ASIAN INFRASTRUCTURE
INVESTMENT BANK

2025 ANNUAL OPERATIONAL PROCUREMENT REPORT

July 2026

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ABBREVIATIONS

AIIB	Asian Infrastructure Investment Bank (typically, “the Bank”)
ADB	Asian Development Bank
CRF	COVID-19 Crisis Recovery Facility
MDB	Multilateral Development Bank
NSBF	Nonsovereign-Backed Financing
PIA	Project Implementing Agency
PPMS	Project Procurement Management System
PPSF	Project Preparation Special Fund
PRP	Procurement Review Panel
PSC1	Public Sector Clients Department, Region 1
PSC2	Public Sector Clients Department, Region 2
SBF	Sovereign-Backed Financing
SFD	Sustainability and Fiduciary Solutions Department
SPB	Strategy, Policy and Budget Department

FOREWORD

Ajay Bhushan Pandey
Vice President, Investment Solutions
Asian Infrastructure Investment Bank

The *2025 Annual Operational Procurement Report* ("the Report") is prepared by the Sustainability and Fiduciary Solutions Department of the Asian Infrastructure Investment Bank (AIIB, or "the Bank"). This is the fifth annual operational procurement report published since 2021.

Procurement is critical to the successful implementation of the Bank's sovereign-backed financing projects. AIIB seeks to support recipients through procurement processes that are efficient, fair, ethical, and transparent, while ensuring value for money, fitness for purpose, and social and environmental sustainability. These principles continue to guide AIIB's approach across the procurement cycle.

This Report covers contracts signed between 2016 and 2025 under the Bank's approved sovereign-backed financing operations and Project Preparation Special Fund grants. Beyond statistics, the Report highlights the continued strengthening of the Bank's Procurement Framework, institutional capacity, implementation support, business outreach, and digital systems. Together, these efforts strengthen procurement governance and help ensure financing is used effectively to support project delivery.

This Report reflects the evolution of the Bank's procurement function alongside the growth of its portfolio. Guided by its core procurement principles and informed by a decade of operational experience, AIIB will continue to strengthen its operational procurement practices to support high-quality infrastructure investment among its members.

AIIB PROCUREMENT STATISTICS (2016–2025)

I

A. Overview

1. Between 2016 and 2025, AIIB approved 360 projects totaling more than USD69 billion across 40 members. Of these, sovereign-backed financing (SBF)[1] operations accounted for 204 projects, amounting to nearly USD53 billion, or 76.2% of the total approved financing. In addition, the Bank approved 39 Project Preparation Special Fund (PPSF) grants,[2] totaling USD109.9 million, to support SBF operations.

2. This Report[3] covers contracts signed between 2016 and 2025 under AIIB-approved SBF operations and PPSF grants. It excludes the following: (a) procurement under nonsovereign-backed financing (NSBF) operations, for which procurement follows market practices and related data is confidential; (b) SBF operations involving policy-based loans, results-based projects, loans to financial intermediaries, program-for-results financing, and guarantees; (c) SBF operations and PPSF grants for which procurement contracts had not been signed by the end of 2025; and (d) contracts for COVID-19 vaccines.

3. During 2016–2025, AIIB-financed projects generated contracts[4] valued at USD26.6 billion. Although the contract value generally aligns with the value of approved projects, it has fluctuated over the years. Contract value peaked in 2020, driven by procurement under the COVID-19 Crisis Recovery Facility (CRF), and again in 2023, when AIIB cofinanced its largest contract to date.[5] Figure 1 shows the annual signed contract value, categorized by procurement type: 9.6% for goods, 87.4% for works, 0.9% for non-consulting services, and 2.1% for consulting services. A total of 16,463 contracts were signed, with 27.7% for goods, 62.8% for works, 1.0% for non-consulting services, and 8.4% for consulting services.

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1 Sovereign-backed financing (SBF) is a loan to, or a loan guaranteed by, an AIIB member. Nonsovereign-backed financing (NSBF) refers to any financing extended by the Bank that is not SBF and includes any financing to or for the benefit of a private enterprise or a subsovereign entity (such as a political or administrative subdivision of a member or a public-sector entity) that is not backed by a guarantee, counter-guarantee, or indemnity provided by the member to AIIB (see https://www.aiib.org/en/about-aiib/who-we-are/financing-operations/index.html).

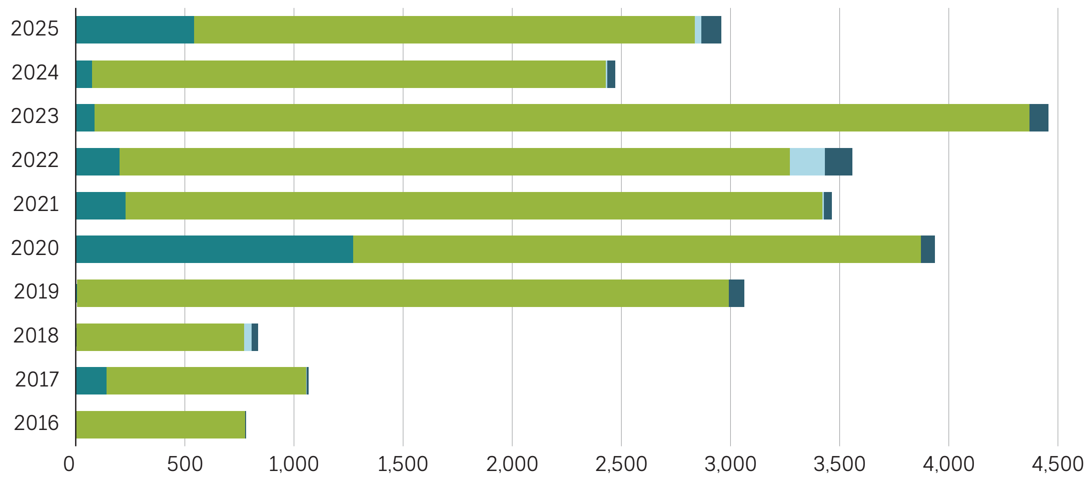
2 Established in June 2016, the Project Preparation Special Fund (PPSF) is a multi-donor facility that provides technical assistance grants to AIIB members to support the preparation of high-quality bankable projects, particularly in less developed members. Project preparation activities supported by these grants are critical to improving project quality and ensuring economic, environmental, and social sustainability as well as implementation readiness (see https://www.aiib.org/en/what-we-do/special-funds/project-preparation-special-funds/index.html).

3 This Report is based on the data available at the time of preparation. Data gaps may exist due to limitations in data availability and accessibility. The data may be updated in subsequent reports as more information becomes available.

4 Throughout this Report, "contract value" refers to the original signed contract price, including the portion(s) financed by cofinanciers. Some numbers have been rounded up for clarity. Contracts that were signed prior to loan signing (i.e., advance contracting) are recorded in the year the loan was approved.

5 In 2023, under the P000207 Egypt: Alexandria Abu Qir Metro Line Project, the Bank financed its largest contract to date, with a contract value equivalent to USD1,166.4 million. This contract, cofinanced with the European Bank for Reconstruction and Development, the European Investment Bank, and Agence Française de Développement, covers civil, electrical, and mechanical works as well as signaling, centralized control, telecommunications, automated fare collection, power supply, workshop equipment, track works, and track diversion of the Egyptian National Railways. AIIB's financing percentage for this contract was 14% of the contract price.

Figure 1: Annual Procurement Value by Procurement Category, 2016–2025
(USD million)

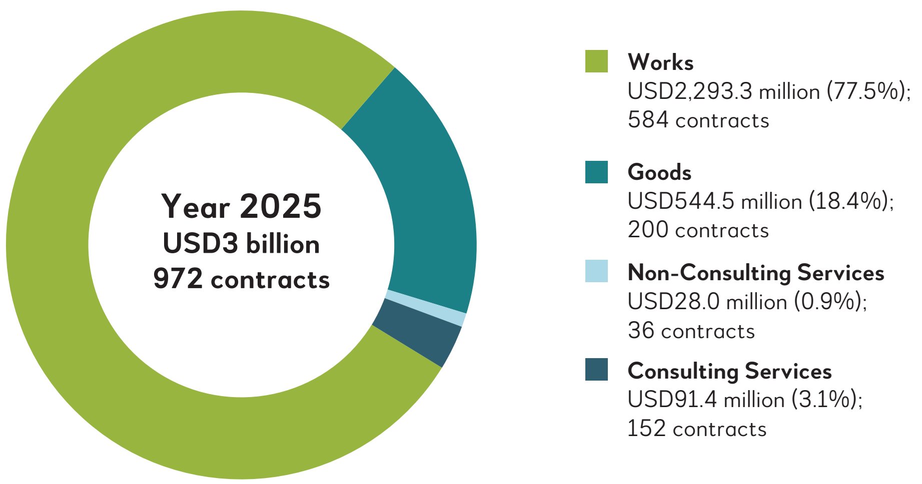


	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Goods	-	140.1	2.1	5.9	1,270.7	227.7	199.5	85.0	72.2	544.5
Works	776.1	915.7	769.4	2,987.0	2,603.8	3,194.7	3,070.8	4,287.7	2,356.5	2,293.3
Non-Consulting Services	-	2.6	33.3	1.4	0.4	6.2	165.1	0.3	7.3	28.0
Consulting Services	3.8	10.0	29.1	69.8	63.0	37.5	125.9	84.6	38.0	91.4
Grand Total	**779.9**	**1,068.5**	**833.8**	**3,064.1**	**3,937.8**	**3,466.1**	**3,561.3**	**4,457.6**	**2,474.1**	**2,957.2**

Source: AIIB; cofinanciers.

4. In 2025 alone, signed contracts totaled nearly USD3 billion, accounting for 11.1% of the total signed contract value from 2016 to 2025. A total of 972 contracts were signed in 2025. Figure 2 presents the 2025 procurement profile by category.

Figure 2: Procurement Profile by Procurement Category, 2025

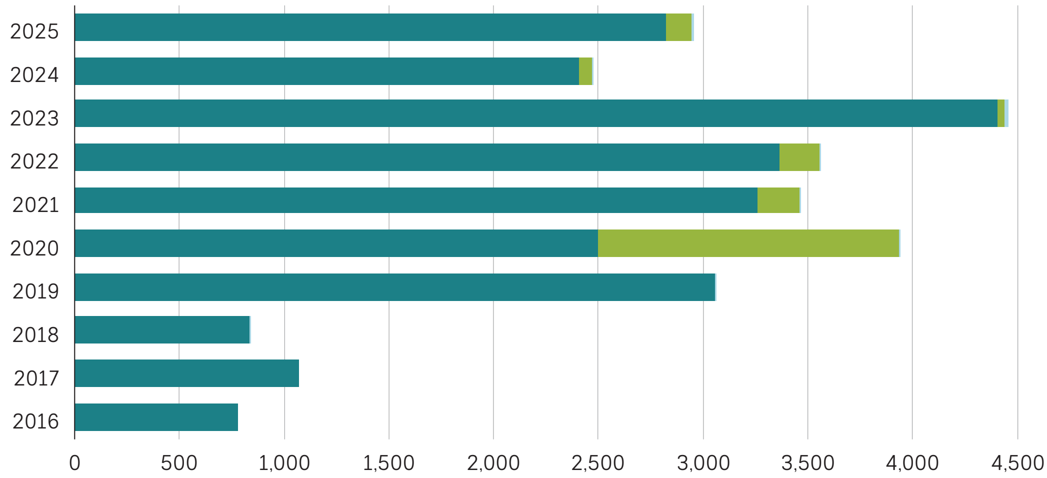


Note: Numbers may not add up due to rounding.
Source: AIIB; cofinanciers.

