



Korea Overseas Infrastructure & Urban Development Corporation



(Postal Code : 07326) 10 Gukjegeumyung-ro, Yeongdeungpo-gu, Seoul  
(50th-51st floor, Three IFC)  
Tel. 02 - 6746 - 7408 | Fax. 02 - 6746 - 7436, 7425  
[www.kindkorea.or.kr/eng](http://www.kindkorea.or.kr/eng)

Leading the Global Infrastructure Market  
**KIND, One Team Korea**

Korea Overseas  
Infrastructure & Urban  
Development Corporation



Home



Youtube

Leading the Global Infrastructure Market

# KIND, One Team Korea

Korea Overseas  
Infrastructure & Urban  
Development Corporation



# CONTENTS

---

## 01 KIND at a Glance

CEO Message	03
History	05
Shareholders	05
Organization	05
Roles	06
Business Areas	06
Core Values	08
Management Goals	08

---

## 02 Project Identification and Development

Support Model by Project Stage	10
Work Process	10
Overseas Infrastructure Cooperation Centers	11
G2G Cooperation Platform	12
Overseas Infrastructure Cooperation Centers & Branch	13
– Feasibility Study Support	14
– K-City Network	15
– EIPP(Economic Innovation Partnership Program)	16

---

## 03 Investment and Financial Support

Overview of Financial Consulting	18
Policy Fund Management	19
– PIS Fund, GIF, and Green Infrastructure Export Support Fund	20

---

Support for Korean Companies	21
Major Achievements of KIND	22
Worldwide KIND	23–24

# 01 KIND at a Glance



Korea Overseas Infrastructure & Urban Development Corporation  
CEO **Kim Bokhwan**

## 01 KIND at a Glance

### CEO Message

Greetings!

I am President Kim Bokhwan 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.

# 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

### 2023

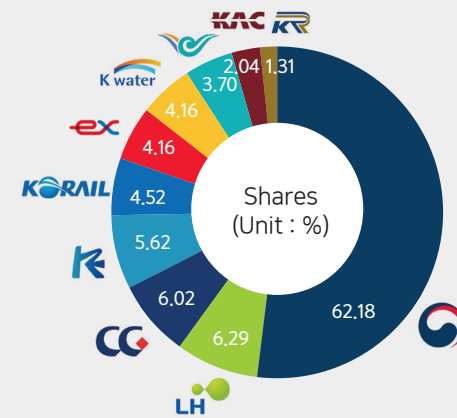
- 03 Won 'Power Deal of the Year' at IJ Global Awards 2022
- 07 Raised legal capital from KRW 500 billion to KRW 2 trillion, revising 'Overseas Construction Promotion Act.'
- 09 Opened Poland branch (Ukraine reconstruction cooperation center)
- 10 Opened overseas infrastructure cooperation center (Saudi Arabia)

### 2024

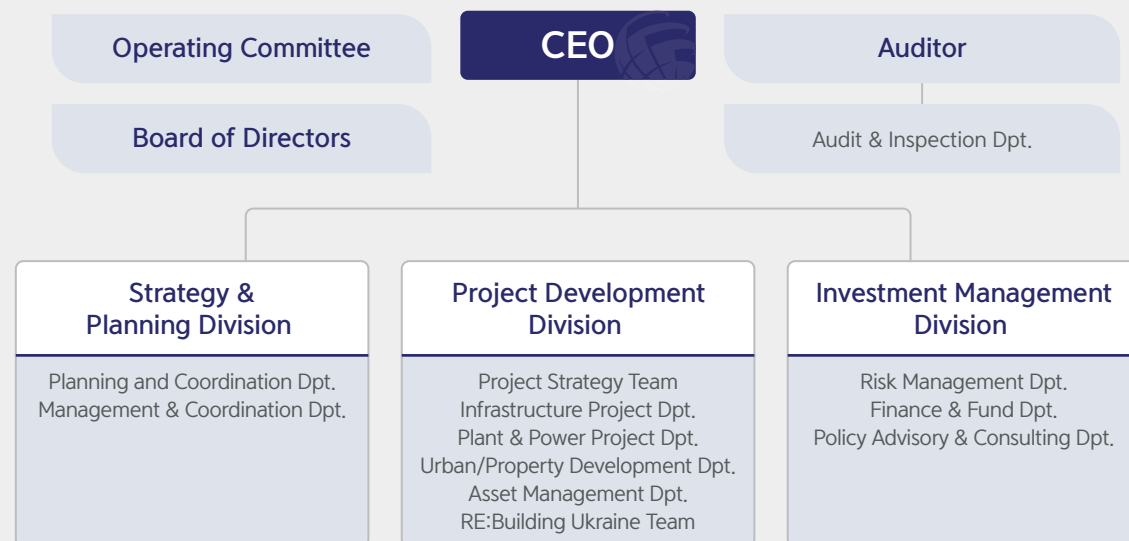
- 05 Designated as a Green Infrastructure Export Support Fund management agency

