Proposal for the Emergency Construction of Schools and Hospitals in Iran

## Proposal Structure at a Glance

This execution-oriented framework draws on overseas delivery references to identify a capable Iranian partner and clearly separate responsibilities before and after the MOU.

| | |
|---|---|
| Objective | Identify a qualified Iranian construction partner and establish the initial framework for reconstruction projects centered on schools and hospitals. |
| Before the MOU | Iranian side: demand survey, concept design, and cost estimation<br>Korean side: design participation, AI/BIM, and PMO framework support |
| Key Differentiator | Convert real overseas references of Korean construction companies into Iran-ready school and hospital packages linked to a shared data-center model. |
| After the MOU | Move into full discussions on delivery method, payment terms, package allocation, and commercial conditions. |

1 Partner Identification → 2 Demand, Design & Budget → 3 MOU Signing → 4 Execution & Commercial Negotiation

Korea-Iran Pre-MOU Collaboration Framework

## Executive Summary (1/2)

Condensed overview across the first two pages

### Project Objectives

- Prioritize the early reconstruction of hospitals and schools in the post-war recovery phase
- Build a data center in parallel to integrate operations
- Standardize the design as a package that enables rapid mobilization

### Consortium Structure

- Korean side: design participation framework, AI construction solutions, and PMO
- Iranian side: demand survey, concept design, and cost estimation for schools and hospitals
- After the MOU: discussion of delivery method, payment terms, and work package allocation

### Target Facilities

- AI IT Hospital
- AI IT School
- Shared Data Center and Integrated Control Center

### Key Differentiators

- Overseas EPC capability benchmarked through comparable projects
- AI-based quality, safety, and digital-twin applications
- Data architecture designed for long-term operations

### Recovery Priority

Hospitals + Schools

The first step in restoring social stability

### Digital Differentiation

AI + DC

Connect construction and operations in one system

### Delivery Model

Package-Based

Link design, procurement, construction, and operations

### Development Philosophy

Speed + Standardization

Modular and repeatable base model

### Governance

PMO-Centered

Integration of site, HQ, and operational data

### Key Proposition

“Not a simple building recovery, but a recovery infrastructure that integrates medical, education, and operational data to improve both the speed and sustainability of post-war reconstruction.”

This material is a concept proposal that anonymously reconstructs the public Middle East track record and AI construction technologies of a leading Korean EPC company and applies them to the proposal model.

Executive Summary (2/2)

Project structure, execution sequence, and expected benefits

### Execution Sequence

- Step 1: identify an Iranian partner, agree on confidentiality, and discuss target sites
- Step 2: conduct school/hospital demand surveys, concept design, and cost estimation
- Step 3: after the MOU, discuss execution method, payment structure, and the detailed implementation plan

### Embedded Construction Strengths

- Overseas delivery capability validated through comparable projects in the Arab region, Africa, Korea, and Asia
- Smart construction using BIM, drones, AI, and sensors
- Integration of design, construction, and maintenance through digital twins

### Hospital Value

- Clinical care, emergency response, and telemedicine
- PACS/EMR/LIS integration
- BMS, energy, and asset-management automation

### School Value

- Digital learning environment
- LMS, attendance, and safety linkage
- Coding, robotics, and remote-learning support

1 **Preparation Stage**
Partner discussions | confidentiality and document setup

2 **Design Stage**
Standard hospital/school model | data design

3 **Construction Stage**
Smart quality & safety | site management

4 **Operations Stage**
Control center, preventive maintenance | education and training

### Final Expected Effect

Faster mobilization | visible quality | maximized operating efficiency

Contents

45-Page Structure

Why hospitals, schools, and a data center should be considered together

A three-axis model that simultaneously restores healthcare, education, and operations

### Healthcare Recovery

Rapid normalization of emergency care, outpatient and inpatient services, diagnostics, pharmacy, infection control, and telemedicine

### Education Recovery

Rapid resumption of student capacity, digital classes, teacher training, and community functions

