



Leading the Global Infrastructure Market

# KIND, Team Korea

Korea Overseas  
Infrastructure & Urban  
Development Corporation



Korea Overseas Infrastructure & Urban Development Corporation



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01

# KIND at a Glance



Korea Overseas Infrastructure & Urban Development Corporation  
CEO **Kang-Hoon Lee**

01

## KIND at a Glance

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CEO Message

Greetings!

I am President Kang-Hoon Lee of Korea Overseas Infrastructure & Urban Development Corporation (KIND).

Established officially in June 2018, KIND is an institution founded in accordance with the Overseas Construction Promotion Act in order to provide professional and government-wide support for Korean companies as they advance into the overseas PPP market.

KIND's mission is to support the overseas advancement of Korean companies in order to share the profits and values of infrastructure and urban development.

KIND leads its way in global infrastructure market in order to become the "reliable partner and leader, opening the future of global PPP projects."

Especially as Co-Developer & Co-Investor, KIND serves as the center of Team Korea and promotes full-fledged support for Korean companies to strengthen their competitiveness.

As the global infrastructure market is shifting to EPC+Financing or PPP formats, KIND has formed Team Korea, which encompasses project identification and development, financing, EPC, and O&M to enter the global competition for overseas project orders.

Even under rapidly changing global environment and uncertainties, KIND will reinforce its capabilities and establish close-knit cooperative relations with domestic and overseas partners, solidifying the foundation for Korean companies to win project opportunities worldwide.

We will internalize ESG management and operate in a fair and transparent manner to prepare a foundation for sustainable growth and be trusted by our customers and citizens.

We kindly ask for your interest and support in the efforts of KIND in driving our country to become one of the top 4 powerhouses in overseas construction and in actively supporting winning orders worth \$50 billion every year.

Thank you.

# 01 KIND at a Glance

## History

### 2018

- 06 KIND officially established
- 11 1st investment decision – Almaty Ring Road project in Kazakhstan

### 2019

- 01 Designated as a public institution
- 02 Entrusted with F/S support project and overseas infrastructure cooperation centers
- 05 Designated as a fund management agency
- 05-09 Opened overseas infrastructure cooperation centers (Vietnam, Indonesia, Kenya, etc.)

### 2020

- 03 Entrusted with K-City Network Program
- 06 Entrusted with EIPP

### 2021

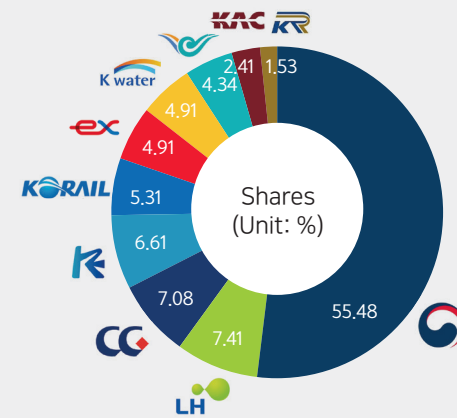
- 06 Received overseas infrastructure and urban development consulting functions (new)
- 12 Selected as an outstanding agency in anti-corruption policy evaluations by the Ministry of Land, Infrastructure, and Transport

### 2022

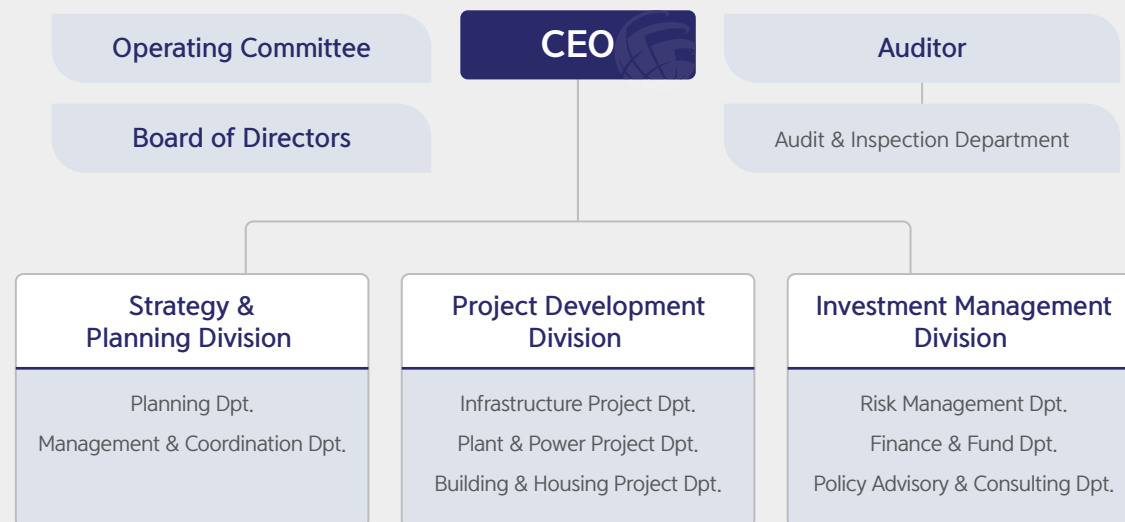
- 04 Selected as an outstanding agency in management disclosures by the Ministry of Economy and Finance
  - 09 Opened a new overseas infrastructure cooperation center (Bangladesh)
  - 10 Selected as an outstanding agency in the management evaluations of public institutions by the Ministry of Land, Infrastructure, and Transport
- Received the grand prize at the Construction Cooperation Promotion Awards

