



Digital Infra Leaders Summit

APAC 2025 EXECUTIVE SUMMARY

Organised by:



DATA CLOUD

a techoraco brand



a techoraco brand



Digital Infra Leaders Summit

APAC 2025 EDITION

Exclusive invitation-only executive-level workshops held alongside major events, the Digital Infra Leaders Summits have become a highlight on the calendar of digital infra CEOs and industry VIPs.

Held in Singapore in December, alongside **ITW Asia** and **Datacloud Asia**, the 2025 APAC Digital Infra Leaders Summit brought together most influential stakeholders in the region's digital infrastructure industry to tackle the main challenges the sector faces.

Having each completed a short, anonymised survey ahead of the workshops, analysis of the results was used to help structure and stimulate debate and discussion during the session.

In this Executive Summary, we share with you the main take homes from the session as well as the outcomes of the trend sentiment analysis

Key discussion areas included:



- Evolving investor sentiment in digital infrastructure asset classes
- Key industry growth drivers and headwinds
- Strategic priorities for the upcoming year
- Priorities for capex allocation
- Business model evolution
- M&A expectations and drivers
- Collaborative activities that should be considered
- Digital infrastructure for AI
- Ensuring access to affordable, sustainable power

Interested in participating in a future Summit?

Contact Digital Infra Leaders' Summit Director, Laura Graves to enquire about eligibility and availability.

E: lgraves@techoraco.com

Organisations present at this year's summit



Anti-trust notice

Digital Infra Leaders Summits are held in accordance with anti-trust law and participants are asked to comply with the relevant anti-trust guidelines.

Anti-trust prohibits (i) agreements, be they written or implicit, between competitors which may negatively impact customers or competitors and (ii) the sharing of confidential information

Digital Infra Leaders Summit participants must abide by the following:



Do clearly identify the positive purpose of each discussion or proposed activity



Do consult with a legal professional in any area where you are unsure



Do not enter into agreements that may restrict other parties' actions or creates barriers to market entry



Do not discuss or exchange information on pricing, business plans or any other confidential or commercially sensitive information

Agenda

01



Scene Setting: Industry
Economics and Key
trends

02



Deep Dive 1: How AI is
shaping APAC digital
infrastructure

03



Deep Dive 2: How AI is
shaping new business
models

04



Wrap-Up: Identifying
Collective Industry
Priorities

Agenda

01



Scene Setting: Industry
Economics and Key
trends

02



Deep Dive 1: How AI is
shaping APAC digital
infrastructure

03



Deep Dive 2: How AI is
shaping new business
models

04



Wrap-Up: Identifying
Collective Industry
Priorities

A lot has changed since we met last year!

01



GENERATIVE AI

The computational power needed for sustaining generative AI's growth is doubling roughly every 100 days

02



5G GROWTH

5G connections grew to 18% of all connections (vs 10% in 2023), and 5G coverage grew to 88% (vs 82% in 2024)

03



EDGE COMPUTING

APAC spend on edge computing reached c.US\$ 49bn in 2024 (+16% vs 2023) to represent 21% of global market

04



CYBERSECURITY

APAC represented 34% of all cyberattacks globally, making it the most attacked region in 2024

05



SUBSEA CABLE INVESTMENTS

Geopolitical tensions and cabotage restrictions are forcing the physical redesign of the internet's backbone

06



POWERING DATA CENTRES

Nuclear energy—e.g, SMRs—emerging as a topic in APAC DC as operators look for scalable, low-carbon baseload

A quick recap of what we spoke about in 2024

TOP 10 TAKEAWAYS FROM 2024

01



AI infra will continue to grow, but not everyone will emerge as winners

02



Proactive collaboration needed to support infra regionalization

03



Investor optimism fueled by anticipated AI, cloud & content localization demand

04



Fibre networks need to 'scale-on-demand' & be 'built-to-change' for AI/cloud needs

05



Demand for diversified subsea routes to grow, given geopolitics in APAC

06



Partnerships & consortiums are essential for cost sharing in subsea builds

07



Development of power infrastructure remains a key challenge for APAC

08



Innovative ways to overcome energy availability are needed

09



Green power is key, but requires rapid evolution of policies & regulations

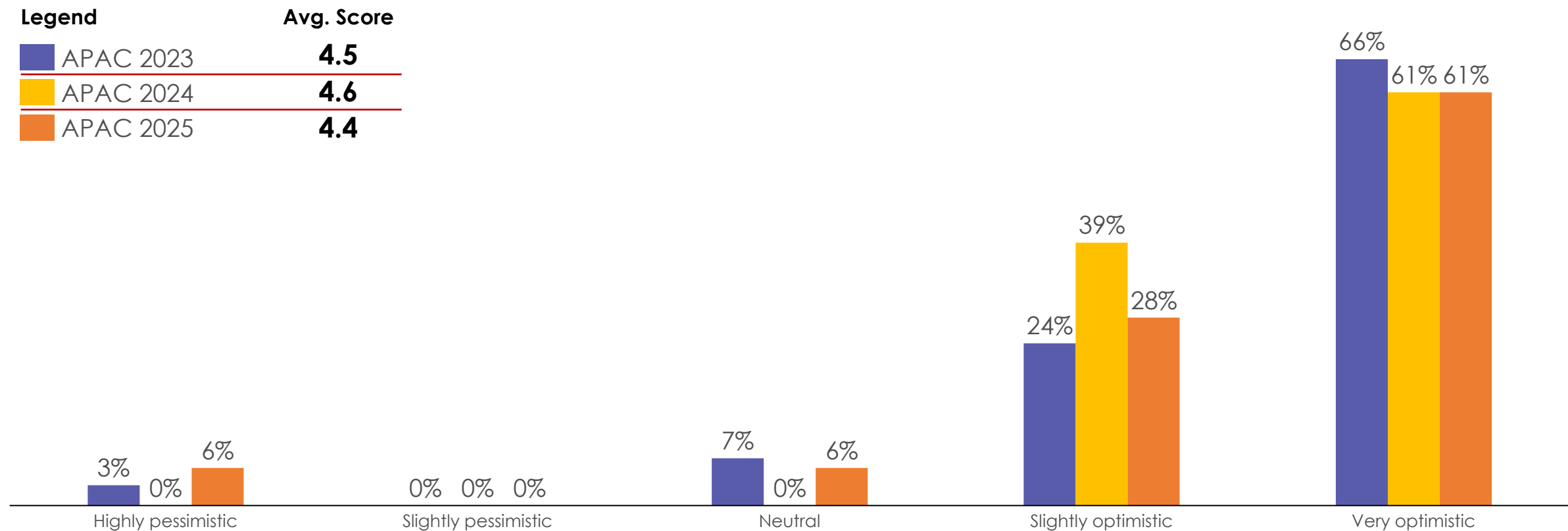
10



The future of energy supply will reshape digital infrastructure ecosystems

While the outlook for the APAC digital infrastructure sector remains positive, optimism has tempered since 2024

How optimistic are you on the outlook for the digital infrastructure sector in APAC?



Note: n (APAC, 2023) = 29; n (APAC, 2024) = 18; n (APAC, 2025) = 18; May not add up to null responses provided

Optimism ranks amongst the middle across regions

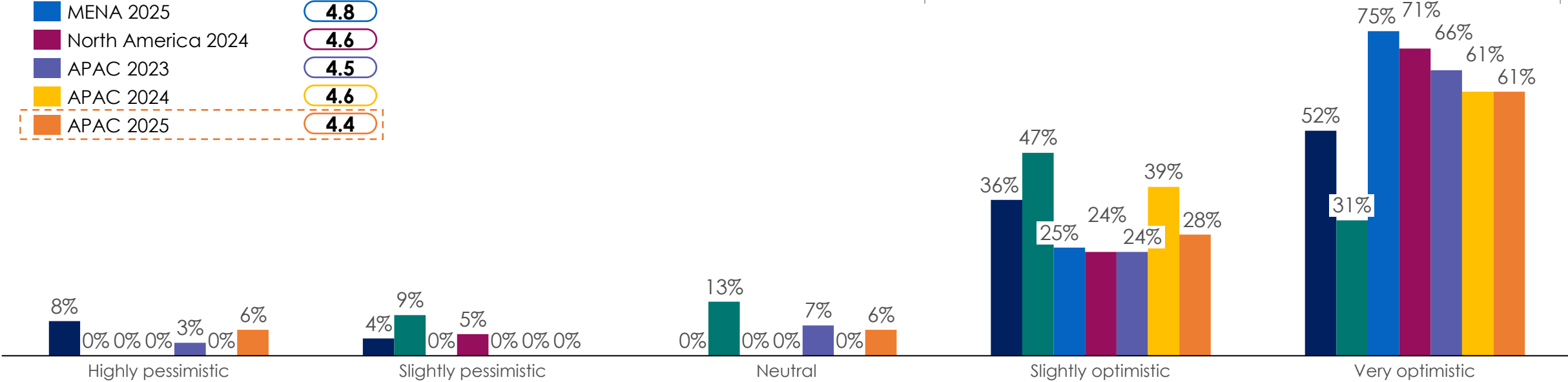


How optimistic are you on the outlook for the digital infrastructure sector?

Legend	Avg. Score
Africa 2025	4.2
Europe 2025	4.0
MENA 2025	4.8
North America 2024	4.6
APAC 2023	4.5
APAC 2024	4.6
APAC 2025	4.4

Total optimism

Africa 2025	Europe 2025	MENA 2025	NA 2025	APAC 2023	APAC 2024	APAC 2025
88%	78%	100%	95%	90%	100%	89%

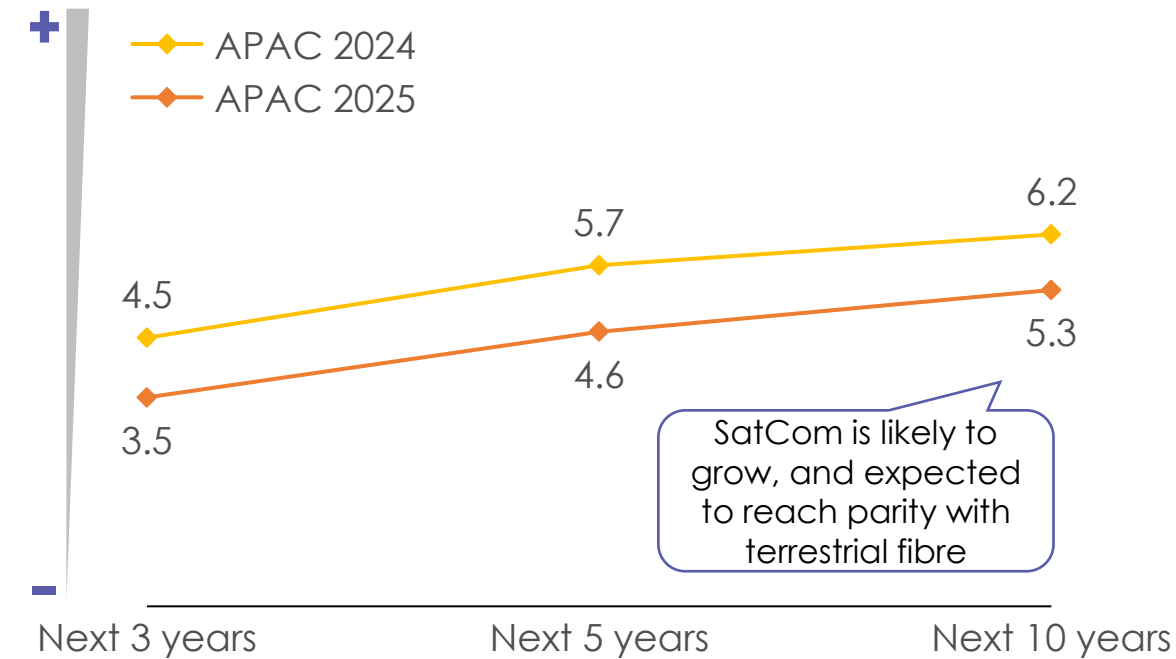


Notes: n (Africa, 2025) = 25; n (Europe, 2025) = 32; n (MENA, 2025) = 17; n (North America, 2024) = 21; n (APAC, 2023) = 29; n (APAC, 2024) = 18; n (APAC, 2025) = 18; May not add up due to null responses provided; Sources: Previous DIL, FTI Delta analysis

