放的声明，该声明在上述范围中有详细描述。它不是为任何其他目的而准备的。在作出本声明时，BSI Assurance UK Ltd. 已假定世纪互联集团股份有限公司向其提供的所有信息都是真实、准确和完整的。BSI Assurance UK Ltd. 不对任何依赖本声明的第三方承担任何责任。</p>	

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信息查询及联系方式:  
英标管理体系认证 (北京) 有限公司 北京市建国门外大街甲 24 号东海中心 2008 室 邮编: 100004 电话: +86 10 85073000  
BSI 集团公司成员。

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### 核查声明

#### 核查内容

<b>组织</b>	世纪互联集团股份有限公司
<b>责任方</b>	世纪互联集团股份有限公司
<b>核查目标</b>	<p>就历史性的温室气体声明在以下方面给出意见:</p> <ul style="list-style-type: none"> <li>声明是否准确、在实质性上正确并是温室气体数据和信息的公正表达</li> <li>声明是否已按照 BSI 用于核查温室气体声明的标准 ISO 14064-1:2018 进行准备</li> </ul>
<b>实质性水平</b>	5%
<b>保证等级</b>	合理保证
<b>核查证据收集程序</b>	<ul style="list-style-type: none"> <li>通过与员工面谈、观察和询问来评估监测以及控制系统</li> <li>通过抽样、重新计算、回溯、交叉检查和核对来验证数据</li> </ul>
<b>有限保证核查所应用的核查活动，其性质、时间安排和范围均不如合理保证核查广泛。</b>	
<b>核查标准</b>	核查按照 ISO 14064-3:2019, ISO 14065:2020 以及 ISO 17029:2019 进行。
<b>注:</b>	世纪互联集团股份有限公司负责按照商定的标准编制和公正表达温室气体声明和报告。BSI 负责在核查的基础上对温室气体声明发表意见。

信息查询及联系方式:  
英标管理体系认证 (北京) 有限公司 北京市建国门外大街甲 24 号东海中心 2008 室 邮编: 100004 电话: +86 10 85073000  
BSI 集团公司成员。

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### 核查声明

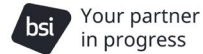
#### 组织温室气体声明

<b>组织</b>	世纪互联集团股份有限公司
<b>包含温室气体声明的组织温室气体报告</b>	世纪互联集团股份有限公司 2025 年度温室气体核查报告
<b>组织边界设定</b>	运营控制
<b>组织边界中包含的位置</b>	中国北京市朝阳区酒仙桥街道酒仙桥东路 10 号 邮政编码: 100016 详细请参见附件 1。
<b>经营范围</b>	互联网信息服务 (数据中心)。
<b>报告边界</b>	<p>类别 1: 直接温室气体排放 (范围 1) 燃料燃烧、逸散性排放 (来自灭火器、制冷系统、六氟化硫)</p> <p>类别 2: 外购能源产生的间接温室气体排放 (范围 2) 外购电力、外购蒸汽</p> <p>类别 3: 交通运输产生的间接温室气体排放 (范围 3) 员工通勤、商务差旅</p> <p>类别 4: 组织使用的产品产生的间接温室气体排放 (范围 3) 上游资产租赁、外购商品、燃料上游、废弃物的处置</p> <p>类别 5: 与使用组织产品相关的间接温室气体排放 (范围 3) 下游租赁资产</p> <p>类别 6: 其他来源的间接温室气体排放 (范围 3) 按间接排放重要性准则确定为非重要间接排放，不进行量化</p>
<b>组织温室气体 (GHG) 清单编制标准:</b>	ISO 14064-1:2018
<b>报告期间</b>	2025 年度 (2025 年 1 月 1 日至 2025 年 12 月 31 日)

2025	吨二氧化碳当量
直接温室气体排放 (范围 1) - 非生物质	53,253.65
直接温室气体排放 (范围 1) - 生物质	0
温室气体移除	0
间接温室气体排放 (来自外购能源, 范围 2) - 基于位置	2,104,231.49
间接温室气体排放 (来自外购能源, 范围 2) - 基于市场	1,378,064.79
交通运输产生的间接温室气体排放 (范围 3)	919.53
组织使用的产品产生的间接温室气体排放 (范围 3)	639,775.39
与使用组织产品相关的间接温室气体排放 (范围 3)	237,715.92
<b>合计-基于位置</b>	<b>3,035,895.98</b>
<b>合计-基于市场</b>	<b>2,309,729.28</b>

