

KIND, One Team Korea

Korea Overseas
Infrastructure & Urban
Development Corporation



K-Developer's Vision for Global Collaboration

September 2025

GICC 2025
Seoul, Korea
GLOBAL INFRASTRUCTURE COOPERATION CONFERENCE

High-level Multilateral Meeting



1. About KIND

2. Vision for Global Collaboration



Leading New Development for a Better Global Future!



KIND's Role

Planning, F/S

- Identify project opportunities
- Provide support for planning and F/S

Structuring, Proposal

- Support the formation of Team Korea
- Framing financial structure
- Support negotiations with relevant parties

Financing

- Arrange debt financing(incl. K-ECAs, Gov. funds)
- Finalize and execute project contracts

Construction & Operation

- Support financial close
- Execute investment(equity, mezzanine, etc.)
- Manage invested assets

Major Achievements

KIND's Direct Investment

- Total USD 502 million



Government Policy Fund Investment

- Total USD 1.5 billion



Feasibility Study Support

- Supported F/S for **94 Projects**

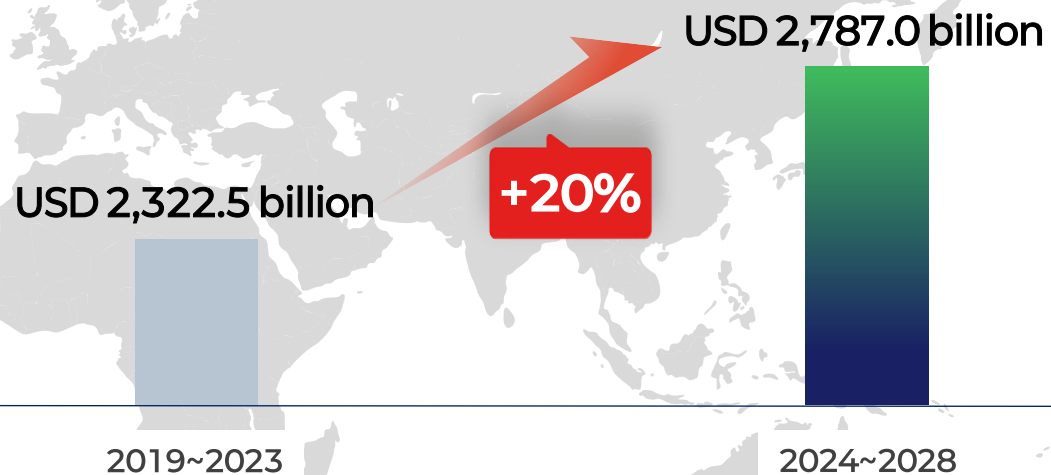


KCN, EIPP*

- KCN : **27 Cases**
- Policy Advisory : **23 Cases** for 3 Countries

* KCN: K-City Network Program / EIPP: Economic Innovation Partnership Program

Ref. Global Infrastructure Investment Gap



* Source: Global Infrastructure Hub

Growing Need
to Bridging the Gap
with the **PPP Model**

The estimated **global infrastructure gap** from 2024 to 2028 is **USD 2,787 billion**. Due to lack of government budget, infrastructure projects under the **PPP model** are expected to **expand**.

KIND has been rising as a global player in the PPP market by executing large-scale projects alongside world-class developers.

Major Projects

Nepal UT-1 Hydropower



Power

- ✓ TIC: USD 639 million
- ✓ KIND Invest.: USD 55 million

USA Trumbull CCPP



Power

- ✓ TIC: USD 1.2 billion
- ✓ KIND Invest.: USD 75million

Vietnam HungYen Industrial Park



Urban Dev.

- ✓ TIC: USD 77million
- ✓ KIND Invest.: USD 4million

Türkiye Nakkas-Basaksehir Highway



Transport

- ✓ TIC: USD 1.6 billion
- ✓ KIND Invest.: USD 33 million

Cooperation with Global Developers



Qatar Facility E IWPP

- ✓ TIC: USD 3.7billion
- ✓ KIND Invest.: USD 39 million
- ✓ Consortium: KIND, Sumitomo, KOSPO, YONDEN, Samsung C&T(EPC)



02 KIND's Vision

Development
Role



Strengthen Developer Role
and Expand Partnership
with Global Developers

Funding
Capacity



Expanding the Infrastructure Fund
with Private/Global Players

K-Contents
&
Solutions



Cooperate with Korean Entities
and Utilize K-Solutions

KIND aims to **expand overseas Infrastructure investment aggressively** with **Korean companies**



02 KIND's Vision



1 Strengthen Development Role

KIND will strengthen its development capacity through **collaboration with global & local developers and G2G cooperation**. Through this, KIND will **actively find and develop new project opportunities**.