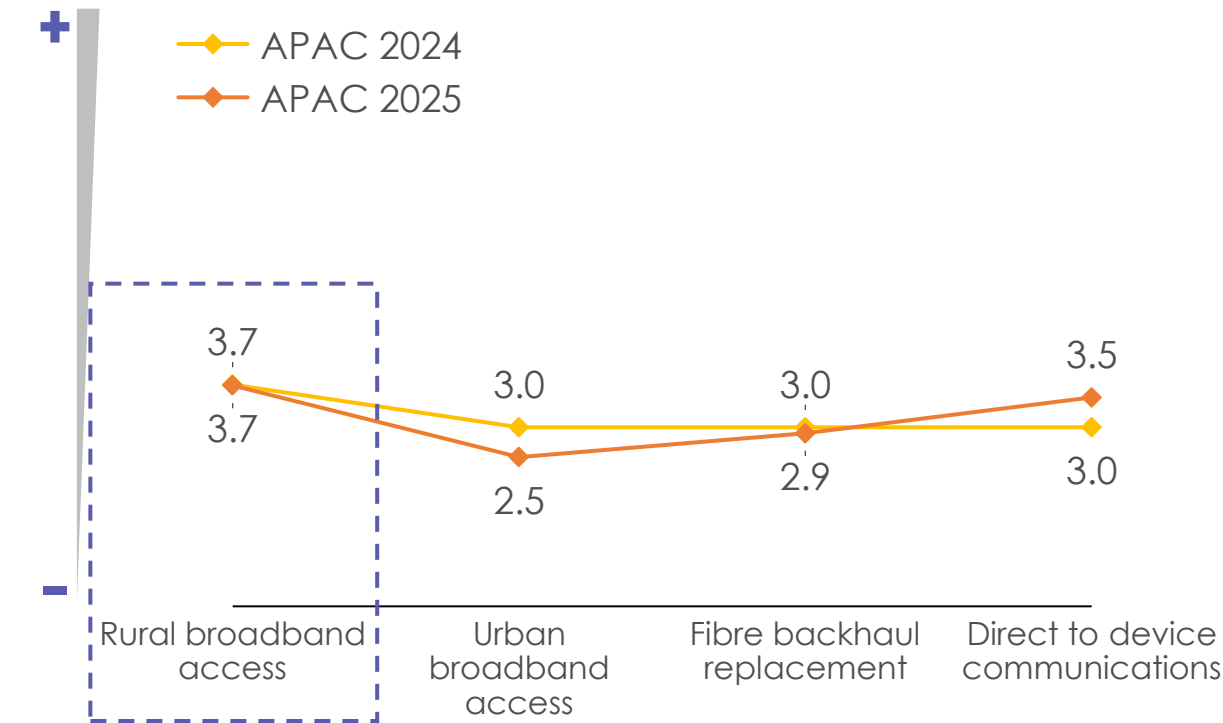
SatCom is increasingly relevant, particularly for expanding rural broadband access



How pervasive do you foresee SatCom becoming relative to fibre in the next years?
(1 = very low, 5 = equal to terrestrial fibre, 10 = replacing terrestrial fibre)



How common do you believe the following satellite applications will become in APAC?
(Score 1-5; 1 = uncommon, 5=widspread)

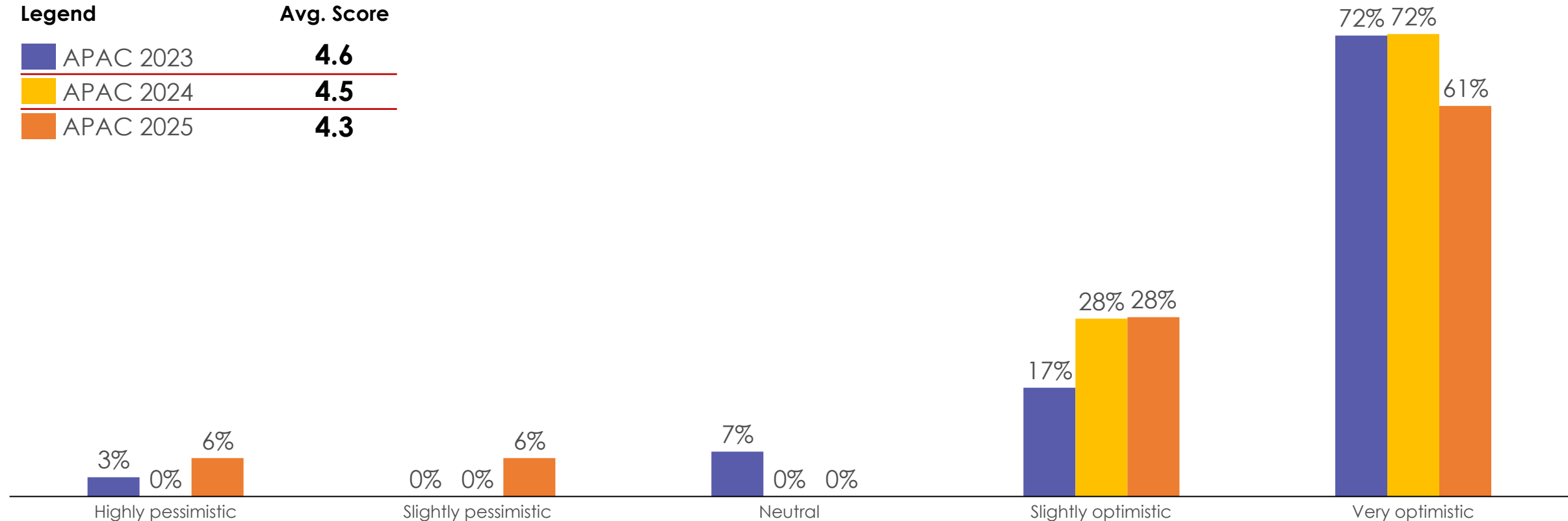


Note: n (APAC, 2024) = 18; n (APAC, 2025) = 18; May not add up to null responses provided

As a result, there continues to be relatively high optimism on the outlook of DCs

How optimistic are you on the outlook for the data centre sector in APAC?

Legend	Avg. Score
APAC 2023	4.6
APAC 2024	4.5
APAC 2025	4.3



Note: n (APAC, 2023) = 29; n (APAC, 2024) = 18; n (APAC, 2025) = 18; May not add up due to null responses provided

However, optimism lags other regions (apart from Africa)



How optimistic are you on the outlook for the data centre sector?

Legend

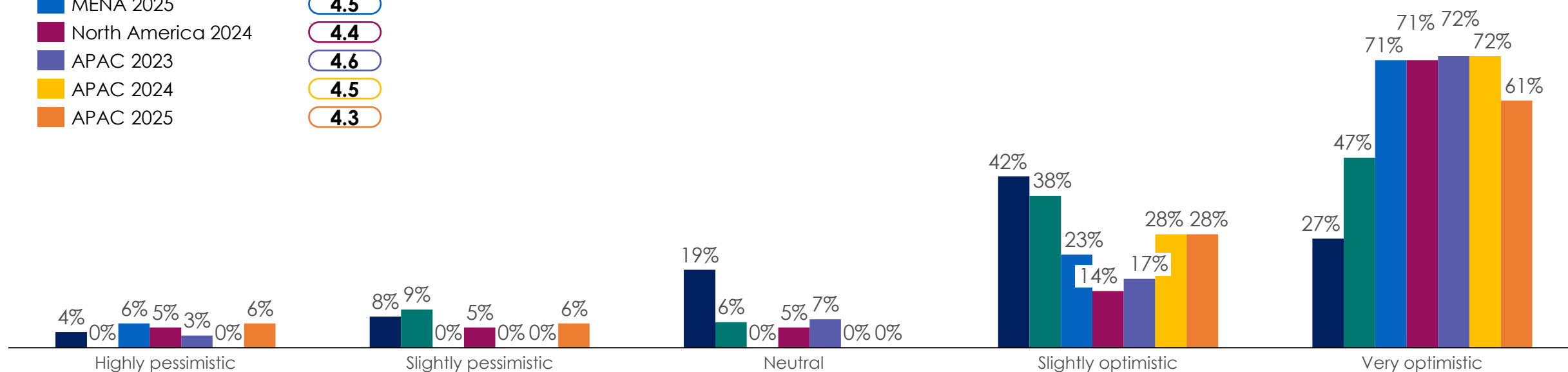
- Africa 2025
- Europe 2025
- MENA 2025
- North America 2024
- APAC 2023
- APAC 2024
- APAC 2025

Avg. Score

- 3.8
- 4.2
- 4.5
- 4.4
- 4.6
- 4.5
- 4.3

Total optimism

Africa 2025	Europe 2025	MENA 2025	NA 2025	APAC 2023	APAC 2024	APAC 2025
69%	85%	94%	85%	89%	100%	89%

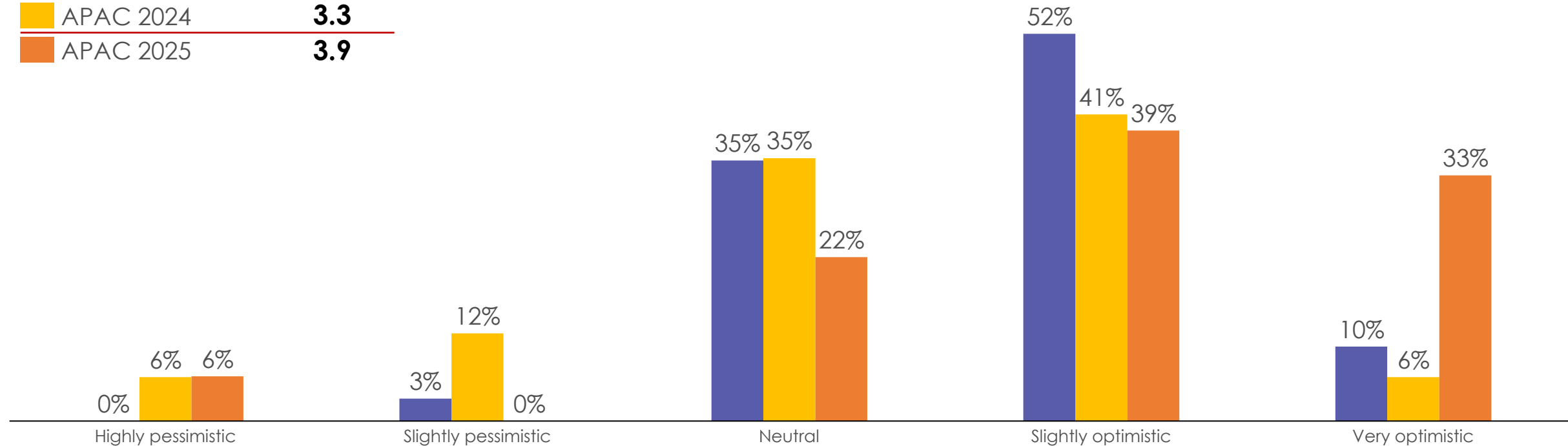


Notes: n (Africa, 2025) = 25; n (Europe, 2025) = 32; n (MENA, 2025) = 17; n (North America, 2024) = 21; n (APAC, 2023) = 29; n (APAC, 2024) = 18; n (APAC, 2025) = 18; May not add up due to null responses provided; Sources: Previous DIL, FTI Delta analysis

Optimism in terrestrial fibre has increased significantly

How optimistic are you on the outlook for the terrestrial fibre sector in APAC?

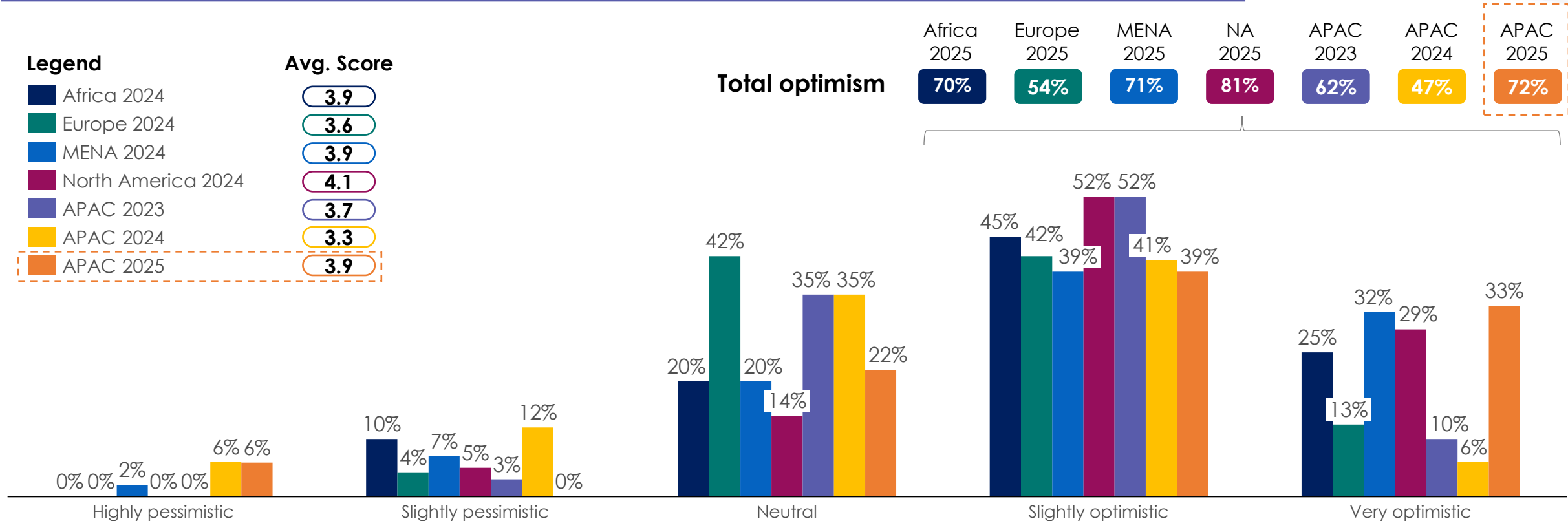
Legend	Avg. Score
APAC 2023	3.7
APAC 2024	3.3
APAC 2025	3.9



Note: n (APAC, 2023) = 29; n (APAC, 2024) = 18; n (APAC, 2025) = 18; May not add up due to null responses provided

Relative to other regions, terrestrial fibre optimism is now comparable

How optimistic are you on the outlook for the terrestrial fibre sector?