### Operational Recovery

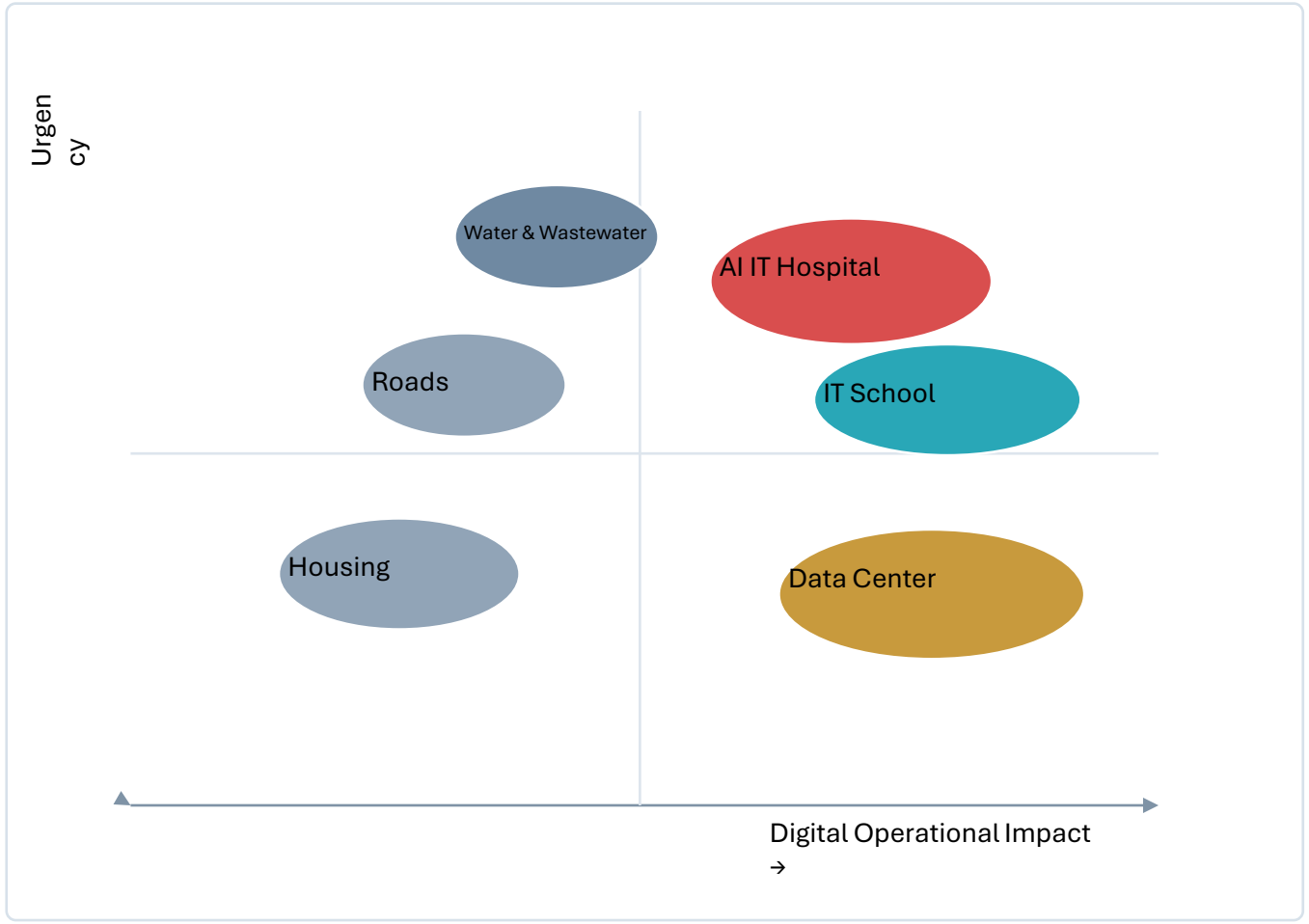
Integrated operation of EMR, LMS, BMS, security, and energy data through a shared data center

Key Message

Rebuilding only the buildings creates new inefficiencies. A data center and operating control framework must be designed together from the beginning to stabilize cost, quality, and safety after recovery.

Recovery Priority Assessment

Urgency × Digital Operational Impact




## Summary

- Hospitals have the highest urgency and the highest digital impact
- Schools are essential for social recovery and rebuilding human capital
- The data center is both a direct infrastructure asset and an operating backbone

## Proposed Principle

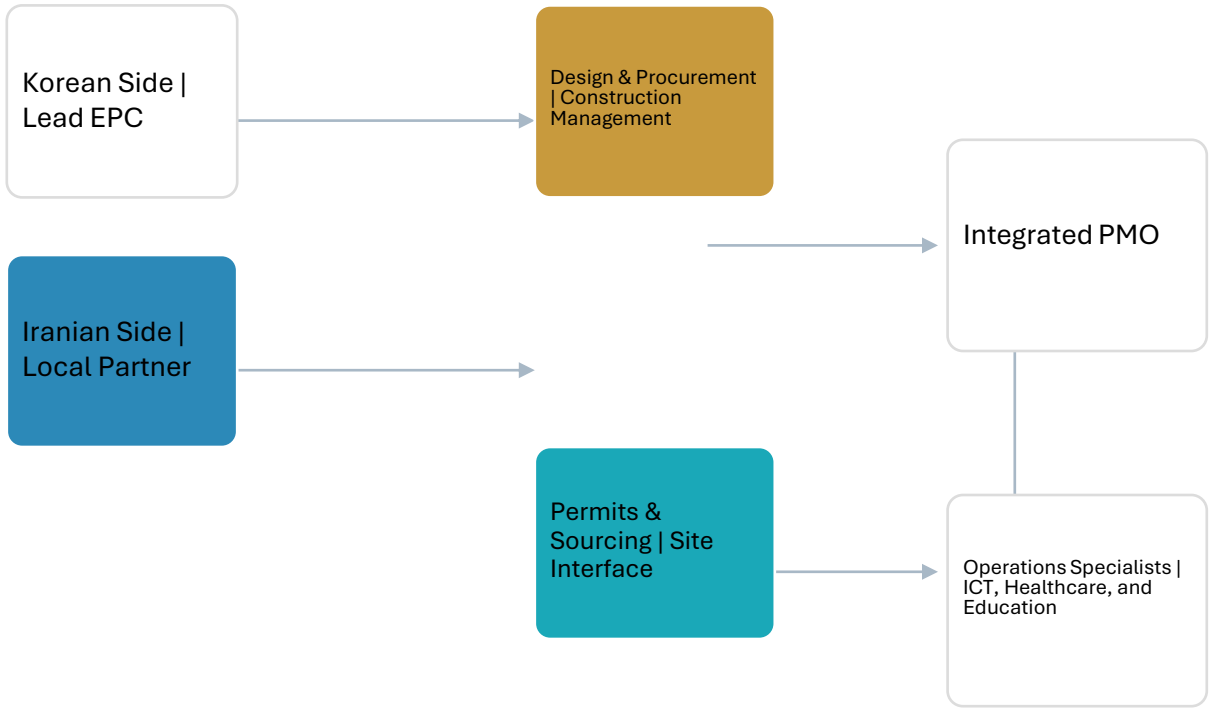
- Define hospitals and schools as the first recovery package, with the data center as the common core
- Then expand in phases to housing, roads, and other infrastructure

## Implementation Note

Focus should be placed not on “building priority” but on “operational recovery priority.”