信息查询及联系方式:  
英标管理体系认证 (北京) 有限公司 北京市建国门外大街甲 24 号东海中心 2008 室 邮编: 100004 电话: +86 10 85073000  
BSI 集团公司成员。

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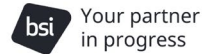
### Verification Opinion

<b>Verified as Satisfactory</b>	
Based on the process and procedures conducted, the GHG statement contained in the GHG Report "VNET Group, Inc. Greenhouse Gas Emissions in 2025" produced by VNET Group, Inc.:	<ul style="list-style-type: none"> <li>is materially correct and is a fair representation of GHG data and information.</li> <li>has been prepared in accordance with ISO 14064-1:2018 and its principles.</li> </ul>
With the following caveats	<p>The GHG inventory is limited to direct emissions, indirect emissions from imported electricity, indirect GHG emissions from transportation (employee commuting and business travel) and indirect GHG emissions from products used by organization.</p> <p>The GHG accounting is done based on the customer defined template and emission factors.</p> <p>GHG reporting for Scope 2 is done applying location based and market based approach as per client (VNET Group, Inc.) requirement.</p>
Lead Verifier	Sylvia Du
Independent Reviewer	Bell Deng
Signed on behalf of BSI	<p>Matt Page, Senior Vice President, Assurance Services EMEA</p> 
Issue Date	12 April 2026
BSI Assurance UK Ltd., Kitemark Court, Davy Avenue, Milton Keynes, MK5 8PP, UK	
<small>NOTE: BSI Assurance UK Ltd. is independent to and has no financial interest in VNET Group, Inc. This 3<sup>rd</sup> party Verification Opinion has been prepared for VNET Group, Inc. only for the purposes of verifying its statement relating to its GHG emissions more particularly described in the scope above. It was not prepared for any other purpose. In making this Statement, BSI Assurance UK Ltd. has assumed that all information provided to it by VNET Group, Inc. is true, accurate and complete. BSI Assurance UK Ltd. accepts no liability to any third party who places reliance on this statement.</small>	

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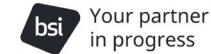
**Information and Contact:**  
BSI Management Systems Certification (Beijing) Co., Ltd.  
Rm. 2008, East Ocean Center, No. 24A, Jianguomenwai Street, Beijing, 100004, P.R. China Tel: +86 10 85073000  
A Member of the BSI Group of Companies.



### Verification Opinion

<b>Verification Engagement</b>	
Organization	VNET Group, Inc.
Responsible party	VNET Group, Inc.
Verification Objectives	<p>To express an opinion on whether the organizational GHG Statement which is historical in nature:</p> <ul style="list-style-type: none"> <li>Is accurate, materially correct and is a fair representation of GHG data and information</li> <li>Has been prepared in accordance with ISO 14064-1:2018, the criteria used by BSI to verify the GHG Organizational Statement</li> </ul>
Materiality Level	5%
Level of Assurance	Reasonable
Verification evidence gathering procedures	<ul style="list-style-type: none"> <li>Evaluation of the monitoring and controls systems through interviewing employees, observation &amp; inquiry</li> <li>Verification of the data through sampling recalculation, retracing, cross checking and reconciliation</li> </ul>
The verification activities applied in a limited level of assurance verification are less extensive in nature, timing and extent than in a reasonable level of assurance verification.	
Verification Standards	The verification was carried out in accordance with ISO 14064-3:2019, ISO 14065:2020 and ISO 17029:2019
Note: VNET Group, Inc. is responsible for the preparation and fair presentation of the GHG statement and report in accordance with the agreed criteria. BSI is responsible for expressing an opinion on the GHG statement based on the verification.	

**Information and Contact:**  
BSI Management Systems Certification (Beijing) Co., Ltd.  
Rm. 2008, East Ocean Center, No. 24A, Jianguomenwai Street, Beijing, 100004, P.R. China Tel: +86 10 85073000  
A Member of the BSI Group of Companies.



