

Leading the Global Infrastructure Market

KIND, One Team Korea

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

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 the 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.

History

2018

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

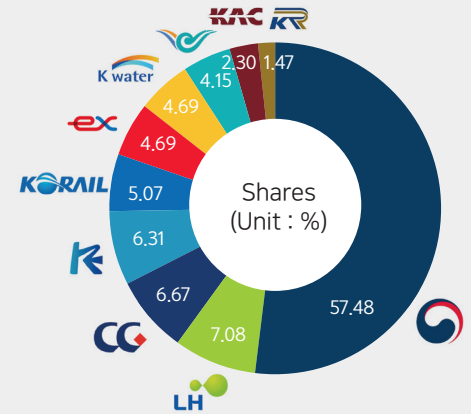
2019

- 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.)

01 KIND at a Glance

- History
- Shareholders
- Organization
- Roles
- Business Areas

Shareholders



Organization



3 divisions and 9 departments as of April 2023

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

Roles

Project Identification

- Monitor overseas PPP trends and analyze policies
- Identify G2G and private projects
- Make business proposals considering the business condition of each country

Project Development & Financing

- Support preliminary and main feasibility studies
- Support negotiations with foreign governments
- Improve business feasibility through consulting

Financial Support

- Arrange loans and fund investments
- Make direct equity investment
- Provide financial structuring and consulting

Follow-up Management

- Monitor projects and conduct follow-up management

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

Transportation Infrastructure



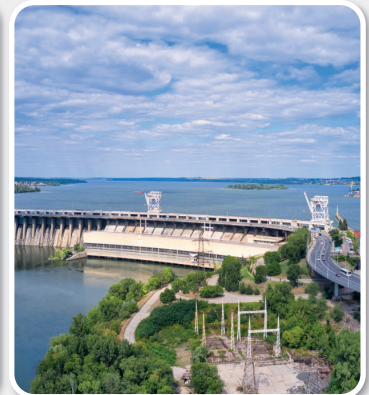
Urban Development



Power, Energy, and Plant



Water Resources and Environment



Mission

We Create the New World,
Share Our Values

Vision

Reliable First Mover in
Global PPP Market 

01

KIND

at a
Glance

Core Values
Management
Goals

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"> • Advancing global cooperation platform • Vitalizing Team Korea participation • Diversifying project portfolios 	<ul style="list-style-type: none"> • Enhancing risk management • Reinforcing government-entrusted functions • Strengthening financial support 	<ul style="list-style-type: none"> • Establishing performance-oriented operation • Fostering culture of empathy and consideration • Internalizing ESG management

02

Project Identification and Development

KIND, Team Korea

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

02 Project Identification and Development

Support Model by Project Stage Work Process



Work Process







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

02
Project
Identification
and
Development

Overseas
Infrastructure
Cooperation
Centers
G2G Cooperation
Platform

Overseas Infrastructure Cooperation Centers

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

			
<p>Vietnam Infrastructure Cooperation Center</p> <p>Korea's 3th largest trade partner, with infrastructural demands on a continuous rise</p>	<p>Bangladesh Infrastructure Cooperation Center</p> <p>A hub country in South Asia, where potential infrastructure projects are concentrated through G2G platform</p>	<p>Indonesia Infrastructure Cooperation Center</p> <p>World's 16th largest in economy, with immense potential in demands for infrastructure expansion</p>	<p>Kenya Infrastructure Cooperation Center</p> <p>Korea's largest trade partner in East Africa with stable domestic situation and market economy system</p>



