

**Working with the European Bank
for Reconstruction and Development (EBRD)**
Infrastructure Sector: Investment Support

September 2017
Seoul, South Korea



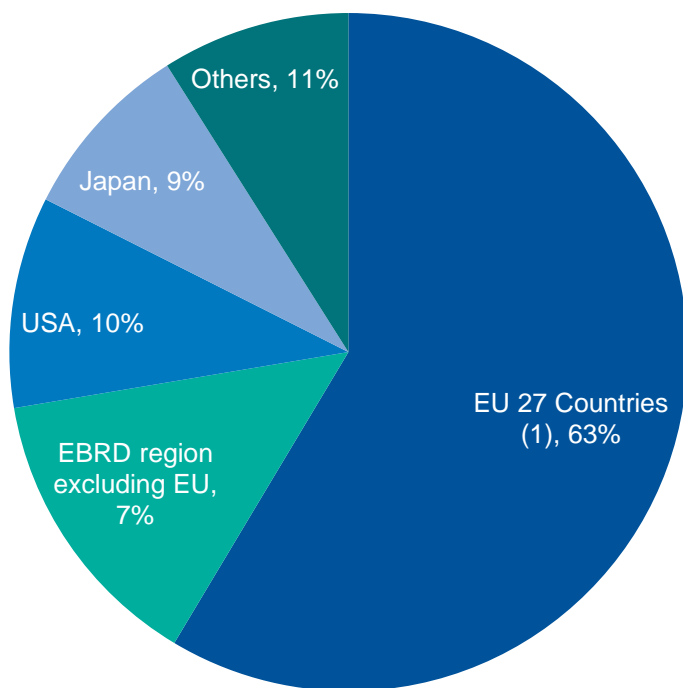
European Bank
for Reconstruction and Development

1. EBRD OVERVIEW – EBRD’S MANDATE, CONTEXT AND COUNTRIES OF OPERATIONS;
2. EBRD’S INFRASTRUCTURE INVESTMENTS
3. SEMED, TURKEY AND KAZAKHSTAN– OPPORTUNITIES AND CHALLENGES
4. EBRD-KOREA JOINT INVESTMENTS
5. EBRD PROCUREMENT AND TECHNICAL COOPERATION
6. CONTACTS

The EBRD is an international, AAA-rated financial institution, which promotes transition to market economies

SHAREHOLDING STRUCTURE

The EBRD has a triple-A rating from all three main rating agencies (S&P, Moody's and Fitch)



(1) Includes European Community and European Investment Bank (EIB) each at 3%. Among other EU countries: France, Germany, Italy, and the UK each holds 8.6%

(2) Russia at 4%

WHO WE ARE

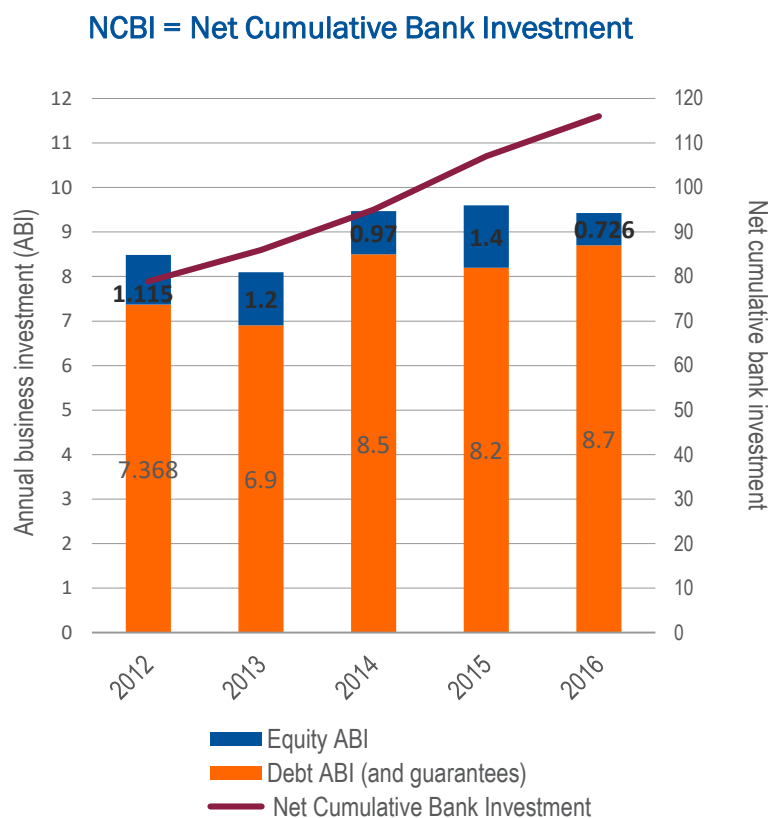
- An international financial institution established in 1991 to promote transition to market economies.
- Owned by 65 countries and 2 inter-governmental institutions (EU, EIB).
- Recent “new” countries: 2014 Cyprus, 2015 Greece, West Bank & Gaza from 2017.
- People’s Republic of China (2016) and Lebanon (2017) newest shareholders.
- Capital base of around EUR 30 billion.
- Strong office network (> 45 locations) in the region coupled with solid sector expertise.

Business approach of EBRD

Since 1991, EBRD invested over **€116 billion** in around **4,723** projects across private and public sectors in its countries of operations

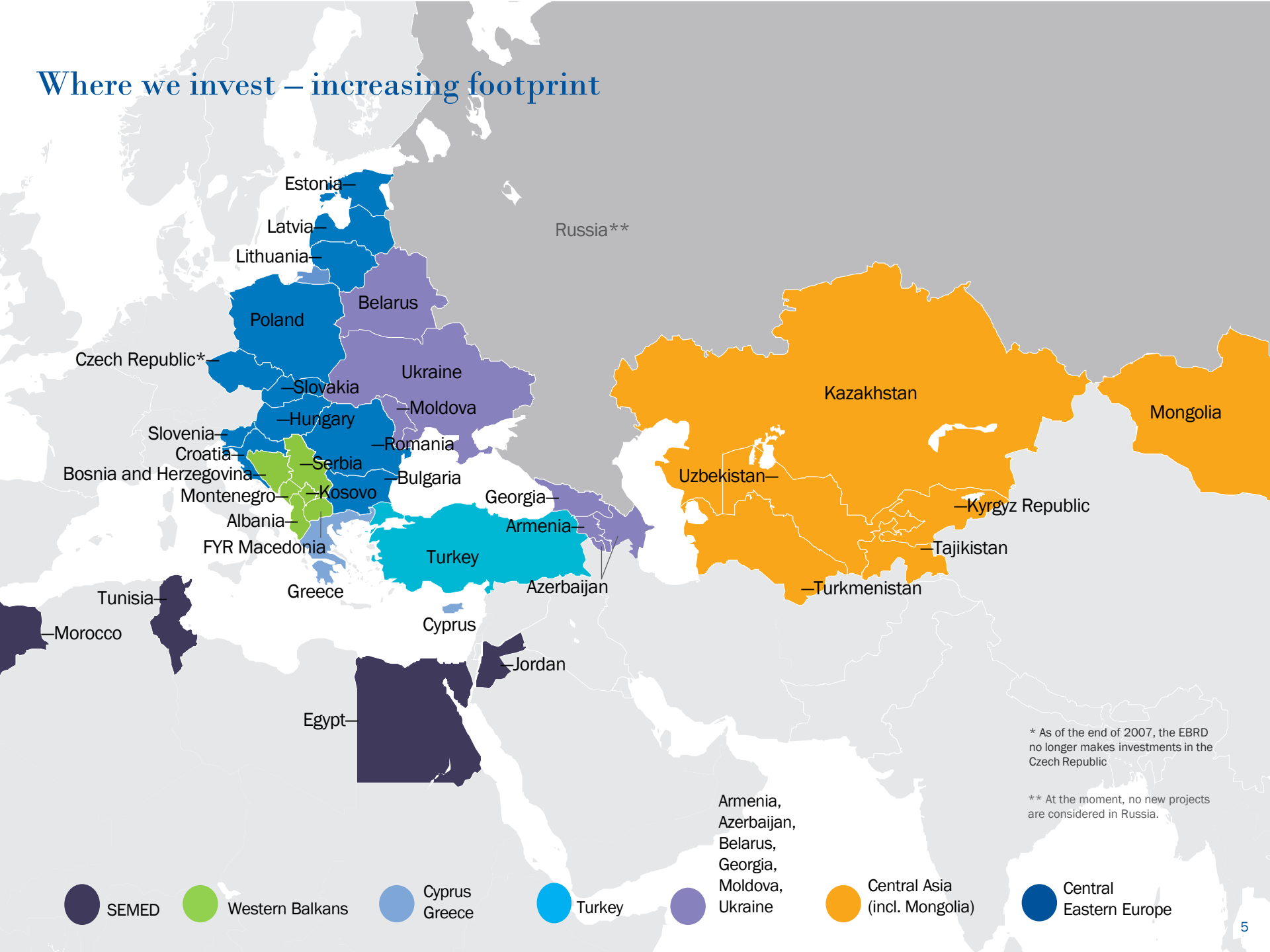
2016 INVESTMENTS:

- Debt 87%, Equity 9% and Guarantee 4%
- Net profit at EUR 1 billion
- Local currency: Kazakh Tenge, Turkish Lira, etc.
- Both direct investments and through holding companies
- Public sector, private sector, PPP focus
- Support to local clients through technical assistance
- Amid economic and political turbulence, EBRD remains a strong, resilient and trusted partner



Note: unaudited as at 31 December 2016

Where we invest – increasing footprint



EBRD's approach is flexible and investment driven

EBRD TOP 10 COUNTRIES (IN EUR MILLION)

2013			2016		
1	RUSSIAN FEDERATION	1,816	1	TURKEY	1925.2
2	TURKEY	920	2	KAZAKHSTAN	1051.1
3	UKRAINE	798	3	POLAND	776.2
4	POLAND	756	4	EGYPT	744.2
5	ROMANIA	508	5	BULGARIA	620.9
6	SERBIA	424	6	UKRAINE	581.2
7	KAZAKHSTAN	328	7	GREECE	484.9
8	CROATIA	288	8	JORDAN	403.4
9	BELARUS	255	9	CROATIA	311.2
10	SLOVAK REPUBLIC	237	10	SERBIA	304.3

WHAT WE DO

- Loan, equity and guarantees for well-structured, financially robust projects of all sizes (incl. many small businesses)
- Close policy dialogue with governments, civil society and other stakeholders
- Targeted technical assistance
- Focus on working with the private sector to foster innovation and open-market economies

Sector coverage of EBRD

EBRD SECTORS



**Manufacturing
& Services**



**Municipal & Environmental
Infrastructure**



Transport



Financial Institutions



Natural Resources



**Telecommunications,
Informatics & Media**



Property & Tourism



Power & Energy



**Industry, Commerce
& Agribusiness**

TRANSITION QUALITIES IN EBRD PROJECTS

TI Quality	Components
Competitive	Market structures for competition and business standards
	Capacity to add value and innovate
Well-governed	National level governance
	Corporate level governance
Resilient	Financial stability
	Energy sector resilience
Integrated	Openness to foreign trade, investment and finance
	Domestic and cross-border infrastructure
Inclusive	Gender equality
	Regional development
	Opportunities for young people
Green	Climate change mitigation
	Climate change adaptation
	Other environmental areas

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EBRD's Infrastructure Overview : Transport



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Sector Overview		Cumulative Portfolio	Project Numbers	Pipeline Outlook
Rail	<ul style="list-style-type: none"> Expansion of capacity and major rehabilitation Promotion of rail competitiveness along strategic corridors Innovative PPP schemes Renewal of ageing rolling stock 	€5.0 billion 33%	84 projects 28%	€515 million 63%
Aviation	<ul style="list-style-type: none"> Development of PPP schemes for international airports Modernisation of air navigation systems Enhancement of safety of commercial aviation Fleet renewal 	€1.0 billion 7%	44 projects 15%	€35 million 4%
Roads	<ul style="list-style-type: none"> Reducing bottlenecks, transport costs and emissions, Regional integration, trade facilitation and integrating rural regions 	€7.3 billion 48%	92 projects 30%	€168 million 21%
Maritime	<ul style="list-style-type: none"> Financing of fleet modernisation Promotion of short sea shipping Terminal and port structures Private sector development of greenfield projects 	€1.3 billion 8%	58 projects 19%	€100 million 12%
Intermodal/ Logistics	<ul style="list-style-type: none"> Financing of intermodal companies in support of provision of efficient operations Fleet acquisition Freight infrastructure Development of intermodal services 	€0.6 billion 4%	23 projects 8%	€0 million 0%

EBRD's Infrastructure Overview : MEI



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Sector Overview		Cumulative Portfolio	Project Numbers	Pipeline Outlook
Water & Sewage	<ul style="list-style-type: none"> Investments in improved water supply and sanitation Innovative PPP schemes Promoting environmental & social sustainability 	€1.3 billion 31%	134 projects 48%	€362 million 23%
Urban Transport	<ul style="list-style-type: none"> High-quality public transport alternatives to the private car Investment in key missing road links Application performance-based contracting 	€1.4 billion 33%	68 projects 24%	€541 million 35%
District Heating	<ul style="list-style-type: none"> Fuel savings through energy efficiency improvements Supporting balanced PPPs contracts and private operators Create competitive markets for heating options 	€0.2 billion 5%	25 Projects 9%	€101 million 7%
Municipal Services & Energy Efficiency	<ul style="list-style-type: none"> Addressing climate change through action in municipalities, cities, and regions Reduction in the high energy intensity of the region Introduce highly energy efficient, green technology components 	€1.2 billion 29%	32 projects 11%	€369 million 24%
Solid Waste	<ul style="list-style-type: none"> Increase the number of people served by waste collection systems and implement the polluter pays principle Ensure implementation of the relevant parts of the EU Waste framework directive 	€0.1 billion 2%	23 projects 8%	€177 million 11%

- Broad product range to engage with the public sector with the aim to create commercial principles for future private sector participation

- Commercialisation of public entities:
 - Cost recovery tariffs / user fees
 - Improved cash flow and cost monitoring
 - Outsourcing of (non-) core activities
 - Public service/ management contracts



EBRD VALUE ADDED FOR PRIVATE SECTOR PARTICIPATION

- Regulatory and legal reforms to support the private sector and a clear understanding and allocation of risks between the public and private sectors

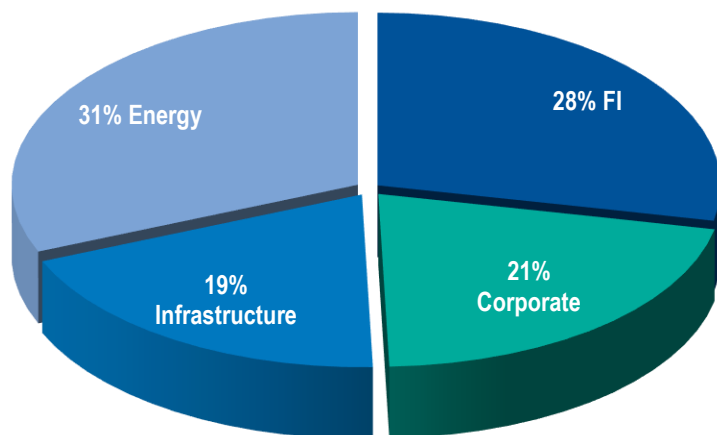
- Key technical cooperation:
 - Financial/ operational improvement programmes (FOIPs)
 - Assistance with PPP tendering
 - Key tool: IPPF

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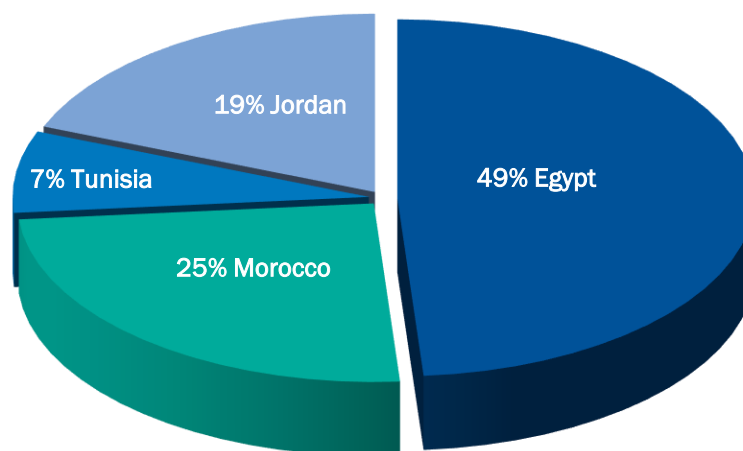
EBRD Snapshot in SEMED

- Permanent offices were opened in Tunis and Amman in 2013, in Egypt in 2014 and in Morocco in 2015.
- To date, over 126 projects (incl. regional projects) have been signed for a total value of EUR 4.8 billion.
- Local currency financings are available in the four countries.