- History
- Shareholders
- Organization
- Roles
- Business Areas

## Shareholders



## Organization



3 divisions and 10 departments as of December 2024

## 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	KRW 2 trillion in overseas investment approval	Contribution to USD 20 billion in overseas order	KRW 1 trillion in paid-in-capital	Excellent rating in the National Confidence Index
Strategic Directions	Vitalize global Public-Private Partnership business	Strengthening competitiveness for the overseas expansion of Korean companies	Laying the foundation for a future quantum leap	Achieving eye-level management for citizens
Strategic Tasks	<ul style="list-style-type: none"> <li>Expanding policy projects for project development support</li> <li>Strengthening project development and identification function</li> <li>Strengthening external cooperative networking activities</li> </ul>	<ul style="list-style-type: none"> <li>Facilitation of One Team Korea</li> <li>Strengthening complex financing support</li> <li>Additional creation and management of policy fund</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing the institution status and work</li> <li>Additional expansion of paid-in capital</li> <li>Diversification of business portfolio</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening integrity and ethics management</li> <li>Internalization of ESG management</li> <li>Strengthening future competence through management innovation</li> </ul>

# 02

# Project Identification and Development

## 02

### Project Identification and Development

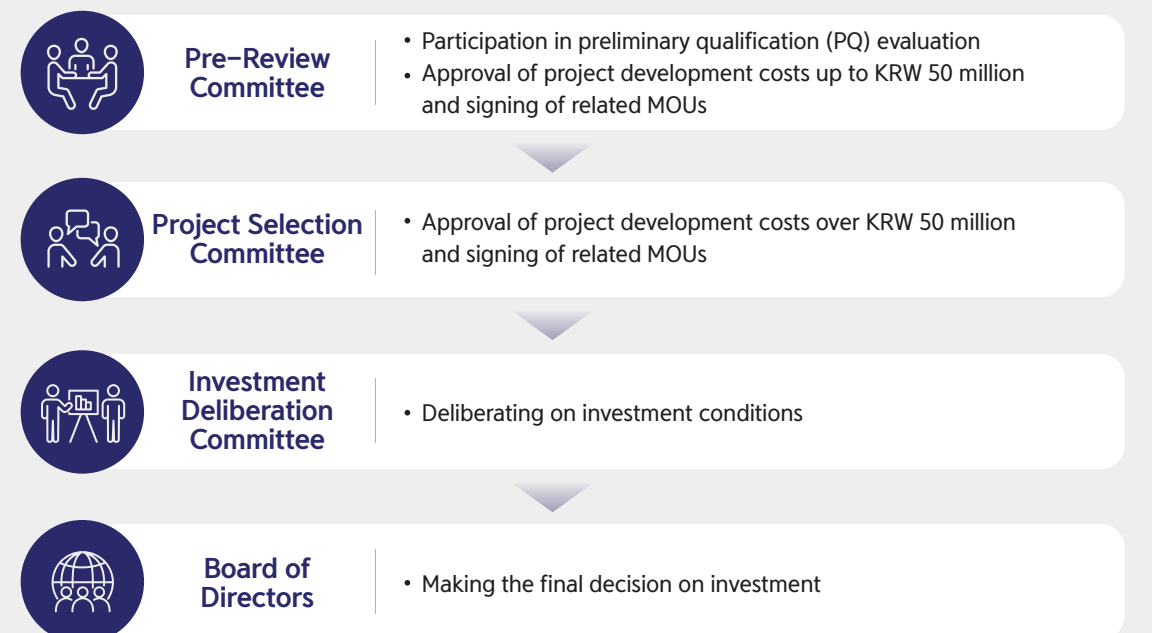
Support Model by Project Stage  
Work Process