Procurement by Investment Type

5. Between 2016 and 2025, about USD24.5 billion (92.1%) of the total signed contract value was awarded under investment financing projects. CRF[6] project contracts accounted for USD2 billion (7.7%), and PPSF grant contracts accounted for USD45.9 million (0.2%) (Figure 3).

Figure 3: Annual Procurement Value by Investment Type, 2016–2025
(USD million)



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Regular	779.9	1,068.5	833.1	3,060.1	2,497.8	3,260.8	3,367.3	4,405.5	2,407.0	2,823.8
CRF	-	-	-	-	1,439.6	201.7	189.2	35.5	61.4	123.1
Project Preparation Special Fund	-	-	0.7	4.0	0.4	3.5	4.8	16.6	5.7	10.2

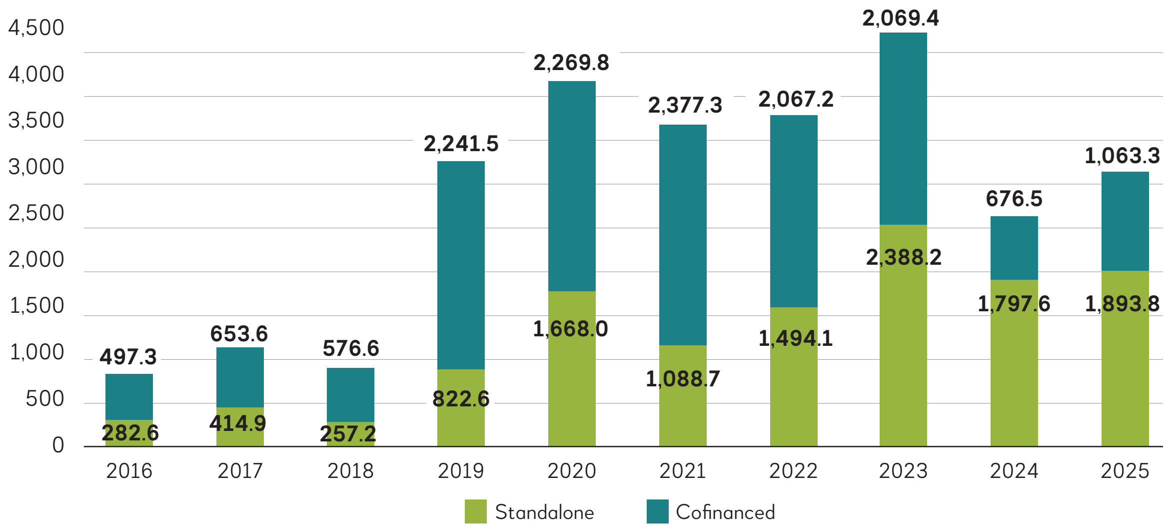
CRF = COVID-19 Crisis Recovery Facility
Source: AIIB; cofinanciers.

B. Procurement Under Standalone and Cofinanced Projects

6. In the period 2016–2025, procurement under standalone AIIB projects totaled USD12.1 billion, while procurement for projects cofinanced with other multilateral development banks (MDBs) and bilateral agencies accounted for USD14.5 billion (Figure 4).

6 AIIB created a COVID-19 Crisis Recovery Facility (CRF) to support its members and clients in alleviating and mitigating economic, financial, and public health pressures arising from the pandemic. (See https://www.aiib.org/en/policies-strategies/COVID-19-Crisis-Recovery-Facility/index.html)

Figure 4: Annual Procurement Value for Standalone and Cofinanced Projects, 2016–2025
(USD million)

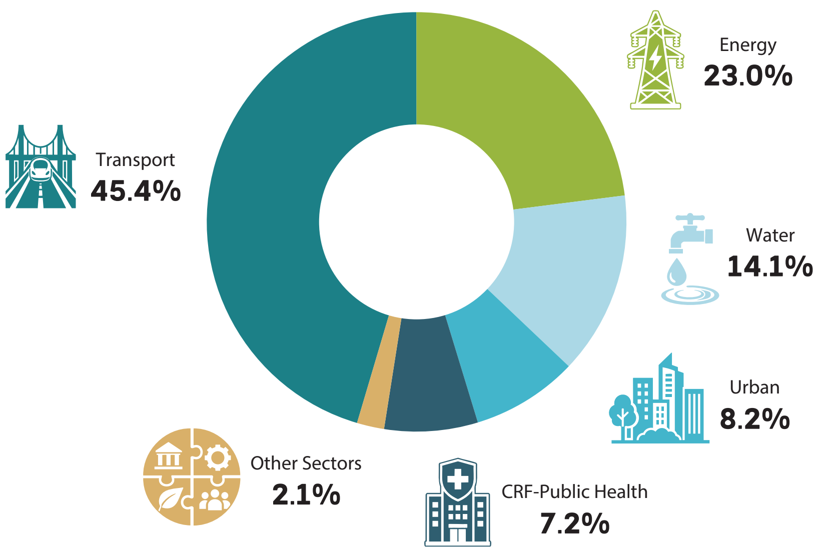


Source: AIIB; cofinanciers.

C. Procurement by Sector

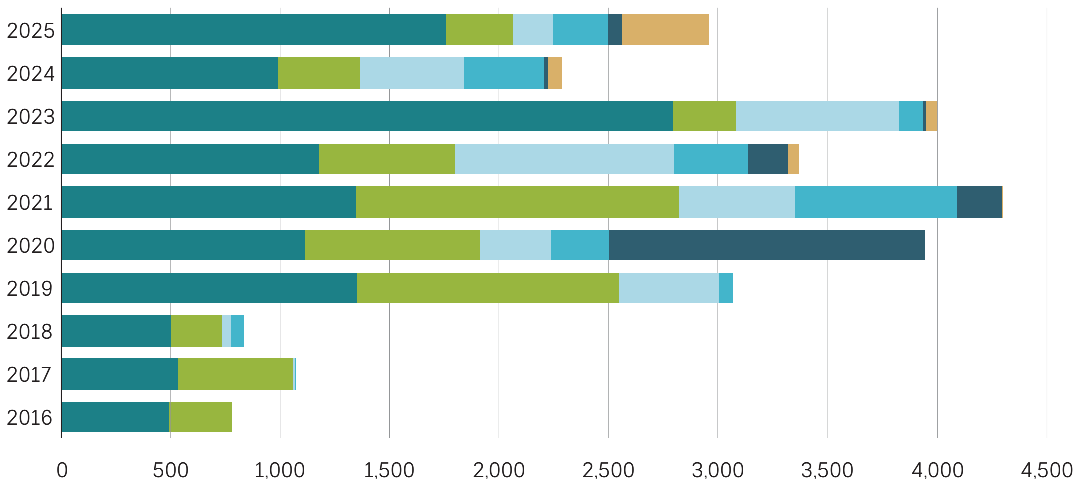
7. In 2016–2025, transport, energy, and water accounted for the largest shares of signed contract value. In 2020, signed contracts in the CRF-public health sector increased markedly in response to the COVID-19 pandemic (Figures 5 and 6).

Figure 5: Percentage of Procurement by Sector, 2016–2025



Note: Other sectors include the following: (a) CRF-economic resilience/policy-based financing, (b) rural infrastructure and agriculture development, (c) health infrastructure, and (d) education infrastructure.
Source: AIIB; cofinanciers.

Figure 6: Annual Procurement Value by Sector, 2016–2025
(USD million)



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Transport	492.9	537.5	501.3	1,350.8	1,114.8	1,345.6	1,180.9	2,793.9	990.9	1,761.5
Energy	287.0	523.3	235.2	1,197.5	799.6	1,476.4	619.4	291.6	375.3	300.8
Water	-	5.1	37.4	453.2	322.8	531.2	1,001.1	739.5	474.5	185.0
Urban	-	2.6	60.0	62.6	268.0	739.1	336.1	108.0	364.5	251.9
CRF-Public Health	-	-	-	-	1,439.6	200.9	179.7	13.7	17.8	62.7
Other Sectors	-	-	-	-	-	4.2	51.0	52.0	64.7	395.3
Grand Total	**779.9**	**1,068.5**	**833.8**	**3,064.1**	**3,944.8**	**4,297.5**	**3,368.3**	**3,998.5**	**2,287.7**	**2,957.2**

Note: Other sectors include the following: (a) CRF-economic resilience/policy-based financing, (b) rural infrastructure and agriculture development, (c) health infrastructure, and (d) education infrastructure.
Source: AIIB; cofinanciers.

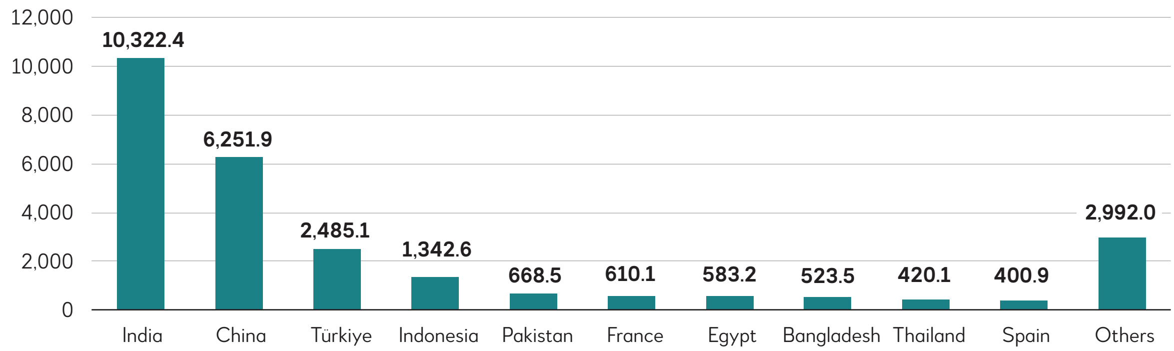
D. Procurement by Origin Economies of Suppliers, Contractors, and Consultants

8. The Bank, in accordance with its Articles of Agreement and Procurement Policy, applies universal eligibility, allowing firms and individuals from all economies to offer goods, works, and services under Bank-financed contracts, regardless of whether their economy is a member of the Bank. For joint ventures, the contract value is evenly distributed among all the joint venture members.

D.1 Overall Procurement

9. Between 2016 and 2025, the largest shares of contracts were awarded to firms and individuals from India (USD10,322.4 million; 38.8%), China (USD6,251.9 million; 23.5%), Türkiye (USD2,485.1 million; 9.3%), Indonesia (USD1,342.6 million; 5.0%), and Pakistan (USD668.5 million; 2.5%), as shown in Figure 7.

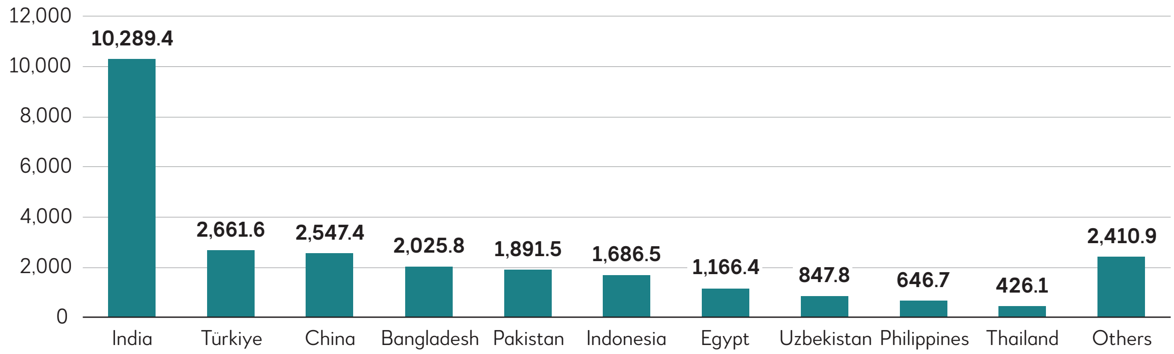
Figure 7: Top 10 Origin Economies of Suppliers, Contractors, and Consultants, 2016–2025
(USD million)



Source: AIIB; cofinanciers.