## Consortium Structure Concept

The Korean company name is intentionally undisclosed and the structure is organized by function




### Partnership Direction

Separate technology from local execution, but connect them through one integrated operating system driven by PMO and data.

Rearranged examples in hospitals, schools, urban development, and public infrastructure tailored to the Iran proposal

Hospital

Hyundai E&C

Iraq Medical City Complex

Large-scale medical complex

Hospital

Hyundai E&C

Qatar Hamad Medical City

Hospital design-build track record

Education / Healthcare

Daewoo E&C

Libya Medical & Education Facilities

Experience in medical school and central hospital delivery

Urban Development

Hanwha E&C

Iraq Bismayah New City

Reconstruction-oriented new town and public facilities

Complex Building

Samsung C&T

UAE Burj Khalifa

Integrated management of a mega building project

Transport Infrastructure

Samsung C&T

Singapore Rail Expansion

Complex delivery of urban infrastructure

Key Message: Korean companies' international experience in hospitals, education, and urban development provides a foundation for designing Iran's recovery program as an integrated package rather than as single-building projects.

# Overseas Cases Focused on Healthcare and Education

Directly linking healthcare and education delivery experience to Iran’s school-and-hospital package model

### Hyundai E&C / Iraq Medical City Complex

- First overseas hospital project
- Experience in a large-scale medical complex
- Understanding of phased construction and operation

### Hyundai E&C / Qatar Hamad Medical City

- Hospital delivery under a design-build approach
- Integration of specialist, women’s, and rehabilitation functions
- Experience coordinating design and construction simultaneously

### Daewoo E&C / Libya Medical & Education Facilities

- Garyounis Medical School
- Benghazi/Tripoli Central Hospital
- Combined public complex of healthcare, research, and education

### Useful Lessons for Iran

- For hospitals and schools, the functional program must be defined before architecture
- Infection control, operational circulation, MEP linkage, and data linkage should be fixed at the concept-design stage
- If demand assessment and the budget framework are prepared before the MOU, negotiation speed and accuracy improve

## Experience in urban development and public infrastructure forms the execution base for scaling school and hospital models

City-Scale Program

Hanwha E&C / Iraq Bismayah New City

Representative case of a reconstruction-oriented new city | planning housing together with public facilities

Complex Building Management

Samsung C&T / UAE Burj Khalifa

Integrated management of a mega building project | response to a global client and quality control

Urban Infrastructure

Samsung C&T / Singapore Rail

Underground urban public infrastructure | advanced schedule and safety management

### Practical Implication for Iran

Reconstruction of schools and hospitals should also be viewed together with surrounding infrastructure, execution management, and operating systems. | The urban and infrastructure experience of Korean builders provides a direct basis for designing a recovery program linked to a data center.

# What These International References Mean for the Iran Proposal

Transforming Korean international experience into an execution framework for school and hospital recovery in Iran

01
Planning Phase

Demand Survey → Master Plan → Concept Design → Cost Estimation

Define roles before the MOU to improve negotiation efficiency

→

02
Design & Technology Phase

Reflect operating scenarios in the design and standardize AI/BIM

Establish the linkage of quality, safety, and data

→

03
Scaling Phase

Pilot → Regional Expansion → Program-Level Rollout

Repeatable school and hospital packages

| | |
|---|---|
| Proposal Note | The Iranian side first prepares demand, design, and budget inputs, while the Korean side provides the design-participation framework, technical support, and AI construction methodology. \| After the MOU, execution method and payment structure can be formally negotiated. |

AI Construction Solutions Portfolio

Connecting BIM, drones, AI, sensors, and digital twins to site management and operational data

**BIM**

• Design & estimating | • Quantity & schedule

**Drones**

• Progress imaging | • Site surveying

**AI**

• Quality monitoring | • Automatic reporting

**Sensors**

• Location tracking | • Equipment monitoring

**Computer Vision**

• 360° camera | • Video records

**Digital Twin**

• Virtual site | • Linked to operations

Smart Earthwork and Pile Management with BIM, Drones, and AI

Reconstructed from publicly available award-winning technology references

### 01 | 3D BIM Design & Estimating

Integrating early design with quantities and budgets

### 02 | Drone Progress Control

Automatic comparison of progress using site image data

### 03 | Automatic Pile Measurement

Automated recording of penetration and rebound values

### 04 | Payment and Quality Linkage

Linking cost, schedule, and quality reporting

### Reconstruction Note

If repeatable hospital and school packages are defined in a standard BIM environment, common quality criteria and reporting rules can be applied across all sites.