### Verification Opinion

<b>Organizational GHG Statement</b>																							
Organization	VNET Group, Inc.																						
Organizations GHG Report containing GHG Statement	"VNET Group, Inc. Greenhouse Gas Emissions in 2025"																						
Organizational Boundary	Operational Control																						
Locations included in the Organizational Boundary	No. 10, Jiuxianqiao East Road, Chaoyang District, Beijing, 100016, China For the detailed list, please refer to Appendix 1.																						
Scope of activities	Internet Information Services (Data Center).																						
Reporting Boundary	Direct GHG Emissions (Scope 1)	Fuel combustion, fugitive emissions (from fire extinguisher, refrigerant systems, sulfur hexafluoride and septic tank)																					
	Indirect GHG Emissions from imported energy (Scope 2)	Purchased electricity and purchased heat																					
	Indirect GHG emissions from transportation (Scope 3)	employee commuting, business travel																					
	Indirect GHG emissions from products used by organization (Scope 3)	Upstream asset leasing, purchased goods, upstream fuel, and waste disposal																					
	Indirect GHG emissions associated with the use of products from the organization (Scope 3)	Downstream leased assets																					
Indirect GHG emissions from other sources (Scope 3)	Not quantified as the non-significant indirect emissions according to the significance criteria of indirect emission																						
Criteria for developing the organizational GHG Inventory:	ISO 14064-1:2018																						
Reporting Period	Year 2025 (1-Jan-25 to 31-Dec-25)																						
<table border="1"> <thead> <tr> <th>2025</th> <th>tCO<sub>2</sub>e</th> </tr> </thead> <tbody> <tr> <td>Direct Emissions (Scope 1) non biomass</td> <td>53,253.65</td> </tr> <tr> <td>Direct Emissions (Scope 1) biomass</td> <td>0</td> </tr> <tr> <td>Removals</td> <td>0</td> </tr> <tr> <td>Indirect Emissions from Imported Energy (Scope 2) - Location Based</td> <td>2,104,231.49</td> </tr> <tr> <td>Indirect Emissions from Imported Energy (Scope 2) - Market Based</td> <td>1,378,064.79</td> </tr> <tr> <td>Indirect GHG Emissions from transportation (Scope 3)</td> <td>919.53</td> </tr> <tr> <td>Indirect GHG Emissions from products used by organization (Scope 3)</td> <td>639,775.39</td> </tr> <tr> <td>Indirect GHG emissions associated with the use of products from the organization (Scope 3)</td> <td>237,715.92</td> </tr> <tr> <td><b>Total- Location Based</b></td> <td><b>3,035,895.98</b></td> </tr> <tr> <td><b>Total- Market Based</b></td> <td><b>2,309,729.28</b></td> </tr> </tbody> </table>		2025	tCO <sub>2</sub> e	Direct Emissions (Scope 1) non biomass	53,253.65	Direct Emissions (Scope 1) biomass	0	Removals	0	Indirect Emissions from Imported Energy (Scope 2) - Location Based	2,104,231.49	Indirect Emissions from Imported Energy (Scope 2) - Market Based	1,378,064.79	Indirect GHG Emissions from transportation (Scope 3)	919.53	Indirect GHG Emissions from products used by organization (Scope 3)	639,775.39	Indirect GHG emissions associated with the use of products from the organization (Scope 3)	237,715.92	<b>Total- Location Based</b>	<b>3,035,895.98</b>	<b>Total- Market Based</b>	<b>2,309,729.28</b>
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**Information and Contact:**  
BSI Management Systems Certification (Beijing) Co., Ltd.  
Rm. 2008, East Ocean Center, No. 24A, Jianguomenwai Street, Beijing, 100004, P.R. China Tel: +86 10 85073000  
A Member of the BSI Group of Companies.

# 独立保证意见声明 Independent Assurance Opinion Statement




## 独立保证意见声明

**世纪互联集团股份有限公司  
2025 年环境、社会及管治报告**

声明号码: SRA-840564

英国标准协会与世纪互联集团股份有限公司(以下简称「世纪互联」),为相互独立的公司及组织。英国标准协会除了针对世纪互联 2025 年环境、社会及管治报告(「报告」)进行评估和审验外,与客户并无任何财务上的关系。

本独立保证意见声明是基于世纪互联提供予英国标准协会之报告所作之结论,因此审验范围乃基于并只限于这些提供的信息内容之内,英国标准协会认为这些信息内容是完整且充分的。

**审验范围**  
世纪互联与英国标准协会协议的审验范围包括:

- 所指派之审验范围与报告中所述的一致,报告编写参考了全球可持续发展委员会(GSSB)《可持续发展报告标准》(GRI 通用准则 2021)、纳斯达克《ESG 报告指南 2.0》、国际可持续准则理事会《国际财务报告可持续发展披露准则第 1 号——可持续相关财务信息披露一般要求结论基础》(IFRS S1)《国际财务报告可持续发展披露准则第 2 号——气候相关披露》(IFRS S2)、联合国全球契约(UNGC)十项原则以及可持续发展目标(SDGs)。
- 根据 AA1000 保证标准(AA1000AS V3) 保证标准的第二类型中度保证等级,评估世纪互联在准备报告时遵循四项当责性原则:包容性、实质性、回应性及影响性的性质与程度,对指定环境、社会及管治的信息和数据的可信度作出审验。