10. This distribution reflects several factors, including the geographic coverage of the portfolio (Figure 8), the concentration of procurement contracts across recipient economies, the varying implementation progress across operations, and the reporting methodology used in this Report, which records the full signed contract value, including portions financed by recipients[7] and cofinanciers.

Figure 8: Top 10 Recipients by Signed Contract Value, 2016–2025
(USD million)

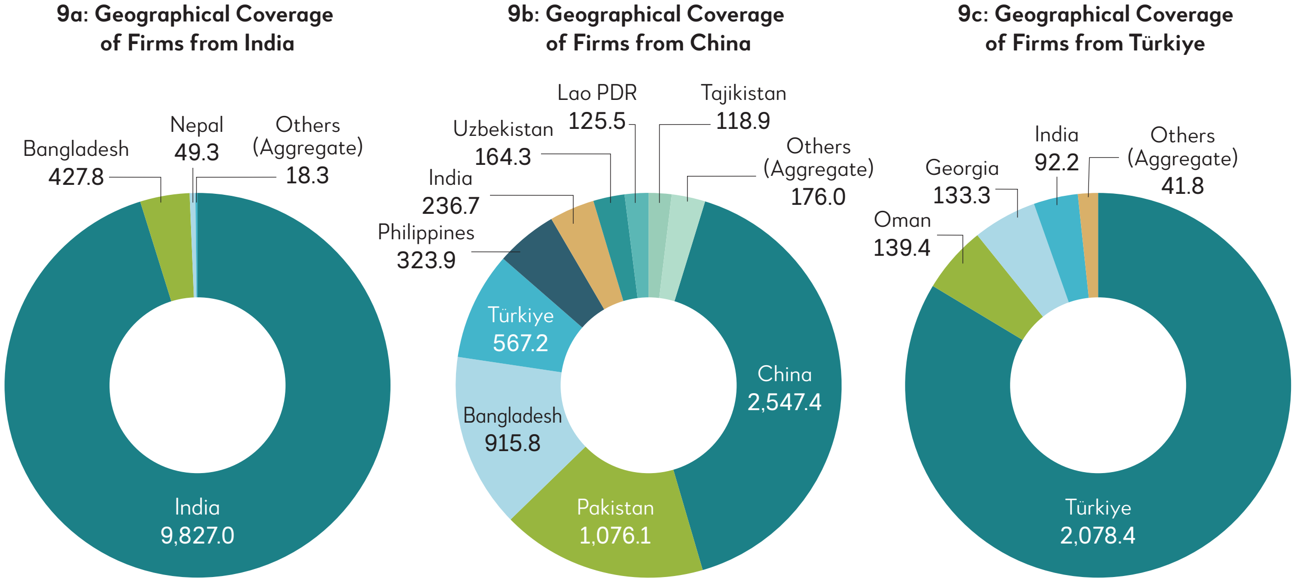


Source: AIIB; cofinanciers.

[7] "Recipient" refers to a beneficiary of Bank financing for a project. The recipient is responsible for the procurement of the goods, works, non-consulting services, and consulting services required for the project.

11. Firms may also participate in contracts outside their home markets. Figure 9 shows the distribution of contract value across domestic and external markets for the top three origin economies.

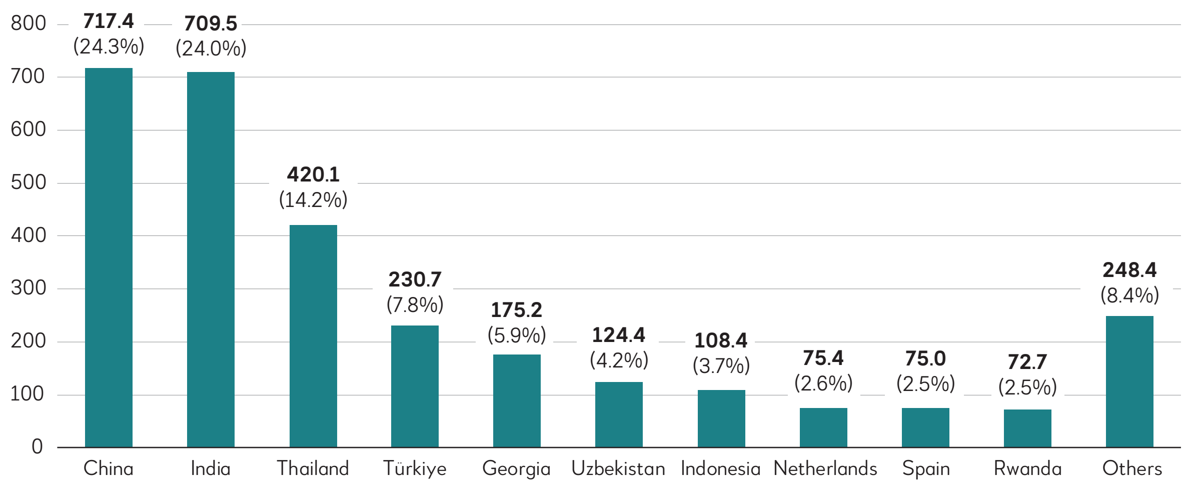
Figure 9: Geographical Coverage of Contracts Awarded to Firms in the Top Three Origin Economies, 2016–2025
(USD million)



Source: AIIB; cofinanciers.

12. In 2025, the largest shares of signed contract value were awarded to firms and individuals from China (USD717.4 million; 24.3%) and India (USD709.5 million; 24.0%) (Figure 10).

Figure 10: Top 10 Origin Economies of Suppliers, Contractors, and Consultants in 2025
(USD million)

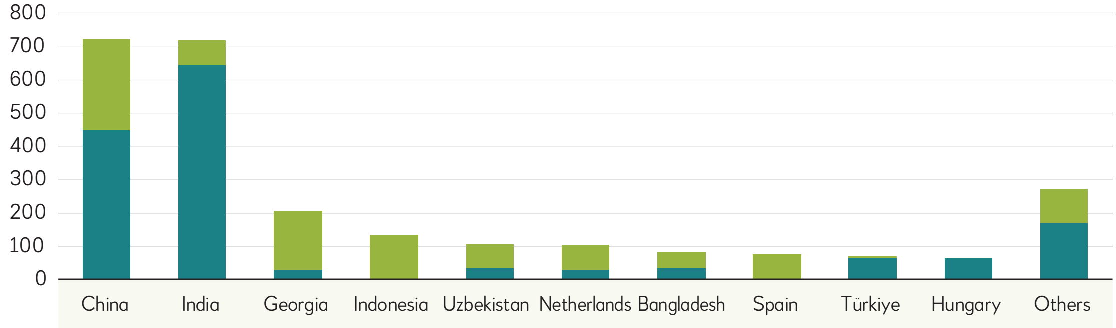


Source: AIIB; cofinanciers.

D.2 Procurement of Goods

13. China and India are the largest suppliers of goods under AIIB-financed contracts, each accounting for more than 28% of the total value awarded (Figure 11).

Figure 11: Top 10 Origin Economies of Suppliers, 2016–2025
(USD million)

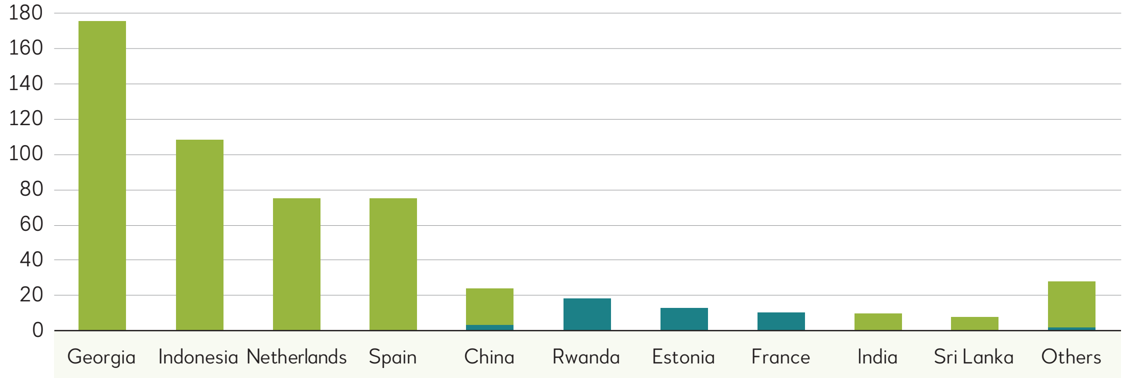


	China	India	Georgia	Indonesia	Uzbekistan	Netherlands	Bangladesh	Spain	Türkiye	Hungary	Others
Non-CRF	271.1	74.1	175.2	133.2	68.9	75.0	47.3	75.0	5.3	-	103.4
CRF	449.2	645.3	30.0	-	35.2	27.9	34.9	-	63.0	64.1	169.5
Grand Total	**720.3**	**719.4**	**205.2**	**133.2**	**104.1**	**102.9**	**82.2**	**75.0**	**68.3**	**64.1**	**272.9**

CRF = COVID-19 Crisis Recovery Facility
Source: AIIB; cofinanciers.

14. In 2025 alone, goods contracts totaled USD544.5 million, accounting for 18.4% of the total signed contract value (Figure 12).

Figure 12: Top 10 Origin Economies of Suppliers, 2025
(USD million)



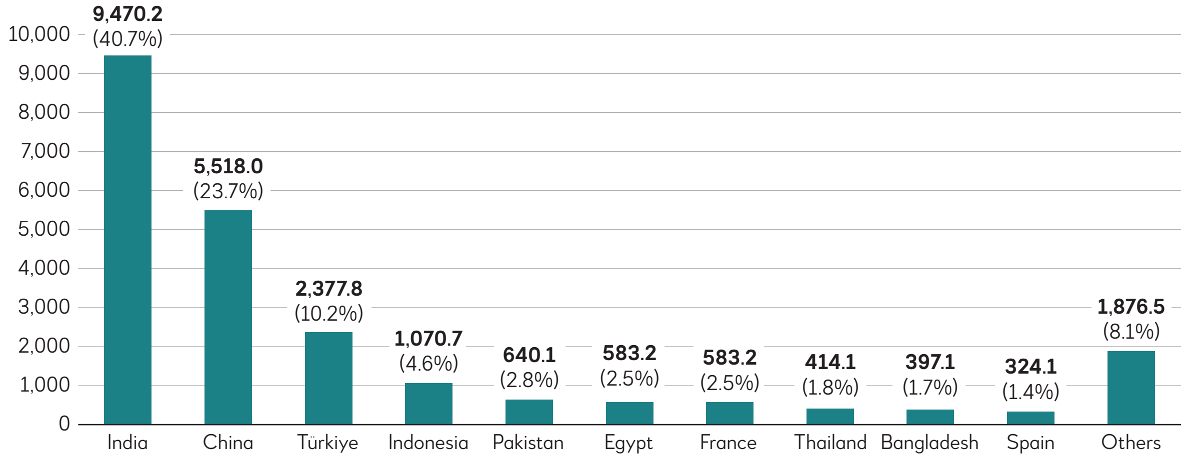
	Georgia	Indonesia	Netherlands	Spain	China	Rwanda	Estonia	France	India	Sri Lanka	Others
Non-CRF	175.2	108.3	75.0	75.0	20.5	-	-	-	9.9	7.7	25.6
CRF	-	-	-	-	3.3	18.2	13.0	10.3	0.3	-	2.1
Grand Total	**175.2**	**108.3**	**75.0**	**75.0**	**23.8**	**18.2**	**13.0**	**10.3**	**10.2**	**7.7**	**27.7**

CRF = COVID-19 Crisis Recovery Facility
Source: AIIB; cofinanciers.