► 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



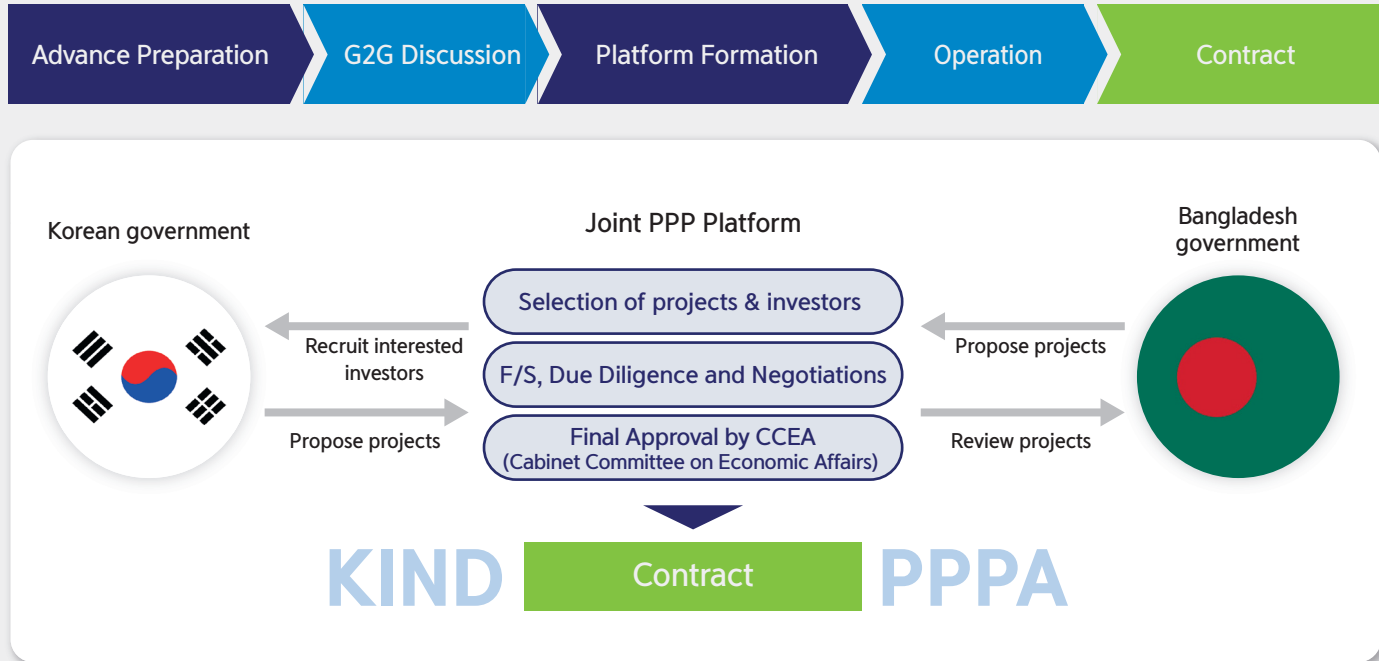
Proposing projects and supporting their structuralization

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)

2nd Joint PPP Platform meeting 2020.01	3rd Joint PPP Platform meeting 2020.11	4th Joint PPP Platform meeting 2022.03
Dhaka-Mymensingh Highway project Dhaka circular railway 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.



FOR
Overseas construction businesses and foreign governments (participation of SMEs encouraged)