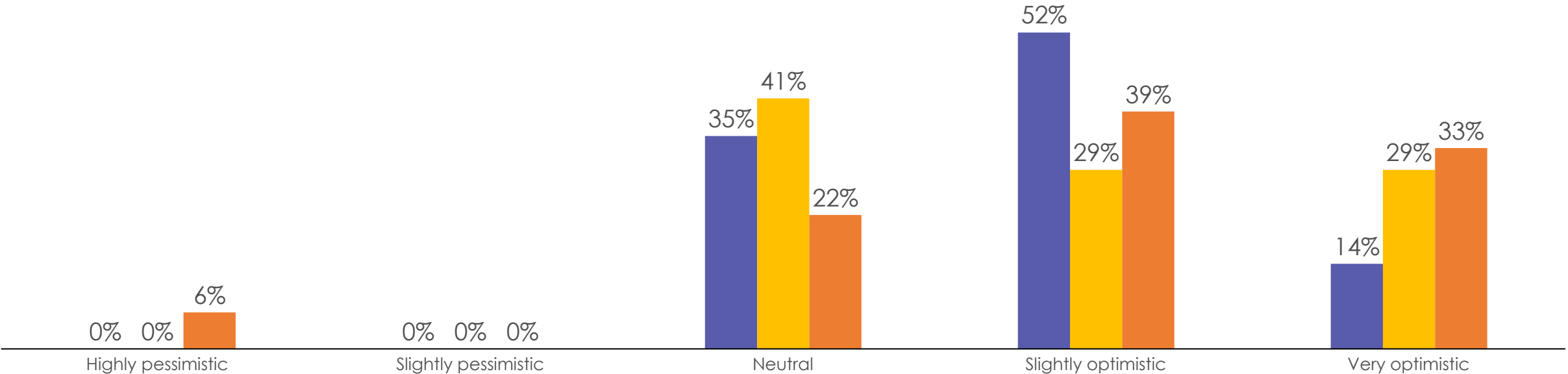


Notes: n (Africa, 2025) = 25; n (Europe, 2025) = 32; n (MENA, 2025) = 17; n (North America, 2024) = 21; n (APAC, 2023) = 29; n (APAC, 2024) = 18; n (APAC, 2025) = 18; May not add up due to null responses provided

And subsea? 72% of all respondents are slightly or very optimistic about subsea...

How optimistic are you on the outlook for the subsea cable sector in APAC?

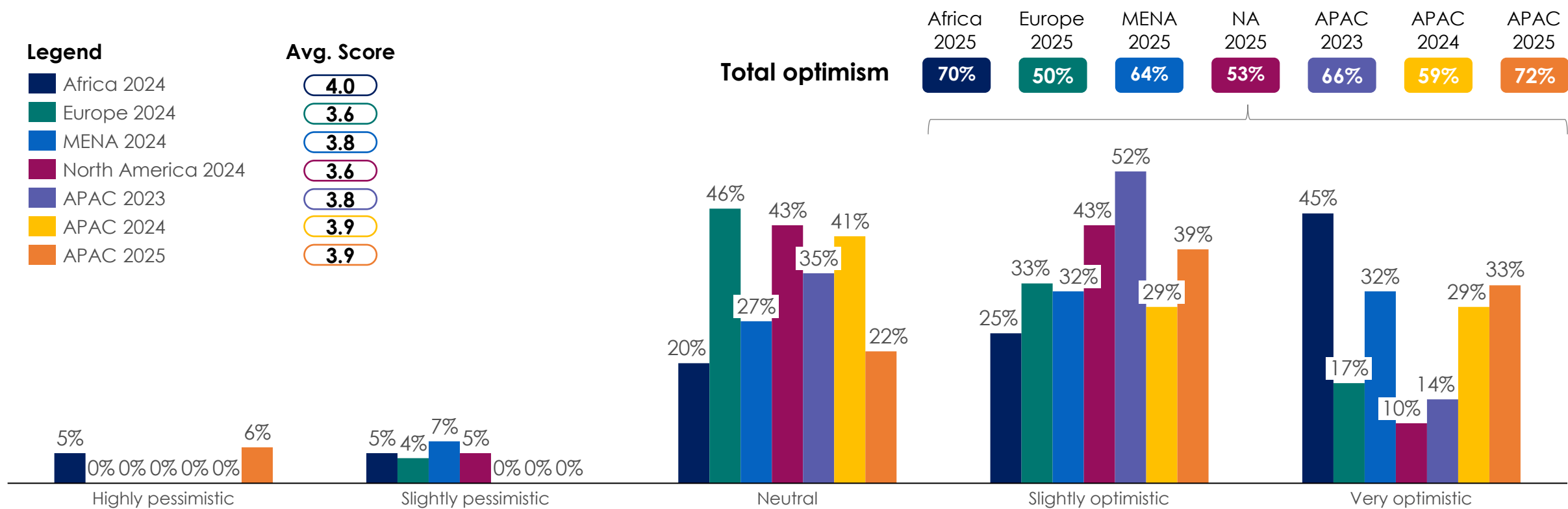
Legend	Avg. Score
APAC 2023	3.8
APAC 2024	3.9
APAC 2025	3.9



Note: n (APAC, 2023) = 29; n (APAC, 2024) = 18; n (APAC, 2025) = 18; May not add up due to null responses provided

... ranking above other regions in optimism for subsea cables

How optimistic are you on the outlook for the subsea cable sector?

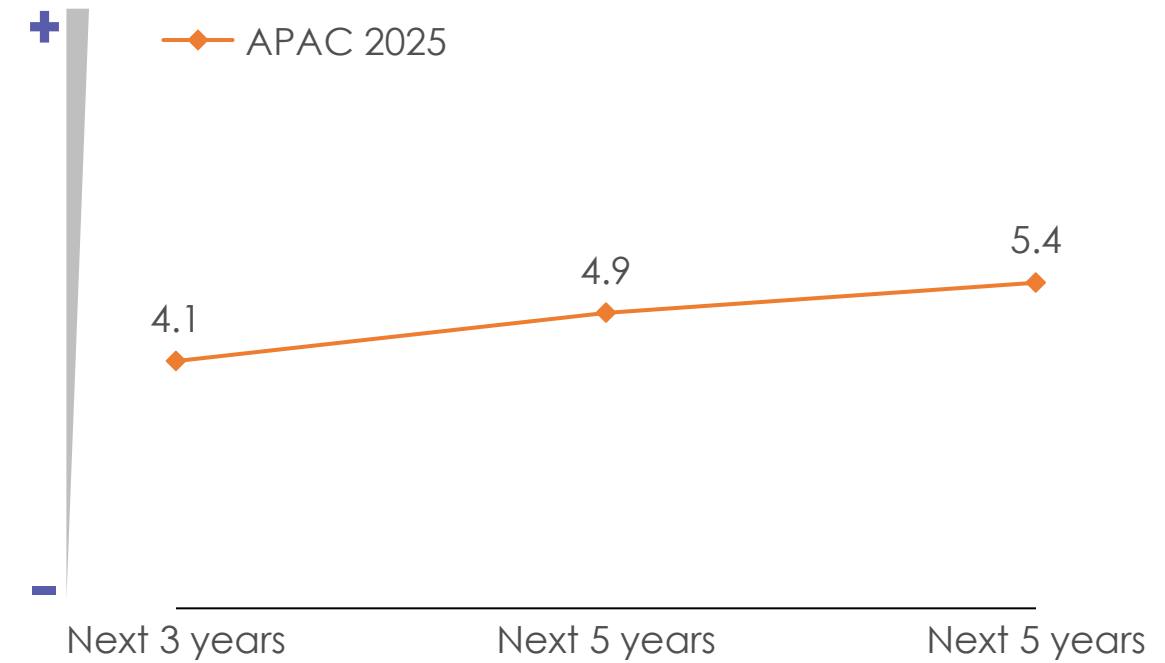


Notes: n (Africa, 2025) = 25; n (Europe, 2025) = 32; n (MENA, 2025) = 17; n (North America, 2024) = 21; n (APAC, 2023) = 29; n (APAC, 2024) = 18; n (APAC, 2025) = 18; May not add up due to null responses provided

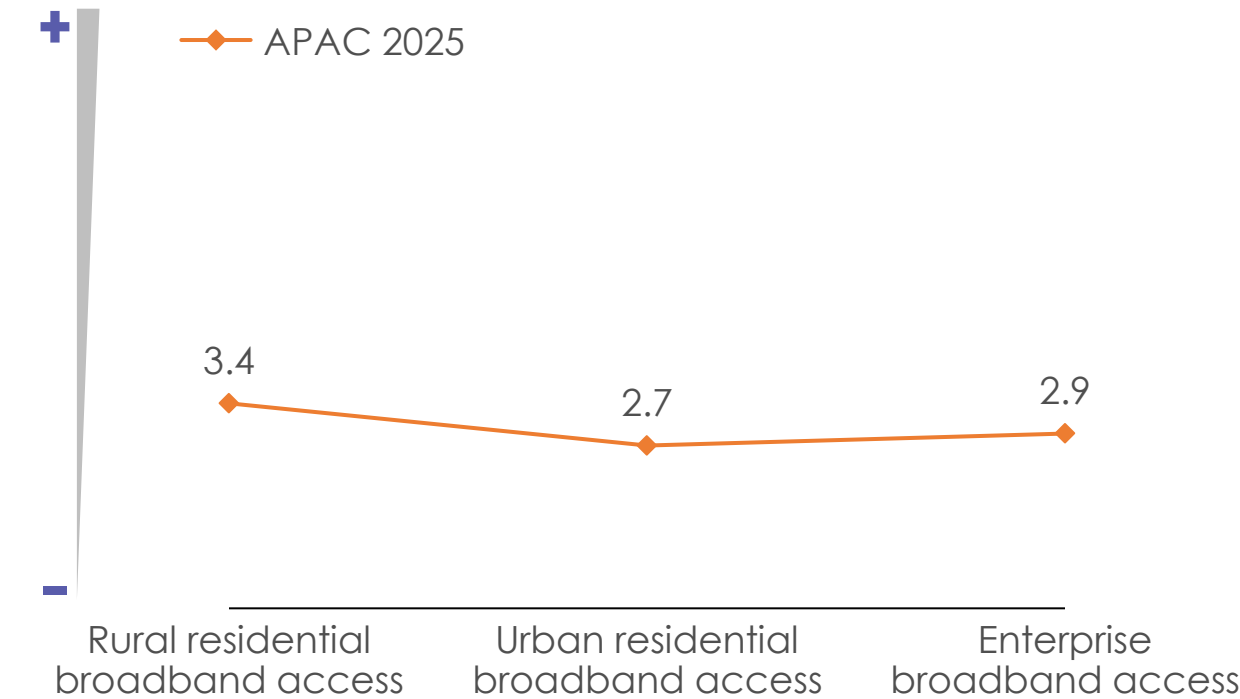
Much like SATCOM, FWA is increasingly relevant, particularly for expanding rural residential broadband access



How pervasive do you foresee FWA becoming relative to terrestrial fibre in Asia in the next years?
(1 = very low, 5 = equal to terrestrial fibre, 10 = replacing terrestrial fibre)



How common do you believe the following FWA applications will become in Asia?
(Score 1-5; 1 = uncommon, 5 = widespread)