- History
- Shareholders
- Organization
- Roles
- Business Areas

## Shareholders



## Organization



3 divisions and 9 departments as of October 2022

## Roles

Project Identification	Project Development & Financing	Financial Support	Follow-up Management
<ul style="list-style-type: none"> <li>Monitor overseas PPP trends and analyze policies</li> <li>Identify G2G and private projects</li> <li>Make business proposals considering the business condition of each country</li> </ul>	<ul style="list-style-type: none"> <li>Support preliminary and main feasibility studies</li> <li>Support negotiations with foreign governments</li> <li>Improve business feasibility through consulting</li> </ul>	<ul style="list-style-type: none"> <li>Arrange loans and fund investments</li> <li>Make direct equity investment</li> <li>Provide financial structuring and consulting</li> </ul>	<ul style="list-style-type: none"> <li>Monitor projects and conduct follow-up management</li> </ul>

While serving as the co-developer and co-investor of overseas PPP projects, we systematically support every stage of the project life cycle from project identification and development to investment and financial support.

## Business Areas



**Mission**

**We Create the New World,  
Share Our Values**

**Vision**

Reliable First Mover in  
Global PPP Market 

**KIND**

**Core Values**



**Innovation**

We continue our innovative challenges even under rapidly changing global environment and uncertainties.



**Cooperation**

We pursue win-win cooperation with various domestic and overseas partners through close communication.



**Expertise**

We share our expertise in the field of PPP projects and foster global professionals.



**Trust**

We build trust with our partners and clients through successful implementation of projects.

**Management Goals / Strategic Directions and Tasks**

Management Goals	Active Investment	Substantial Management	Customer Satisfaction
Strategic Directions	Challenging attempts for global projects	Systematized risk management and financial support	Sustainable and trustworthy management system
Strategic Tasks	<ul style="list-style-type: none"> <li>Advancing global cooperation platform</li> <li>Vitalizing Team Korea participation</li> <li>Diversifying project portfolios</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing risk management</li> <li>Reinforcing government-entrusted functions</li> <li>Strengthening financial support</li> </ul>	<ul style="list-style-type: none"> <li>Establishing performance-oriented operation</li> <li>Fostering culture of empathy and consideration</li> <li>Internalizing ESG management</li> </ul>

# 02

# Project Identification and Development

## 02 Project Identification and Development

Support Model by Project Stage Work Process

We actively support every stage of an overseas PPP project, including project identification, feasibility study, project development, and financial support.

### Support Model by Project Stage







### Work Process



\* Depending on the project stage, Pre-Review Committee or Project Selection Committee can be skipped

## Overseas Infrastructure Cooperation Centers

We share information about potential infrastructure projects with Korean companies by operating overseas infrastructure cooperation centers.

			
<b>Vietnam Infrastructure Cooperation Center</b> Korea's 4th largest trade partner, with infrastructural demands on a continuous rise	<b>Bangladesh Infrastructure Cooperation Center</b> A hub country in South Asia, where potential infrastructure projects are concentrated through G2G platform	<b>Indonesia Infrastructure Cooperation Center</b> World's 16th largest in economy, with immense potential in demands for infrastructure expansion	<b>Kenya Infrastructure Cooperation Center</b> Korea's largest trade partner in East Africa with stable domestic situation and market economy system