D.3 Procurement of Works

15. Between 2016 and 2025, contractors from India accounted for the largest share of signed contract value for works contracts, totaling USD9.5 billion (40.7%), followed by contractors from China at USD5.5 billion (23.7%) (see Figure 13). For works contracts, factors such as the capital-intensive nature of construction, technical complexity, and the capacity of local contractors can influence the bidding strategies of firms outside the project location.

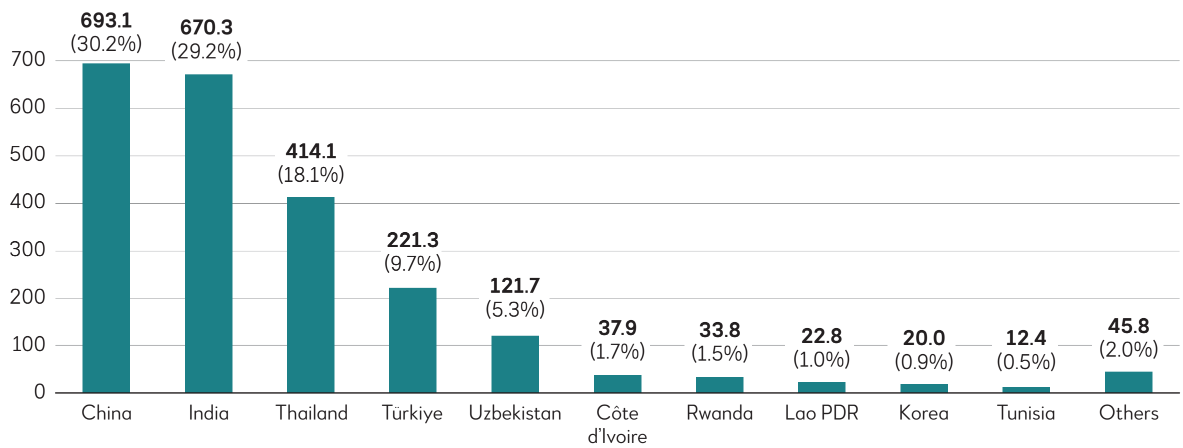
Figure 13: Top 10 Origin Economies of Contractors, 2016–2025
(USD million)



Source: AIIB; cofinanciers.

16. In 2025, the total contract value for works contracts was USD2,293.3 million, representing 77.5% of the total signed contract value for the year (Figure 14).

Figure 14: Top 10 Origin Economies of Contractors, 2025
(USD million)

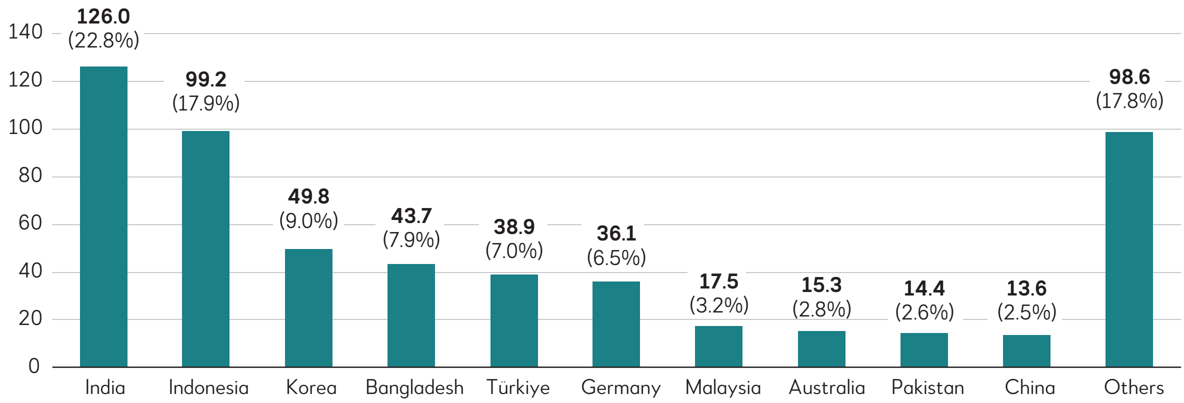


Source: AIIB; cofinanciers.

D.4 Procurement of Consulting Services

17. In 2016–2025, consultants from India, including both firms and individuals, accounted for the largest share of signed contract value for consulting services, totaling USD126.0 million (22.8%) (Figure 15). Indonesia followed at USD99.2 million (17.9%). Compared with goods and works contracts, consulting services contracts were more widely dispersed across origin economies.

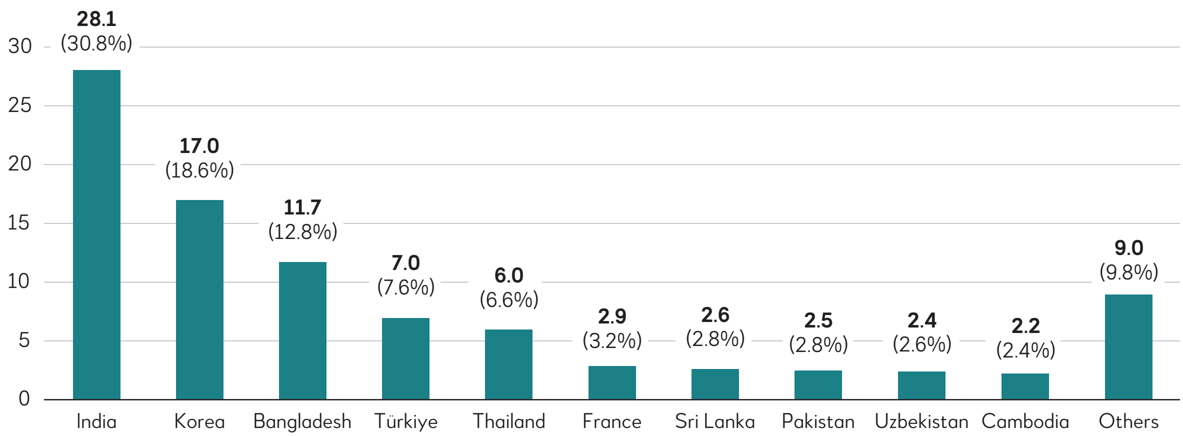
Figure 15: Top 10 Origin Economies of Consultants, 2016–2025
(USD million)



Source: AIIB; cofinanciers.

18. In 2025, consulting services contracts totaled USD91.4 million, representing 3.1% of the total signed contract value (see Figure 16).

Figure 16: Top 10 Origin Economies of Consultants, 2025
(USD million)



Source: AIIB; cofinanciers.

E. Contracts Awarded to Domestic Suppliers, Contractors, and Consultants

19. Between 2016 and 2025, open competition was the predominant procurement method, accounting for 94.3% of AIIB's total signed contract value. Within these, international open competition—AIIB's preferred procurement method for high-value contracts—accounted for 63.8% of the total contract value.

E.1 Overall

20. Among the contracts awarded through international open competition, domestic firms[8] accounted for 61.1% of the total signed contract value in 2016–2025, and 61.6% in 2025 (Table 1).

Table 1: Percentage of Contracts Awarded to Domestic Firms Under International Open Competition, by Total Signed Contract Value, 2016–2025

Year	Overall	Goods	Works	Consulting Services
2016–2025	61.1%	60.5%	61.4%	49.8%
2025	61.6%	60.2%	63.0%	39.4%

Source: AIIB; cofinanciers.

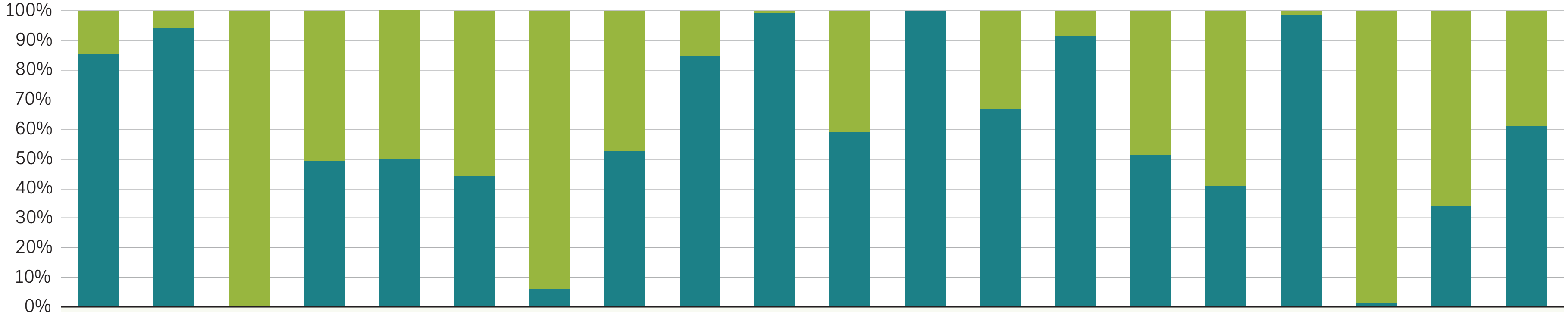
21. The share awarded to domestic firms varied across procurement categories. For instance, between 2016 and 2025, domestic firms accounted for the largest share in signed contract value in goods and works, whereas consulting services showed a wider distribution of awards between domestic and foreign firms. This may be due to the professional and advisory nature of consulting services, which are generally less dependent on physical presence and capital-intensive capacity than civil works.

E.2 Distribution of Contract Awards Between Domestic and Foreign Firms Under International Open Competition, by Recipient

22. Figures 17 to 20 present, by recipient and procurement category, the distribution of signed contract value for contracts awarded to domestic and foreign firms under international open competition in 2016–2025. The figures provide a comparative view of award patterns across recipients and procurement categories.

[8] Domestic suppliers, contractors, and consultants are those registered in the same economy as that of the contracting authority.

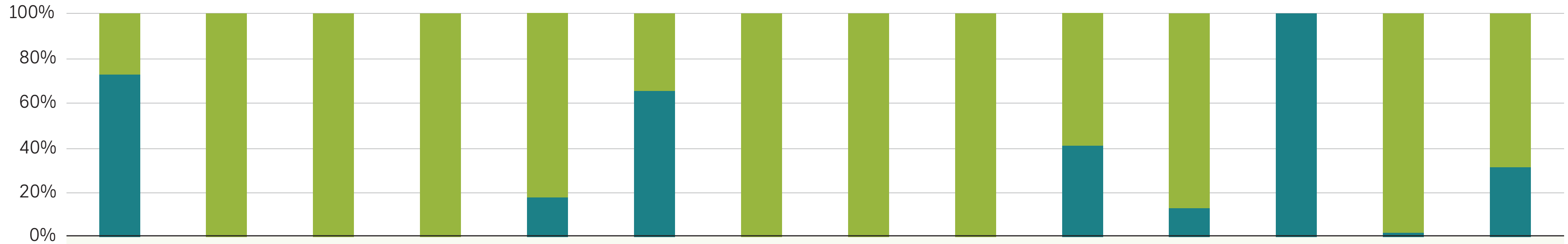
Figure 17: Overall Distribution of Contracts Awarded Across Domestic and Foreign Firms Under International Open Competition, 2016–2025



	Bangladesh	Cambodia	China	Côte d'Ivoire	Egypt	Georgia	India	Indonesia	Lao PDR	Maldives	Nepal	Oman	Pakistan	Philippines	Rwanda	Sri Lanka	Tajikistan	Thailand	Türkiye	Uzbekistan
Domestic	14.5%	5.5%	100.0%	50.5%	50.0%	55.9%	94.1%	47.2%	15.1%	0.6%	41.1%	0.0%	32.8%	8.1%	48.5%	58.9%	1.0%	98.6%	65.6%	38.9%
Foreign	85.5%	94.5%	0.0%	49.5%	50.0%	44.1%	5.9%	52.8%	84.9%	99.4%	58.9%	100.0%	67.2%	91.9%	51.5%	41.1%	99.0%	1.4%	34.4%	61.1%

Source: AIIB; cofinanciers.