**意见声明**  
我们总结认为,报告为世纪互联于报告年度的可持续发展计划与绩效提供了公允的呈现。根据在本次审验范围内的评估及我们所审验的世纪互联集团的信息、数据以及所采样本,我们认为报告无实质性偏差。根据我们在审验过程中所开展的工作,无证据使我们相信报告组织的报告所述的数据和信息报告不正确,以及基于 AA1000 准则的包容性、实质性、回应性和影响性未得到正确解决。我们相信报告公允展现了世纪互联对环境、社会及管治的一般披露及关键绩效指标。报告所披露的绩效指标展现了利益相关者对世纪互联为可持续发展所作努力的认可。

本次审验工作是由一组具有可持续发展报告核查能力之团队根据 AA1000AS V3 执行。透过策划和进行审验时所得的信息及说明,我们认为世纪互联就报告参考了《GRI 通用准则 2021》、纳斯达克《ESG 报告指南 2.0》、国际可持续准则理事会《国际财务报告可持续发展披露准则第 1 号——可持续相关财务信息披露一般要求结论基础》(IFRS S1)《国际财务报告可持续发展披露准则第 2 号——气候相关披露》(IFRS S2)、UNGC 十项原则以及 UN SDGs 的声明是属公允的描述,且报告可被认为符合 AA1000 当责性原则(2018) (“AA1000AP (2018)”)中所列原则。

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**审验方法**  
为了收集能让我们得出结论的证据,我们执行了以下工作:

- 对来自外部团体关于世纪互联政策的议题进行高阶管理层的访谈,以确认报告中所做声明的合法性
- 与世纪互联员工讨论有关利益相关方参与的方式,此次审验过程中,我们并无直接接触外部利益相关方
- 访问与环境、社会与管治管理、报告编制及数据提供有关的员工
- 审查组织的主要发展情况
- 审查报告中宣称内容的支持性证据
- 审查世纪互联就报告制作及管理流程是否按照 AA1000AP (2018) 之包容性、实质性、回应性及影响性的原则进行

**结论**  
我们对于报告对于 AA1000AS V3 之包容性、实质性、回应性及影响性原则和参照《GRI 通用准则 2021》、纳斯达克《ESG 报告指南 2.0》、国际可持续准则理事会《国际财务报告可持续发展披露准则第 1 号——可持续相关财务信息披露一般要求结论基础》(IFRS S1)《国际财务报告可持续发展披露准则第 2 号——气候相关披露》(IFRS S2)、UNGC 十项原则以及 UN SDGs 的审查如下:

基于我们所开展审验的流程以及所收集证据,我们相信报告组织报告所述的数据和信息得到正确呈现,基于 AA1000 准则的包容性、实质性、回应性和影响性得到妥善解决。

尽管作为查验过程的一部分,英国标准协会已经通过我们的“可持续数据透明索引表”评审了所有 2025 年度 ESG 数据指标,我们对下列指标进行了重点查核:

议题	指标
能耗管理与可再生能源	能源消耗总量(千瓦时)
	可再生能源消耗总量(千瓦时)
	非可再生能源消耗总量(千瓦时)
碳排放管理	温室气体排放总量(吨二氧化碳当量)
	温室气体排放强度(吨二氧化碳当量/千美元收入)
水资源使用	水资源消耗量(吨)
废弃物管理	废弃物(千克)
职业健康与安全	员工出勤率(%)
多元化及平等机会	男女员工薪酬比率

我们认为世纪互联对于报告参照了《GRI 通用准则 2021》、纳斯达克《ESG 报告指南 2.0》、国际可持续准则理事会《国际财务报告可持续发展披露准则第 1 号——可持续相关财务信息披露一般要求结论基础》(IFRS S1)《国际财务报告可持续发展披露准则第 2 号——气候相关披露》(IFRS S2)、UNGC 十项原则以及 UN SDGs 的声明是属公允的描述,且报告可被认为符合 AA1000AP (2018) 中所列原则。

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**保证等级**  
我们提供的第二类型中度保证等级审验,已在本声明审验范围及审验方法部分定义。