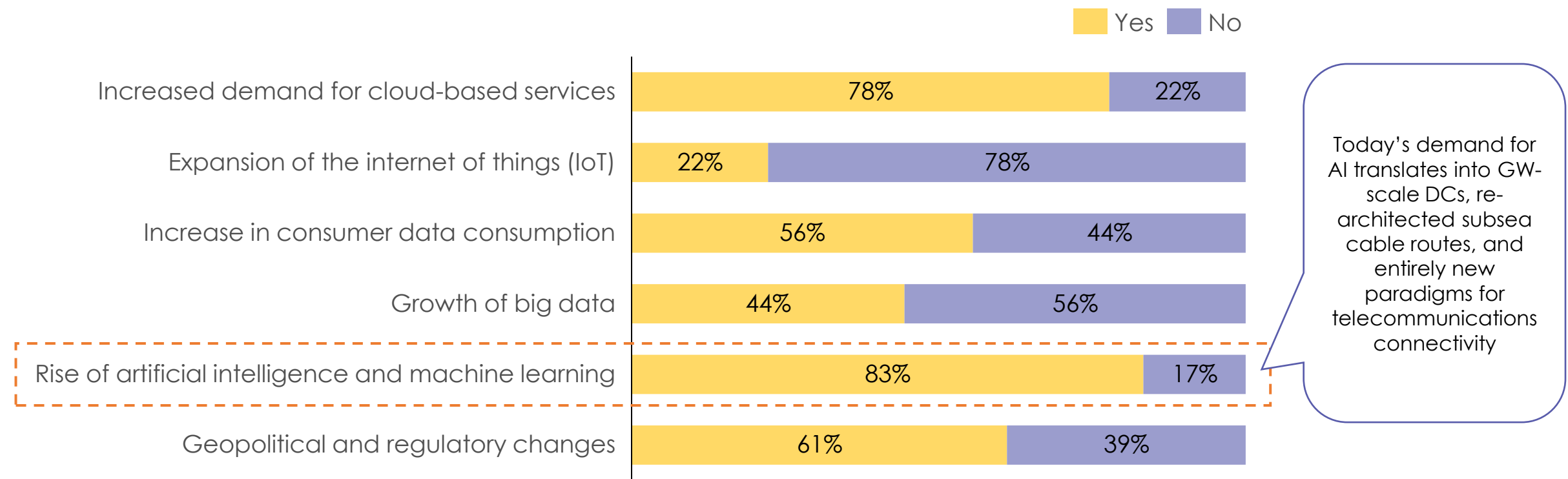


Note: n (APAC, 2025) = 18; May not add up to null responses provided

The rise of AI is seen as the biggest driver of digital infrastructure growth



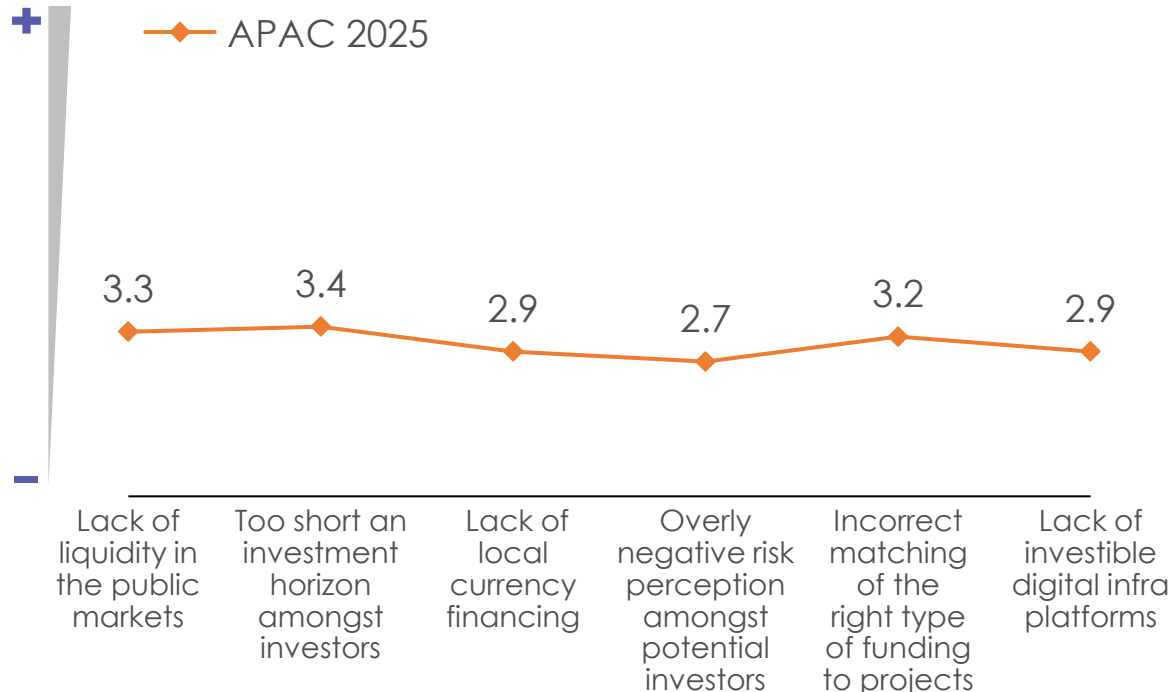
In your opinion, what are the key drivers for the growth of the digital infrastructure market over the next year in Asia?



Note: n (APAC, 2025) = 18; May not add up to null responses provided

The industry, government and investors have a role to play to meet the large digital infrastructure financing needs

What do you see as the biggest finance and investment challenges that need to be addressed? (score 1-5, with 1 = low, 5 = high)



Note: n (APAC, 2025) = 18; May not add up to null responses provided

What key actions need to be taken by the following stakeholders to address Asian digital infrastructure investment challenges?

INDUSTRY

- Deliver high quality services and infra. with improved resilience
- Adopt modular designs, green energy, open access / shared infra. models and AI-driven efficiencies
- Foster cross-border collaboration to expand regional digital connectivity

GOVERNMENT

- Prioritise power infrastructure development and faster permitting
- Ensure regulatory clarity on power, water, and land rights
- Leverage PPPs and pro-investment policies to accelerate growth
- Deliver transparent data policies and regional connectivity frameworks

INVESTORS

- Adopt a long-term, partnership approach to digital infra investments
- Empower operators with flexible structures and sustainability-linked capital that aligns with regional growth horizons
- Deploy deep expertise to actively manage specialist assets

The questions discussed

01 | How is AI shifting the geographic ‘gravity’ of APAC digital infrastructure?

02 | Is the race for AI-ready data centers really a race for power?

03 | Should digital infrastructure players think beyond “hosting AI” to “enabling intelligence”?

Our agenda today

01



Scene Setting: Industry
Economics and Key
trends

02



Deep Dive 1: How AI is
shaping APAC digital
infrastructure

03



Deep Dive 2: How AI is
shaping new business
models

04



Wrap-Up: Identifying
Collective Industry
Priorities

The questions to stimulate discussion



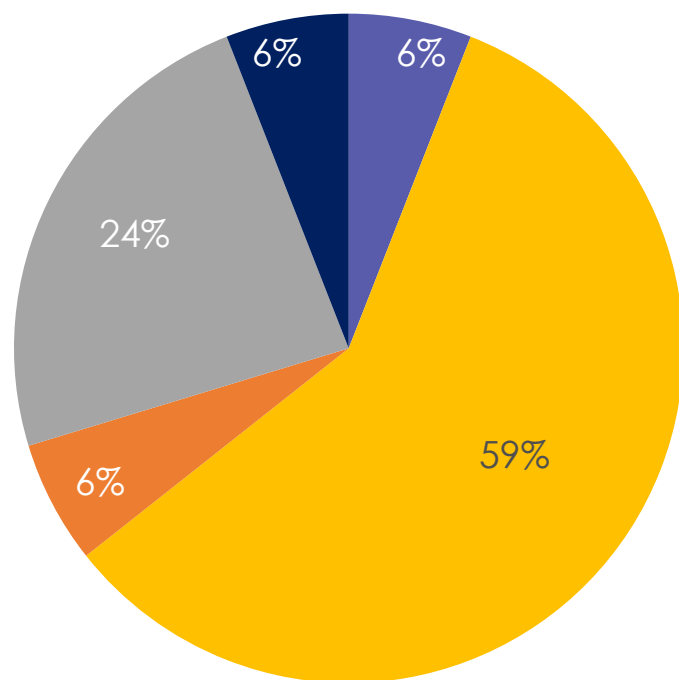
01 | How is AI shifting the geographic ‘gravity’ of APAC digital infrastructure?

02 | Is the race for AI-ready data centers really a race for power?

03 | Should digital infrastructure players think beyond “hosting AI” to “enabling intelligence”?

Today, high capital expenditure is considered the main economic impact of AI on digital infrastructure investments

What do you predict will be the main economic effect of AI on digital infrastructure investments in APAC?

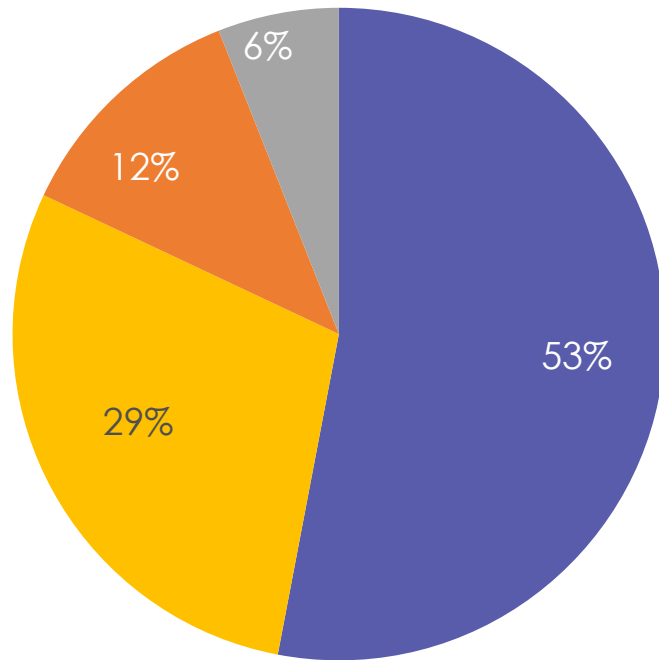


- Cost reductions through optimized resource allocation
- Higher capital expenditures to meet AI demands
- Increased competition driving down margins
- Revenue growth from new AI-enabled services
- All four

Note: n (APAC, 2025) = 18; May not add up to null responses provided

Energy and sustainability are considered the primary challenges for digital infrastructure operators due to AI adoption

What do you see as the primary challenge for digital infrastructure operators in APAC due to AI adoption?



- Energy consumption and sustainability concerns
- Regulatory hurdles and data sovereignty issues
- Talent shortages in AI-related technical skills
- Network latency and bandwidth limitations

Note: n (APAC, 2025) = 18; May not add up to null responses provided

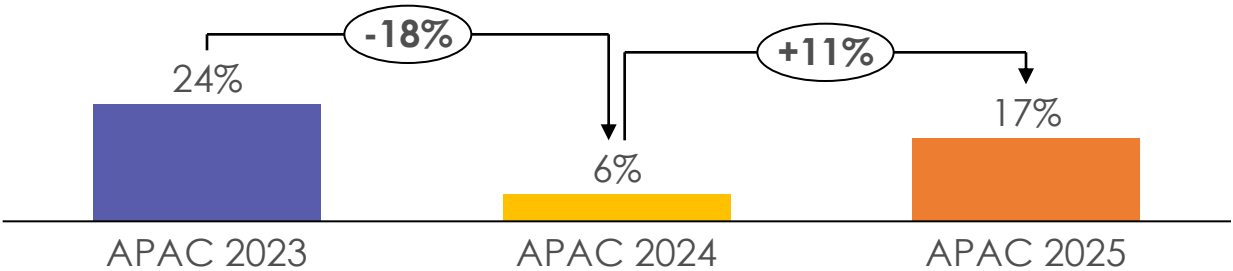
There overall investment sentiment has decreased over the last year

To the best of your knowledge, in APAC, what is the overall investor sentiment, considering capital to be deployed in digital infrastructure over the next year?

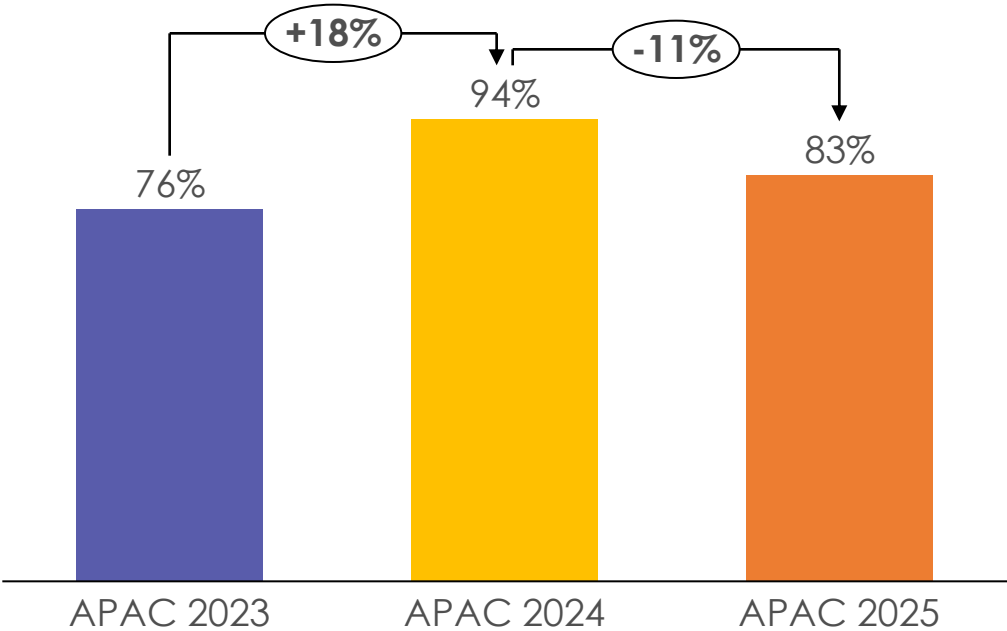
Neutral

“Investment is flowing into AI and DCs, while fixed and mobile carriers face weak returns and are reducing both capex and opex”