**Impact 1**

Cost Reduction

3D BIM Design & Estimating

**Impact 2**

Time Reduction

Drone Progress Control

**Impact 3**

Improved Safety

Automatic site-data collection

**Impact 4**

Improved Quality

Automated measurement and reporting

## Computer-Vision Quality Control and Video Record Management

Reference model based on D.Vision and drone-enabled quality management

### Site Input

• 360° cameras | • Drone imagery | • Before/after construction videos

### AI Analysis

• Computer-vision detection | • Quality anomaly detection | • Accumulation of objective data

### Record Management

• Video archiving of works | • Progress evidence | • Post-analysis capability

### Automatic Reporting

• Platform-based reports | • HQ-site sharing | • Support for disputes and quality response

### Application to the Recovery Program

• Link standard school/hospital checklists with a computer-vision model | • Store site photos and videos in the data center as completion records | • Convert these data into punch-list, defect-correction, and handover documents

### Expected Effects

Quality transparency | systematic records | data for operational handover

“Construction data should not disappear when the project ends; it should become the starting point of operational data.”

AI-Based Auto Translation and Smart Safety Management

An operating model suited to multinational construction sites

### Multilingual Safety Notices

Instant delivery of safety alerts, pre-work inspections, and high-risk area warnings in workers' languages

### Location-Based Safety Management

Linking a control platform, wireless communications, and tracking devices to manage risk zones

### Standardized Pre-Work Briefing

Unifying shift briefings and work-permit procedures with digital checklists

### Emergency Response

Immediate sharing of incident location and rescue signals to reduce initial response time

### Application to Recovery Projects

Integrated management of language, safety, and reporting between Iranian sites and the Korean PMO

Site Message Flow: PMO standard text → AI translation → delivery to personal mobile/kiosk → receipt confirmation → safety record storage

Digital Twin + PMIS + Operational Data Loop

A structure that connects construction data to the operational stage

**Site Data**

Drones, cameras, sensors, and work records

**Digital Twin**

Creation of a virtual site | simulation and comparison

**PMIS**

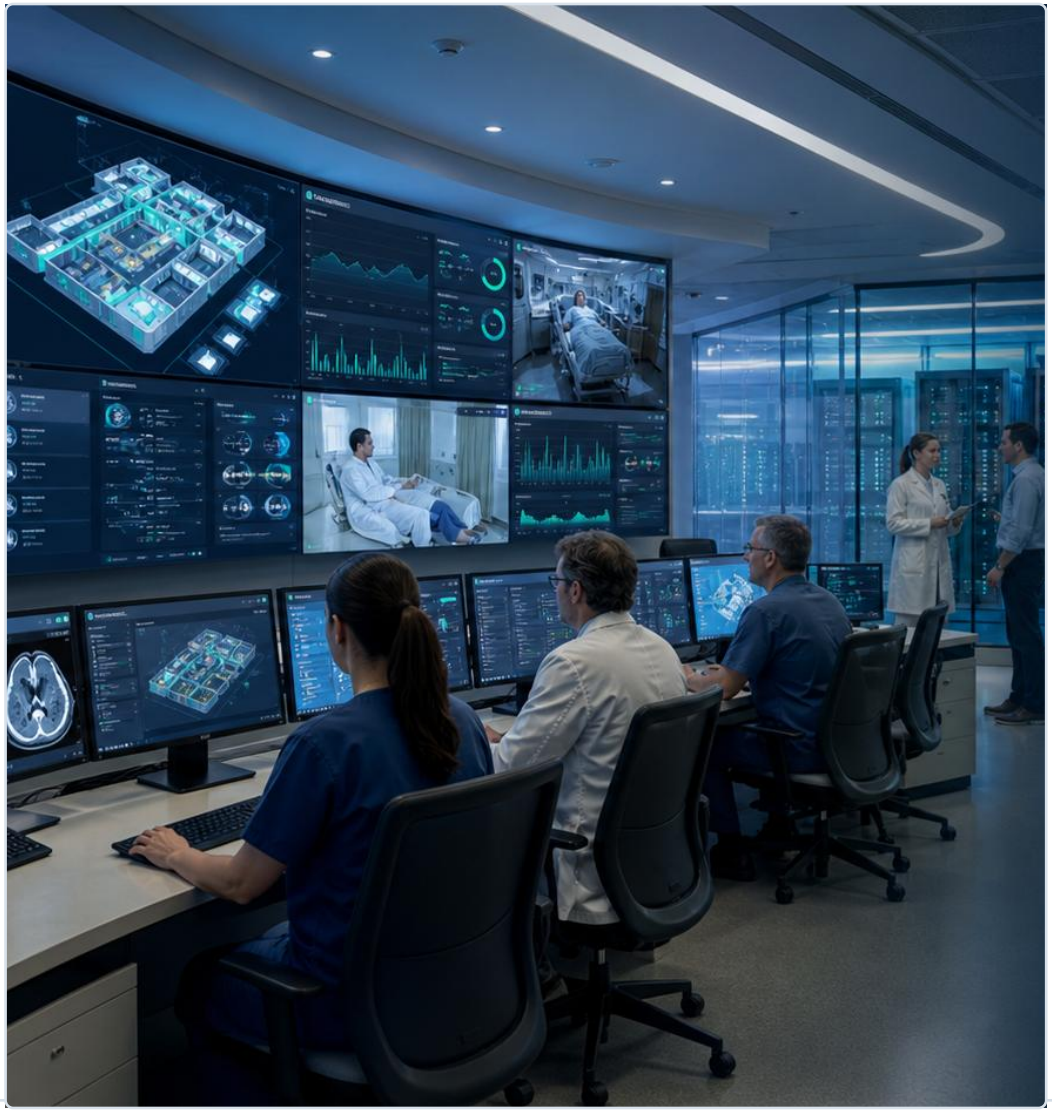
Integration of schedule, quality, safety, and cost

**Operational Systems**

BMS, EMR, LMS, and asset management

**Preventive Maintenance**

Prioritization of repairs and energy optimization



Public references: digital-twin collaboration and drone-based 3D mapping

Key Point

A digital twin is not just a showcase technology during construction; it should be used as an operational-readiness platform to test the real performance of hospitals and schools.