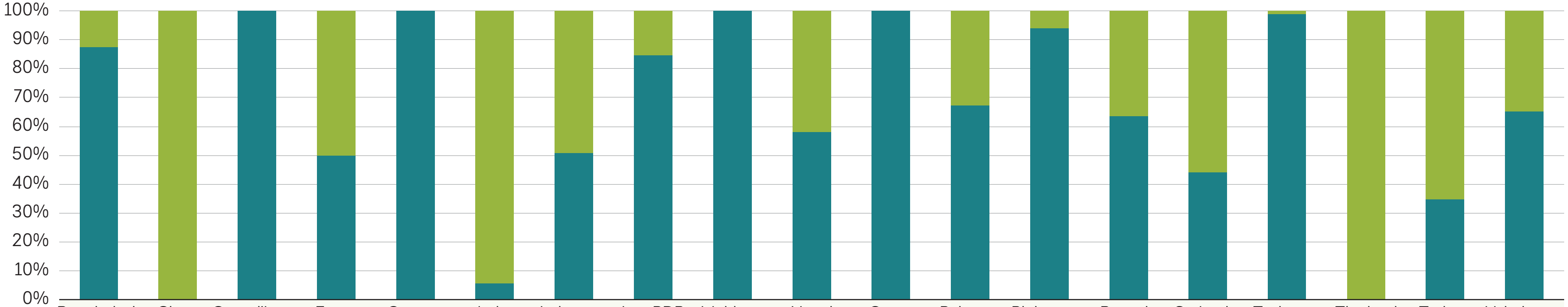
Figure 18: Goods: Distribution of Contracts Awarded Across Domestic and Foreign Firms Under International Open Competition, 2016–2025



	Bangladesh	China	Côte d'Ivoire	Georgia	India	Indonesia	Maldives	Pakistan	Philippines	Rwanda	Sri Lanka	Tajikistan	Türkiye	Uzbekistan
Domestic	26.8%	100.0%	100.0%	100.0%	81.7%	34.2%	100.0%	100.0%	100.0%	58.9%	87.0%	0.0%	98.0%	68.7%
Foreign	73.2%	0.0%	0.0%	0.0%	18.3%	65.8%	0.0%	0.0%	0.0%	41.1%	13.0%	100.0%	2.0%	31.3%

Source: AIIB; cofinanciers.

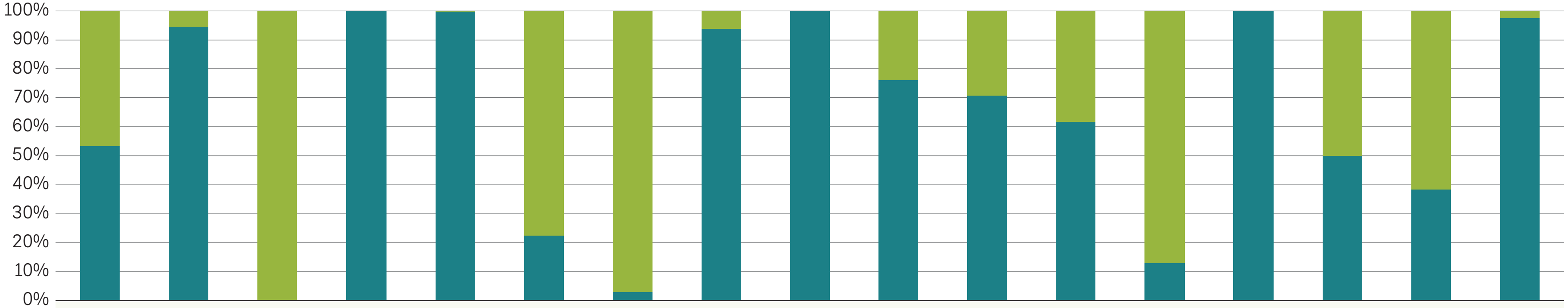
Figure 19: Works: Distribution of Contracts Awarded Across Domestic and Foreign Firms Under International Open Competition, 2016–2025



	Bangladesh	China	Côte d'Ivoire	Egypt	Georgia	India	Indonesia	Lao PDR	Maldives	Nepal	Oman	Pakistan	Philippines	Rwanda	Sri Lanka	Tajikistan	Thailand	Türkiye	Uzbekistan
Domestic	12.3%	100.0%	0.0%	50.0%	0.0%	94.5%	49.4%	15.4%	0.0%	41.8%	0.0%	32.8%	5.8%	36.4%	55.7%	1.1%	100.0%	65.4%	34.8%
Foreign	87.7%	0.0%	100.0%	50.0%	100.0%	5.5%	50.6%	84.6%	100.0%	58.2%	100.0%	67.2%	94.2%	63.6%	44.3%	98.9%	0.0%	34.6%	65.2%

Source: AIIB; cofinanciers.

Figure 20: Consulting Services: Distribution of Contracts Awarded Across Domestic and Foreign Firms under International Open Competition, 2016–2025



	Bangladesh	Cambodia	China	Côte d'Ivoire	Georgia	India	Indonesia	Lao PDR	Nepal	Pakistan	Philippines	Rwanda	Sri Lanka	Tajikistan	Thailand	Türkiye	Uzbekistan
Domestic	46.8%	5.5%	100.0%	0.0%	0.3%	77.5%	97.2%	6.4%	0.0%	23.9%	29.3%	38.3%	87.1%	0.0%	50.0%	61.7%	2.6%
Foreign	53.2%	94.5%	0.0%	100.0%	99.7%	22.5%	2.8%	93.6%	100.0%	76.1%	70.7%	61.7%	12.9%	100.0%	50.0%	38.3%	97.4%

Source: AIIB; cofinanciers.

AIIB PROCUREMENT FRAMEWORK

II

23. AIIB's Procurement Framework is grounded in the fit-for-purpose principle. In collaboration with recipients, the Bank supports the development of tailored Project Delivery Strategies and Procurement Plans that account for market conditions, implementation risks, and operational factors to ensure value for money, sustainability, and fairness. Depending on the project characteristics and procurement risk, these strategies may include business outreach, early market engagement, prequalification for large contracts, and the use of rated criteria for complex and high-risk contracts.

24. During 2016–2025, this approach also generated substantial domestic economic impact: (a) overall, domestic firms and individuals from recipient economies were awarded 73% of the total signed contract value, (b) local labor constituted approximately 90% of the labor used, as reported by foreign contractors, and (c) joint ventures between foreign and local firms secured the three largest-value contracts.

25. Currently, the AIIB Procurement Framework is comprised of the following:

- Procurement Policy (June 26, 2024)
- Directive on Procurement Instructions for Recipients (July 26, 2024)
- Directive on the Procurement Policy (October 17, 2023)
- Standard Procurement Documents:
  - Procurement of Goods, for One-Envelope Tendering Process (June 2021)
  - Procurement of Works, for One-Envelope Tendering Process without Prequalification (August 2025)
  - Procurement of Works, for Two-Envelope Tendering Process without Prequalification (June 2021)
  - Procurement of Works (Design Build), after Pre-qualification, Rated Criteria (February 2026)
  - Request for Proposal for Consulting Services (June 2021)

INSTITUTIONAL PROCUREMENT CAPACITY AND GOVERNANCE

III

A. Institutional Procurement Capacity

26. AIIB's institutional procurement capacity is supported primarily by the Sustainability and Fiduciary Solutions Department (SFD) and the Strategy, Policy, and Budget Department (SPB).

27. The SFD procurement team oversees the application of the Bank's Procurement Policy and supports recipients in implementing Bank-financed projects through efficient, fair, ethical, and transparent procurement processes that optimize value for money and promote social and environmental sustainability. The team comprises one manager for fiduciary governance, seven senior procurement specialists, one procurement specialist, three procurement associates, and four procurement team assistants.

28. The SPB policy team develops AIIB's operational policies and procedures and oversees compliance with these across the Bank's non-treasury investment portfolio, including environmental, social, procurement, and financial management aspects. For procurement, the team comprises one manager for policy assurance and operational quality, one principal procurement policy specialist, and one procurement advisor.

29. AIIB's procurement expertise draws on the experience of other MDBs, government agencies, and the private sector, across economies and sectors. This breadth of experience helps the Bank to address increasingly complex procurement issues in infrastructure investment operations and promote the consistent application of good international procurement practices.

B. Procurement Review Panel

30. AIIB's internal procurement governance includes the Procurement Review Panel (PRP), which reviews high-value procurement cases for AIIB-financed projects in accordance with applicable review thresholds. PRP members include representatives from the SFD and the SPB, though observers from relevant departments may also be invited to participate. In 2025, the PRP reviewed the evaluation reports of four high-value contracts.

C. Strengthening the Internal Capacity of Project Teams

31. The SFD works closely with the Bank's Public Sector Clients Department, Regions 1 and 2 (PSC1 and PSC2), to prepare and implement SBF operations in which procurement is integral to project readiness and implementation. As AIIB's investment operations continue to grow in volume and complexity, the need for all project teams to have a stronger understanding of procurement has also increased.

32. To strengthen project teams' understanding of AIIB's Procurement Framework and support more effective collaboration throughout the project cycle, the SFD—together with the SPB, PSC1, and PSC2—organized two internal knowledge-sharing and learning events in 2025: a) Knowledge-Sharing and Learning Event on Procurement for Investment Operations and b) Use of Rated Criteria for Sustainable Public Procurement. These two events provided an opportunity for project teams to refresh their understanding of procurement principles and processes, exchange implementation experience, and discuss common issues in project preparation and implementation. Topics covered included procurement strategy and planning, market analysis, early market engagement, procurement readiness, procurement risks, common causes of delays, managing procurement-related complaints, environmental and social aspects of procurement, and contract management.

Knowledge-Sharing and Learning Event on Procurement for Investment Operations
September 2025, AIIB HQ, Beijing

Use of Rated Criteria for Sustainable Public Procurement
December 2025, AIIB HQ, Beijing

POLICY DIALOGUE AND COLLABORATION

IV

A. Policy Dialogue Through MDB Heads of Procurement Engagement

33. AIIB continued to engage in procurement policy dialogue and collaboration with other MDBs in 2025. These exchanges provided a platform for sharing operational experience and discussing emerging issues in procurement policy and practice.

34. In August 2025, AIIB participated in the MDB Heads of Procurement Meeting hosted by the New Development Bank in Shanghai, China. The meeting brought together procurement representatives from MDBs[9] and partner institutions to exchange views on common priorities and evolving challenges in public- and private-sector procurement.

35. The discussions covered four main areas: (a) sustainable procurement, including low-carbon, circular, and inclusive strategies aimed at delivering environmental and social outcomes while maintaining cost efficiency; (b) stronger procurement systems, including MDB harmonization and support for national systems while upholding fiduciary standards; (c) digital transformation, including the use of digital tools, artificial intelligence, and data analytics to improve transparency, efficiency, and value for money; and (d) future procurement directions, including public–private partnerships, private-sector financing, and resilient supply chains.

MDB Heads of Procurement Meeting
August 2025, Shanghai

[9] The following institutions were represented: African Development Bank, Asian Development Bank, Asian Infrastructure Investment Bank, Caribbean Development Bank, Council of Europe Development Bank, European Bank for Reconstruction and Development, European Investment Bank, Eurasian Fund for Stabilization and Development, Inter-American Development Bank, International Fund for Agricultural Development, Islamic Development Bank, New Development Bank, and The World Bank Group.