### Functions

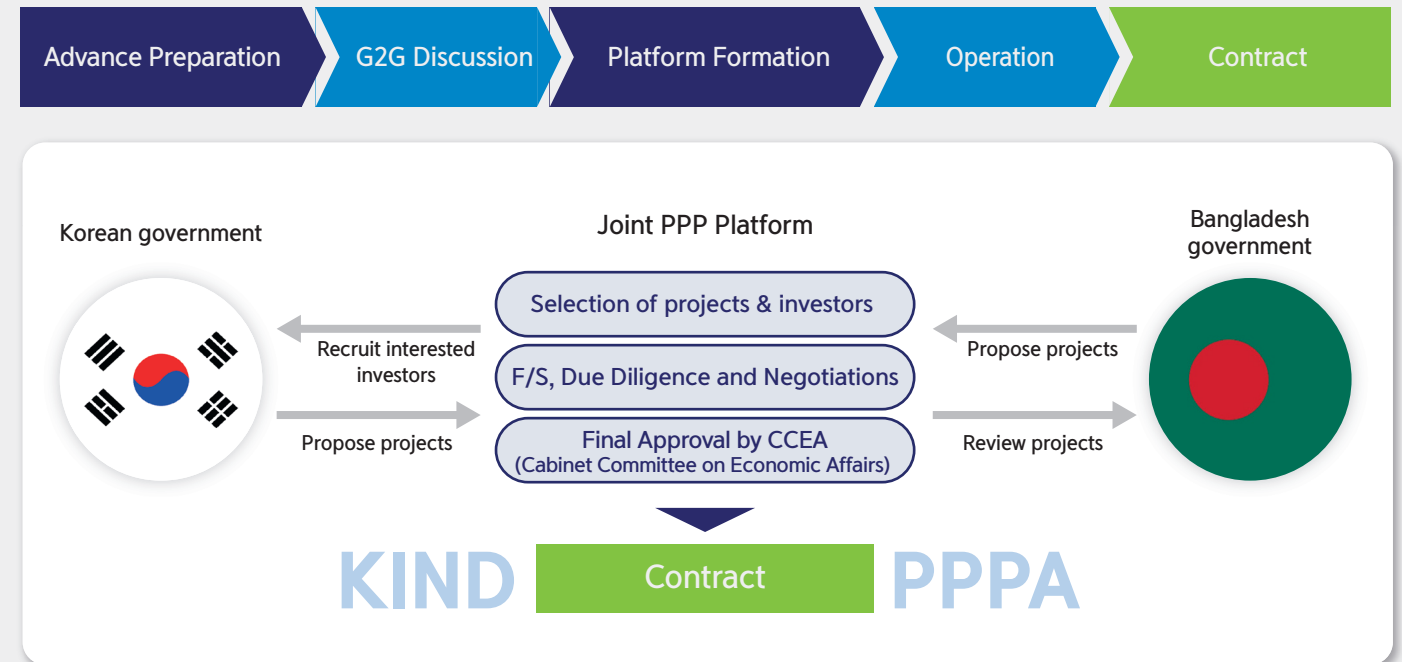
-  Discovering projects through infrastructure cooperation and interaction
-  Building cooperative networks with companies and financial institutions
-  Sharing information with Korean companies and assisting them in winning orders
-  Proposing projects and supporting their structuralization

## G2G Cooperation Platform

We identify project opportunities through direct proposal and negotiations with foreign governments.

### A Representative Case : Bangladesh Joint PPP Platform

KIND, on behalf of Korea, signed a business agreement with the PPPA(Public Private Partnership Authority of Bangladesh) in April 2019, which enabled to promote projects through G2G cooperation without any competitive bidding process.



### Achievements in Securing Priority Business Rights (Bangladesh)

<b>2nd Joint PPP Platform meeting</b> 2020.01	<b>3rd Joint PPP Platform meeting</b> 2020.11	<b>4th Joint PPP Platform meeting</b> 2022.03
Dhaka-Mymensingh Highway project Dhaka circular railway project Matarbari-Madunaghat transmission line project	Meghna Bridge construction and operation project	Purbachal distribution line project



KIND carries out various projects entrusted by Korean government in order to support Korean companies.

## Overview

### Government-Entrusted Programs



## 02 Project Identification and Development

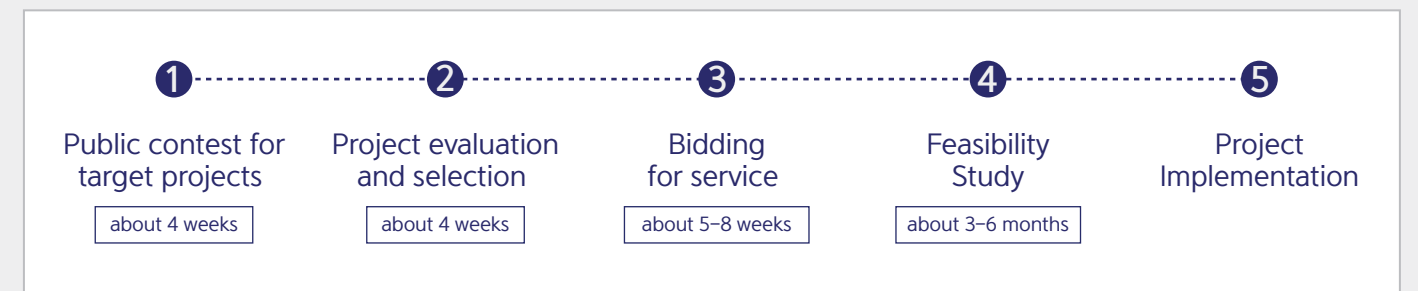
Overview of Government-Entrusted Programs  
Feasibility Study Support

## Feasibility Study Support

By providing F/S support based on extensive expertise, we reduce the burden of initial development costs for Korean companies and help develop overseas PPP projects.