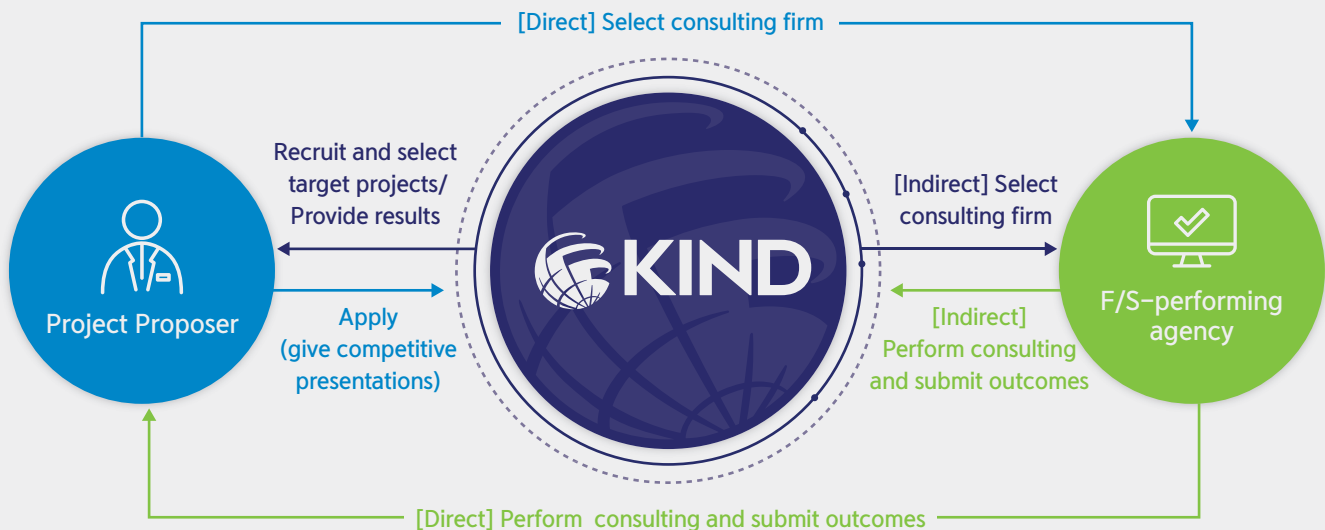


CONTENTS
Preliminary feasibility study, feasibility study, due diligence, and proposal preparation



SCALE
Indirect F/S within 1 billion KRW, Direct F/S within 0.3 billion KRW by project (within 2 billion KRW for proposal preparation)