B. Bilateral Knowledge-Sharing Events

36. In addition to MDB-wide dialogue, AIIB held targeted knowledge-sharing sessions with peer institutions during the year. In June 2025, the team exchanged views with the Asian Development Bank on Procurement Risk Assessment for China. In July 2025, AIIB organized a knowledge-sharing session with the World Bank on the use of rated criteria in evaluation, drawing on case studies to discuss practical considerations, implementation challenges, and lessons learned.

C. International Contracting Community Engagement

37. In December 2025, AIIB participated in the 2025 International Federation of Consulting Engineers (FIDIC) Official International Contract Users' Conference and Awards held in London, United Kingdom. The conference brought together contract users, legal experts, and other stakeholders from the international construction industry to discuss developments in FIDIC's contract suite as well as emerging issues in the international contracts arena. AIIB's participation provided an opportunity to exchange views on evolving contract practices, including contract administration, dispute avoidance, and project delivery, and to draw insights on the implementation of infrastructure operations.

Official International Contract Users' Conference and Awards
December 2025, London

38. These engagements contributed to AIIB's understanding of evolving international procurement and contract practices and strengthened its collaboration and exchange with peer institutions and the broader international contracting community.

BUSINESS OUTREACH

V

A. Business Outreach Events

39. In 2025, the SFD further strengthened AIIB's market engagement through participation in regional and multilateral platforms. These activities were designed to broaden awareness of AIIB's Procurement Framework and business opportunities, and to facilitate dialogue with the private sector.

B. Business Outreach Activities in 2025

- **Seminar on Sustainable Green Development of Urban Infrastructure**
  Shanghai, China | February 26–27, 2025
  Organizer: China International Contractors Association
  AIIB Session: Doing Business with AIIB

- **Asian Development Bank Public Procurement Opportunities and Policy Reforms**
  Tashkent, Uzbekistan | April 24–25, 2025
  Organizer: ADB
  Participating MDBs: AIIB, Islamic Development Bank, The World Bank Group, and the European Bank for Reconstruction and Development
  AIIB Session: Doing Business with AIIB

- **2025 AIIB Annual Meeting**
  Beijing, China | June 24–26, 2025
  Session: Unlocking Business Opportunities with AIIB

2025 AIIB Annual Meeting
June 2025, Beijing

- **Third Asia-Pacific Integrity and Compliance Forum**
  Xiamen, China | September 16–18, 2025
  Organizer: ADB
  Panel Discussion: Portfolios and Pipelines; Recent Developments in the Procurement Policies of MDBs

Third Asia-Pacific Integrity and Compliance Forum
September 2025, Xiamen

- **2025 Business Opportunity Seminar**
  Islamabad, Pakistan | November 16–18, 2025
  Organizers: ADB, Islamic Development Bank, The World Bank Group, and AIIB
  AIIB Session: Doing Business with AIIB; Procurement Framework and Business Opportunities

2025 Business Opportunity Seminar
November 2025, Islamabad

- **Visit from South African Business Delegation**
  Beijing, China | November 18, 2025
  An introductory session on the Bank's Procurement Framework and operational practices

Visit from the South African Business Delegation
November 2025, Beijing

- **Multilateral Development Banks Project Plaza 2025**
  Seoul, Korea | November 25–26, 2025
  Hosts: Ministry of Economy and Finance of Korea; Ministry of Trade, Industry and Resources of Korea
  Organizer: Korea Trade–Investment Promotion Agency
  AIIB Session: Doing Business with AIIB—Procurement Framework and Business Opportunities

MDB Project Plaza 2025
November 2025, Seoul

C. Early Market Engagement

40. Early market engagement (EME) refers to structured engagement with the market before the launch of a formal procurement process. It can help project implementing agencies (PIAs) better understand market capacity, test technical and commercial assumptions, identify delivery risks and constraints, and improve procurement planning.

41. AIIB encourages PIAs to incorporate EME into sound procurement planning, particularly for complex, high-value contracts. In August 2024, the Tbilisi Transport Company LLC conducted some market research, ahead of procuring rolling stock for the AIIB-financed Georgia Tbilisi Metro Modernization Project. The exercise helped the organization gather information on supplier capacity, technical specifications, delivery capabilities, and indicative pricing to inform the tender documentation. The procurement was subsequently launched through International Open Competitive Tendering in November 2024, and the contract was signed in July 2025 for a value exceeding EUR149.4 million.

42. In 2025, an EME was undertaken for two railway sector projects in Türkiye—the Eastern Türkiye Middle Corridor Railway Development Project and the Istanbul North Rail Crossing Project—both cofinanced and led by the World Bank. It involved structured interactions with prospective suppliers to obtain market feedback on technical, commercial, and procurement considerations. The outcomes informed the refinement of procurement strategies and the preparation of subsequent tendering processes.

43. Building on these experiences, AIIB will continue to encourage the use of EME in future operations and will collaborate with recipients and cofinanciers to foster good practices in EME.

CAPACITY BUILDING FOR RECIPIENTS

VI

44. In 2025, SFD, in collaboration with AIIB's PSC1 and PSC2, continued to provide capacity-building support to recipients, PIAs, and contractors through targeted training, workshops, and technical exchanges. These activities focused on strengthening their understanding of AIIB's Procurement Policy and Procedures, supporting sound procurement planning and implementation, and improving contract management and fiduciary practices in Bank-financed operations.

A. Capacity-Building Activities in 2025

- **Environmental, Social, and Fiduciary Workshop for AIIB Portfolio in Cambodia and Lao PDR**
  Xiamen, China | March 26–28, 2025

  The workshop was co-organized by AIIB and the Multilateral Cooperation Center for Development Finance. It provided participants with a practical overview of MDB requirements and good international practices across the project cycle, covering environmental and social aspects, procurement, and financial management.

  The procurement sessions addressed the AIIB Procurement Framework, procurement planning, procurement methods, contract management, and the use of the Bank's Project Procurement Management System (PPMS), with reference to the implementation needs of the Cambodia portfolio.

Session on Key Reflections on the Procurement Portfolio Performance
March 2025, Xiamen

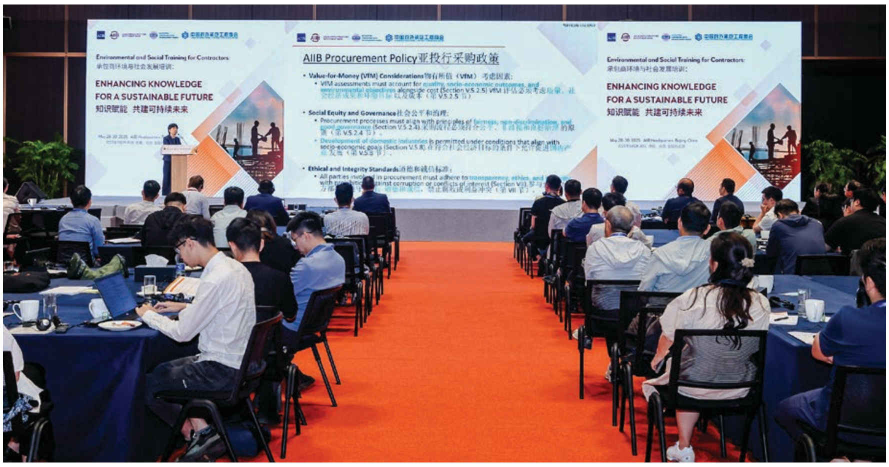
Session on the Procurement of Consulting Services
March 2025, Xiamen

Session on the Use of the Bank's PPMS
March 2025, Xiamen

- **Environmental and Social Training for Contractors: Enhancing Knowledge for a Sustainable Future**
  Beijing, China | May 28–30, 2025

  The event was co-organized by AIIB, ADB, the Multilateral Cooperation Center for Development Finance, and China International Contractors Association.

It supported contractors to strengthen their understanding of environmental, social, and procurement requirements in MDB-financed projects, to promote more effective and sustainable project implementation.



Environmental and Social Training for Contractors
May 2025, Beijing

- **AIIB Capacity-Building Study Tour. Delegation from Cambodia's Ministry of Economy and Finance**
  Beijing, China | August 4–8, 2025

  A session was held on strengthening institutional capacity and procurement governance, including knowledge-sharing on oversight and implementation arrangements.

- **Technical Workshop for AIIB's China SBF Portfolio**
  Guangzhou, China | November 18, 2025

  The event was co-organized by the National Development and Reform Commission of China, the Ministry of Finance of China, and AIIB, and fostered an exchange of insights on the AIIB Procurement Policy and Practices.

Technical Workshop for AIIB's China SBF Portfolio
November 2025, Guangzhou

- **Environmental and Social Safeguard Training for Contractors**
  Assam, India | December 2–3, 2025

  The event was co-organized by AIIB and ADB. It supported contractors to strengthen their understanding of environmental, social, and procurement requirements in MDB-financed projects, to promote more effective and sustainable project implementation.

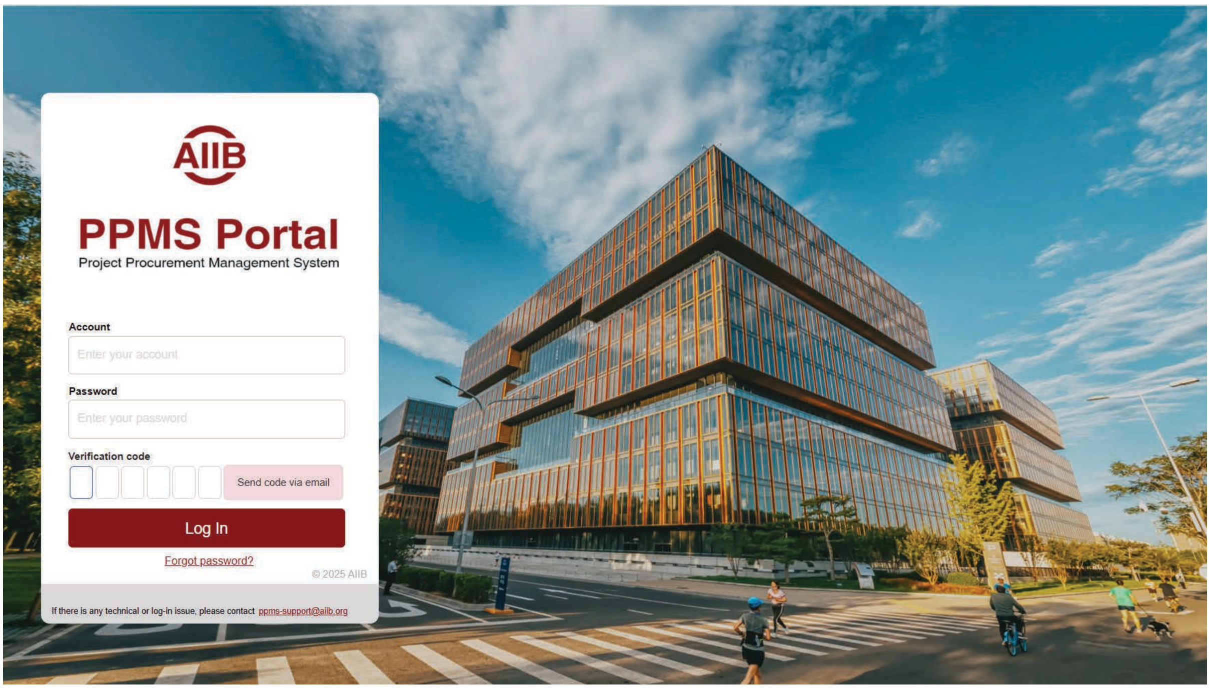
Environmental and Social Safeguard Training for Contractors
December 2025, Assam

PROJECT PROCUREMENT MANAGEMENT SYSTEM

VII

45. The Project Procurement Management System (PPMS)[10] is AIIB's online procurement management platform, designed to improve efficiency, documentation, and oversight of procurement for the Bank's SBF standalone projects. PPMS also strengthens the Bank's procurement data management and reporting capabilities. It was developed jointly by the SFD and the Information Technology Department, with support from PSC1 and PSC2 (see Figure 21).