### F/S Support Process



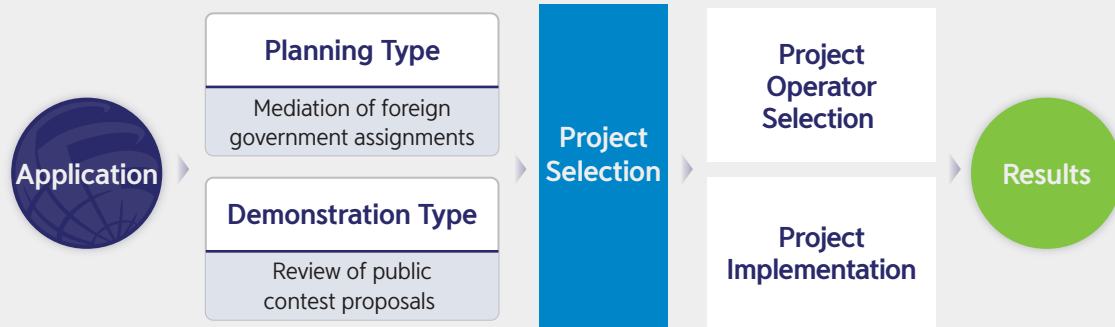
## K-City Network

This is a global cooperation program that supports identification and development of Korean smart city projects in overseas cities based on intergovernmental cooperation.

### Project Overview

FOR	CONTENTS	SCALE
		
Foreign governments and international organizations	Basic conception of master plan / Feasibility study (preliminary), etc	About 7 projects / 0.4 - 1 billion KRW

### Public Contest Process



### Major Projects

2022 : 5 Projects on Smart City Planning

	<b>Kyrgyzstan</b> Issyk-Kul Basic Smart City Planning and Pre-F/S		<b>Malaysia</b> Klang Master Plan for Historical and Smart City Regeneration and Pre-F/S
	<b>Bangladesh</b> Khulna Basic Smart City Planning		<b>Mongolia</b> New Zuunmod in Khushig Valley Basic Smart City Planning
	<b>Azerbaijan</b> Zangilan Basic Smart City Planning		

\* 2020-2021 : 16 projects in 14 countries completed

## EIPP (Economic Innovation Partnership Program)

This G2G policy consulting program, which is a follow-up model of KSP (Knowledge Sharing Program), provides concentrated assistance for partner nations over a period of 3 to 5 years with project planning, establishment of strategies, and improvement of relevant laws and systems.

### Overview of EIPP

FOR	CONTENTS	SCALE
		
Foreign governments (KIND : in charge of Indonesia)	Policy consulting (project planning, improvement of relevant systems, training of officials, etc.)	4 to 7 projects / Within 500 million KRW by project