“Hyperscalers are moving aggressively into the telco space and have the scale to reshape it. **Telcos, facing greater risk, are likely to hold back investment and adopt a wait and see approach**”



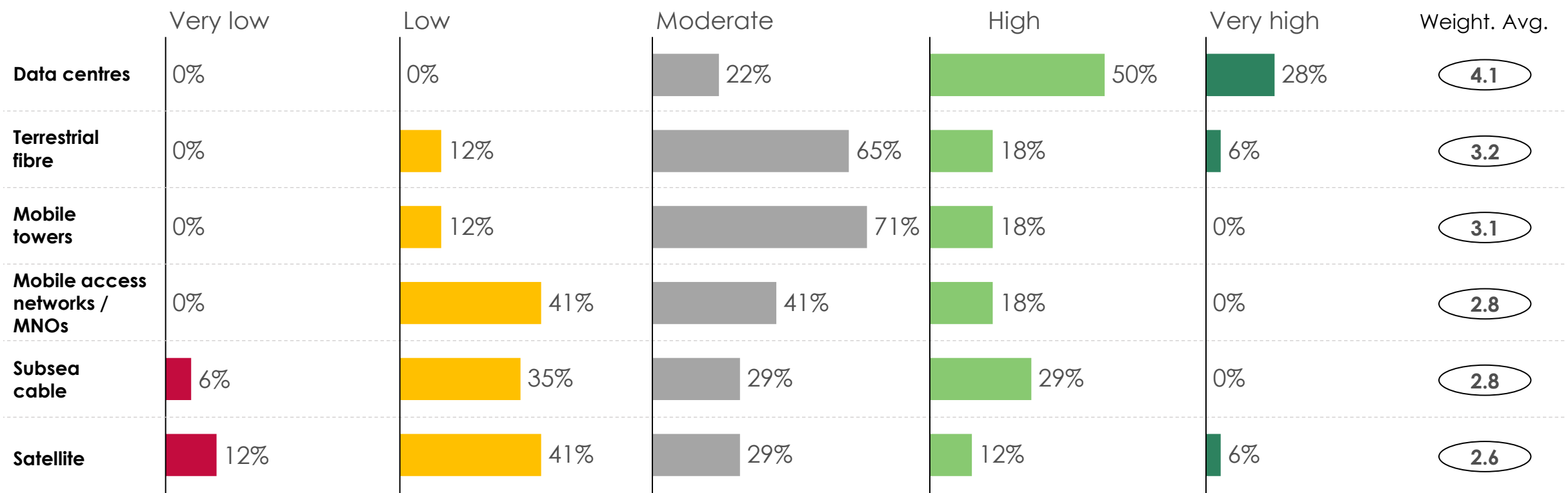
Broadly positive



Note: n (APAC, 2023) = 29; n (APAC, 2024) = 18; n (APAC, 2025) = 18; May not add up due to null responses provided

M&A anticipation in DCs is significantly higher than other asset classes

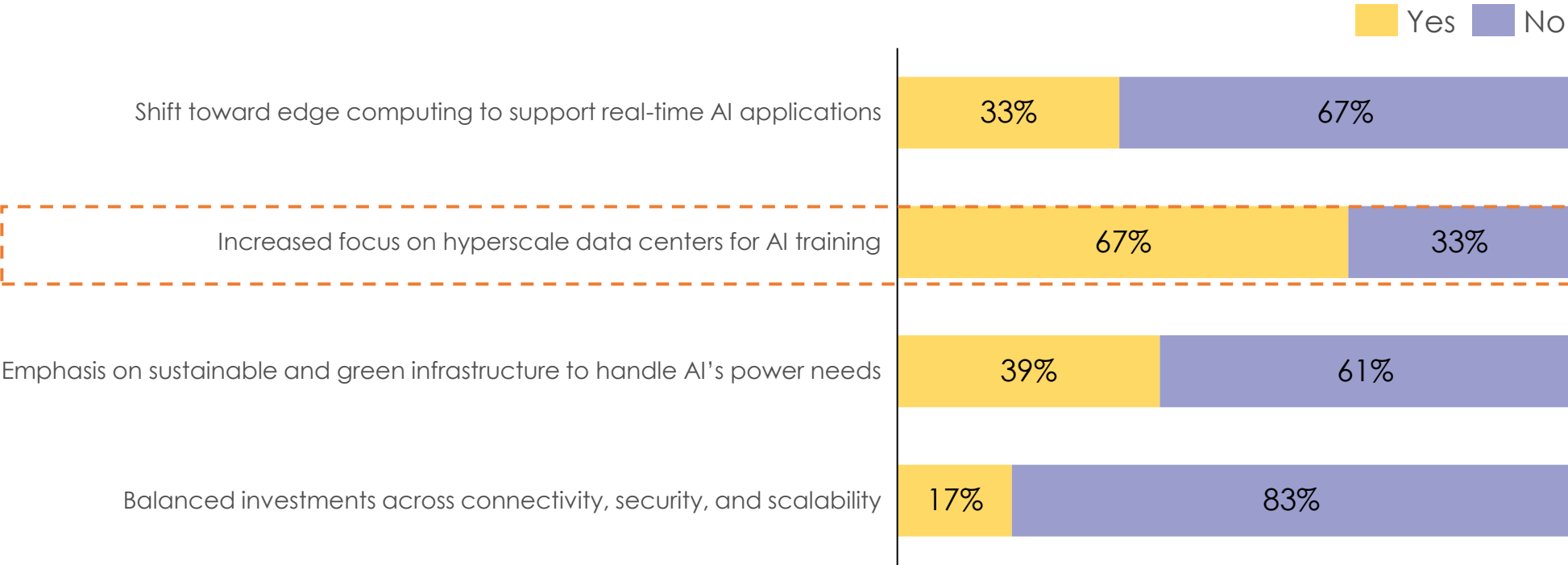
What level of digital infrastructure industry M&A are you anticipating for 2026?
(Very low, Low, Moderate, High, Very High)



Note: n (APAC, 2025) = 18; May not add up due to null responses provided

AI is expected to drive investments in hyperscale DCs for model training

How will AI impact investment priorities for digital infrastructure in APAC?



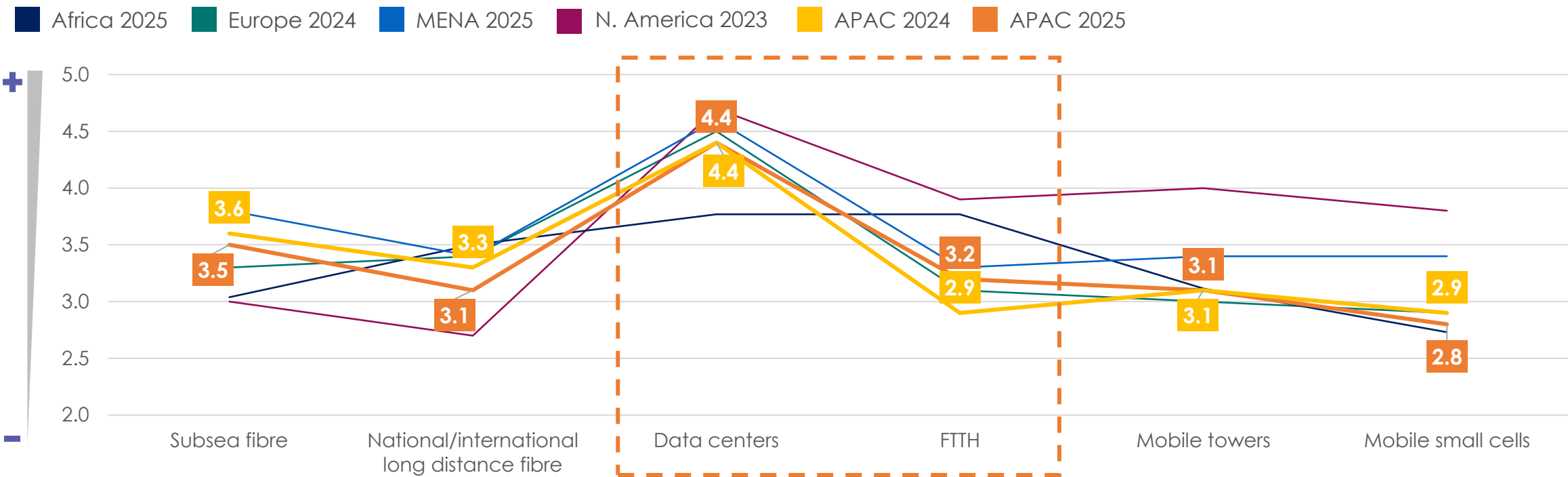
The dominant theme in APAC is **Sovereign AI** - nations are building their own compute infra for training their own models to ensure national resiliency.

Note: n (APAC, 2025) = 18; May not add up to null responses provided

DC and FTTH has increased in attractiveness (remained at high attractiveness level) while other assets have fallen – why?



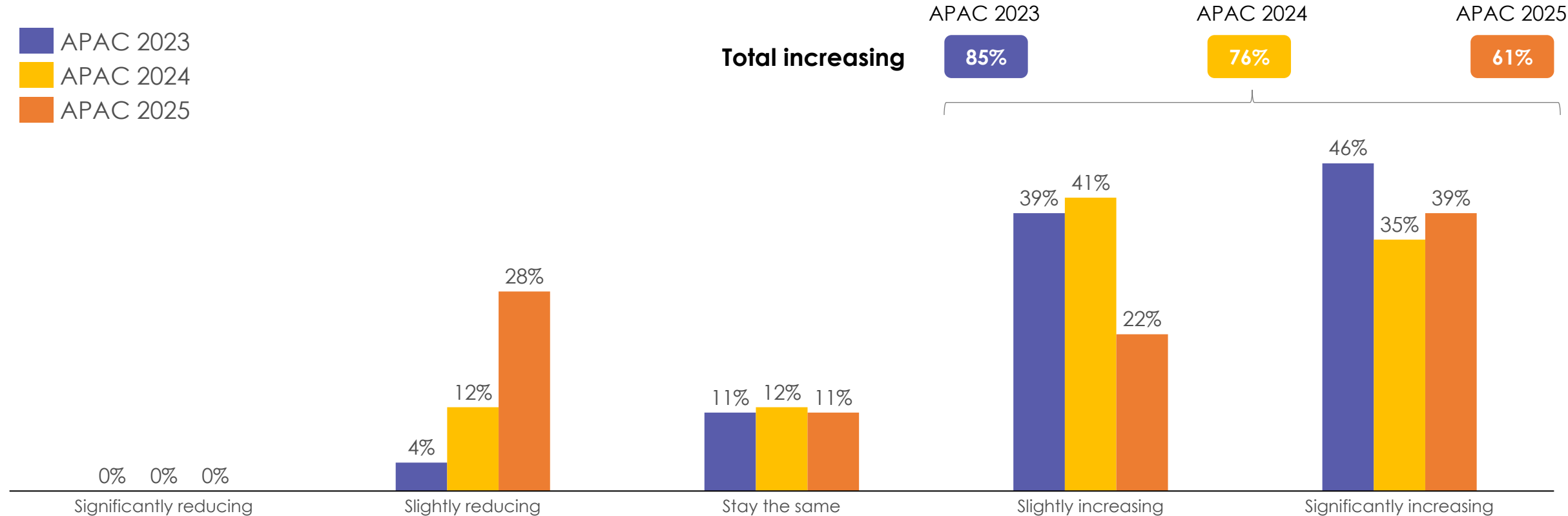
How attractive do you see digital infrastructure classes in APAC for investment over the next three years? (score 1-5, with 1 = low, 5 = high)



Note: n (Africa, 2025) = 25; n (Europe, 2024) = 24; n (MENA, 2024) = 41; n (North America, 2023) = 14; n (APAC, 2024) = 18; n (APAC, 2025) = 18; May not add up to null responses provided

...with DC attractiveness still expected to increase steadily over the next three years, but with a little more caution than past years

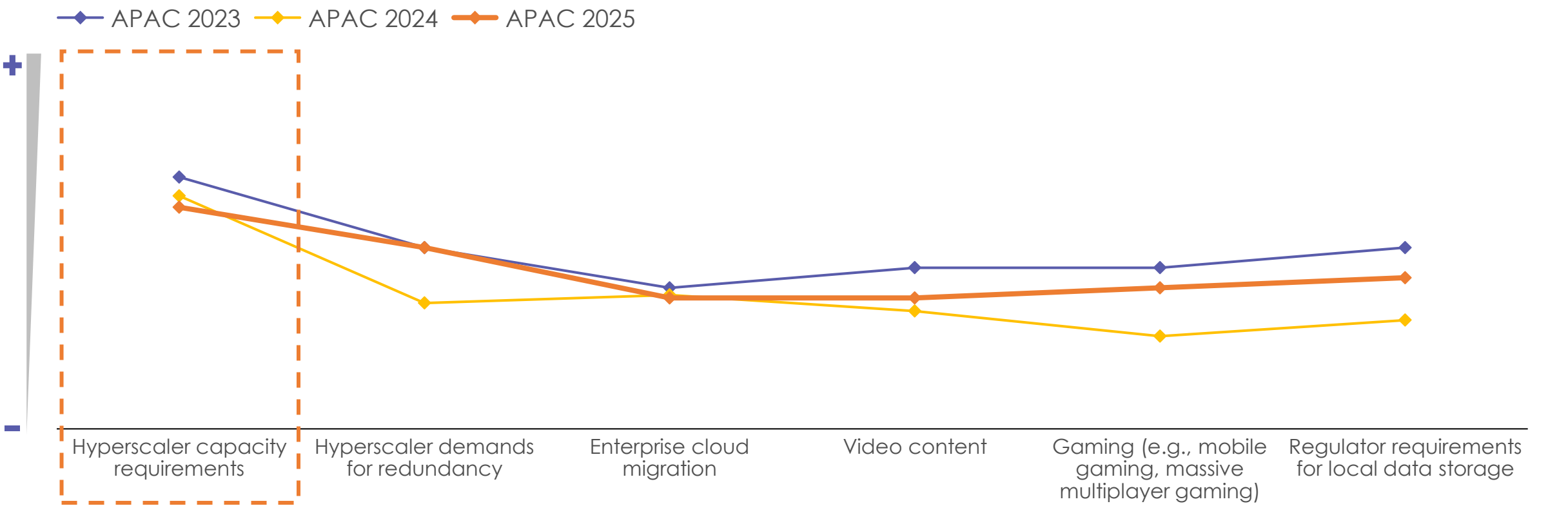
How do you see the attractiveness of data centre investment in APAC evolving over the next three years vs. today?