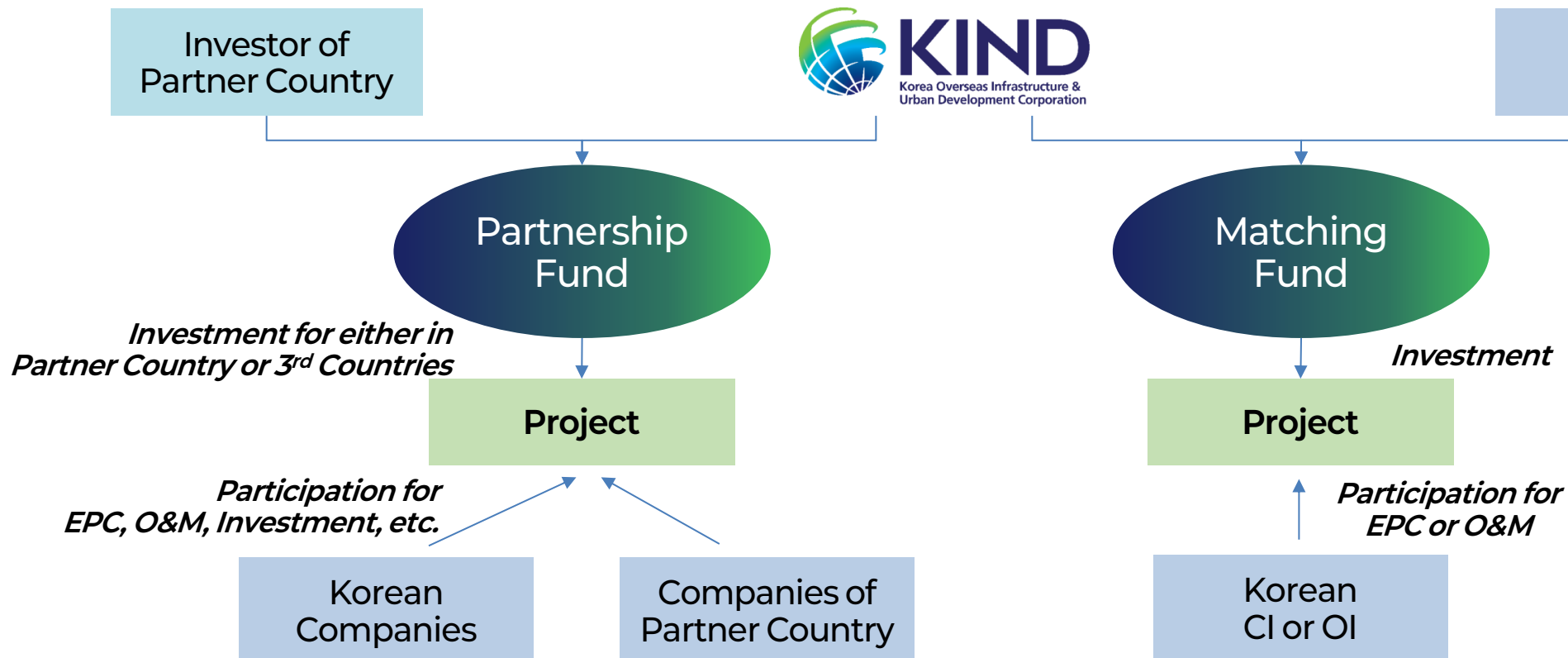


02 KIND's Vision



2 Expand Funding Capacity

KIND will significantly expand infrastructure funds to **enhance investment capability**.
and **enable each fund to promote global cooperation** as well as Korean companies' participation.



02 KIND's Vision

3 Lead K-Contents and Solutions

KIND aims to **combine and leverage the competitive K-ECA's financing and the Korean contractor's capability**. With Korean contents, KIND will also provide customized smart city solutions and expand investment in eco-friendly and new businesses.



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Thank you