**责任**  
世纪互联的高层管理人员有责任确保报告内的资料的准确性。我们的责任为基于所描述的范围与审验方法,提供专业意见并提供利益相关方一个独立的保证意见声明。

**能力与独立性**  
本审验团队是由其具有行业背景,且接受过包括全球报告倡议组织(GRI)系列标准、当责性原则(AA1000)、深交所《可持续发展报告指引》、香港联交所《环境、社会及管治报告守则》、ISO 14064、ISO 14001、ISO 50001、ISO 45001、ISO 9001 之一系列可持续发展、环境及社会标准的训练,具有主任核查员以及核查员资格之成员组成。英国标准协会于 1901 年成立,是全球标准及验证机构的领导者。本保证是依据英国标准协会公平交易准则执行。

For and on behalf of BSI:   
Michael Lam, Senior Vice President, APAC Assurance

Verifier of the Report:   
Team Leader: Sylvia Du

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**INDEPENDENT ASSURANCE OPINION STATEMENT**

Statement No: SRA-840564

VNET Group, Inc.

**2025 Environmental, Social, and Governance ("ESG") Report**

The British Standards Institution is independent of VNET Group, Inc. and its subsidiaries (hereinafter referred to as "VNET Group" collectively in this statement) and has no financial interest in the operation of VNET Group other than for the assessment and assurance of VNET Group 2025 Environmental, Social, and Governance ("ESG") Report (the "Report").

This independent assurance opinion statement is prepared on the basis of review by the British Standards Institution of the Report presented by VNET Group. The review does not extend beyond such information and is solely based on it. In performing such review, the British Standards Institution has assumed that all such information is complete and adequate.

**Scope**

The scope of engagement agreed upon with VNET Group includes the following:

- The assurance scope is consistent with the description of the Report. The Report is prepared reference to the GRI Sustainability Reporting Standards of Global Sustainability Standards Board ("GSSB") (GRI Standard 2021), ESG Reporting Guide 2.0 of NASDAQ, International Financial Reporting Standards Sustainability Disclosure Standard 1-General Requirements for Disclosure of Sustainability-related Financial Information (IFRS S1), International Financial Reporting Standards Sustainability Disclosure Standard 2-Climate-related Disclosures (IFRS S2), Ten Principles of United Nations Global Compact (UNGC) and UN Sustainable Development Goals (SDGs).
- In accordance with Type 2 Moderate Level of Assurance as defined in the AA1000 Assurance Standard V3 ("AA1000AS V3"), BSI evaluates the nature and extent of VNET Group's adherence to the four reporting principles of Inclusivity, Materiality, Responsiveness and Impact in preparing the Report. The reliability of specified sustainability performance information and data disclosed in the Report has also been evaluated.

**Opinion Statement**

We conclude that the Report provides a fair view of VNET Group's sustainability plan and performance in the reporting year. The Report subject to assurance is free from material misstatement based upon evaluation within the limitations of the scope of the assurance, the information and data of VNET Group group provided by VNET Group and the samples taken. Based on our work carried out during the assurance process, nothing has come to our attention that causes us to believe that data and information stated in the Reporting Organization's Report is not correctly presented and that Inclusivity, Materiality, Responsiveness and Impact based on AA1000 criteria are not correctly addressed. We believe that the environmental, social and governance general disclosures and key performance indicators are fairly represented in the Report, in which VNET Group's efforts to pursue sustainable development are recognized by its stakeholders.

Our work was carried out by a team of sustainability report assurers in accordance with the AA1000AS V3. We planned and performed this part of our work to obtain the necessary information and explanations. We considered VNET Group has provided sufficient evidence to support its self-declaration of reference to GRI Standard 2021, ESG Reporting Guide 2.0 of NASDAQ, IFRS S1, IFRS S2, Ten Principles of United Nations Global Compact (UNGC) and UN Sustainable Development Goals (SDGs) is fairly stated and the Report is considered acceptable in meeting the principles as set out in AA1000 AccountAbility Principles 2018 ("AA1000AP (2018)").

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**Methodology**

Our work was designed to gather evidence on which to base our conclusion. We undertook the following activities:

- A top level review of issues raised by external parties that could be relevant to VNET Group's policies to provide a check on the appropriateness of statements made in the Report.
- Discussion with staff on VNET Group's approach to stakeholder engagement. We had no direct contact with external stakeholders during this assurance process.
- Interview with staff involved in ESG management, report preparation and provision of report information.
- Review of key organizational developments.
- Review of supporting evidence for claims made in the Report, and
- An assessment of VNET Group's reporting and management processes concerning reporting against the principles of Inclusivity, Materiality, Responsiveness and Impact as described in the AA1000AP (2018).