AI IT Hospital Vision

Connecting emergency, diagnostics, wards, pharmacy, building systems, and telemedicine within a single data structure

| Clinical | Digital | Operations |
| --- | --- | --- |
| • Emergency & outpatient \| • Inpatient & ICU | • EMR/PACS \| • LIS/HIS | • BMS / Energy \| • Asset Management |

“A hospital is both a treatment facility and a 24/7 data-intensive social infrastructure.”

• From the design stage, clinical flow and MEP flow should be modeled together | • Recovery-oriented hospital concept including telemedicine and a command center

Functional Design of the AI IT Hospital

Data-center-linked operating model

### Clinical Data Core

• Integration of EMR / PACS / LIS / HIS | • Monitoring of patient flow and bed status

### Emergency & Telemedicine

• ED command board | • Remote connection to referral hospitals and overseas specialists

### Pharmacy & Logistics

• Optimization of drug inventory | • Tracking of medical consumables

### Facilities & Energy

• BMS linkage | • Optimization of power, cooling, and ventilation

### Security & Infection Control

• Access levels | • Circulation and isolation management

### Data Flow

Medical equipment/lab/imaging/ward/facility data | → Integrated hospital platform | → Storage and analytics in the data center | → Reuse for the control room, management KPIs, and preventive maintenance

### Example Operational KPIs

• Emergency stay time | • Bed turnover rate | • Diagnostic-response time | • Facility downtime

### Features of a Recovery-Oriented Hospital

• Modular ward expansion | • Independent backup power and communications | • Crisis dashboard linked to the data center

A hospital should be defined not merely as a building, but as a critical infrastructure equipped with a digital operating platform.

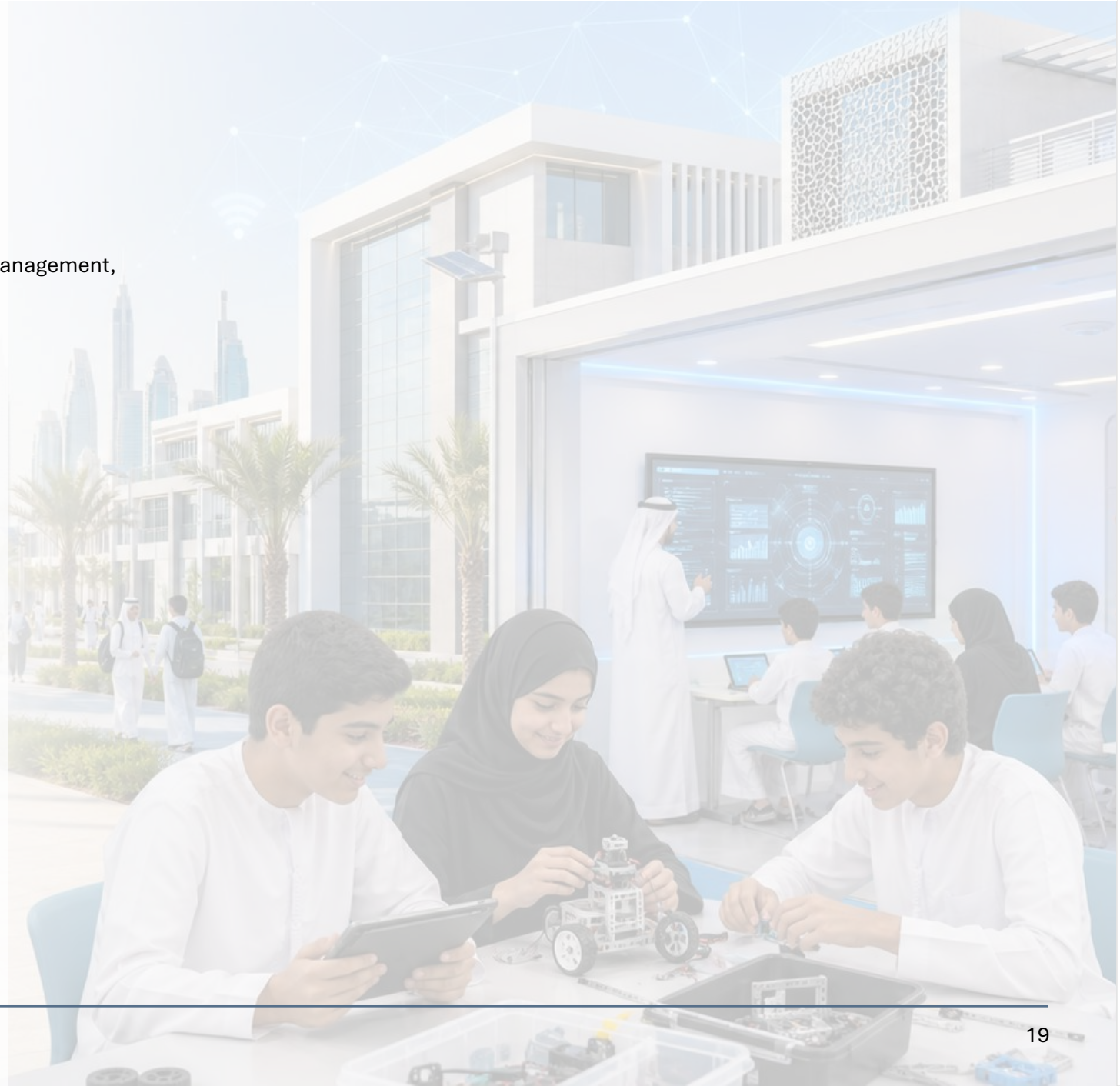
AI IT School Vision

An education-recovery model combining digital classrooms, LMS, safety management, and community functions