Figure 21: Project Procurement Management System Landing Page



[10] This link is only accessible to PIAs and Bank staff with PPMS accounts.

46. **PPMS Functionalities:** The PPMS consists of five modules that support both the Bank's project teams and recipients in procurement planning, processing, contract management, complaints monitoring, and reporting.

Module 1: Procurement Planning

- Supports project implementing agencies (PIAs) in submitting the Project Delivery Strategy, General Procurement Notice, Procurement Plan, and related updates for the Bank's review and no-objection.
- Links each procurement activity in the Procurement Plan to the corresponding roadmap in Module 2: Procurement Process.

Module 2: Procurement Process

- Enables PIAs to submit procurement documents through built-in roadmaps aligned with AIIB's Procurement Policy and Directive on Procurement Instructions for Recipients for the Bank's review and no-objection for prior-review contracts.
- Mirrors offline practices while allowing clear status monitoring and timely action by both clients and the Bank.
- Conducts eligibility screening against the Bank's Debarment List and the UN sanctions list.
- Facilitates the publication of procurement notices on the Bank's website.

Module 3: Contract Management

- Enables PIAs to submit contract management–related documents, including contract amendments, record of payments, implementation updates, dispute resolution documentation, and post-contract evaluations.

Module 4: Complaints Monitoring

- Allows PIAs and the Bank to record procurement-related complaints, which may be submitted at any time regarding any part of the procurement process.
- Enables the Bank to monitor the progress of complaint resolution.

Module 5: Reporting

- Provides the Bank with comprehensive data on the overall procurement profile, procurement performance, and efficiency indicators.

47. **Full Deployment and Continued Enhancement.** Following its official launch in December 2024, AIIB's PPMS was fully deployed in 2025, covering the Bank's standalone SBF operations and Special Funds. In 2025, the PPMS team provided onsite training in India, Thailand, and Cambodia to support implementation. By December 2025, a total of 98 PIA accounts had been opened, with 986 procurement activities created in the system.

48. Continuous enhancements, informed by operational experience and user feedback, are being implemented to strengthen system performance and usability. These enhancements include improved data collection, closer alignment with business processes, and integration with other AIIB systems, such as the AIIB Client Portal, to streamline information-sharing and collaboration between AIIB and its recipients.

APPENDICES
PROCUREMENT STATISTICS

Appendix 1: Procurement Value by Recipient, 2016–2025

	Goods		Works		Non-consulting Services		Consulting Services		Grand Total	
	Value (USD million)	**% of Total Goods**	**Value** (USD million)	**% of Total Works**	**Value** (USD million)	**% of Total Non-consulting Services**	**Value** (USD million)	**% of Total Consulting Services**	**Value** (USD million)	**CRF %**
Bangladesh	332.4	13.0%	1,636.6	7.0%	0.6	0.2%	56.3	10.2%	2,025.8	10.0%
Cambodia	1.8	0.1%	53.7	0.2%	0.0	0.0%	31.9	5.8%	87.4	63.5%
China	518.3	20.3%	2,015.6	8.7%	-	-	13.6	2.5%	2,547.4	14.3%
Côte d'Ivoire	1.2	0.0%	40.5	0.2%	-	-	2.8	0.5%	44.6	-
Egypt	-	-	1,166.4	5.0%	-	-	-	-	1,166.4	-
Georgia	273.4	10.7%	133.5	0.6%	0.0	0.0%	9.5	1.7%	416.5	24.0%
Hungary	67.4	2.6%	200.6	0.9%	-	-	-	-	268.0	100.0%
India	701.1	27.5%	9,443.1	40.6%	10.7	4.4%	134.6	24.3%	10,289.4	6.3%
Indonesia	290.2	11.4%	1,262.6	5.4%	39.4	16.1%	94.3	17.1%	1,686.5	-
Kyrgyzstan	-	-	-	-	-	-	0.0	0.0%	0.0	-
Lao PDR	-	-	148.3	0.6%	-	-	5.5	1.0%	153.7	-
Madagascar	-	-	-	-	-	-	0.0	0.0%	0.0	-
Maldives	8.9	0.4%	332.6	1.4%	0.0	0.0%	0.3	0.1%	341.9	3.5%
Nepal	0.1	0.0%	101.5	0.4%	-	-	1.9	0.3%	103.5	-
Oman	-	-	278.8	1.2%	-	-	-	-	278.8	-
Pakistan	19.1	0.7%	1,828.4	7.9%	-	-	44.1	8.0%	1,891.5	-
Philippines	27.3	1.1%	594.5	2.6%	0.1	0.0%	24.9	4.5%	646.7	-
Rwanda	42.9	1.7%	92.8	0.4%	32.7	13.4%	6.0	1.1%	174.5	46.2%
Sri Lanka	39.8	1.6%	205.5	0.9%	-	-	2.3	0.4%	247.6	-
Tajikistan	20.0	0.8%	253.9	1.1%	-	-	20.5	3.7%	294.4	-
Thailand	-	-	414.1	1.8%	-	-	12.0	2.2%	426.1	-
Türkiye	68.1	2.7%	2,548.5	11.0%	0.1	0.1%	44.9	8.1%	2,661.6	2.4%
Uzbekistan	135.9	5.3%	503.4	2.2%	160.9	65.8%	47.6	8.6%	847.8	30.5%
Grand Total	**2,547.7**	**100.0%**	**23,255.0**	**100.0%**	**244.5**	**100.0%**	**553.1**	**100.0%**	**26,600.3**	**7.7%**

Note: Numbers may not add up due to rounding. "-" = nil; "0.0" = less than 0.05; "0.0%" = less than 0.05%
Source: AIIB; cofinanciers.

Appendix 2: Procurement Value by Recipient in 2025

	Goods		Works		Non-consulting Services		Consulting Services		Grand Total	
	Value (USD million)	% of Total Goods	Value (USD million)	% of Total Works	Value (USD million)	% of Total Non-consulting Services	Value (USD million)	% of Total Consulting Services	Value (USD million)	CRF %
Bangladesh	0.0	0.0%	6.9	0.3%	-	-	1.4	1.5%	8.3	-
Cambodia	0.7	0.1%	2.9	0.1%	0.0	0.1%	28.0	30.6%	31.6	9.6%
China	12.2	2.2%	186.7	8.1%	-	-	0.4	0.5%	199.4	-
Côte d'Ivoire	-	-	40.5	1.8%	-	-	-	-	40.5	-
Georgia	175.2	32.2%	-	-	-	-	0.1	0.1%	175.3	-
India	10.9	2.0%	670.3	29.2%	0.8	3.0%	18.5	20.3%	700.6	-
Indonesia	265.3	48.7%	-	-	-	-	0.0	0.0%	265.3	-
Kyrgyzstan	-	-	-	-	-	-	0.0	0.0%	0.0	-
Lao PDR	-	-	50.0	2.2%	-	-	4.5	4.9%	54.5	-
Madagascar	-	-	-	-	-	-	0.0	0.0%	0.0	-
Maldives	-	-	-	-	-	-	0.0	0.0%	0.0	100.0%
Pakistan	7.4	1.4%	10.8	0.5%	-	-	4.8	5.2%	22.9	-
Philippines	10.4	1.9%	328.1	14.3%	-	-	1.3	1.4%	339.9	-
Rwanda	30.4	5.6%	92.8	4.0%	27.0	96.5%	0.5	0.6%	150.7	38.1%
Sri Lanka	7.7	1.4%	48.6	2.1%	-	-	0.0	0.0%	56.3	-
Tajikistan	-	-	59.8	2.6%	-	-	4.3	4.7%	64.0	-
Thailand	-	-	414.1	18.1%	-	-	12.0	13.1%	426.1	-
Türkiye	2.4	0.4%	202.4	8.8%	-	-	4.3	4.7%	209.1	-
Uzbekistan	21.9	4.0%	179.3	7.8%	0.1	0.4%	11.3	12.3%	212.6	29.5%
Grand Total	**544.5**	**100.0%**	**2,293.3**	**100.0%**	**28.0**	**100.0%**	**91.4**	**100.0%**	**2,957.2**	**4.2%**

Note: Numbers may not add up due to rounding. "-" = nil; "0.0" = less than 0.05; "0.0%" = less than 0.05%
Source: AIIB; cofinanciers.

Appendix 3: Procurement Value by Origin Economies of Suppliers, Contractors, and Consultants, 2016–2025

	Goods		Works		Non-consulting Services		Consulting Services		Grand Total	
	Value (USD million)	% of Total Goods	Value (USD million)	% of Total Works	Value (USD million)	% of Total Non-consulting Services	Value (USD million)	% of Total Consulting Services	Value (USD million)	% of the Grand Total
Afghanistan	-	-	11.4	0.0%	-	-	-	-	11.4	0.0%
Australia	-	-	-	-	-	-	15.3	2.8%	15.3	0.1%
Austria	1.2	0.0%	-	-	-	-	0.5	0.1%	1.7	0.0%
Azerbaijan	-	-	99.0	0.4%	-	-	-	-	99.0	0.4%
Bahrain	-	-	-	-	-	-	3.2	0.6%	3.2	0.0%
Bangladesh	82.2	3.2%	397.1	1.7%	0.6	0.2%	43.7	7.9%	523.5	2.0%
Brazil	-	-	-	-	-	-	0.3	0.1%	0.3	0.0%
Cambodia	1.8	0.1%	53.7	0.2%	0.0	0.0%	3.7	0.7%	59.2	0.2%
Cameroon	-	-	-	-	-	-	0.2	0.0%	0.2	0.0%
Canada	0.4	0.0%	-	-	-	-	0.3	0.1%	0.7	0.0%
Chad	-	-	-	-	-	-	0.2	0.0%	0.2	0.0%
China	720.3	28.3%	5,518.0	23.7%	-	-	13.6	2.5%	6,251.9	23.5%
Côte d'Ivoire	1.2	0.0%	37.9	0.2%	-	-	1.1	0.2%	40.2	0.2%
Czech Republic	-	-	9.4	0.0%	-	-	-	-	9.4	0.0%
Denmark	-	-	-	-	-	-	0.1	0.0%	0.1	0.0%
Egypt	-	-	583.2	2.5%	-	-	-	-	583.2	2.2%
Estonia	13.0	0.5%	-	-	-	-	-	-	13.0	0.0%
Finland	-	-	-	-	-	-	1.0	0.2%	1.0	0.0%
France	14.8	0.6%	583.2	2.5%	-	-	12.1	2.2%	610.1	2.3%
Georgia	205.2	8.1%	0.8	0.0%	0.0	0.0%	0.7	0.1%	206.7	0.8%
Germany	3.3	0.1%	174.6	0.8%	-	-	36.1	6.5%	214.0	0.8%
Greece	-	-	-	-	-	-	0.4	0.1%	0.4	0.0%