### Major Functions



### Project Process



# 03

## Investment and Financial Support

KIND, Team Korea

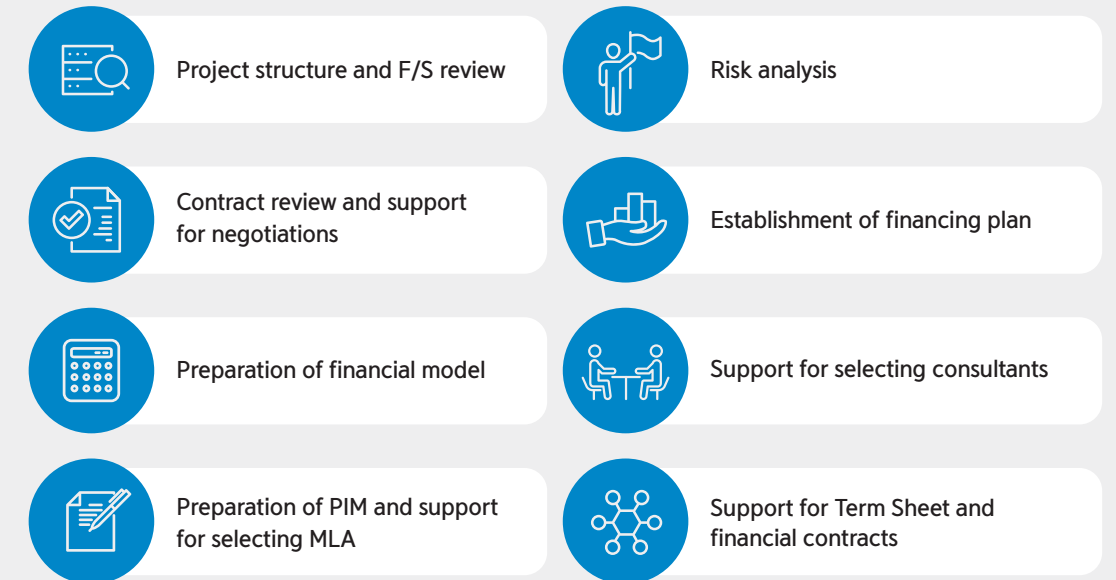
### 03

#### Investment and Financial Support

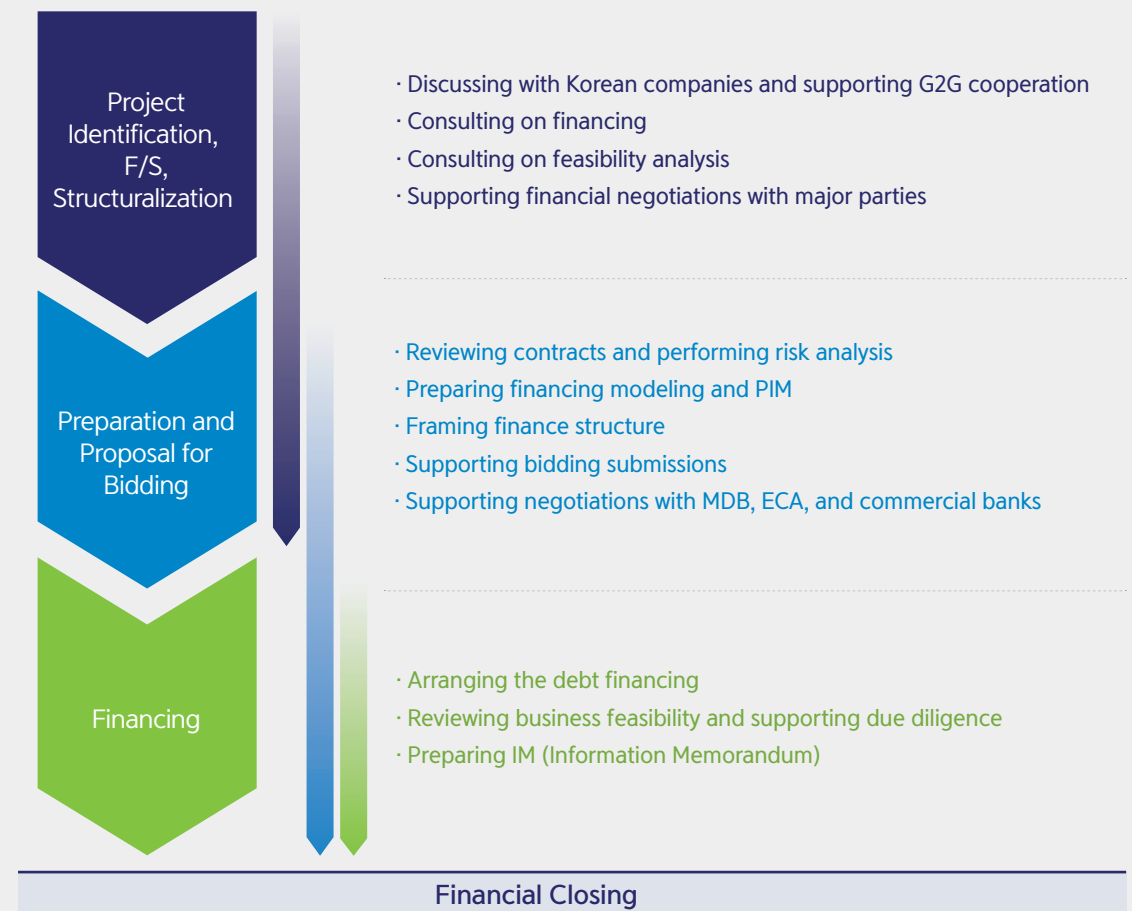
Overview of Financial Consulting

We accomplish successful financing by providing financial consulting tailored for Korean companies.

#### Overview of Financial Consulting



#### Financial Consulting by Stage



### Policy Fund Management

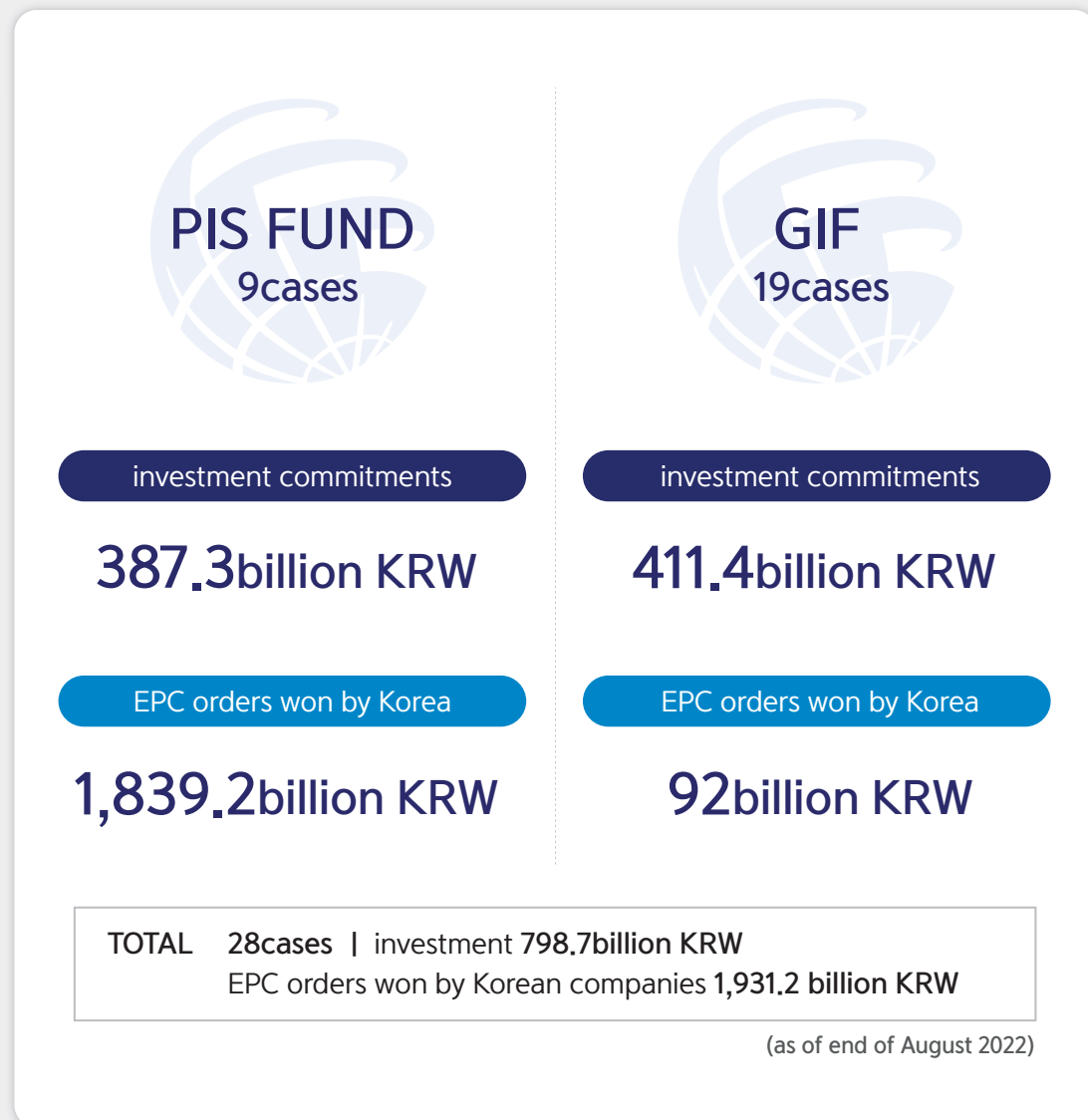
We enhance the project bankability through efficient operation and management of PIS Fund (Plant Infrastructure Smart City Fund) and GIF (Global Infrastructure Fund).