| Learning | Operations | Future Education |
| --- | --- | --- |
| • Smart classrooms \| • Hybrid learning | • LMS \| • Attendance & grading | • Coding & robotics \| • STEAM |

A school should not be rebuilt as classrooms only; | it should become a platform for restoring daily life and the future capabilities of the community.

• Integrated portal for students, teachers, and parents | • Backup structure that allows learning continuity during outages and crises



Functional Design of the AI IT School

Integration of education data and facility operations

### Smart Classroom

• Interactive boards and digital content | • Network standard for each classroom

### LMS & Academic Administration

• Attendance, assessment, and assignments | • Student/teacher portal

### STEAM Lab

• Robotics and maker education | • Basic coding education

### Safety

• Access and circulation control | • Crisis notices and alerts

### Facility Management

• BMS and power monitoring | • Classroom-utilization analysis

### Operational Data Structure

• Combination of student, academic, and facility data | • Storage, backup, and dashboard analytics in the data center | • Access management at authority, school, and teacher level

### Features of a Recovery-Oriented School

• Social/community use and temporary shelter capability | • Learning continuity through remote education | • Teacher-training content support

### Example School KPIs

• Attendance rate / remote-access rate / content-usage rate | • Classroom-utilization rate / energy use / facility-alert response time | • Basic digital-capability index

If the school operating system is connected to the data center from the start, regional differences in recovery progress can be managed through dashboards.