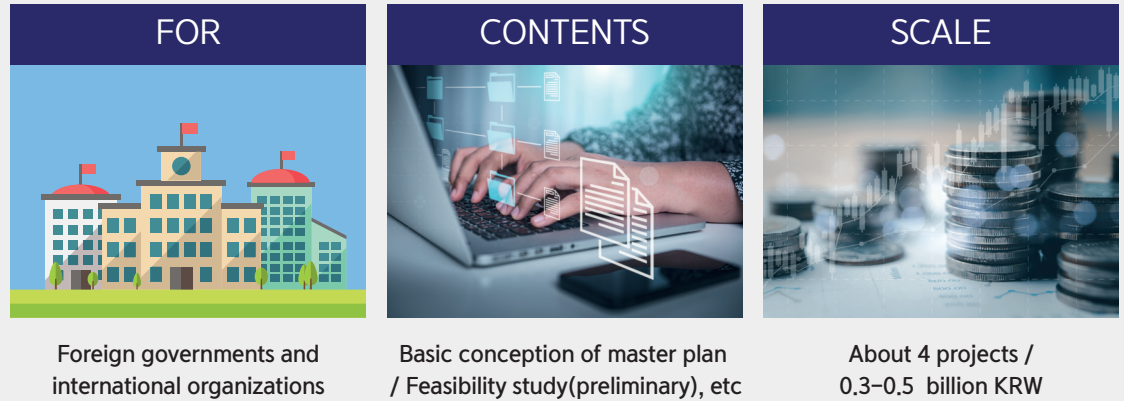
F/S Support Process



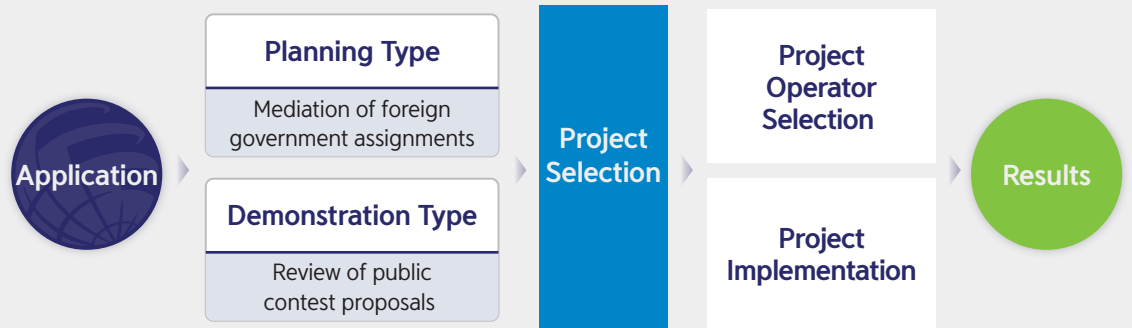
K-City Network

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

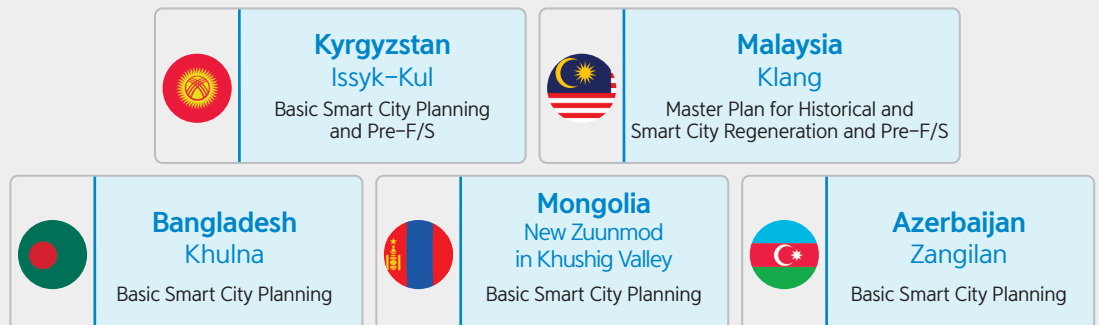


► Public Contest Process



► Major Projects

2022 : 5 Projects on 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



▶ Major Functions



▶ Project Process