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 & Branch

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

					
<b>Vietnam Infrastructure Cooperation Center</b>	<b>Bangladesh Infrastructure Cooperation Center</b>	<b>Indonesia Infrastructure Cooperation Center</b>	<b>Kenya Infrastructure Cooperation Center</b>	<b>Saudi Arabia Infrastructure Cooperation Center</b>	<b>Ukraine reconstruction Cooperation Center (Poland office)</b>
Korea's 3th largest trade partner, with infrastructural demands on a continuous rise	A hub country in South Asia, where potential infrastructure projects are concentrated through G2G platform	World's 16th largest in economy, with immense potential in demands for infrastructure expansion	Korea's largest trade partner in East Africa with stable domestic situation and market economy system	The largest PPP market in the Middle East and North Africa where large-scale projects such as Neom City and Red Sea development are ordered	As a dedicated office for cooperation on the Ukraine reconstruction and development project, it serves as an outpost for expanding to the Europe infrastructure market including Poland as Eastern Europe's largest consumer market



#### Functions

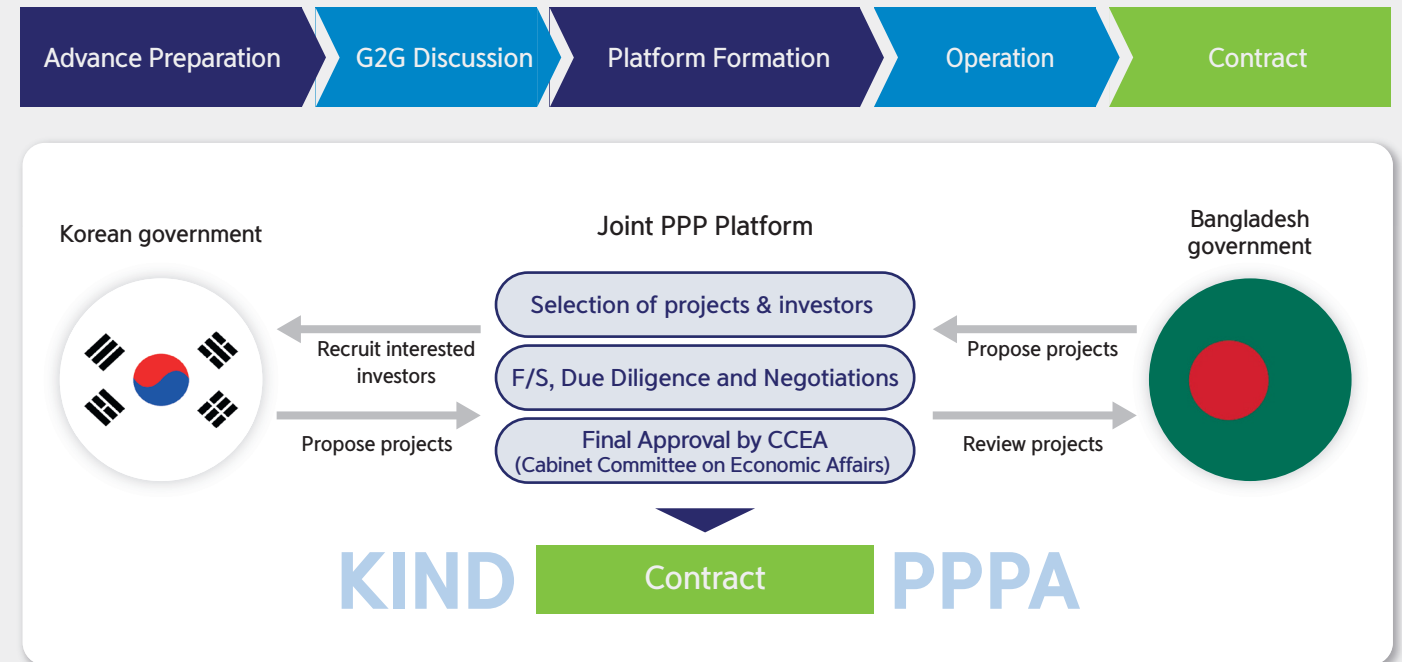
-  Discovering projects through infrastructure cooperation and interaction
-  Building cooperative networks with companies and financial institutions
-  Sharing information with korean companies and assisting them in winning orders
-  Proposing projects and supporting their structuralization

### G2G Cooperation Platform

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

#### 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.



<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	<b>5th Joint PPP Platform meeting</b> 2023.08
Dhaka-Mymensingh Highway project Dhaka circular railway project	Meghna Bridge construction and operation project	Purbachal distribution line project	BSMSN Economic Zone Water Supply