Note: n (APAC,2023) = 29; n (APAC, 2024) = 18; n (APAC, 2025) = 18; May not add up to null responses provided

Hyperscaler capacity is the key driver for upcoming DC capacity

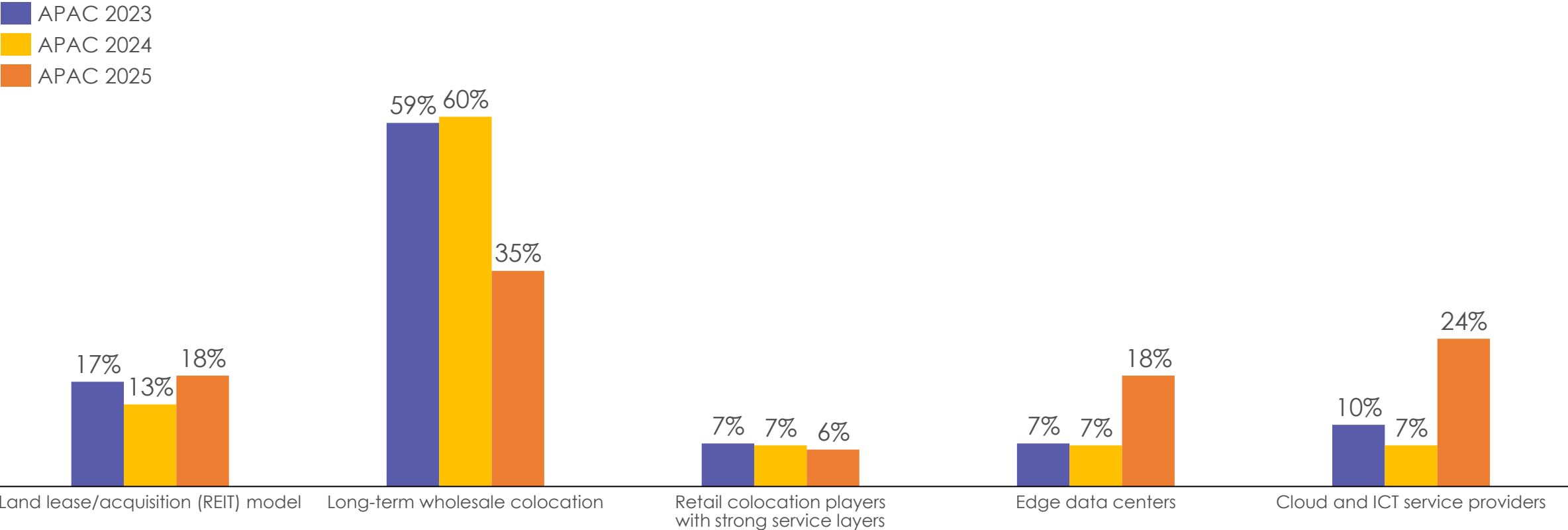
How will the relevance of the following data centre demand capacity factors change over the next year?
(5 – very relevant, 1 – not relevant)



Note: n (APAC, 2023) = 29; n (APAC, 2024) = 18; n (APAC, 2025) = 18; May not add up to 100% due to rounding and/or null responses provided

Long-term WS colocation is still expected to attract the most capital

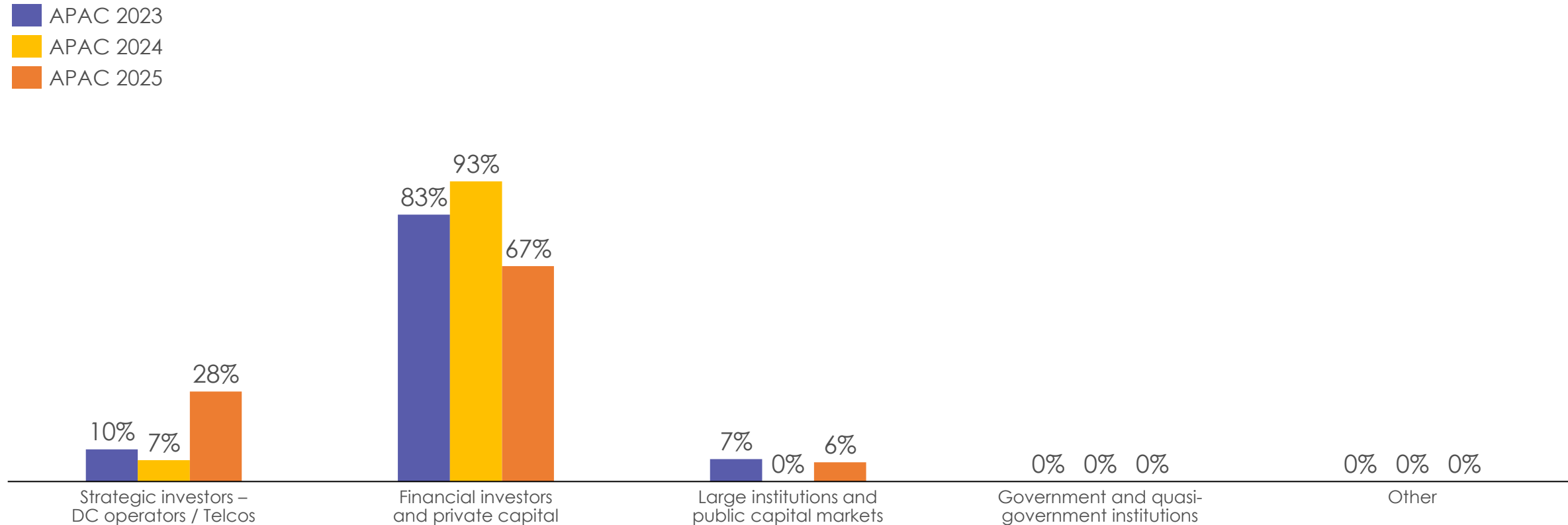
Which part of data centre market value chain will attract most capital in the next year?



Note: n (APAC, 2023) = 29; n (APAC, 2024) = 18; n (APAC, 2025) = 18; May not add up due to null responses provided

Financial investors continue to be seen as main providers of financing

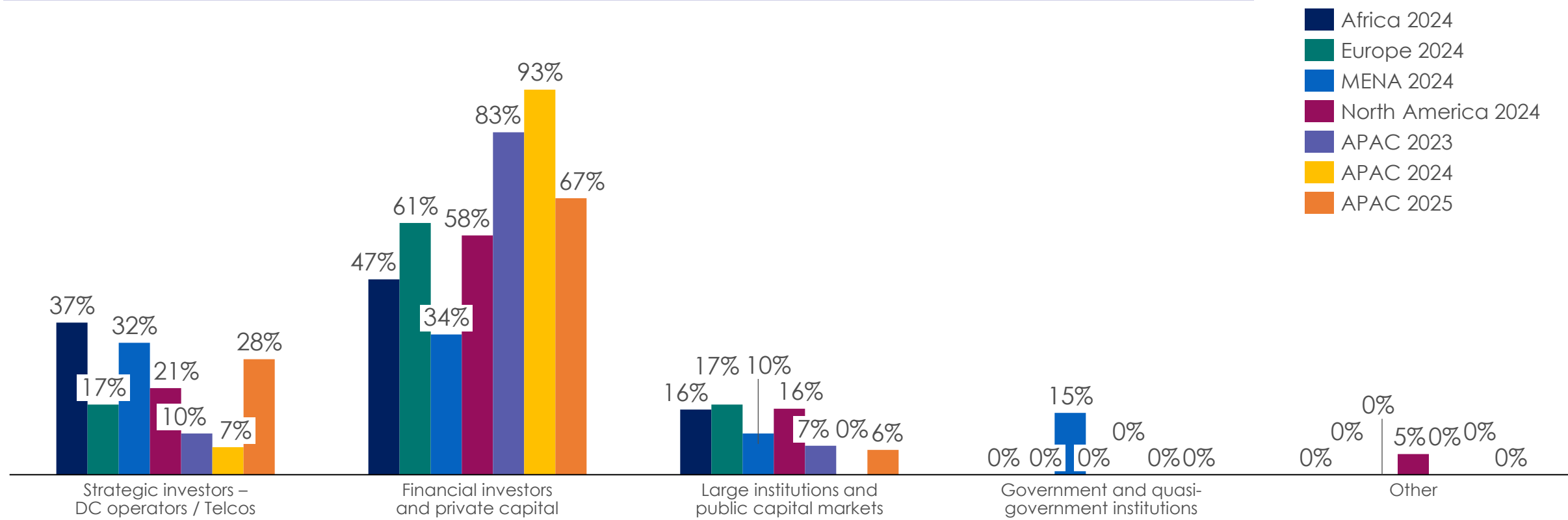
What do you see as the main providers of capital for data centres in APAC in the next year?



Note: n (APAC, 2023) = 29; n (APAC, 2024) = 18; n (APAC, 2025) = 18; May not add up due to null responses provided

A pattern that remains consistent across regions

What do you see as the main providers of capital for data centres in APAC in the next year?

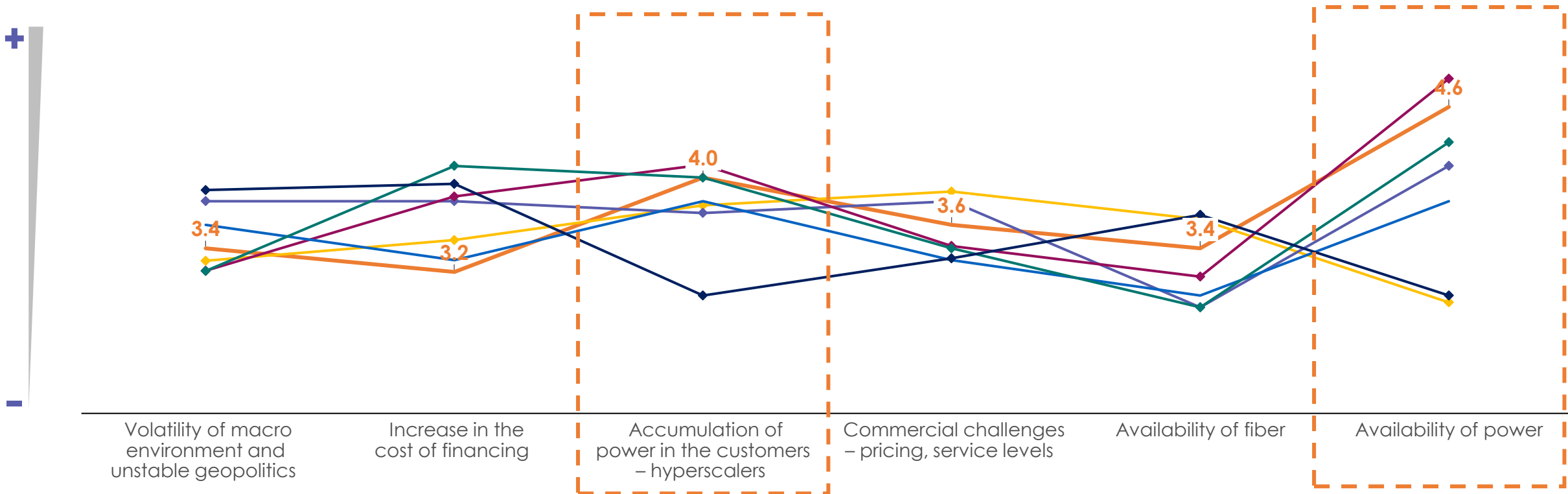


Note: n (Africa, 2024) = 20; n (Europe, 2024) = 24; n (MENA, 2024) = 41; n (North America, 2024) = 21; n (APAC, 2023) = 29; n (APAC, 2024) = 18; n (APAC, 2025) = 18; May not add up to null responses provided