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Table continued

	Goods		Works		Non-consulting Services		Consulting Services		Grand Total	
	Value (USD million)	% of Total Goods	Value (USD million)	% of Total Works	Value (USD million)	% of Total Non-consulting Services	Value (USD million)	% of Total Consulting Services	Value (USD million)	% of the Grand Total
Hungary	64.1	2.5%	200.6	0.9%	-	-	-	-	264.7	1.0%
India	719.4	28.2%	9,470.2	40.7%	6.8	2.8%	126.0	22.8%	10,322.4	38.8%
Indonesia	133.2	5.2%	1,070.7	4.6%	39.4	16.1%	99.2	17.9%	1,342.6	5.0%
International Organizations	39.7	1.6%	2.6	0.0%	160.8	65.7%	-	-	203.0	0.8%
Ireland	-	-	-	-	-	-	6.0	1.1%	6.0	0.0%
Israel	-	-	-	-	-	-	0.8	0.1%	0.8	0.0%
Italy	-	-	93.6	0.4%	-	-	6.5	1.2%	100.1	0.4%
Japan	3.7	0.1%	33.9	0.1%	-	-	1.1	0.2%	38.8	0.1%
Kazakhstan	0.0	0.0%	44.4	0.2%	-	-	-	-	44.4	0.2%
Kenya	-	-	6.7	0.0%	-	-	0.2	0.0%	6.9	0.0%
Korea	19.6	0.8%	198.2	0.9%	-	-	49.8	9.0%	267.6	1.0%
Kuwait	-	-	0.4	0.0%	-	-	-	-	0.4	0.0%
Kyrgyzstan	-	-	-	-	-	-	0.0	0.0%	0.0	0.0%
Lao PDR	-	-	22.8	0.1%	-	-	0.3	0.1%	23.1	0.1%
Lebanon	-	-	-	-	-	-	3.8	0.7%	3.8	0.0%
Lithuania	1.8	0.1%	-	-	-	-	-	-	1.8	0.0%
Madagascar	-	-	-	-	-	-	0.0	0.0%	0.0	0.0%
Malaysia	4.7	0.2%	44.0	0.2%	-	-	17.5	3.2%	66.2	0.2%
Maldives	2.1	0.1%	0.0	0.0%	0.0	0.0%	0.3	0.1%	2.5	0.0%
Mali	-	-	1.8	0.0%	-	-	0.2	0.0%	2.0	0.0%

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	Goods		Works		Non-consulting Services		Consulting Services		Grand Total	
	Value (USD million)	% of Total Goods	Value (USD million)	% of Total Works	Value (USD million)	% of Total Non-consulting Services	Value (USD million)	% of Total Consulting Services	Value (USD million)	% of the Grand Total
Malta	-	-	-	-	-	-	0.5	0.1%	0.5	0.0%
Mauritius	-	-	-	-	3.2	1.3%	-	-	3.2	0.0%
Nepal	0.0	0.0%	42.4	0.2%	-	-	0.2	0.0%	42.7	0.2%
Netherlands	102.9	4.0%	-	-	-	-	0.6	0.1%	103.5	0.4%
Oman	-	-	41.9	0.2%	-	-	-	-	41.9	0.2%
Pakistan	14.1	0.6%	640.1	2.8%	-	-	14.4	2.6%	668.5	2.5%
Philippines	22.6	0.9%	152.3	0.7%	0.1	0.0%	10.7	1.9%	185.6	0.7%
Portugal	-	-	139.4	0.6%	-	-	-	-	139.4	0.5%
Rwanda	27.0	1.1%	33.8	0.1%	25.6	10.5%	3.1	0.6%	89.6	0.3%
Serbia	-	-	-	-	-	-	0.1	0.0%	0.1	0.0%
Singapore	49.3	1.9%	-	-	-	-	-	-	49.3	0.2%
Spain	75.0	2.9%	324.1	1.4%	-	-	1.8	0.3%	400.9	1.5%
Sri Lanka	37.4	1.5%	123.4	0.5%	-	-	5.2	0.9%	166.0	0.6%
Switzerland	1.3	0.0%	13.0	0.1%	-	-	0.5	0.1%	14.7	0.1%
Tajikistan	0.0	0.0%	30.2	0.1%	-	-	0.9	0.2%	31.1	0.1%
Thailand	-	-	414.1	1.8%	-	-	6.0	1.1%	420.1	1.6%
Tunisia	-	-	12.4	0.1%	-	-	0.1	0.0%	12.5	0.0%
Türkiye	68.3	2.7%	2,377.8	10.2%	0.1	0.1%	38.9	7.0%	2,485.1	9.3%
UAE	5.8	0.2%	-	-	-	-	1.8	0.3%	7.6	0.0%
Uganda	-	-	-	-	3.2	1.3%	-	-	3.2	0.0%

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	Goods		Works		Non-consulting Services		Consulting Services		Grand Total	
	Value (USD million)	**% of Total Goods**	**Value** (USD million)	**% of Total Works**	**Value** (USD million)	**% of Total Non-consulting Services**	**Value** (USD million)	**% of Total Consulting Services**	**Value** (USD million)	**% of the Grand Total**
United Kingdom	2.8	0.1%	-	-	0.3	0.1%	6.6	1.2%	9.7	0.0%
United States	5.5	0.2%	-	-	4.2	1.7%	9.3	1.7%	19.0	0.1%
Uzbekistan	104.1	4.1%	251.8	1.1%	0.1	0.0%	8.0	1.4%	364.0	1.4%
Viet Nam	-	-	-	-	-	-	0.1	0.0%	0.1	0.0%
Grand Total	**2,547.7**	**100.0%**	**23,255.0**	**100.0%**	**244.5**	**100.0%**	**553.1**	**100.0%**	**26,600.3**	**100.0%**

Note: Numbers may not add up due to rounding. "-" = nil; "0.0" = less than 0.05; "0.0%" = less than 0.05%
Source: AIIB; cofinanciers.

Appendix 4: Procurement Value by Origin Economies of Suppliers, Contractors, and Consultants in 2025

	Goods		Works		Non-consulting Services		Consulting Services		Grand Total	
	Value (USD million)	**% of Total Goods**	**Value** (USD million)	**% of Total Works**	**Value** (USD million)	**% of Total Non-consulting Services**	**Value** (USD million)	**% of Total Consulting Services**	**Value** (USD million)	**% of the Grand Total**
Bangladesh	0.0	0.0%	6.9	0.3%	-	-	11.7	12.8%	18.7	0.6%
Cambodia	0.7	0.1%	2.9	0.1%	0.0	0.1%	2.2	2.4%	5.9	0.2%
Canada	-	-	-	-	-	-	0.1	0.1%	0.1	0.0%
China	23.8	4.4%	693.1	30.2%	-	-	0.4	0.5%	717.4	24.3%
Côte d'Ivoire	-	-	37.9	1.7%	-	-	-	-	37.9	1.3%
Czech Republic	-	-	9.4	0.4%	-	-	-	-	9.4	0.3%
Estonia	13.0	2.4%	-	-	-	-	-	-	13.0	0.4%
Finland	-	-	-	-	-	-	1.0	1.1%	1.0	0.0%
France	10.3	1.9%	-	-	-	-	2.9	3.2%	13.2	0.4%
Georgia	175.2	32.2%	-	-	-	-	-	-	175.2	5.9%
Germany	1.0	0.2%	-	-	-	-	-	-	1.0	0.0%
India	10.2	1.9%	670.3	29.2%	0.8	3.0%	28.1	30.8%	709.5	24.0%
Indonesia	108.3	19.9%	-	-	-	-	0.0	0.0%	108.4	3.7%
Italy	-	-	-	-	-	-	1.8	2.0%	1.8	0.1%
Japan	1.6	0.3%	-	-	-	-	-	-	1.6	0.1%
Kazakhstan	0.0	0.0%	-	-	-	-	-	-	0.0	0.0%
Kenya	-	-	6.7	0.3%	-	-	-	-	6.7	0.2%
Korea	-	-	20.0	0.9%	-	-	17.0	18.6%	37.0	1.2%
Kyrgyzstan	-	-	-	-	-	-	0.0	0.0%	0.0	0.0%
Lao PDR	-	-	22.8	1.0%	-	-	-	-	22.8	0.8%
Lithuania	1.8	0.3%	-	-	-	-	-	-	1.8	0.1%
Madagascar	-	-	-	-	-	-	0.0	0.0%	0.0	0.0%

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	Goods		Works		Non-consulting Services		Consulting Services		Grand Total	
	Value (USD million)	% of Total Goods	Value (USD million)	% of Total Works	Value (USD million)	% of Total Non-consulting Services	Value (USD million)	% of Total Consulting Services	Value (USD million)	% of the Grand Total
Malaysia	4.7	0.9%	-	-	-	-	0.8	0.8%	5.4	0.2%
Maldives	-	-	-	-	-	-	0.0	0.0%	0.0	0.0%
Mali	-	-	1.8	0.1%	-	-	-	-	1.8	0.1%
Mauritius	-	-	-	-	3.2	11.4%	-	-	3.2	0.1%
Nepal	-	-	-	-	-	-	0.2	0.3%	0.2	0.0%
Netherlands	75.0	13.8%	-	-	-	-	0.4	0.5%	75.4	2.6%
Pakistan	-	-	5.4	0.2%	-	-	2.5	2.8%	7.9	0.3%
Philippines	5.8	1.1%	4.2	0.2%	-	-	2.4	2.7%	12.4	0.4%
Rwanda	18.2	3.4%	33.8	1.5%	20.4	73.0%	0.2	0.2%	72.7	2.5%
Spain	75.0	13.8%	-	-	-	-	-	-	75.0	2.5%
Sri Lanka	7.7	1.4%	8.6	0.4%	-	-	2.6	2.8%	18.8	0.6%
Tajikistan	-	-	-	-	-	-	0.3	0.4%	0.3	0.0%
Thailand	-	-	414.1	18.1%	-	-	6.0	6.6%	420.1	14.2%
Tunisia	-	-	12.4	0.5%	-	-	-	-	12.4	0.4%
Türkiye	2.4	0.4%	221.3	9.7%	-	-	7.0	7.6%	230.7	7.8%
UAE	5.8	1.1%	-	-	-	-	0.1	0.1%	5.8	0.2%
Uganda	-	-	-	-	3.2	11.4%	-	-	3.2	0.1%
United Kingdom	0.6	0.1%	-	-	-	-	0.8	0.8%	1.4	0.0%
United States	3.1	0.6%	-	-	0.2	0.6%	0.3	0.3%	3.5	0.1%
Uzbekistan	0.2	0.0%	121.7	5.3%	0.1	0.4%	2.4	2.6%	124.4	4.2%
Grand Total	**544.5**	**100.0%**	**2,293.3**	**100.0%**	**28.0**	**100.0%**	**91.4**	**100.0%**	**2,957.2**	**100.0%**

Note: Numbers may not add up due to rounding. "-" = nil; "0.0" = less than 0.05; "0.0%" = less than 0.05%
Source: AIIB; cofinanciers.

Appendix 5: Procurement Value by Procurement Review Type, 2016–2025

Review Type	Number of Contracts	% of Total Number of Contracts	Value (USD billion)	% of the Grand Total
Prior Review	896	5.44%	19.23	72.29%
Post Review	15,567	94.56%	7.37	27.71%
Grand Total	**16,463**	**100.00%**	**26.60**	**100.00%**

Source: AIIB; cofinanciers.

2025 ANNUAL OPERATIONAL PROCUREMENT REPORT

Produced by the Sustainability and Fiduciary Solutions Department of the Asian Infrastructure Investment Bank (AIIB), this 2025 Annual Operational Procurement Report marks the Bank's fifth operational procurement report. The Report provides statistics and analysis of procurement contracts signed between 2016 and 2025, which are financed by AIIB through Sovereign-backed Financings, including both standalone and cofinanced projects, as well as Project Preparation Special Fund grants. AIIB consistently delivers high-quality procurement, ensuring funds are used for their intended purposes. The AIIB Procurement Policy upholds the Bank's procurement principles, including value for money and fit for purpose.

ABOUT AIIB

The Asian Infrastructure Investment Bank is a multilateral development bank dedicated to financing “Infrastructure for Tomorrow,” with sustainability at its core. AIIB which began operations in 2016 now has 111 approved members worldwide, a USD100 billion capital, and a triple A rating (AAA) by international credit rating agencies. AIIB collaborates with partners to mobilize capital and invest in infrastructure and other productive sectors that foster sustainable economic development and enhance regional connectivity.

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