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

**Overview**

02  
Project Identification and Development

Overview of Government-Entrusted Programs  
Feasibility Study Support

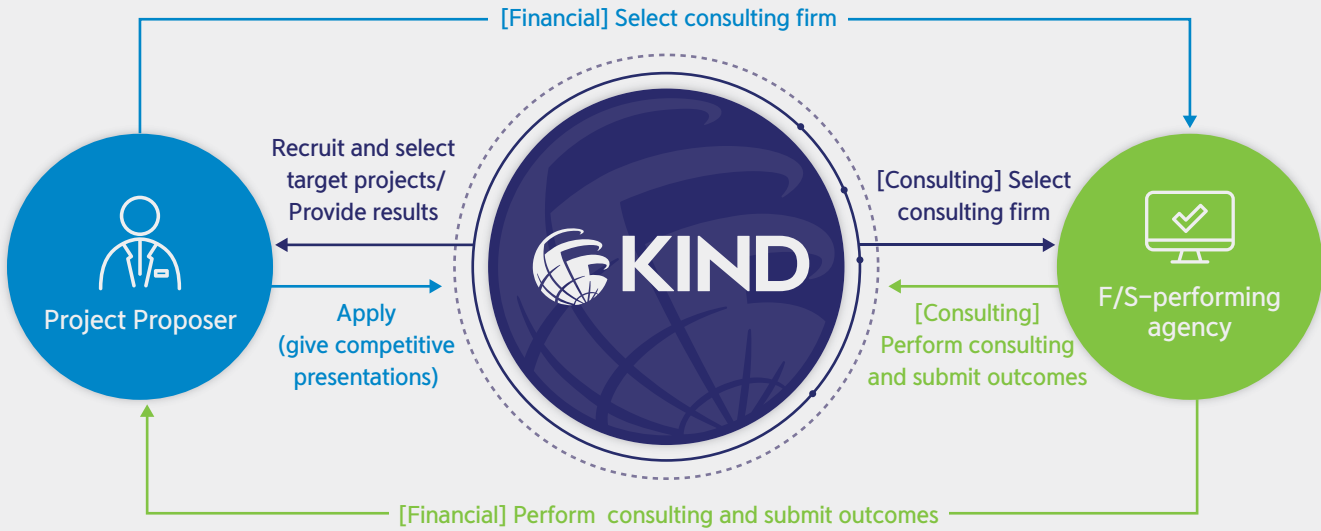


**Feasibility Study Support**

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	CONTENTS	SCALE
<p>Overseas construction businesses and foreign governments (participation of SMEs encouraged)</p> <p>International GHG reduction project in the national traffic sector carried out by domestic companies</p>	<p>Preliminary feasibility study, feasibility study, due diligence, and proposal preparation</p>	<p>Up to 1 billion KRW for consulting support, up to 500 million KRW for financial support</p>

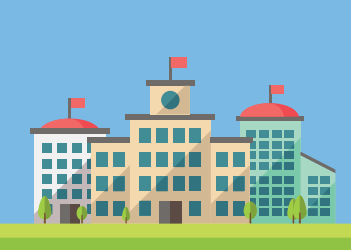
**F/S Support Process**



## 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 4 projects / 0.3-0.5 billion KRW

### ► Types of KCN

	Urban planning	Solution planning	Overseas demonstration-type
Project details	New city or urban regeneration of application country Support for smart city planning for the project (Green field, brown field)	Introduction and feasibility study of smart solutions to existing cities (Smart mobility, integrated control center, etc.)	Smart solutions that can enhance the quality of life of citizens and efficiency of urban management such as transportation, energy, environment, crime prevention, safety, and urban administration for the specific city
Main Applicants	Overseas central and regional governments (public institutions), international organizations		Domestic companies and institutions with solutions seeking to expand overseas
Executing organization	KIND		KAIA

### ► Key procedures







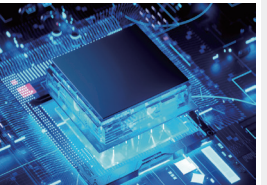
## EIPP (Economic Innovation Partnership Program)

This G2G policy consulting program, which is a follow-up model of KSP (Knowledge Sharing Program), provides concentrated assistance for partner nations within a period of 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 and the Philippines)	Policy consulting (project planning, improvement of relevant systems, training of officials, etc.)	4 to 7 projects / 0.3-0.5 billion KRW

### ► Main areas

Key focus				
				
<b>Smart city</b> Smart building, smart transportation, smart infrastructure, big data	<b>Green energy</b> Carbon reduction, hydrogen, energy saving system (ESS)	<b>Future mobility</b> Electric vehicles (EV), intelligent transportation system (C-ITS), EV battery, V2G	<b>Innovative industrial complex</b> Smart factory, innovation cluster, R&D	<b>Strategic industries</b> Semiconductors, 5G technology, artificial intelligence (AI)

