Connectivity

Keppel delivers sustainable digital infrastructure that connects people, businesses and countries in the digital economy.

FUNDS UNDER MANAGEMENT[1]

$10b

DATA CENTRES

35

Across Asia Pacific and Europe

TOTAL GROSS POWER CAPACITY[2]

650 MW

With >500 MW potential near-term growth

The digitalisation and AI wave is driving demand for more digital infrastructure such as data centres and subsea cables to support the increasing computing power, data storage and networking needs. More power as well as energy-efficient and low carbon solutions will also be required to support this rapid growth while limiting the impact on the environment.

Leveraging its integrated ecosystem, Keppel can provide data centres, power and off grid solutions, renewable energy, liquid cooling and subsea cable connectivity to support the sustainable growth of the digital economy.

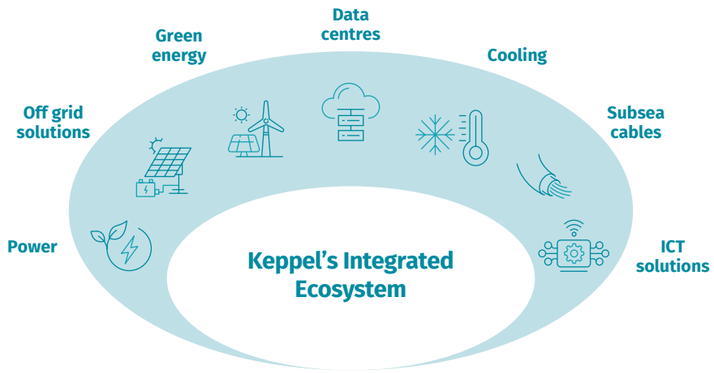
DATA CENTRES

During the year, Keppel expanded its data centre portfolio by over 20% to a total gross power capacity[2] of 650 MW as at end-2024, across a portfolio of 35 data centres in Asia Pacific and Europe. About 220 MW of this capacity is in various stages of development across Asia's leading data centre hubs of Singapore, Taiwan and Tokyo. The Company plans to expand its gross power capacity to 1.2 GW in the next few years, leveraging the new Keppel Data Centre Fund III and other co-investments.

As a leading data centre player, with more than two decades of experience, Keppel has been pushing the envelope for more sustainable data centre operations through innovative concepts such as floating data centres cooled by seawater, a 1 GW nearshore net-zero DataPark+ concept powered by renewable energy, as well as data centre designs that are optimised for the tropics. In 2H 2024, Keppel's Floating Data Centre project reached Final Investment Decision and is currently pending government approvals. By harnessing seawater cooling technologies, the Floating Data Centre is designed to deliver improved power and water usage effectiveness.

Reflecting its growing stature as an ecosystem partner, Keppel signed a groundbreaking multi-year agreement with Amazon Web Services in December 2024 to collaborate on data centres, subsea cables and renewable energy initiatives globally. This will open up further opportunities for Keppel to forge strategic alliances with global technology leaders to drive advancements in the data centre and infrastructure segments through AI, sustainable solutions and quantum computing.

1 Gross asset value of investments and uninvested capital commitments on a leveraged basis is used to project fully-invested FUM.
2 Includes projects under development.



The Strategic Framework Agreement between Keppel and Amazon Web Services was commemorated by the respective CEOs together with senior management of both companies. From left: Mr Kevin Miller, VP, Global Data Centres of AWS; Mr Matt Garman, CEO of AWS; Mr Loh Chin Hua, CEO of Keppel, and Mr Manjot Singh Mann, CEO, Connectivity of Keppel.

SUBSEA CABLE SYSTEMS

In January 2025, the Bifrost Cable System (Bifrost) was granted a subsea cable landing license by the United States Federal Communications Commission, paving the way for its successful deployment in 2H 2025. Spanning over 20,000 km, Bifrost is the world's first subsea cable system that directly connects Singapore to the west coast of North America via Indonesia through the Java Sea and Celebes Sea.

When completed, Bifrost will not only deliver enhanced connectivity and network diversity to customers but also generate attractive returns for Keppel and its private fund co-investors with an expected Internal Rate of Return of over 30%. Additionally, Keppel will continue to operate and maintain its five fibre pairs, and can earn more than $200 million per fibre pair over 25 years.

Beyond Bifrost, Keppel is also exploring the development of two more subsea cable systems with over 30 fibre pairs connecting Southeast Asia with the rest of Asia, and beyond.

DIGITAL CONNECTIVITY

Since the privatisation of M1 five years ago, it has transitioned from a traditional telco into a digital-first network operator, synergising with Keppel as part of an integrated connectivity ecosystem.

In 2024, M1 completed the migration of all customers to its new cloud-native platform and saved about $10 million from retiring old systems. Currently, about 90% of M1's customer transactions are conducted online through its digital platform, compared to 65% in 2019. M1's cost to serve has also been declining, and is expected to yield 20% in annual savings per customer from 2025, compared to 2020.

During the year, M1 expanded the regional footprint of its enterprise business with an agreement to acquire a 70% stake in ADG National Investment and Technology Development Corp (ADG), a prominent IT solutions provider based in Vietnam. M1's enterprise business has grown significantly, with revenue rising 82% from $291 million in 2021 to $531 million in 2024. The securing of a majority stake in ADG will augment M1's strategy to establish the enterprise business as a new growth engine, following the earlier acquisitions of AsiaPac Technology in Singapore and Glocomp Systems in Malaysia.

End-to-End Value Creation

Keppel Data Centre Campus

The Keppel Data Centre Campus in Singapore is not only a benchmark for sustainable, hyperscale AI-ready data centres but also a prime example of Keppel's ability to structure complex deals that create value for various stakeholders across the value chain.

In December 2024, a Keppel-led joint venture divested two data centres at the Keppel Data Centre Campus in Singapore to Keppel DC REIT for $1.38 billion, in one of the largest data centre deals in Southeast Asia. This transaction is expected to generate an Internal Rate of Return of about 50% with a 3x equity multiple for Keppel's Alpha Data Centre Fund and a distribution accretion of about 7% for the REIT. In addition, Keppel's Data Centre Funds II and III will be investing in developing a third data centre within the same Campus, which will be powered by low carbon electrons supplied by Keppel's Infrastructure Division.