SHARE OF EBRD'S PORTFOLIO IN SEMED BY SECTOR



TOTAL SIGNED PROJECTS BY COUNTRY

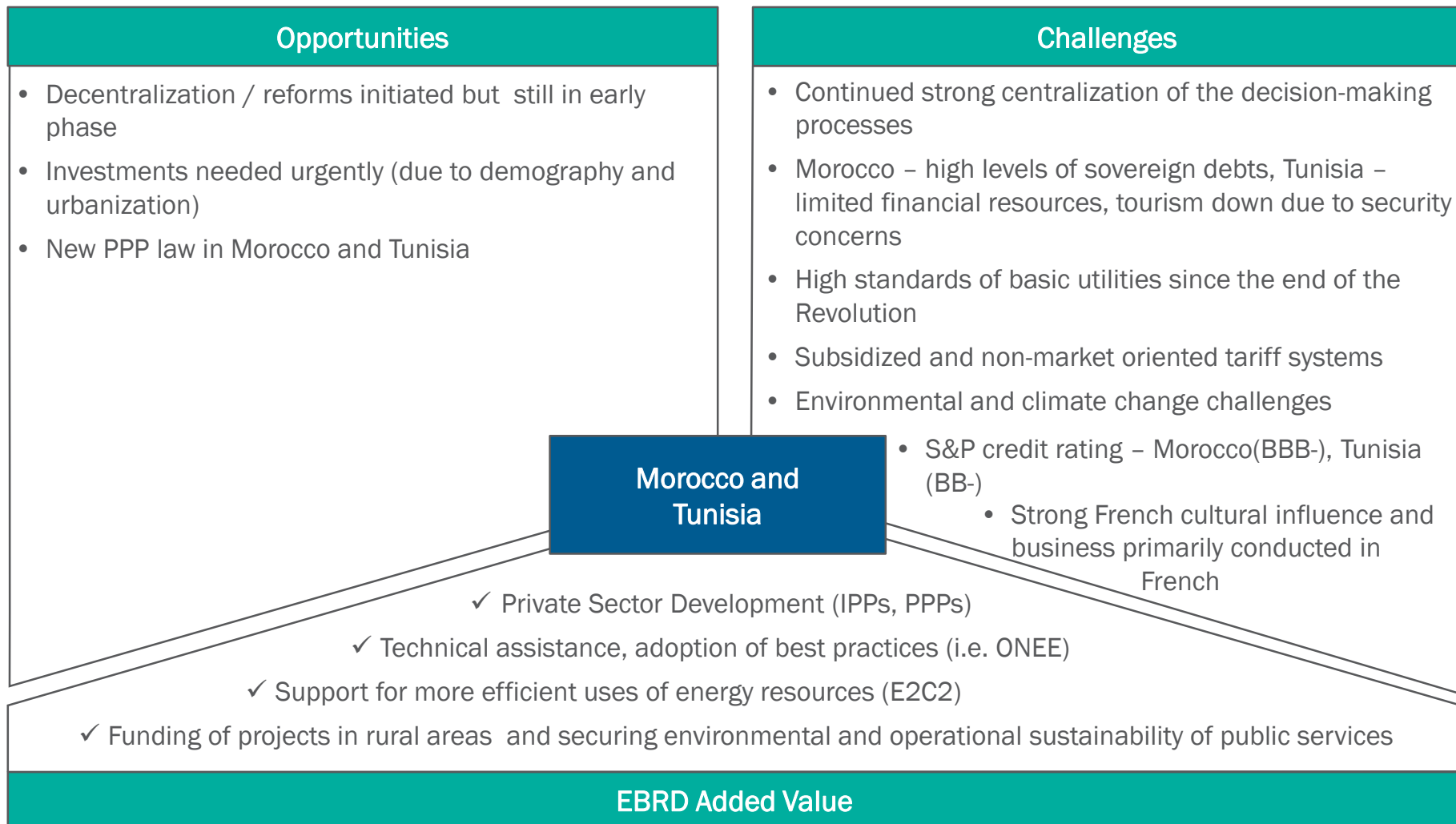


- Egypt (49%) - €2,326 million (42 projects)
- Morocco (25%) - €1,179 million (30 projects)
- Tunisia (7%) - €353million (24 projects)
- Jordan (19%) - €906 million (30 projects)

Tunisia and Morocco: Reforms have initiated but challenges persist



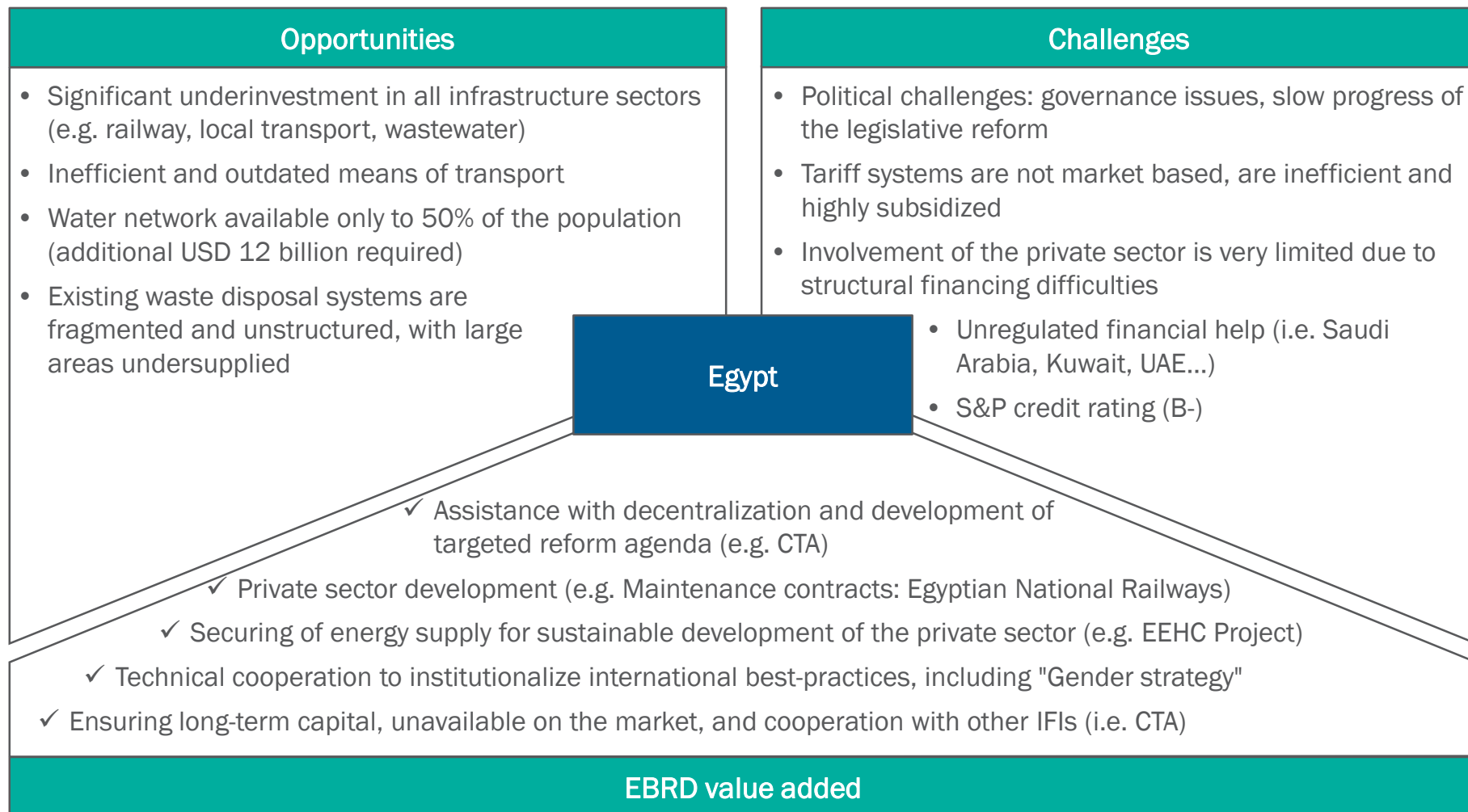
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Egypt: Targeted reforms and private sector promotion as a basis for sustainable growth