### ► Project Process



# 03

## Investment and Financial Support

KIND, Team Korea

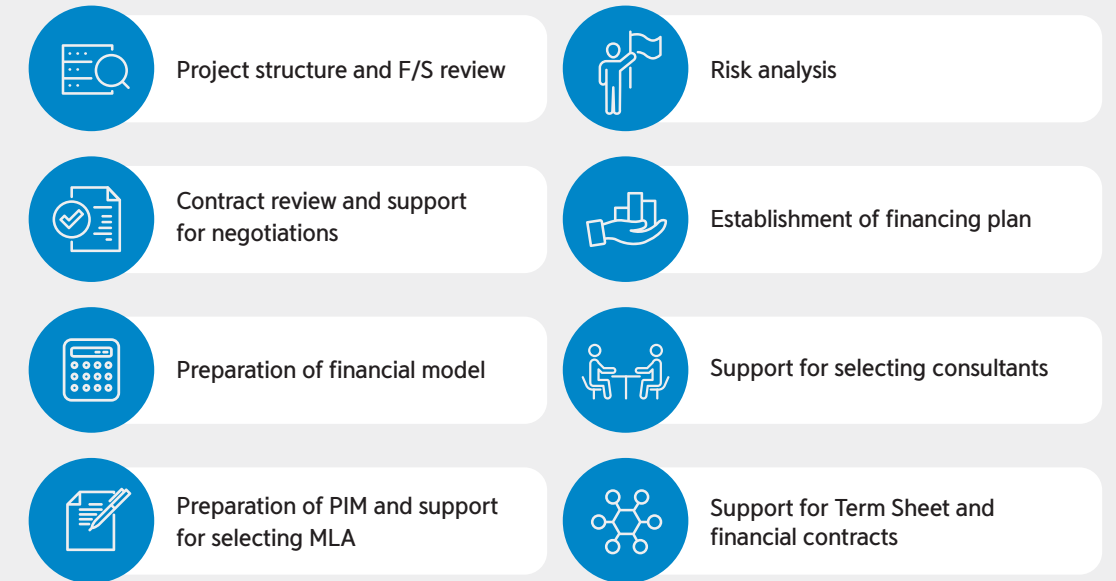
### 03

#### Investment and Financial Support

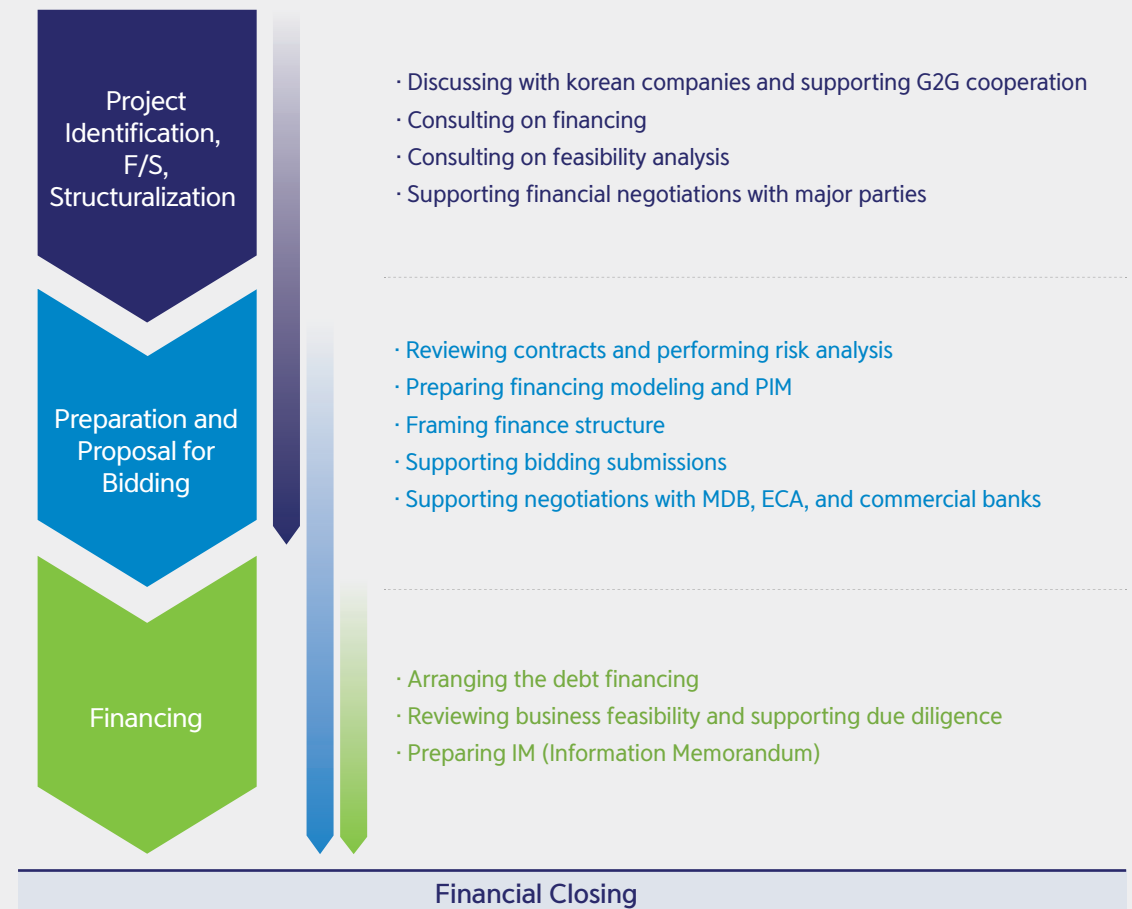
Overview of Financial Consulting

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