Raising policy funds to strengthen Korean companies' financial competitiveness



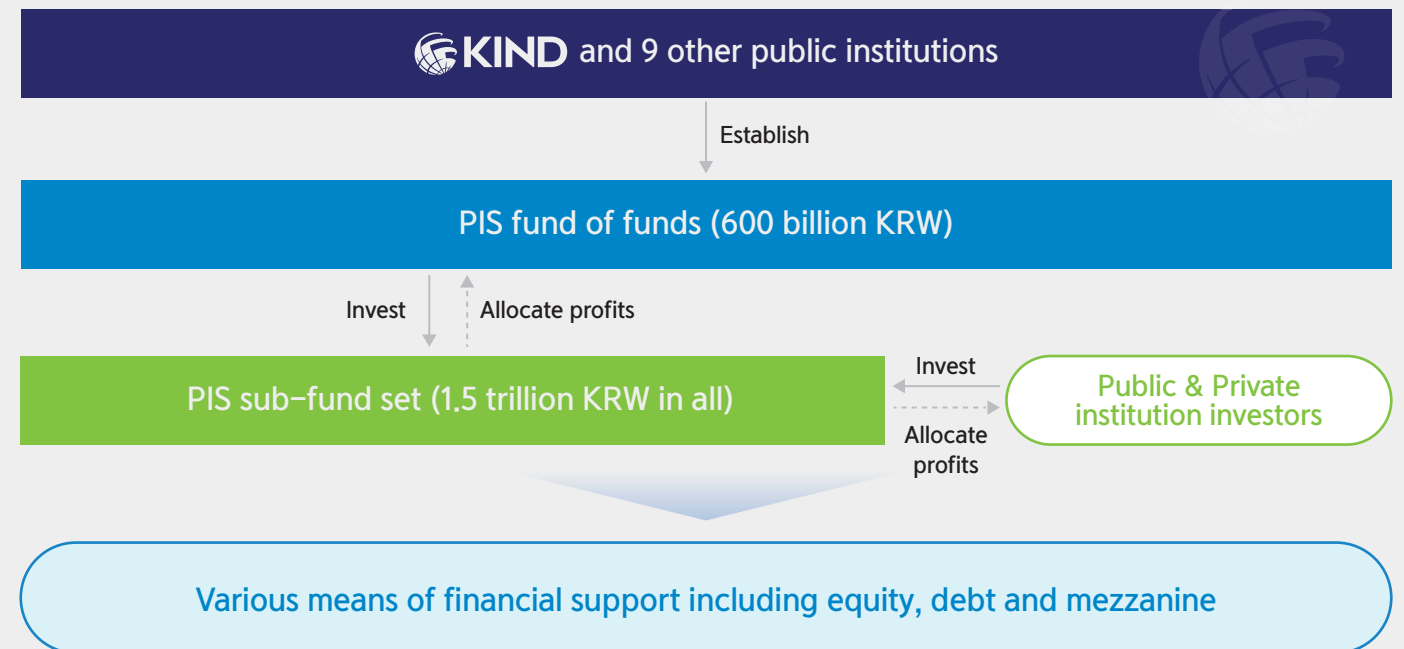
Supporting fund operation, reflecting the needs of private sectors

· Through the policy funds, 798.7 billion KRW is invested in 28 projects in 14 countries.