Hyperscaler accumulation of power and power availability are considered the greatest challenges faced by DC investors

What are the key challenges facing data centre investors in APAC? (score 1-5, with 1 = not challenging, 5 = very challenging)

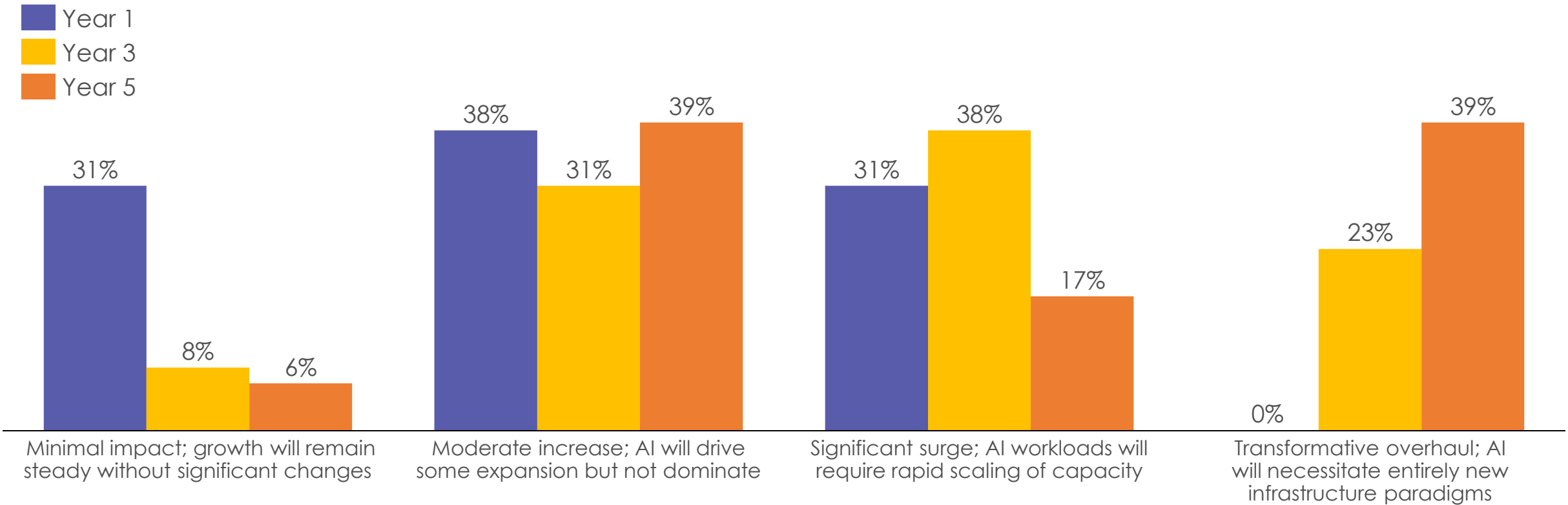
Africa 2024 Europe 2024 MENA 2024 North America 2024 APAC 2023 APAC 2024 APAC 2025



Note: n (Africa, 2024) = 20; n (Europe, 2024) = 24; n (MENA, 2024) = 41; n (North America, 2024) = 21; n (APAC, 2023) = 29; n (APAC, 2024) = 18; n (APAC, 2025) = 18; May not add up to null responses provided

Mixed responses on the impact on AI on DC demand

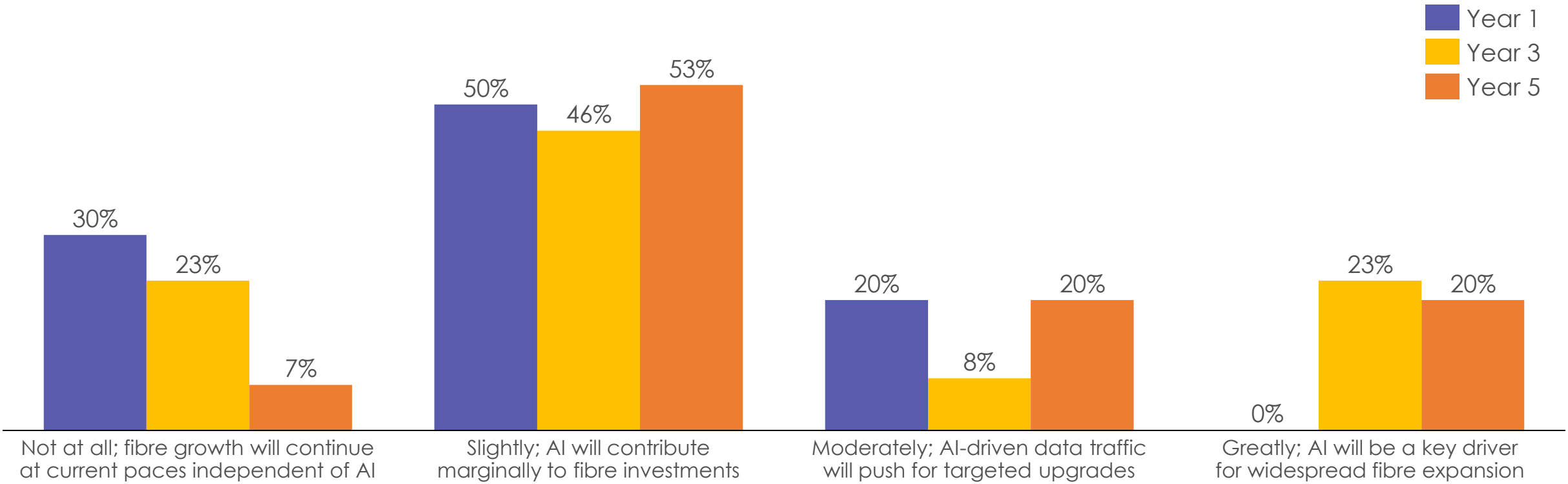
How do you anticipate AI will influence data center capacity demands in APAC over the next one, three and five years?



Note: n (APAC, 2025) = 18; May not add up to null responses provided

AI is expected to drive marginal acceleration of fibre network deployments

How do you believe AI will accelerate fibre optic network deployments in APAC over the next one, three and five years?

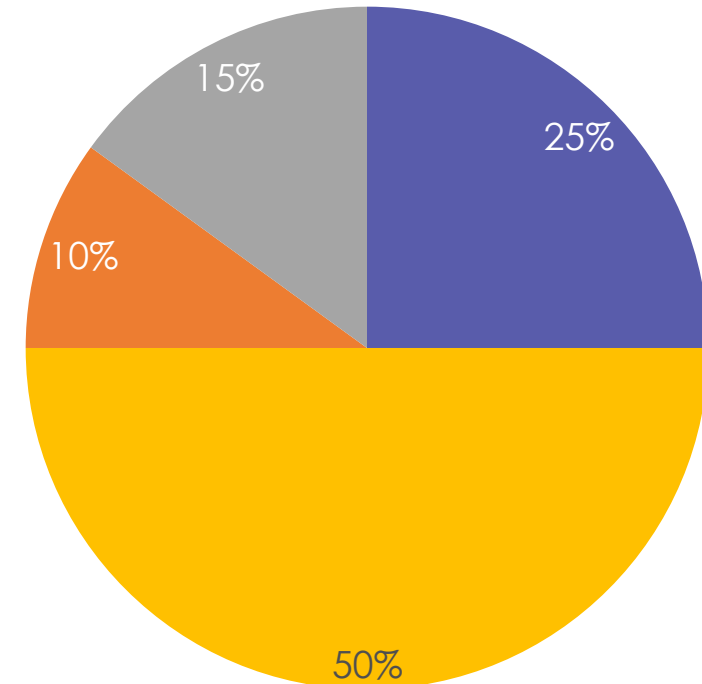


Note: n (APAC, 2025) = 18; May not add up to null responses provided

50% of respondents expect AI to improve smart routes and predictive analysis for APAC's fibre ecosystem

What role do you see AI playing in fostering innovation with APAC's fibre optic ecosystem?

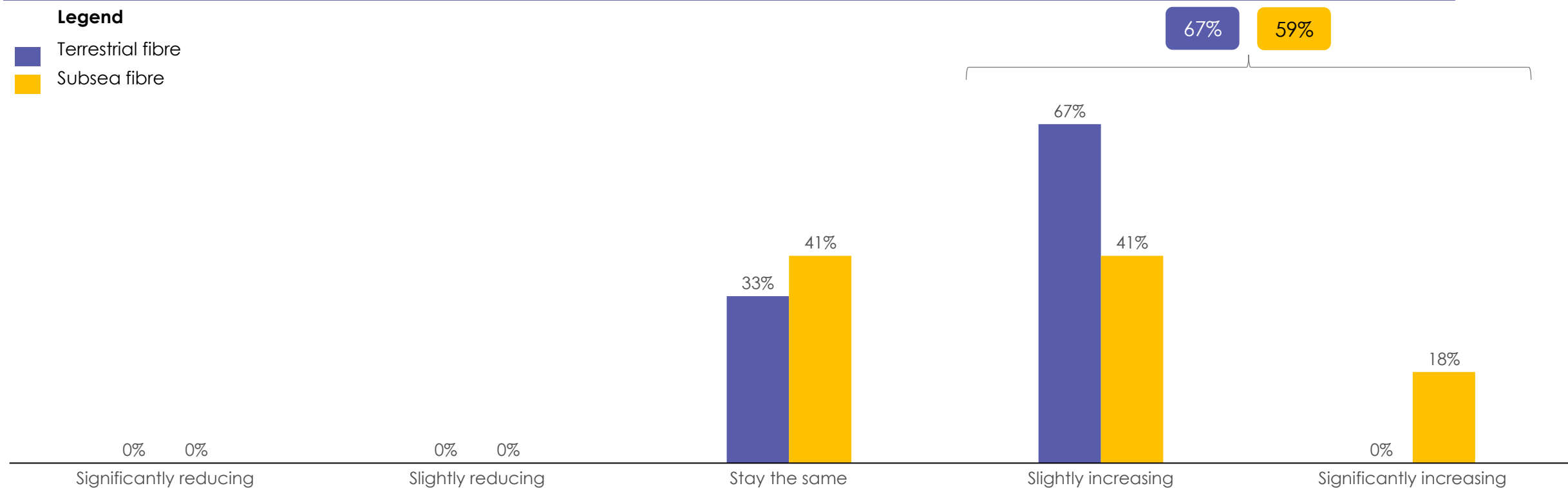
- Incremental improvements in network management
- Enabling smart routing and predictive analytics
- Driving the development of AI-specific fiber technologies
- Revolutionising deployment through automated planning



Note: n (APAC, 2025) = 18; May not add up to null responses provided

60% of respondents believe the investments attractiveness of both subsea and terrestrial fibre is increasing

How do you see the attractiveness of terrestrial or subsea fibre investment in APAC evolve over the next three years vs. today?

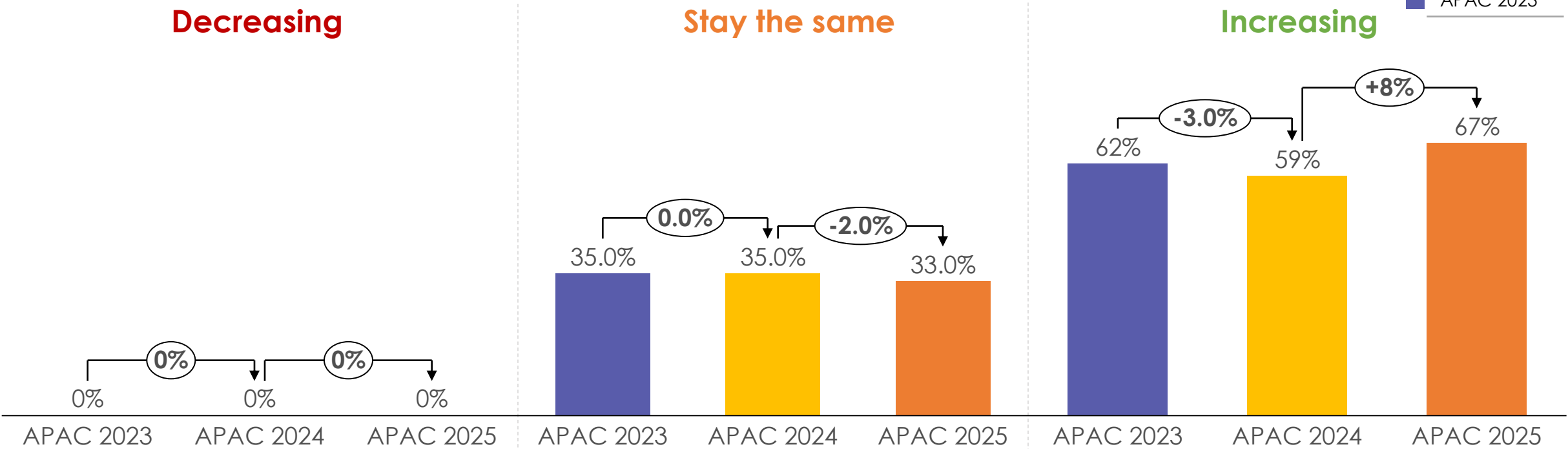


Note: n (APAC, 2025) = 18; May not add up due to null responses provided

67% of respondents see attractiveness of terrestrial fibre investment increasing...