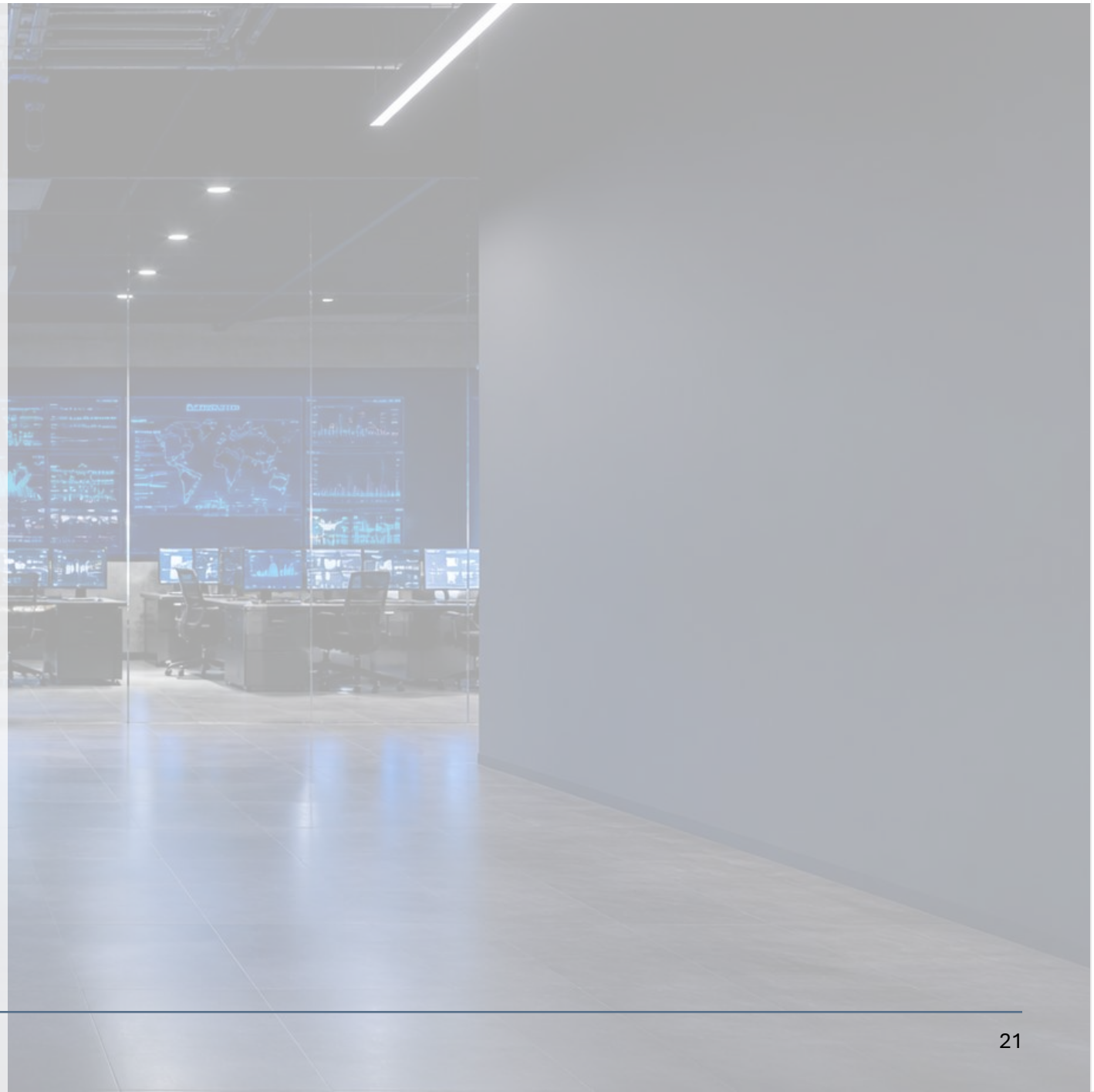
## Shared Data Center Architecture

The operational core linking hospitals, schools, sites, and PMO

| Storage | Analytics | Control |
| --- | --- | --- |
| • EMR / LMS / BIM \| • Images and documents | • Dashboards \| • Prediction and alerts | • Operational status \| • Crisis response |

Site BIM/photos/videos + Hospital EMR/BMS + School LMS/facility data | → Shared data lake → Role-based dashboards → Operational improvement

Security | Backup / Disaster Recovery | Access Management

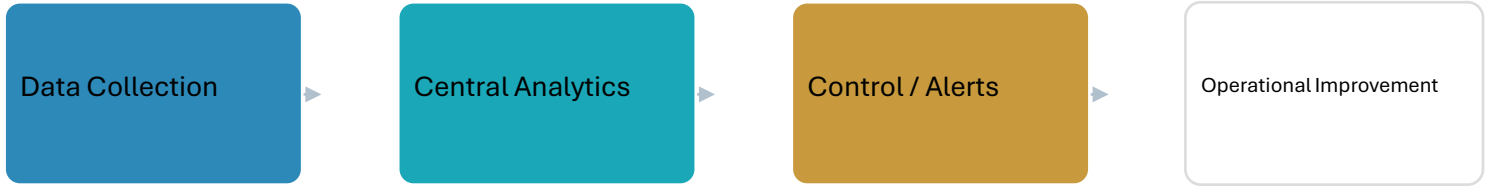


## Efficiency Through Data-Center Linkage

The effect of connecting construction and operations within one cost-and-quality structure

### Construction Efficiency

• Site photos, quality records, and drawings are collected in a central repository | • Reuse of standard drawings and checklists increases speed




### Operational Efficiency

• Integrated monitoring of facility, energy, and security data for hospitals and schools | • Centralized preventive-maintenance priorities reduce downtime

### In the Hospital Dimension

• View emergency, ward, imaging, and facility data simultaneously | • Centrally manage energy peaks and medical-equipment status | • Respond quickly to telemedicine and bed transfers

### In the School Dimension

• Operate while monitoring LMS and facility status together | • Switch rapidly to backup mode during outages or network disruption | • Analyze student intake and classroom-utilization rates

### Decision-Making

• Compare regional recovery status through dashboards and prioritize investment

## Joint Pre-MOU Organization and Allocation of Roles

Focused on demand assessment and concept-design preparation for schools and hospitals

### Joint PMO

Schedule leadership, document control, design standards, budget organization, and security management

### Korean Design Participation

• Presentation of standard design direction | • Review of AI/BIM-based construction solutions | • Proposal of quality, safety, and data standards

### Iranian Partner Construction Company

• Demand survey for schools and hospitals | • Concept design and local coordination | • Budget estimation based on local prices and labor

### Supporting Advisors

• Healthcare and education ICT advisory | • Network and security standards | • Data-center interfaces

### Demand Authorities

• Healthcare and education authorities | • Negotiation window in the target region | • Review of operating requirements

### Role-Definition Principle

Before the MOU, the Iranian side leads demand, design, and budget preparation, while the Korean side completes the framework through design participation and technical standards.