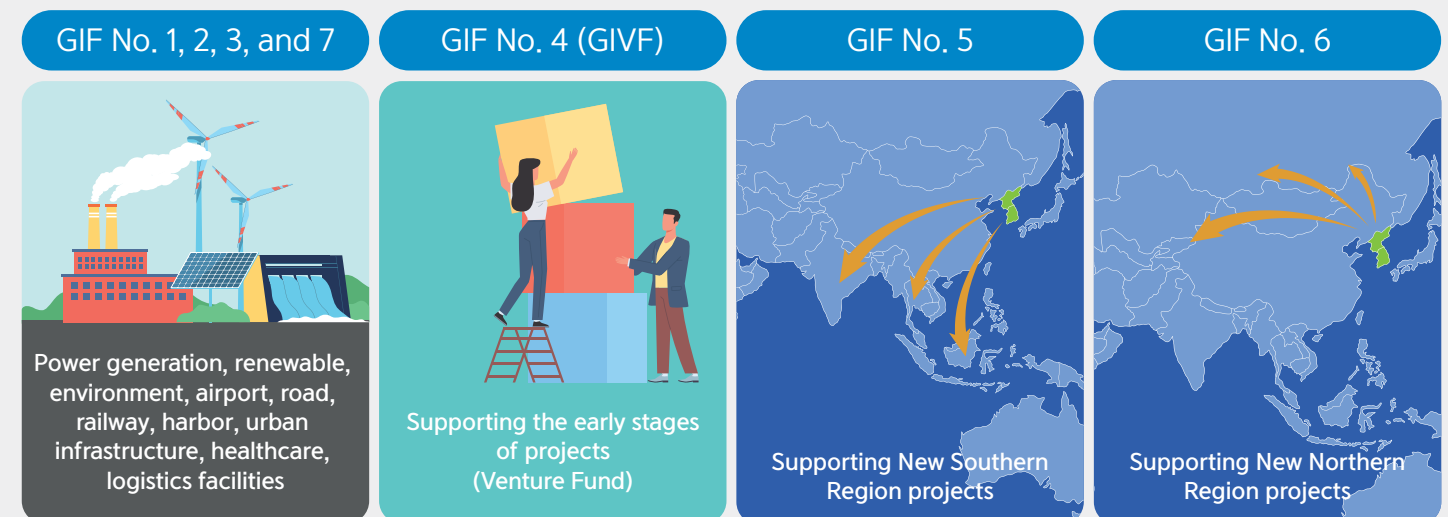
### ► PIS (Plant Infrastructure Smart City) Fund

This consists of a fund of funds and a sub-fund set, raised to identify projects and promote investment in Plant, Infrastructure, and Smart City sectors.



### ► GIF (Global Infrastructure Fund)

This is a set of blind funds for overseas infrastructure projects carried out by Korean companies.



## Support for Korean Companies

### ▶ Sharing Information on PPP Projects

We publish PPP guides, sharing information on global trends and major orders to be issued.

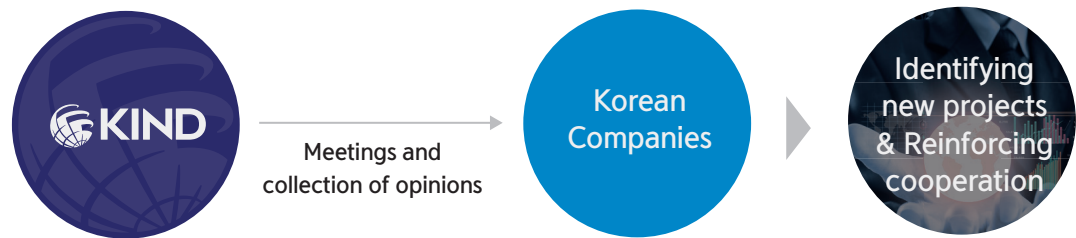


Kenya Uzbekistan Kazakhstan Vietnam Indonesia Bangladesh Philippines Paraguay ...

[Countries for which PPP advancement guides have been published]

### ▶ Holding Company Meetings

We hold company meetings and gather opinions to identify new projects and reinforce cooperation.



### ▶ Hosting Overseas Roadshows

We host overseas roadshows and invite Korean companies, increasing contact points for new projects.



[Bogota and Cartagena Roadshow in Colombia]

[Nairobi Roadshow in Kenya]

[Dhaka Roadshow in Bangladesh]

### ▶ Hosting PPP Information Sessions

We figure out difficulties experienced by SMEs and share information on local laws and supporting policies.