How do you see the attractiveness of terrestrial fibre investment in APAC evolving over the next three years vs. today?

- Legend
- APAC 2025
 - APAC 2024
 - APAC 2023

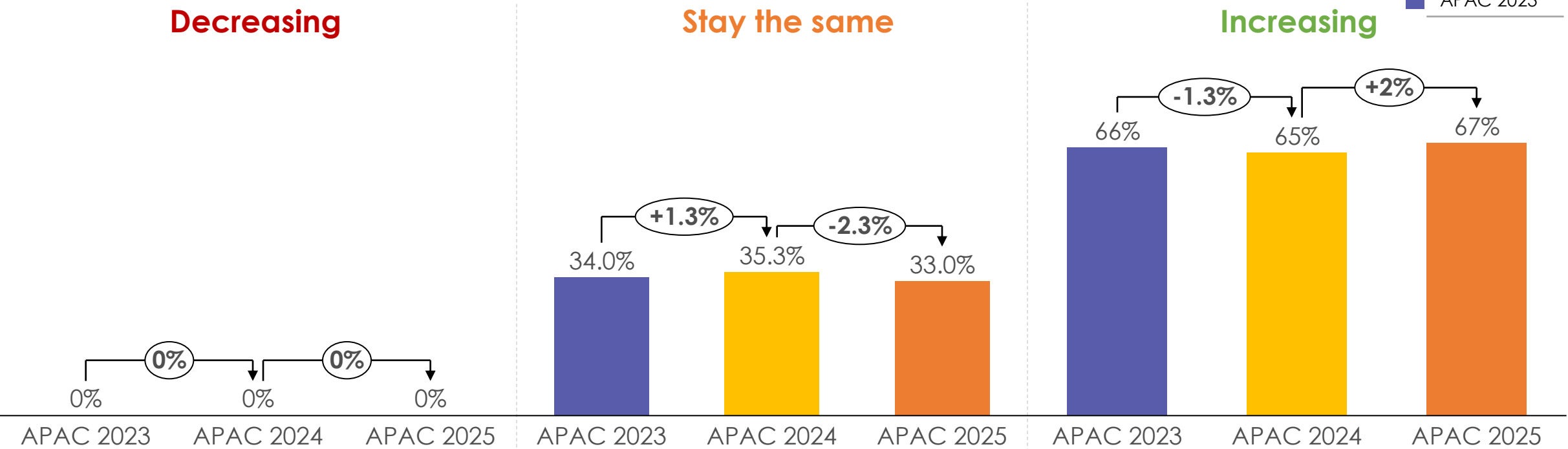


Note: n (APAC, 2023) = 29; n (APAC, 2024) = 18 ; n (APAC, 2025) = 18; May not add up to null responses provided

... and subsea fibre attractiveness remains almost the same vs last year

How do you see the attractiveness of subsea fibre investment in APAC evolving over the next three years vs. today?

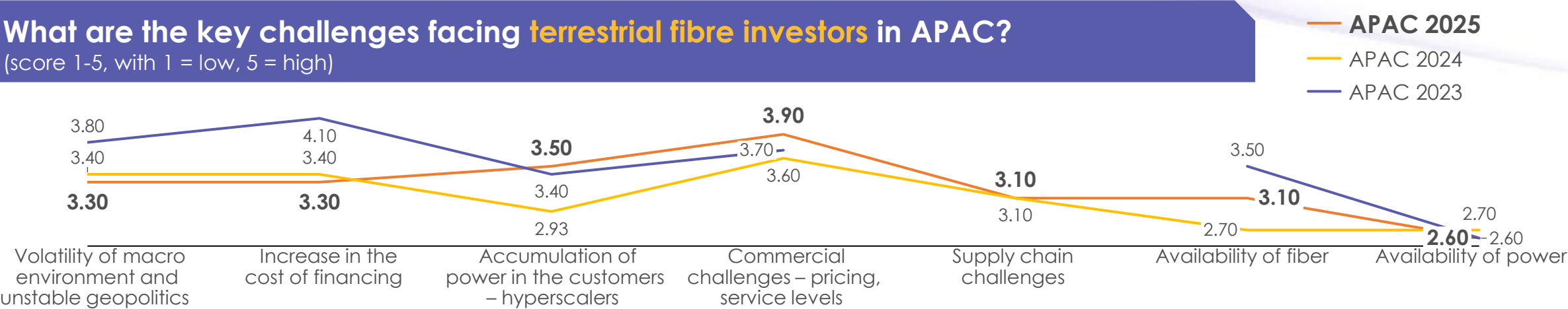
- Legend
- APAC 2025
 - APAC 2024
 - APAC 2023



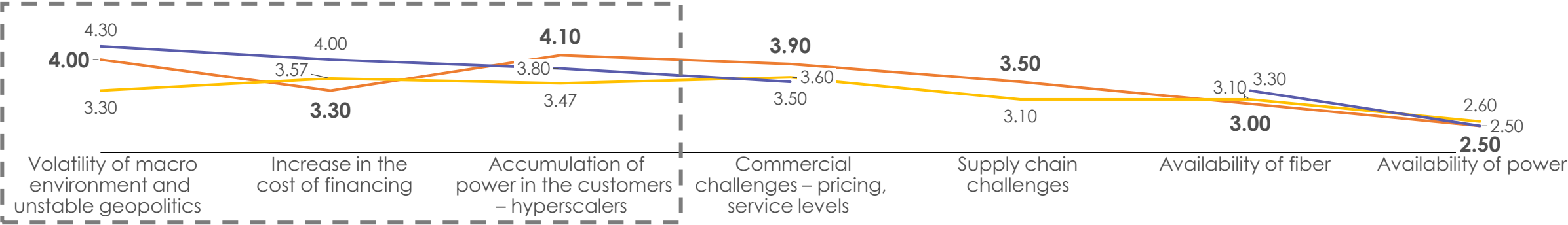
Note: n (APAC, 2023) = 29; n (APAC, 2024) = 18 ; n (APAC, 2025) = 18; May not add up to null responses provided

Investing in subsea appears to face greater challenges than terrestrial fibre

1 What are the key challenges facing terrestrial fibre investors in APAC? (score 1-5, with 1 = low, 5 = high)



2 What are the key challenges facing subsea fibre investors in APAC? (score 1-5, with 1 = low, 5 = high)



Note: n (APAC, 2023) = 29; n (APAC, 2024) = 18 ; n (APAC, 2025) = 18; May not add up to null responses provided

The questions discussed



01 | How is AI shifting the geographic ‘gravity’ of APAC digital infrastructure?

02 | Is the race for AI-ready data centers really a race for power?

03 | Should digital infrastructure players think beyond “hosting AI” to “enabling intelligence”?

Our agenda today

01



Scene Setting: Industry
Economics and Key
trends

02



Deep Dive 1: How AI is
shaping APAC digital
infrastructure

03



Deep Dive 2: How AI is
shaping new business
models

04



Wrap-Up: Identifying
Collective Industry
Priorities

The questions discussed

- 01** | Will AI blur the boundaries between cloud, telco, and infrastructure ownership models?
- 02** | What new partnership models will emerge between investors and operators in the AI era?
- 03** | Could AI itself redesign the digital infrastructure industry?

Our agenda today

01



Scene Setting: Industry
Economics and Key
trends

02



Deep Dive 1: How AI is
shaping APAC digital
infrastructure

03



Deep Dive 2: How AI is
shaping new business
models

04



Wrap-Up: Identifying
Collective Industry
Priorities

Democratisation of digital infrastructure is the key priorities for APAC



Within the digital infrastructure sector, what is the top priority for the next 12 months to ensure continued growth?

2023	2024	2025
Funding and business models for to achieve target IRRs sufficient to counter increased costs for borrowing	Availability of power preferably green energy	To prevent the widening of the digital divide, the industry's top priority must be to democratize digital infrastructure
Supply chain returning to pre-pandemic levels	Evolving technology which translates into adaptive product offerings	- Government & regulators to prioritise affordable internet for disadvantaged households - PPS and affordable connectivity programs to expand last-mile and rural broadband coverage
Ensuring consistent supply of capacity	Scalability and deep focus on Sustainability	Strong relations with US & China
Ensuring reliable and sufficient supply of power	Creating speed, scale and certainty for our customers	Establish Philippines as the next DC hub
Meeting sustainability targets and requirements	Availability of power	Integrate renewable power
Governments being able to meet power capacity needs	Ability to accumulate fibre access & capability	Satellite connectivity

Greatest potential for value creation in digital infrastructure lies at the intersection of AI, sustainability, and interconnectivity



As an investor / operator in the digital infrastructure industry, where do you see the greatest potential for future value creation and how are you addressing these opportunities?

2023	2024	2025
Creating a DC platform which can cater to the growing and evolving needs of AI capacity	To involve and contribute to the digital evolution and development around the globe	Greatest potential for value creation in digital infrastructure lies at the intersection of AI, sustainability, and interconnectivity
Identifying demand for digital ecosystem and focus on ecosystem creation, rather than the infra. itself	Investing in future inventory and designing to new requirements required for AI	Adopting AI-optimized, high-density environments that deliver efficiency, scalability, and low-latency performance
Enabling “Everything as a Service” through automation	Innovation in design and operating at scale	High-capacity fibre corridors, renewable-powered DCs & platform-based interconnection models to support enterprise and hyperscaler segment
Being more intentional w.r.t. sustainability throughout the full lifecycle of digital infrastructure assets	AI workloads and green energy adoption	Strategic partnerships with Int.’l telcos, cloud, fintech & content ecosystems
Edge data centres across tier 2 cities in APAC	Power hubs and combined DC campuses	Optimised asset management
Harnessing the scale required by global cloud companies in their data centre builds	Renewables supply and integration	YieldCos / bond markets

Note: n (APAC, 2023) = 29; n (APAC, 2024) = 18; n (APAC, 2025) = 18; May not add up to 100% due to rounding and/or null responses provided

Meeting AI infra demands, power constraints, and navigating local & international politics are key areas of concern in the digital infra sector



Within the digital infrastructure sector in the Asia, what keeps you awake at night?

This year

Accelerating infrastructure deployment requirements to match the explosive demand of AI and cloud in Asia

Securing sustainable power and grid reliability while managing rising opex

Managing the impact of US-China relations and regional volatility

Navigating shifting local politics and policy / regulatory frameworks

Addressing refinancing hurdles and transparency challenges

Note: n (APAC, 2023) = 29; n (APAC, 2024) = 18; n (APAC, 2025) = 18 May not add up to 100% due to rounding and/or null responses provided



Digital Infra Leaders' Summits are organised by techoraco.

We are a long-standing and trusted provider of deal-making events and insights that cover the complete digital infrastructure ecosystem - data centres, fixed connectivity, wireless and satellite, and the software and hardware that powers these connections.

For over two decades, our brands - Capacity, ITW, Global Leaders' Forum (GLF), and the Datacloud series - have delivered measurable business results for 30,000 digital infrastructure professionals each year.



Capacity is the premier and most trusted source of information, market analysis and deal-making networking events for the global connectivity and digital infrastructure communities.

[See More](#)



The Datacloud series unites those driving the data centre and AI markets to network, close deals, and learn from each other - a specifically C-level series of gatherings in Cannes, Austin and Brussels.

[See More](#)



The world's largest gathering of global executives from across the digital infrastructure ecosystem. A must-attend for anyone who is enabling and pioneering the future of communication.

[See More](#)



The GLF is a membership organisation that provides a single voice to the broader digital ecosystem, ensuring alignment amongst international connectivity leaders worldwide.

[See More](#)



2026/27 Calendar

Digital Infra Leaders USA

1 September 2026, Austin

Held alongside:



DATA CLOUD
USA



DATA CLOUD
ENERGY USA



METRO
CONNECT
FALL

Digital Infra Leaders Europe

1 June 2026, Cannes

Held alongside:



DATA CLOUD
GLOBAL CONGRESS

Digital Infra Leaders Middle East

14 March 2027, Dubai

Held alongside:

capacity

MIDDLE EAST



DATA CLOUD
MIDDLE EAST

Digital Infra Leaders LatAm

7 March 2027, Sao Paulo

Held alongside:

capacity
LATAM



DATA CLOUD
LATAM

Digital Infra Leaders Asia

1 December 2026, Singapore

Held alongside:



DATA CLOUD
ASIA

Digital Infra Leaders Africa

7 September 2026, Nairobi

Held alongside:



DATA CLOUD
AFRICA