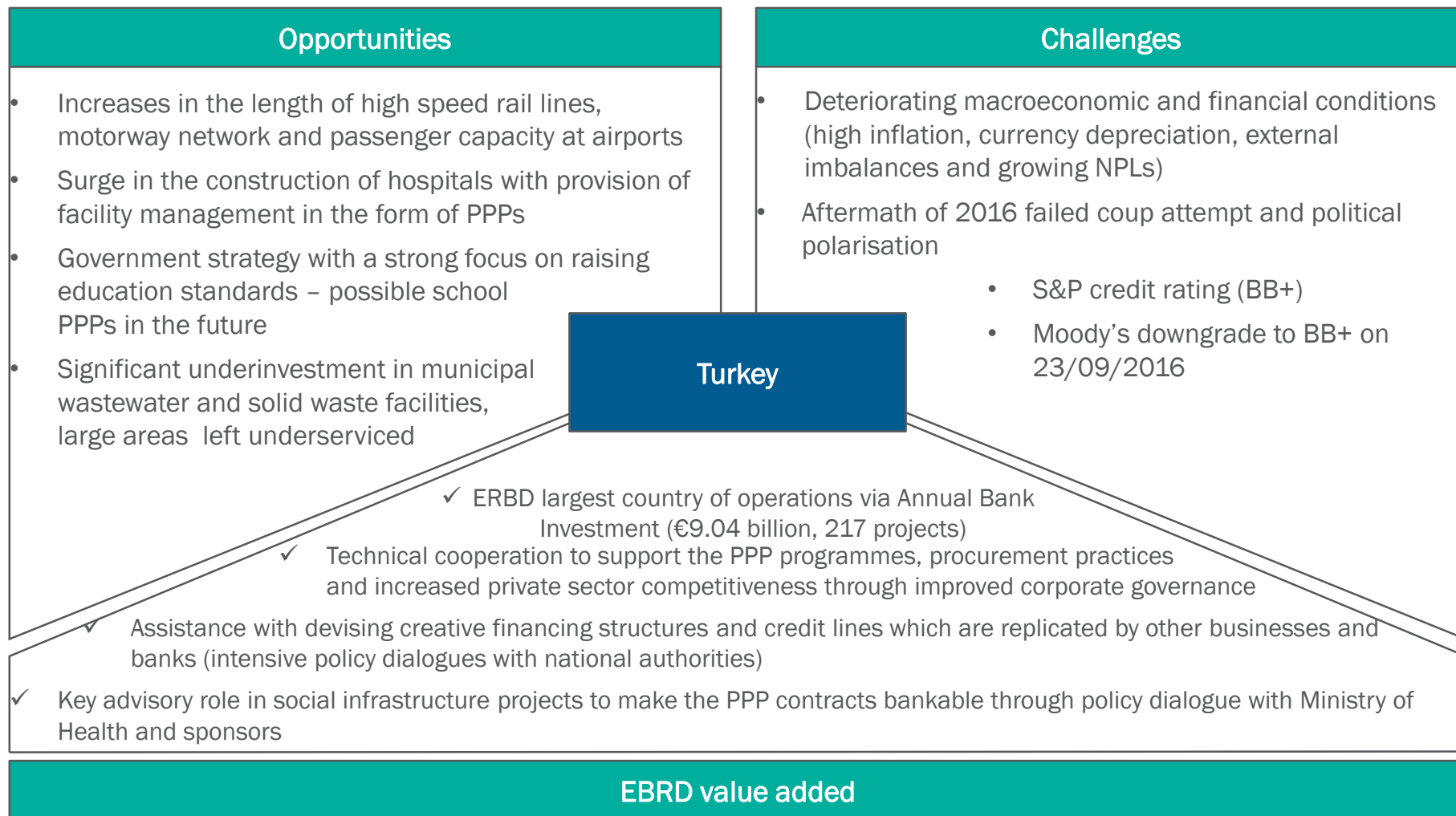
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Turkey: Opportunities in the social infrastructure sector, contrasted with a challenging macroeconomic environment



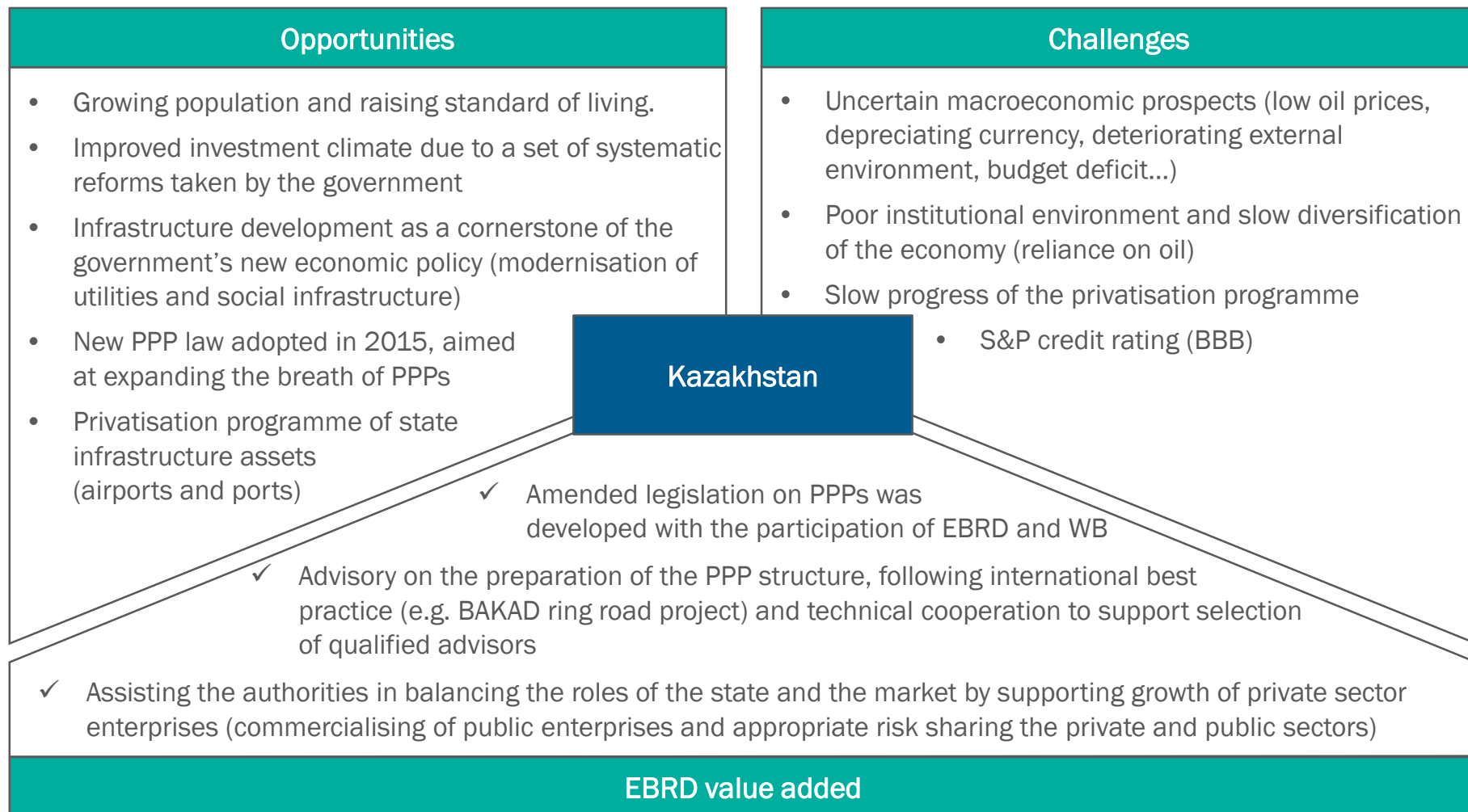
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Kazakhstan: Growing market with a strong state support for public-private partnerships