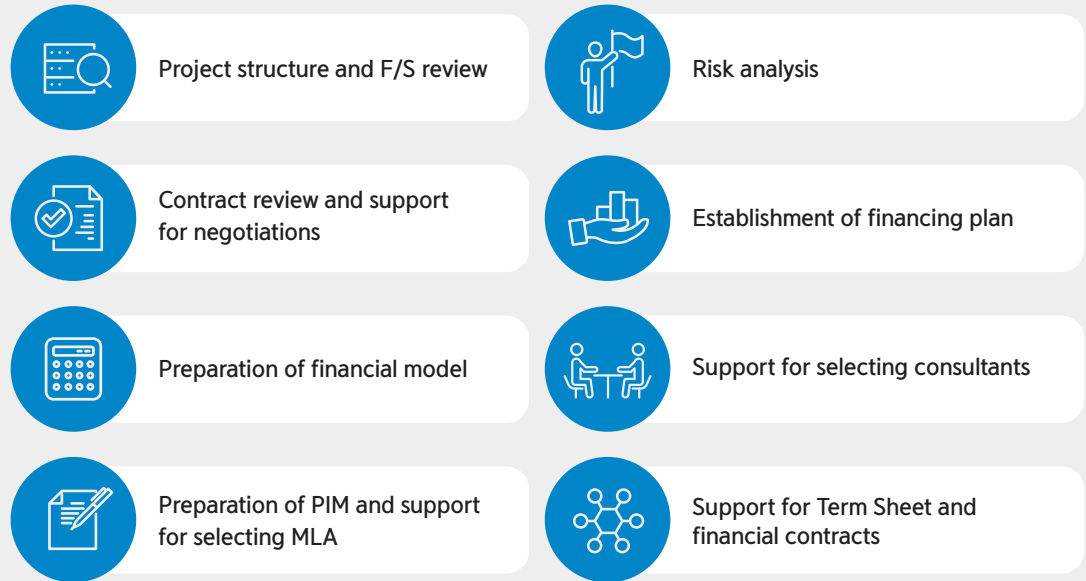
03

Investment and Financial Support

KIND, Team Korea

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

Overview of Financial Consulting

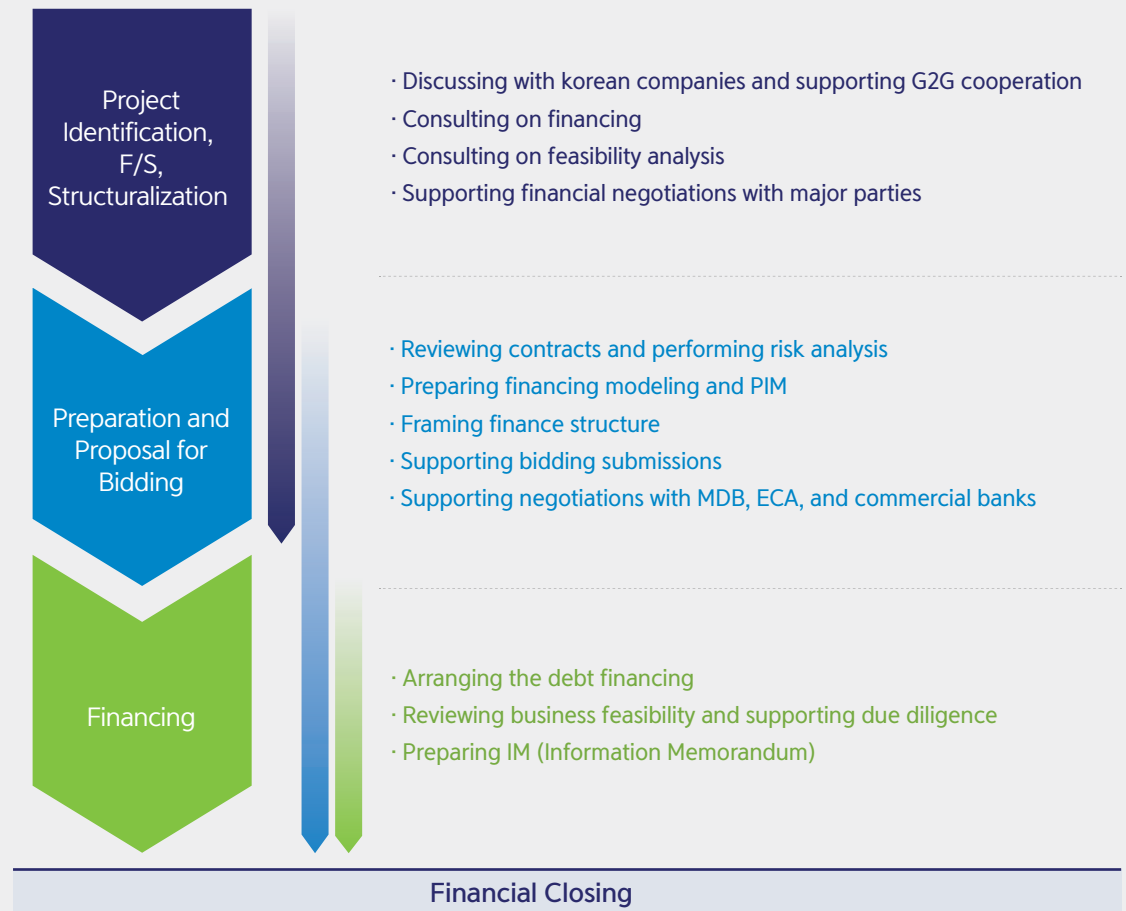


03

Investment and Financial Support

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, 1,017.7 billion KRW is invested in 29 projects in 15 countries.