#### Overview of Financial Consulting

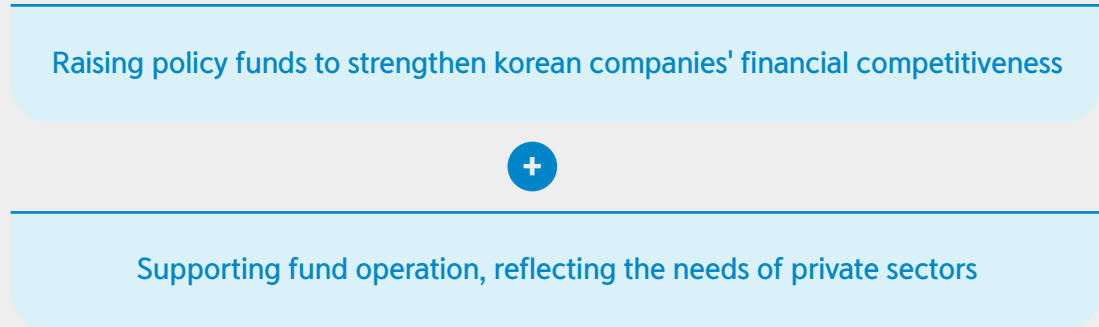


#### Financial Consulting by Stage





### Policy Fund Management

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

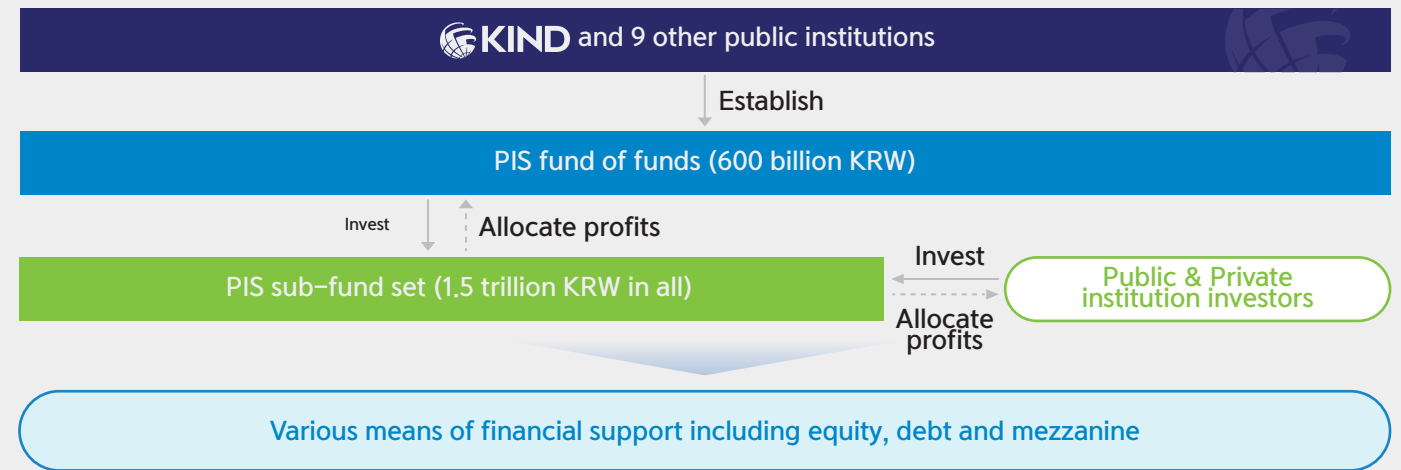


· Through the policy funds, 1,497.3 billion KRW is invested in 39 projects in 16 countries.