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€1.42 billion

As of 31 December 2016

- €0.85 billion from EBRD
- €0.57 billion from Korea

Dominant investment sectors:

- Energy : €0.48 billion
- Industry, Commerce and Agribusiness : €0.45 billion
- Infrastructure : €0.34 billion
- Financial Institutions : €0.13 billion




Major countries:

- Turkey : €0.59 billion
- Hungary : €0.22 billion
- Romania : €0.14 billion
- Kazakhstan : €0.13 billion

EBRD-Korea Co-operation Cases in Turkey



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Project		Client	Financing
Eurasia Tunnel 	<p>Signed in 2012</p>	<p>ATAS, a joint venture between Turkey's Yapi Merkezi and SK Engineering & Construction.</p>	<ul style="list-style-type: none"> • EBRD – USD 150 million • EIB (USD 150m), KEXIM (USD 250m) Direct Facilities • SMBC, Standard Chartered, Mizuho under KEXIM Cover (USD 30m) and K-sure Cover (USD 180m)
Kirikkale CCGT 	<p>Signed in 2014</p>	<p>A SPV fully owned by ACWA Power, which is a developer, owner and operator of independent water and power projects in the Middle East, North African region and Turkey.</p> <p>Samsung C&T is the EPC Contractor.</p>	<ul style="list-style-type: none"> • EBRD A+B: USD 250 million • IFC A+B: USD 164 million • KEXIM: USD 150 million
Gaziantep Hospital PPP 	<p>Signed in 2017</p>	<p>Turkish SPV owned by Samsung C&T Corporation, Kayi Insaat Sanayi ve Ticaret A.S., Salini Impregilo S.p.A. and a private equity investment fund subscribed by Korean and Turkish investors.</p>	<ul style="list-style-type: none"> • EUR 80 million • The EBRD financing will be in parallel with facilities from export credit agencies, other international financing institutions, commercial banks and institutional investors.

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PRINCIPLES

- EBRD shares same principles as other IFIs
- Aligned to principles of WTO Government Procurement Agreement
- Use of efficient procurement methods, standard tender documents and contract forms
- Based on fundamental principles of economy, efficiency, accountability, non-discrimination, fairness and transparency
- In principle no eligibility restrictions, no domestic/member state preference (exception: tied donor funds)
- Main consideration is capability to perform the contract



Public Procurement Statistics in 2016

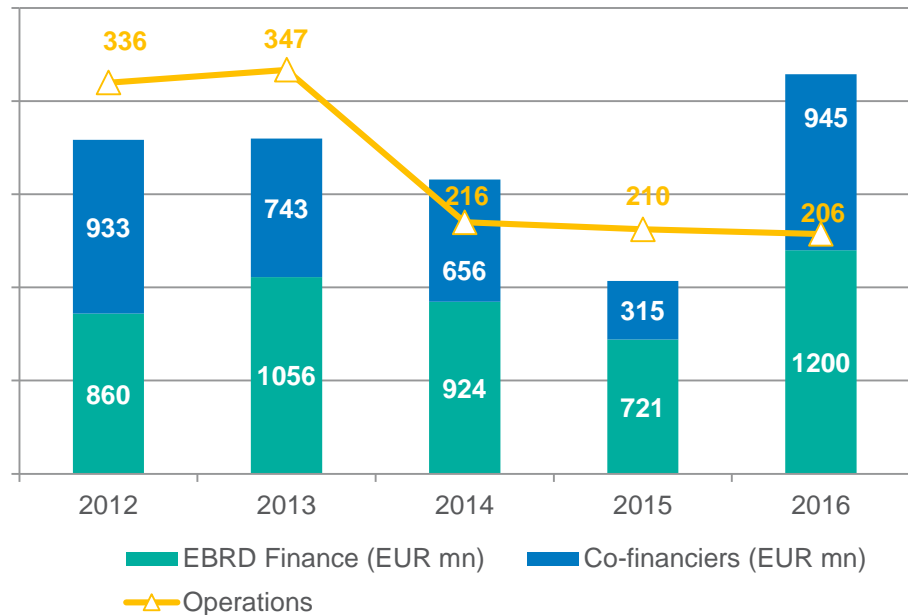
206 contracts
totalling
€2.145
billion

EBRD financed
€1.2 billion

Open tendering
share: 97 per
cent

Average
contract:
€10.4milli
on

PUBLIC PROCUREMENT CONTRACTS SIGNED



The Bank's public sector clients are
expected to sign in the next four years

€7.5 billion
and 850 contacts



The Countries of operation with the highest number of contracts signed:

Kazakhstan (35 contracts)

Kyrgyz Republic (23 contracts)

Ukraine (20 contracts)

Tajikistan (18 contracts)

Croatia, Serbia (12 contracts)

The Countries with the highest cumulative total/average value of contracts:

Morocco (€721 million)/ (€21.2 million)

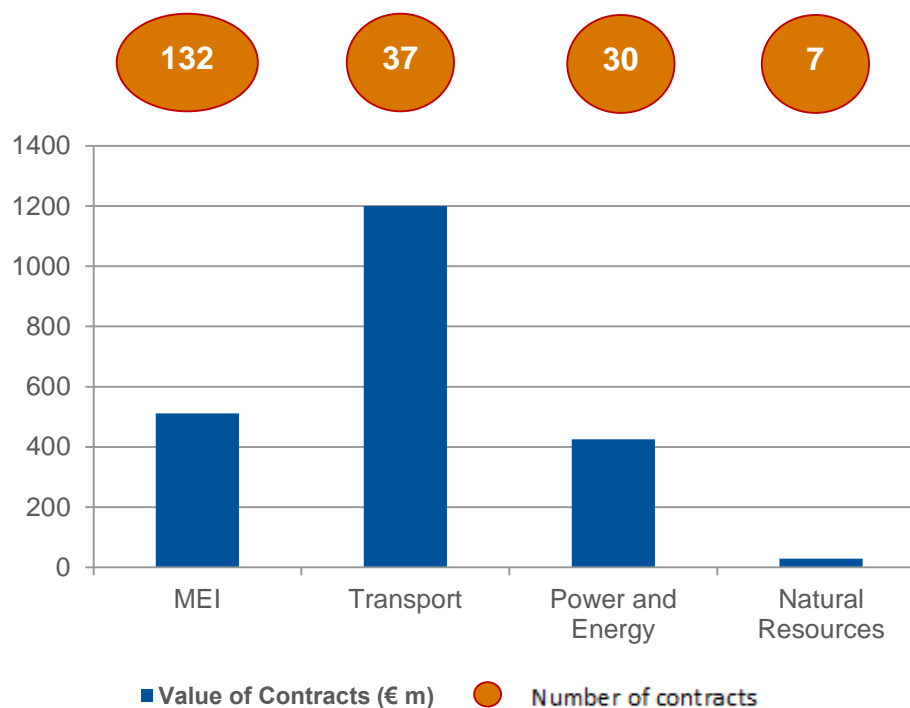
Ukraine (€473 million)/ (€21.5 million)

Bosnia and Herzegovina (€175million)/ (€22 million)

Kazakhstan (€151 million)/(€22 million)

Azerbaijan(€134 million)/ (€22.3 million)

INFRASTRUCTURE IS THE SECTOR WITH THE HIGHEST CONTRACTUAL ACTIVITY (132 OUT OF 206 CONTRACTS)



Entities from Korea
participated in

16 tenders

From 2012 to December
2016

And won 2 contracts worth

€7.6 million

for EBRD public sector projects

SUCCESSFUL KOREAN TENDERERS

Year 2016: **Iljin Electric Co. Ltd (South Korea)**, won a Supply and Installation contract for E 40006 Lot 1 for Power Transformers, under STEG Transmission Project, Tunisia, worth € 7.5 million.