03

Investment and Financial Support

Policy Fund
Management
- PIS Fund and GIF



investment commitments

606.3billion KRW

EPC orders won by Korea

88billion KRW



investment commitments

411.4billion KRW

EPC orders won by Korea

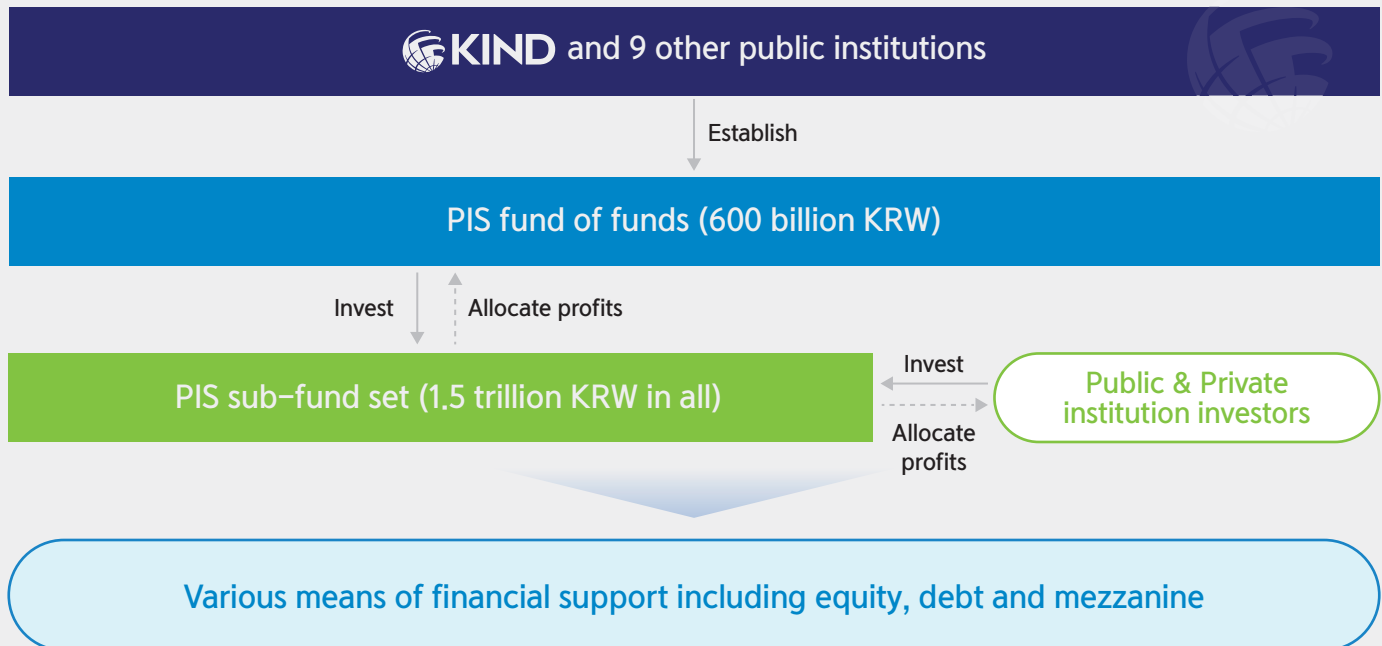
2,124.6billion KRW

TOTAL 31cases | investment 1,017.7billion KRW
Orders won by Korean companies 2,212.6 billion KRW

(as of end of March 2023)