## Major Achievements of KIND

A Foundation for Winning Global Orders		
<b>Priority Business Rights through G2G Cooperation</b>  Secured priority business rights worth \$10.9 billion	<b>Overseas Infrastructure Cooperation Centers</b>  Operating overseas infrastructure cooperation centers (Vietnam, Bangladesh, Indonesia, Kenya)	<b>Government-Entrusted Programs</b>  F/S support (worth 4 billion KRW) K-City Network & EIPP
PPP Project Development		
<b>Formation of Team Korea</b>  40 projects & 75 Korean companies involved	<b>Portfolio Expansion</b>  Advancing into Brown Field projects (\$16 million)	<b>Environment-Friendly Project Development</b>  Securing over 900,000 tons of carbon emission rights
Investment and Financial Support		
<b>Policy Fund Investment &amp; ESG Management</b>  Activating policy funds & ESG investment	<b>Investment Capacity &amp; Financial Consulting</b>  Expanding investment capacity & Reinforcing financial consulting	<b>Integrated Risk Management System</b>  Enhancing project committee operation & substantial investment
<b>Future Created by KIND</b>		
<b>Approval of 2 trillion KRW</b> in investments by KIND	<b>400 million KRW</b> in Brown Field investments	<b>Turning a Profit</b> by 2024

**67**  
Projects  
(Deal Pipeline)

**4**  
Centers

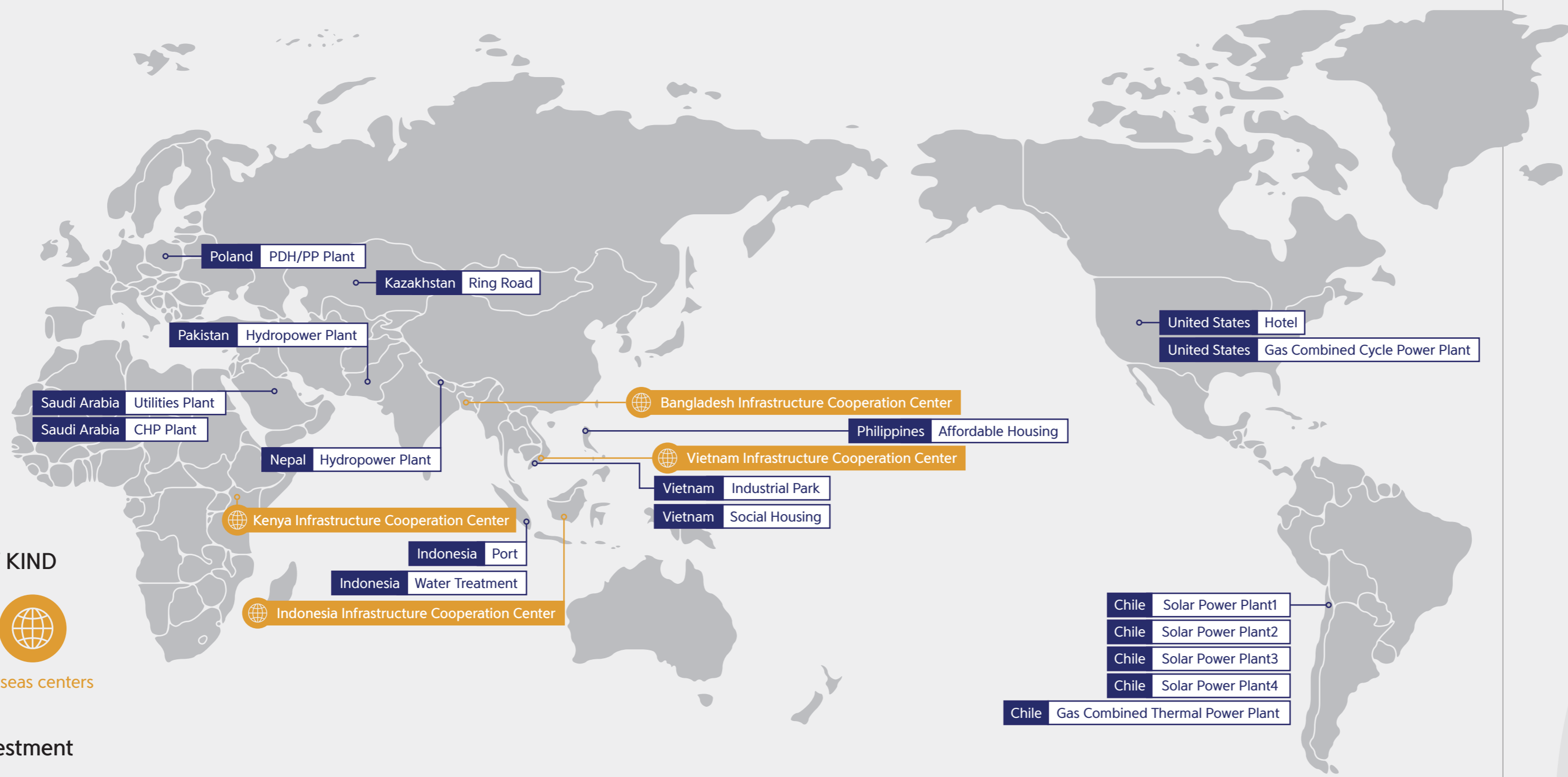
Key projects and overseas centers of KIND



Key projects



overseas centers



Reliable **First Mover**  
in Global **PPP** Market

Status of direct investment

Total 18 projects | investment commitments \$454 million | EPC orders won by Korean companies \$4,317.3 million

(Unit: million KRW)



investment commitments

16

EPC orders won by Korea

187



investment commitments

31

EPC orders won by Korea

143



investment commitments

276

EPC orders won by Korea

2,735



investment commitments

131

EPC orders won by Korea

1,252