Year 2014: **Road International Co. Ltd, Korea** won a Goods contract for WS-5/3 Lot 3 Excavators – Procurement of vehicles and associated services, under Bishkek Water Supply Project, Kyrgyz Republic, worth €62,900.00.

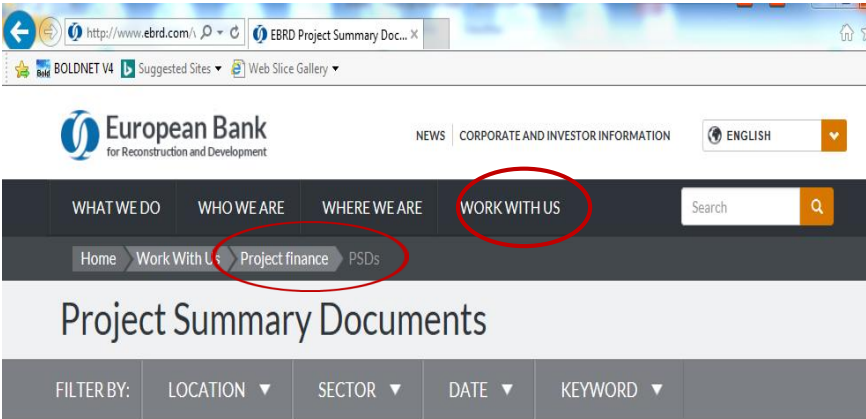
Where to find EBRD procurement opportunities

WHERE TO FIND INFORMATION ON OPPORTUNITIES

- www.ebrd.com
- UN Development of Business
- National newspaper of wide circulation
- EU Journal

WHAT TO LOOK FOR ON EBRD.COM

- Project Summary Documents
<http://www.ebrd.com/work-with-us/project-finance/project-summary-documents.html>
- Project Pipeline
- General Procurement Notices
- Invitation for Prequalification or for tender



The screenshot shows the EBRD website's 'Project Summary Documents' page. The navigation bar includes 'WHAT WE DO', 'WHO WE ARE', 'WHERE WE ARE', and 'WORK WITH US'. The 'WORK WITH US' link is circled in red. Below it, the 'Project finance' link is also circled in red. The page title is 'Project Summary Documents'. Below the title, there are filter options: 'FILTER BY: LOCATION', 'SECTOR', 'DATE', and 'KEYWORD'. The main content area displays a table of project summary documents.

Date	Project ID	Location	Project Title	Sector	Public/Private	Status
10 Aug 2017	47314	Moldova	Green Cities: Chisinau Solid Waste	Municipal and environmental infrastructure	Public	Passed Concept Review, Pending Structure Review
10 Aug 2017	48496	Jordan	MR3: West Irbid Wastewater Project	Municipal and environmental infrastructure	Public	Passed Concept Review, Pending Final Review
09 Aug 2017	49161	Albania	GrCF: UKT Tirana Water Company	Municipal and environmental infrastructure	Private	Passed Concept Review, Pending Final Review
04 Aug 2017	48376	Azerbaijan	Azerbaijan: Southern Gas Corridor	Natural resources	Public	Concept Reviewed
02 Aug 2017	49058	Bosnia and Herzegovina	Corridor Vc in FBH - Part 3	Transport	Public	Concept Reviewed
02 Aug 2017	49201	Turkey	Enerjisa bond	Power and energy	Private	Signed

Note: as of 31 March 2016

Current procurement opportunities in EBRD Infrastructure projects



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- Significant opportunities in the sector
- While EBRD closely monitors procurement, decisions are made by the client
- Public sector opportunities are at ebrd.com
- Invitation for Prequalification or for tender <http://www.ebrd.com/work-with-us/procurement/notices.html?1=1&filterContract=Project goods, works and services>
- Consultants: <https://eselection.ebrd.com/suite/apps>

The screenshot shows the EBRD website home page. The top navigation bar includes 'WHAT WE DO', 'WHO WE ARE', 'WHERE WE ARE', and 'WORK WITH US'. Below this, there are several columns of links. The 'Project finance' column includes 'Loans', 'Equity', 'The financing process', 'Why finance with us?', and 'Eligibility checker'. The 'Advice for businesses' column includes 'Advisory services overview', 'Core themes', 'Business advice: where we work', 'Our donors', and 'Video: our know-how'. The 'Procurement' column includes 'Project procurement', 'Corporate procurement', 'Consultancy services', 'Trade Finance', and 'Trade Facilitation Programme'. The 'More ways to work with the EBRD' column includes 'Capital Markets', 'Loan Syndications', 'Careers', and 'Working at the EBRD'. At the bottom, there is a section for 'Business opportunities' with links to 'Current Notices', 'EBRD Client E-Procurement Portal (ECEPP)', 'List of prequalified Tenderers and Shortlisted Consultants', 'Contract Awards Notification', and 'Contract Pipeline'. There is also a 'Sign up for email updates' button and a 'Project Summary documents' link.

The screenshot shows the EBRD Procurement Notices page. The top navigation bar is the same as the home page. Below the navigation bar, there is a 'Procurement notices' section with a 'FILTER BY:' dropdown and several filter buttons: 'LOCATION', 'SECTORS', 'CONTRACT', 'TYPE', and 'KEYWORD'. Below the filters, there is a table of procurement notices. The table has columns for 'Issue Date', 'Closing Date', 'Location', 'Project Name', 'Sector', 'Contract', and 'Type'. The 'Contract' column is circled in red. The table lists several projects, including 'Sofia Electric Buses Acquisition Project', 'Brasov Urban Transport Company Loan II', 'Zhytomyr District Heating Project', 'Chernivtsi District Heating Project', and 'Implementation of an Information Transparency Platform of the System Operator'.

Issue Date	Closing Date	Location	Project Name	Sector	Contract	Type
10 Aug 2017	10 Aug 2018	Bulgaria	Sofia Electric Buses Acquisition Project	Municipal and environmental infrastructure	Project goods, works and services	General Procurement notices
10 Aug 2017	10 Aug 2018	Romania	Brasov Urban Transport Company Loan II	Municipal and environmental infrastructure	Project goods, works and services	General Procurement notices
09 Aug 2017	09 Aug 2018	Ukraine	Zhytomyr District Heating Project	Municipal and environmental infrastructure	Project goods, works and services	General Procurement notices
09 Aug 2017	09 Aug 2018	Ukraine	Chernivtsi District Heating Project	Municipal and environmental infrastructure	Project goods, works and services	General Procurement notices
07 Aug 2017	27 Sep 2017	Bulgaria	Implementation of an Information Transparency Platform of the System Operator	Nuclear safety	Project goods, works and services	Invitation for tenders