**Conclusions**

A review of the Report issued by VNET Group against the AA1000AS V3 principles of Inclusivity, Materiality, Responsiveness and Impact, as well as the GRI Standard 2021, ESG Reporting Guide 2.0 of NASDAQ, IFRS S1, IFRS S2, Ten Principles of United Nations Global Compact (UNGC) and UN Sustainable Development Goals (SDGs) is set out below:

Based on the procedures performed and evidence obtained, we believe that data and information stated in the Reporting Organization's Report is correctly presented and that Inclusivity, Materiality, Responsiveness and Impact based on AA1000 criteria are correctly addressed.

Although BSI reviews all 2025 ESG data indicators within our Key Performance Indicators as part of our assurance process, specific attention and further review was paid to the following data points:

ESG Issues	Performance Indicators
Energy consumption management and renewable energy	Total energy consumption ( MWh )
	Total renewable energy consumption ( MWh )
	Total non-renewable energy consumption ( MWh )
Carbon emissions management	Total GHG emissions ( ton CO2e )
	GHG intensity ( ton CO2e/ \$1,000 revenue )
Utilization of water resources	Water consumption ( tons )
Waste management	Waste ( kg )
Occupational health and safety	Absentee rate ( % )
Diversity and equal opportunity	Gender pay gap

We considered VNET Group has provided sufficient evidence that its self-declaration of reference to GRI Standard 2021 ESG Reporting Guide 2.0 of NASDAQ, IFRS S1, IFRS S2, Ten Principles of United Nations Global Compact (UNGC) and UN Sustainable Development Goals (SDGs) is fairly stated. VNET Group identified material topics applying double materiality principle, performing materiality assessment on internal and external aspects following the principle of materiality in AA1000 AccountAbility Principles 2018 ("AA1000AP (2018)").

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**Assurance Level**

The Type 2 Moderate Level of Assurance provided in our review is defined by the scope and methodology described in this statement.

**Responsibilities**

It is the responsibility of VNET Group's senior management to ensure that the information being presented in the Report is accurate. Our responsibility is to provide an independent assurance opinion statement to stakeholders giving our professional opinion based on the scope and methodology described.

**Ability and Independence**

The assurance team was composed of Lead Assessor and Assessor, who are experienced in the industrial sector, and trained in a range of sustainability, environmental and social standards including GRI Series Standards, AA1000, SZSE Sustainability Guideline, HKEX Environmental, Social and Governance Reporting Code, ISO 14064, ISO 14001, ISO 50001, ISO 45001, ISO 9001, etc. British Standards Institution is a leading global standards and assessment body founded in 1901. The assurance is carried out in line with the BSI Fair Trading Code of Practice.

For and on behalf of BSI:

Michael Lam, Senior Vice President, APAC Assurance

Verifier of the Report:

Team Leader: Sylvia Di



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**WE SUPPORT**



Since 2021, VNET Group, Inc. has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labor, environment and anti-corruption.



免责声明：

本报告中的某些陈述以及公司可能做出的其他陈述均为前瞻性陈述。这些陈述反映了公司的意图、信念或目前对未来的预期，可以通过使用“预期”、“计划”、“将”、“估计”、“正在进行”、“打算”、“预计”、“相信”、“有信心”或类似含义的词语来识别这些陈述。这些前瞻性表述并不是对未来业绩的保证，而是基于对公司运营和其他因素的一系列假设，其中许多因素超出了公司的控制范围，因此，实际结果可能与这些前瞻性表述存在实质性差异。公司及其任何关联公司、顾问或代表均无义务也不承诺修订前瞻性声明以反映未来事件或情况。

Disclaimer:

Certain statements in this Report, and other statements that the Company may make, are forward-looking statements. These statements reflect the Company's intent, beliefs or current expectations about the future. These statements can be recognized by the use of words such as "expects," "plans," "will," "estimates," "projects," "intends," "anticipates," "believes," "confident" or words of similar meaning. These forward-looking statements are not guarantees of future performance and are based on a number of assumptions about the Company's operations and other factors, many of which are beyond the Company's control, and accordingly, actual results may differ materially from these forward-looking statements. Neither the Company nor any of its affiliates, advisers or representatives have any obligation and they do not undertake to revise forward-looking statements to reflect future events or circumstances.