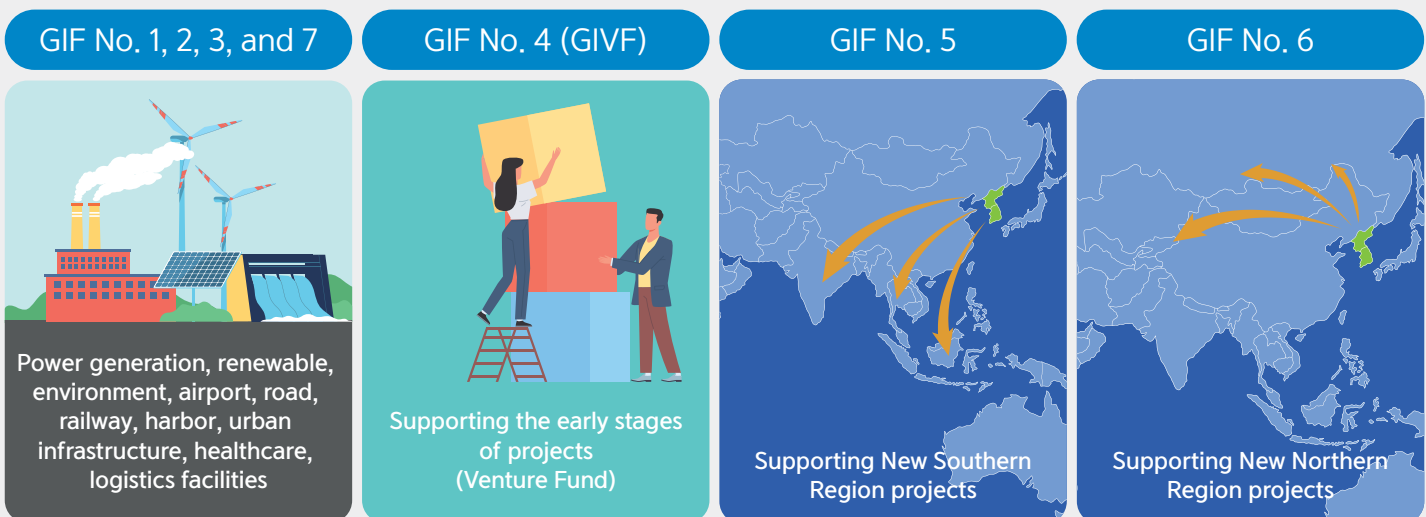
▶ PIS (Plant Infrastructure Smart City) Fund

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

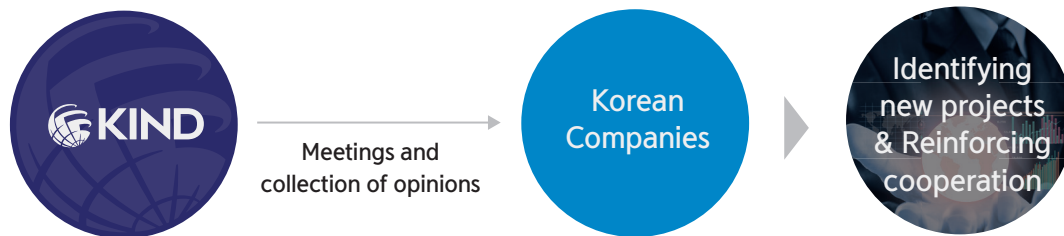
We publish PPP guides, sharing information on global trends and major orders to be issued.



[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

Overseas Infrastructure Cooperation center Discovery Project	Support for Overseas Expansion of Korean Smart City Projects	Public-led joint Public-private Networking
 <p>Securing exclusive business promotion authority for four projects including Bangmagna Bridge project</p>	 <p>Discovering new businesses in strategic partner countries (5 countries including Kyrgyz Republic and Malaysia)</p>	 <p>Expanding cooperation of government, public corporations and private corporations in Infrastructure Feasibility Study Support Project : 59, Total KRW 36.7 Bill</p>

One Team Korea Business

Expanding the Legal capital by 2 trillion KRW	Establishing a bridgehead to participate in the Saudi 'Neom City Project'	Normalization of Korean business in the Crisis of stranding
 <p>Amendment to the Overseas Construction Promotion Act passed the Standing Committee of the National Assembly</p>	 <p>More than 1,401M USD in overseas nominations for Korean companies through new Saudi business</p>	 <p>Support shareholder loans(USD 14M) & Policy fund(USD 30.8M)</p>