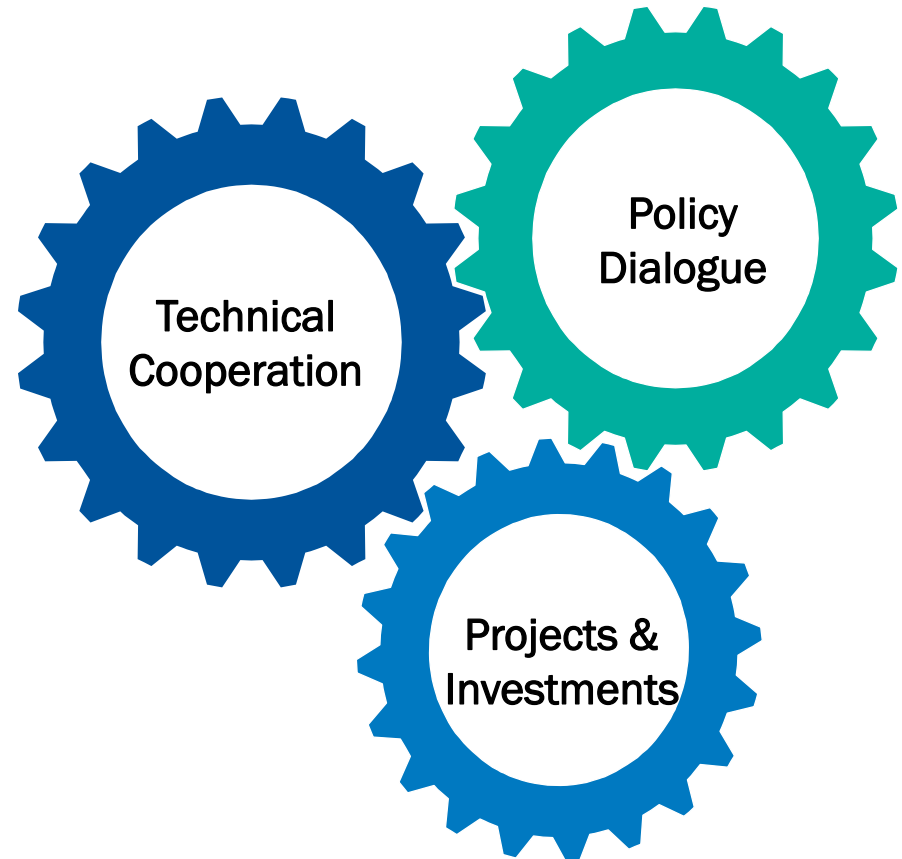
EBRD Support and Value Added: Technical Cooperation (example infrastructure)

For infrastructure investment **preparation**:

- IFRS Auditing
- Feasibility Studies
- Technical, financial, environmental & social due diligence
- PPP preparation (technical, financial, legal)

For infrastructure investment **implementation**:

- Project implementation (supervision services, procurement support etc.)
- Corporate development including financial and operational performance improvement programmes
- Stakeholder engagement



1. Objectives of the IPPF

Promote more efficient delivery of projects and improve quality within the context of EBRD's reform-driven mandate

Improve quality of service offered to clients

Provide a response to both public sector project and PPPs

Deepen focus on commercialised approaches to infrastructure

Strengthen institutional capacity

Facilitate the integration of project preparation with systematic higher level policy dialogue

2. IPPF architecture

EUR 40 million, from Bank's net income allocation under Shareholders Special Fund, establishes up-front contribution

- **Public-Private Partnership Window (PPP Window)** (approx. EUR 15 million)
- **Sustainable Public Sector Infrastructure Window** (approx. EUR 25 million)

Funds are aimed at needs for first three-year operational period (2015-2019)

Geographic scope: all Counties of Operation of EBRD

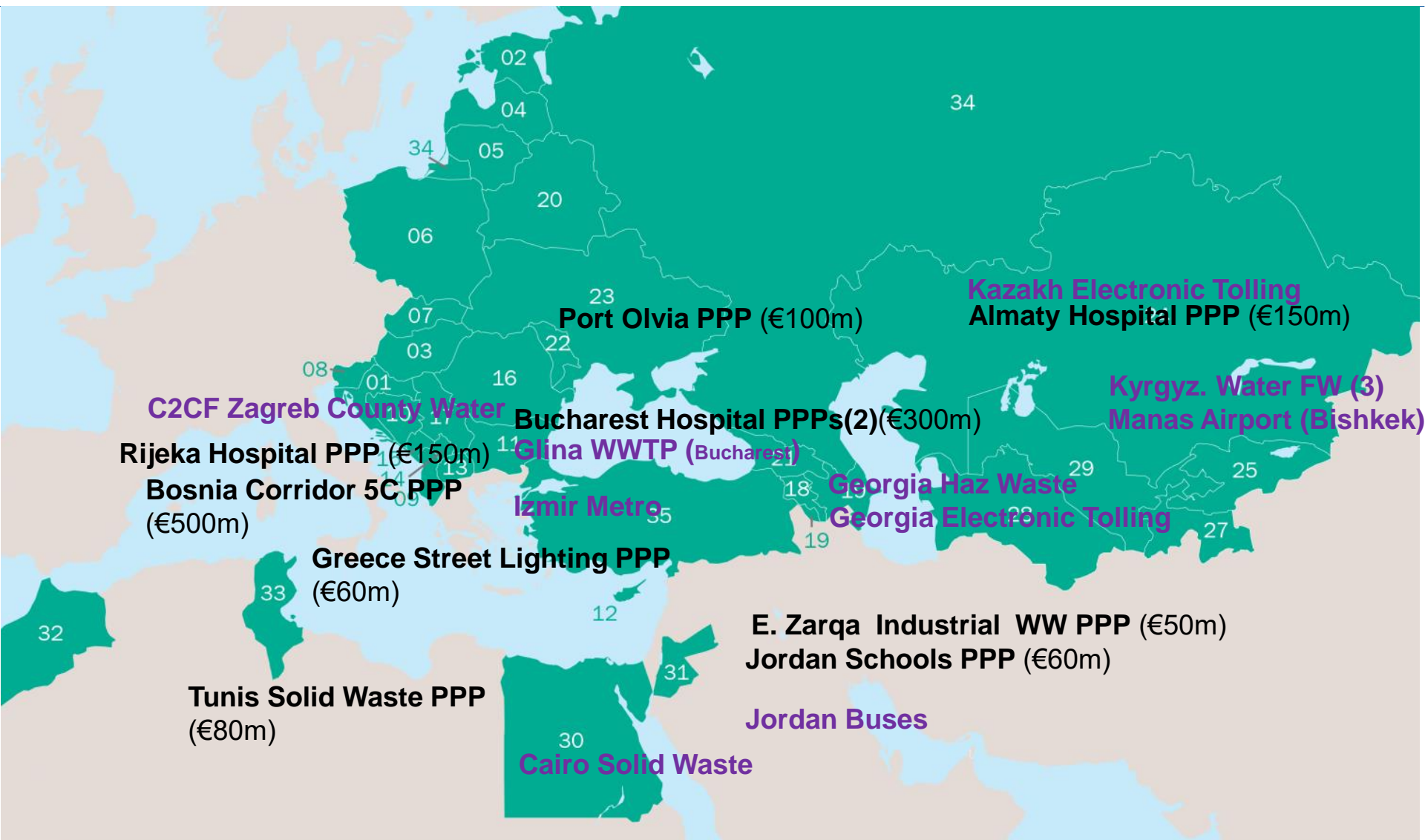
Core IPPF Unit staff in place and fully functional



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PPP Window Pipeline (11 new for EUR 16m)

Sustainable Infrastructure Window Pipeline (10 new for 4m)



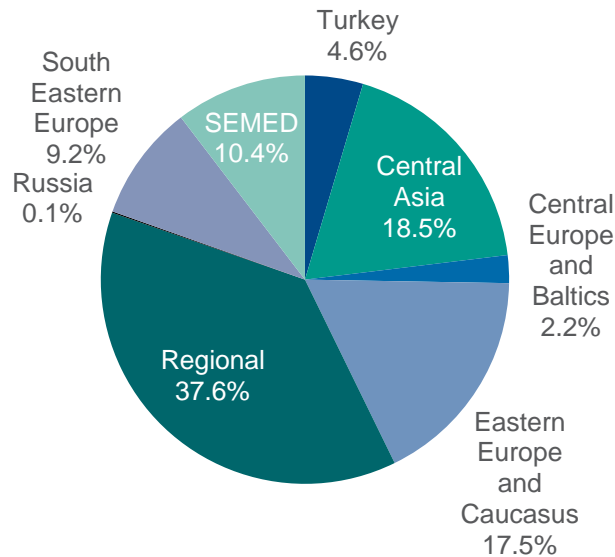
Consultancy opportunities approved in 2016