 <p><b>PIS FUND</b> 21cases</p>	 <p><b>GIF</b> 18cases</p>
<p>investment commitments</p> <p><b>1,085.7billion KRW</b></p>	<p>investment commitments</p> <p><b>411.6billion KRW</b></p>
<p>EPC orders won by Korea</p> <p><b>1,624million USD</b></p>	<p>EPC orders won by Korea</p> <p><b>1,791million USD</b></p>
<p><b>TOTAL 39cases   investment 1,479.3billion KRW</b> Orders won by Korean companies <b>3,415million USD</b></p>	
<p><small>(as of end of August 2024)</small></p>	


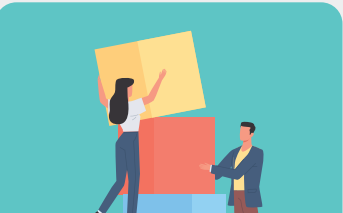

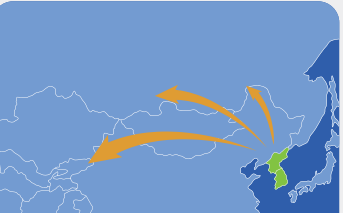
### PIS (Plant Infrastructure Smart City) Fund

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.

GIF No. 1, 2, 3, and 7	GIF No. 4 (GIVF)	GIF No. 5	GIF No. 6
			
Power generation, renewable, environment, airport, road, railway, harbor, urban infrastructure, healthcare, logistics facilities	Supporting the early stages of projects (Venture Fund)	Supporting New Southern Region projects	Supporting New Northern Region projects

\*GIF 1 50 Bil. KRW Termination ('24.7.), GIF 2 69 Bil. KRW Termination ('22.3.), GIF 5 Termination ('24.8.)

### Green Infrastructure Export Support Fund

This is a fund-of-funds structured as an indirect investment fund designed to enhance financial support for Korean companies aiming to expand their exports in green industries.

<b>Fund Structure</b>	This fund structure comprises a Green Parent Fund (KRW 300 billion) and an additional investment from public and private sectors (KRW 100 billion), resulting in a total Green Sub-Fund of KRW 400 billion.
<b>Investment Areas</b>	Overseas green industry projects that foster green transition, including sectors such as carbon reduction, circular economy, and water industry initiatives.

## 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 Chile Türkiye Saudi Arabia

[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.



### ▶ Holding Information Sessions on PPP System

- The trend and project contract examples are spread to share successful overseas project examples.
- Share support systems that companies can use such as policies by the government or public institution.



## Major Achievements of KIND

### A Foundation for Winning Global Orders

Increased legal capital to KRW 2 trillion	Establishment and operation of overseas networks	Operation of customer-centered domestic company expansion support system
<p>Increased legal capital due to the amendment of the Overseas Construction Promotion Act (Aug. 2023) (from KRW 50 million to KRW 2 trillion)</p>	<p>5 overseas infrastructure cooperation centers and 1 overseas office</p>	<p>86 F/S support projects, total of KRW 49.9 billion *Based on Oct. 2024</p>

### One Team Korea Business

Creating a bridgehead for the Ukraine reconstruction project	Expanding entry into the new growth sector	Increased investment approval amount for PPP projects
<p>Discovering 6 leading projects led by the Ukraine reconstruction project</p>	<p>Expanded overseas expansion to new growth sectors such as approval of investment in the Romania SMR (Small Modular Reactor) project</p>	<p>- Increased investment approval amount for PPP projects for 3 consecutive years * USD 1.25 million (2021) USD 2.07 million (2022) USD 2.17 million (2023)</p>

### 3. Financial Investment Support Project

Policy fund investment	Instigation of the PIS stage-2 Green Infrastructure Overseas Export Support Fund	Advancement of the risk management system
<p>KRW 1.4973 trillion in investments for 39 projects in 16 countries - Support for USD 34.15 million in export order for Korean companies</p>	<p>Instigation of KRW 1.1 trillion in PIS stage-2 funds, designation of a designated management organization for the Green Infrastructure Overseas Export Support Fund</p>	<p>- Introduction of Basel III to establish an international-grade risk management system</p>