Financial Investment Support Project

Policy Fund Investment	Raising an additional 400 billion won in PIS funds	Risk Management in Investment Business
 <p>Contract Korean companies nominated (KRW 191.8B) Direct Investment linkage (KRW 174B)</p>	 <p>(Step 1) Seeking to raise an additional 400B KRW (Step 2) Expect to raise 1.5T KRW</p>	 <p>increase in interest income by 10M USD Compensation for losses of 140M KRW</p>

Future Created by KIND

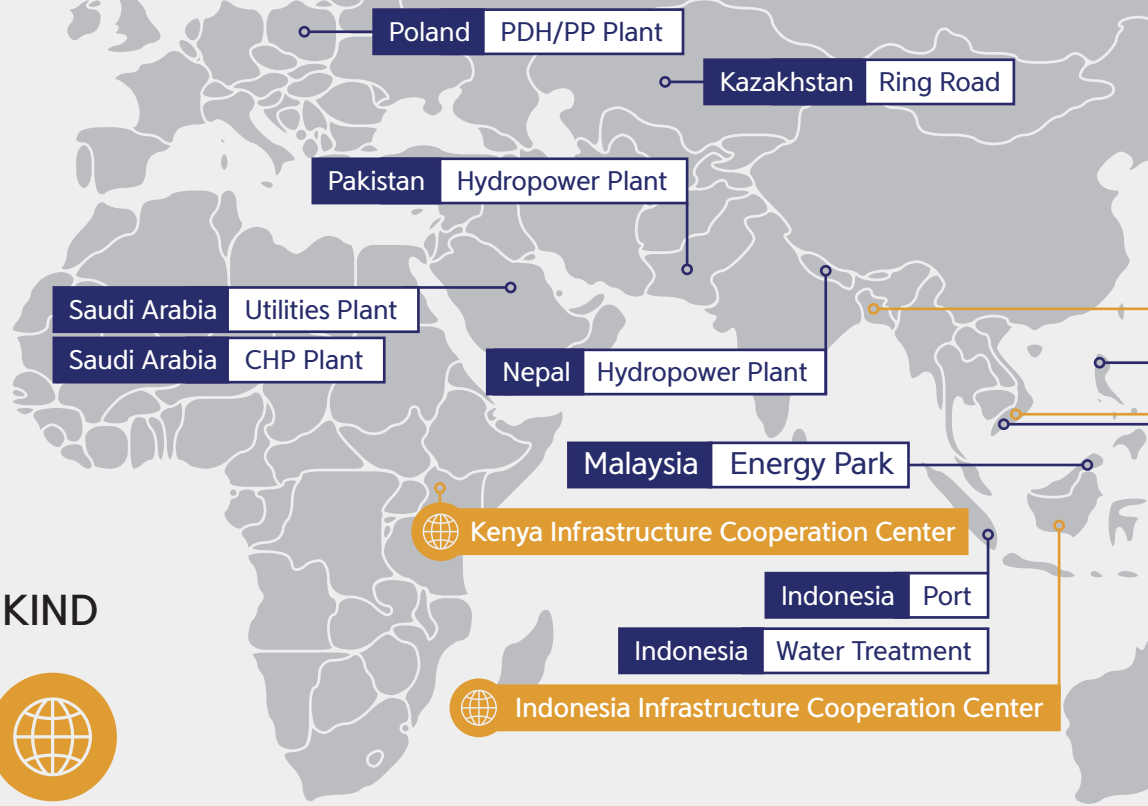
Approval of 2 trillion KRW
in investments by KIND

Securing Priority Business Rights
for Korean Companies

Development of Human Resources
in Global Investment Development Projects

69
Projects
 (Deal Pipeline)

4
Centers



Key projects and overseas centers of KIND



Key projects



overseas centers

Status of direct investment

Total 20 projects | investment commitments \$479 million | EPC orders won by korean companies \$6,542.3 million

Transportation Infrastructure
 2 projects

investment commitments
16
 EPC orders won by Korea
187

Urban Development
 4 projects

investment commitments
31
 EPC orders won by Korea
143