Total value €258m

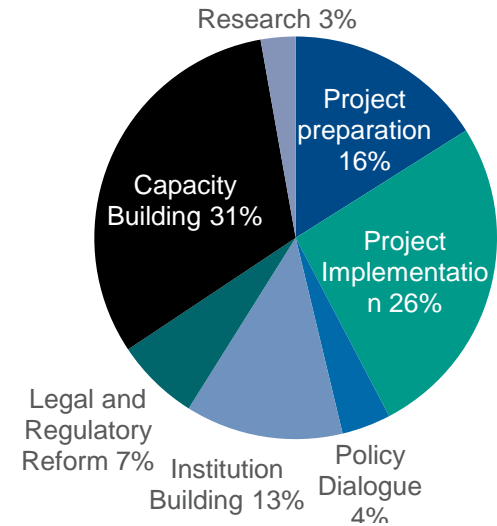


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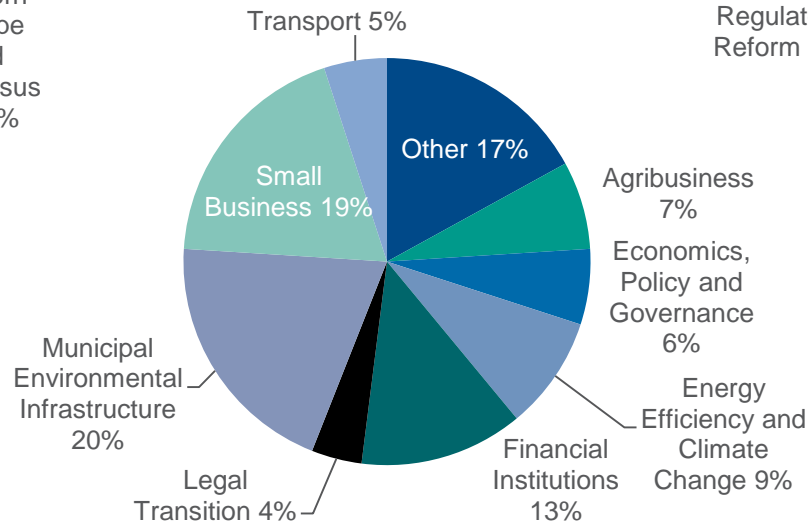
By Regions



By Types of Work Assignments



By Sectors



Since 1993,
Korea has contributed
more than

**€30.5
million**

Of donor funds

Focus on **Central Asia**

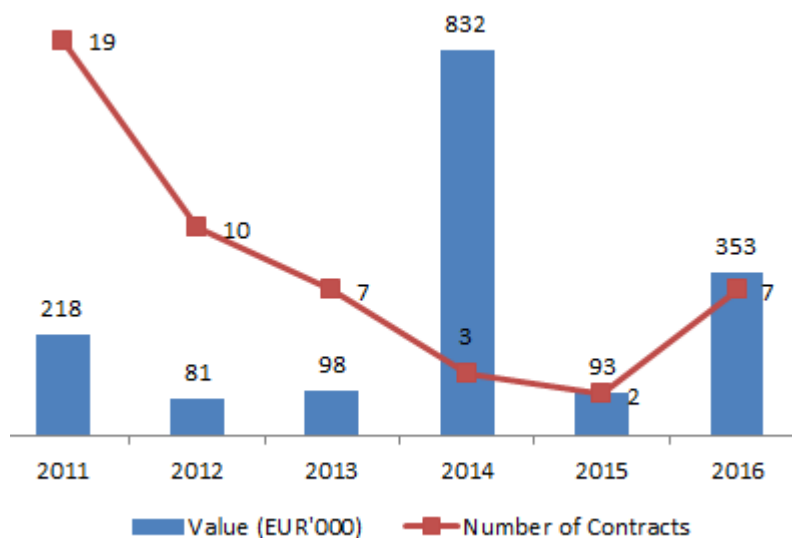
Closely engaged in the
**Local Currency and
Capital Markets
Development , climate
change and green
growth initiatives**

In 2016
Korea provided

**US\$ 1
million**

to the Small Business
Impact Fund (SBIF) for
Turkey and Western
Balkans regional
windows

CONSULTANCY CONTRACT AWARDS TO KOREAN CONSULTANTS



In 2016

there were 7 consultancy contracts
totalling

€353 thousand

awarded to Korean consultants

Contact



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for Reconstruction and Development

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Annex : Turkey – Hospital Facilities Management Programme



Turkey: Hospital Facilities Management PPP Programme

MAIN FEATURES OF TURKISH PPP HOSPITALS

- 29 new hospital facilities with 42,000 high-quality hospital beds at a total investment cost of up to €14 bn
- **Facility Management only.** Clinical services remain with MoH.
- 14 Hospitals have reached financial close with a total investment cost of €7.2 bn
- 28-28.5 years PPP projects with construction up to 3-3.5 years, and operation of 25 years. In case the construction is completed earlier, the period between the actual completion date and the completion date foreseen in the Project Agreement is added to the Operation Period
- Availability Payment and Service Payments in TL throughout the operation period
- Service payments will be exclusively for the Project Company during the first five years of the operational phase, followed by market testing every 5 years for some services to adjust to the market conditions (but no intention to take the services away from the Project Company)
- All of the works and services apart from the medical services will be undertaken by the Project Company and MoH will only concentrate on the provision of medical services

MODERNISATION OF HEALTHCARE NETWORK

- Aim of brand new, high standard healthcare infrastructure by 2023 (100th anniversary of the Republic)
- The Ministry of Health ('MoH') is dedicated to transform the Turkish Health Care Infrastructure to Western standards

EBRD INVOLVEMENT AND SUPPORT

- EBRD Board approved a framework envelop of up to €950m debt or equity to Turkish Hospital PPPs
- The Framework is expected to represent 7 per cent of The programme
- EBRD played a key advisory role over 24 months to make the PPP contracts bankable through policy dialogue with MoH and sponsors
- EBRD also provides technical cooperation support to MoH:
 - i. development of Value for Money Methodology
 - ii. Establishment of a PPP Contract Implementation and Monitoring unit
- The EBRD framework aims to demonstrate how hospital facilities management PPP projects can be commercially financed
- 8 sub-projects under the Framework were signed, with EUR 587m EBRD financing provided as well as EUR 930m mobilised from other financing institutions under B loan. Examples of subprojects:
 - i. EUR 542 million Adana Hospital PPP (EUR 115 million EBRD A-loan and EUR 100 million EBRD B-loan) in December 2014
 - ii. EUR 1.1 Billion Ankara Etlik Hospital PPP (EUR 125 million EBRD A-loan and EUR 131 million EBRD B-loan) in June 2015
 - iii. EUR 318 million Konya Hospital PPP (EUR 67.5 million EBRD A-loan and EUR 80 million EBRD B-loan) in December 2015
 - iv. EUR 360 million Elazig Hospital PPP (First Project Bond which EBRD provided contingent liquidity facility of EUR 89million as credit enhancer) in December 2016
 - v. EUR 512million Bursa Hospital PPP (EUR 65 million EBRD A Loan and EUR 70 million EBRD B loan) in April 2017

Turkey: Hospital Facilities Management PPP Programme (2)



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PIPELINE

SERVICES	SPONSORS	BED CAPACITY	EBRD TICKET SIZE	LENDERS GROUP	SIGNING
Adana Hospital PPP	Rönesans Meridiam Şam Sıla	1,550	€115 m	EBRD, IFC Commercial Banks	Signed
Etlik Hospital PPP	Astaldi- Turkerler	3,560	€125 m	EBRD, IFC BSTDB, SACE Commercial Banks	Signed
Konya Hospital PPP	YDA	838	€67 m	EBRD, BSTDB, IsDB, Commercial Banks	Signed
A confidential Project		1,038	€ 100 m		2016 Expected
Izmir Hospital PPP	Gama Turkerler GE	2,060	€85 m	EBRD, OPIC, EDC, Commercial Banks	2016 expected
Kocaeli Hospital PPP	Gama Turkerler GE	1,185	€40 m	EBRD, OPIC, EDC, Commercial Banks	2016 expected
Gaziantep Hospital PPP	Samsung C&T Salini Kayi	1,860	€80 m	EBRD, EIB, KEXIM, K-SURE Commercial Banks	2016 expected
Other projects under review			€338 m		
TOTAL			€950 m		