### Future Created by KIND

Achievement of KRW 2 trillion in overseas investment approval

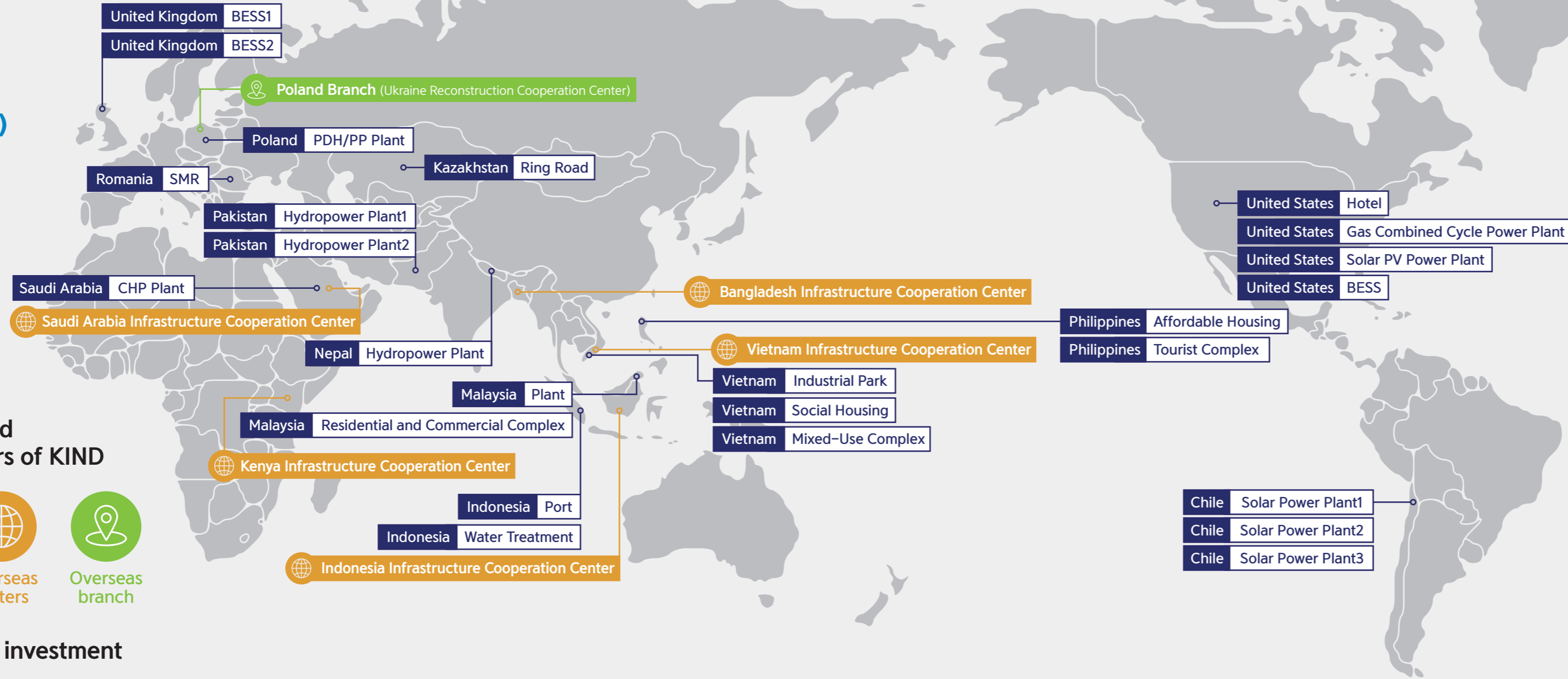
Contribution to USD 20 billion in global order

Nurturing of talent in global PPP projects by operating a PPP Academy

**75**  
Projects  
(Deal Pipeline)

**5**  
Centers  
& 1 Branch

**Key projects and overseas centers of KIND**



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

**Status of direct investment**

Total 25 projects | investment commitments \$618 million | EPC orders won by korean companies \$6,251 million

(Unit: million USD)



investment commitments  
**15**  
EPC orders won by Korea  
**181**



investment commitments  
**63**  
EPC orders won by Korea  
**517**



investment commitments  
**347**  
EPC orders won by Korea  
**3,801**



investment commitments  
**193**  
EPC orders won by Korea  
**1,752**