### Document-Sharing Principle

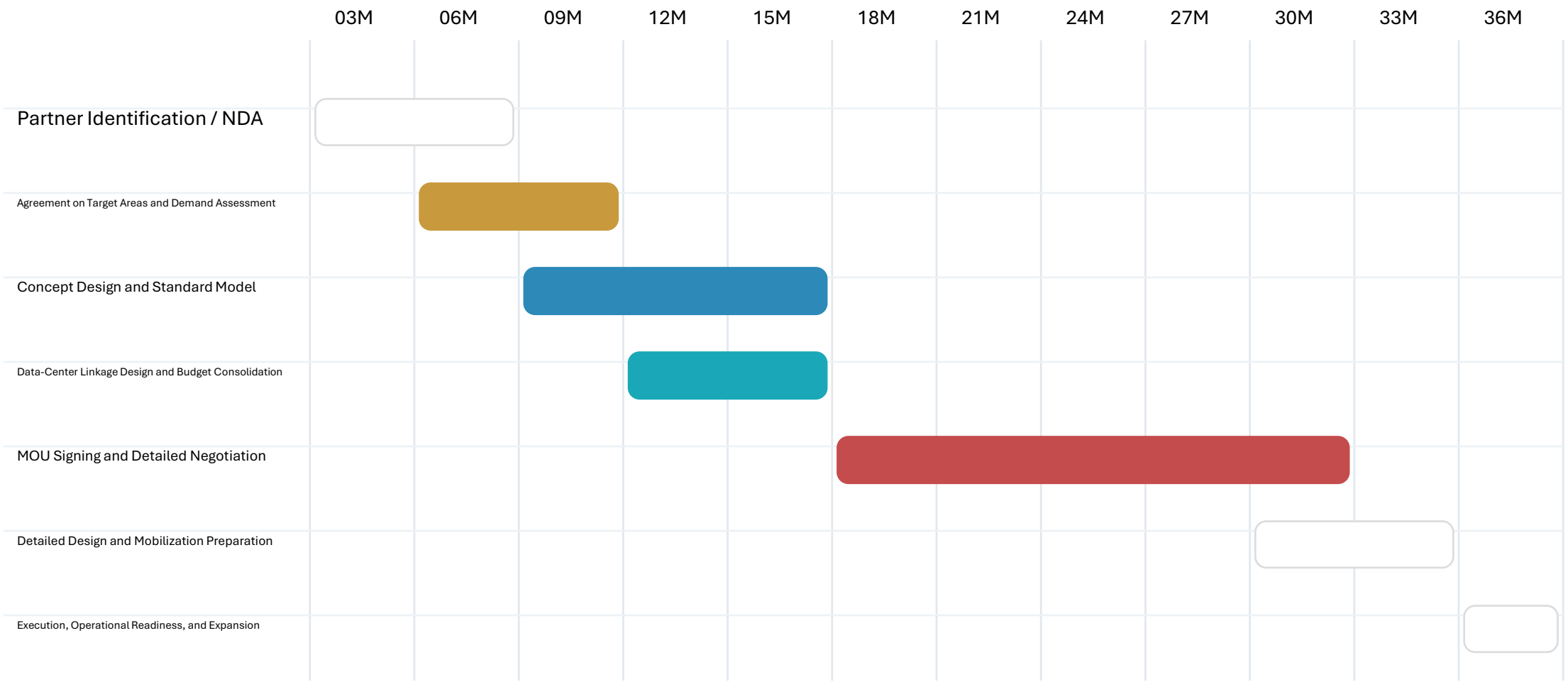
Weekly meetings, document-version control, phased deliverables, and confidentiality procedures should be managed under a common standard.

### Post-MOU Linkage Principle

After the MOU, execution method, payment, detailed schedule, and operational handover are finalized in a separate working group.

Phased Negotiation Schedule (Example: 36 Months)

From partner identification to post-MOU execution negotiations




Priorities: 1) NDA signing and document-security stabilization 2) demand assessment and concept design for schools and hospitals 3) budget estimation and MOU signing 4) negotiation of execution method and payment after the MOU

Standardized and Modular Package Strategy

The more repeatable the recovery project, the more important standard drawings and modular combinations become

| Package A | Package B | Package C |
| --- | --- | --- |
| • Outpatient hospital \| • Small-scale DC | • Secondary school \| • Basic LMS | • Mixed campus \| • Expansion module |

Standardizing factory-buildable modules such as plant rooms, electrical rooms, ward blocks, and classroom blocks improves early recovery speed and simultaneous scalability.

• Define common material and MEP families for hospitals, schools, and the data center | • Adjust capacity differences by site through the number of modules

Pilot Package and Scale-Up Strategy

Small proof of concept → regional expansion → program rollout

### Pilot 1 | Single-Area Demonstration

• One outpatient hospital + one IT school + one micro data center | • Validate standard design and PMO operating protocols | • Calibrate the base model using schedule, cost, and operational indicators

### Pilot 2 | Dual Campus

• Run two or more school/hospital sets in multiple regions in parallel | • Validate the central data-center and regional-edge structure | • Establish local sourcing, training, and maintenance

### Scale-Up | Program Rollout

• Catalog standard packages by region | • Convert them into annual deployment and budget plans | • Make follow-on investment decisions based on operating KPIs

Validation → Repetition → Expansion

The purpose of the pilot is not project size, but proof of repeatability.

Partner Identification and Collaboration Framework

A conceptual frame linking pre-MOU roles with post-MOU negotiation topics


### Main Pre-MOU Deliverables (Example)

• Summary of target-area demand | • Concept diagrams, area schedule, and functional program | • Budget range and phased investment packages | • Data-center linkage requirements

### Role Principle

• The Iranian side leads demand, concept design, and budget estimation | • The Korean side proposes design participation, standard criteria, and an AI-construction framework | • After the MOU, execution method and commercial conditions are negotiated separately

### Negotiation Assumption

• The purpose of this phase is to identify a reliable Iranian construction partner and clarify the initial cooperation scope | • All documents are exchanged only under confidentiality and an approved document-control system

## Information Security, Confidentiality, and Document Management

### Common security principles to strengthen mutual trust

**Confidentiality**

• NDA execution | • designation of access levels | • approval for external sharing

**Document Classification**

• Draft / Review / Final | • version-number control | • meeting-minute tracking

**Document Storage**

• Shared data room | • regular backup | • retention of access logs

**Protection of Technical Materials**

• Encryption of drawings and budgets | • collection of printed copies | • no copying or redistribution

**Personal and Operational Data**

• Anonymization principle for patient/student data | • minimum access to operational information | • approval based on access level

**Meeting and Approval System**

• Weekly working meetings | • monthly decision meetings | • written approval by responsible persons

### Core Principle

During the pre-MOU phase, both sides jointly review needs, concept design, and budget, but access to documents and external disclosure must be strictly controlled. Inadequate security reduces both trust and execution speed.

Pre-Collaboration KPI Dashboard Framework

Needs + design + budget + MOU readiness

### Demand-Survey KPI

• Regional prioritization of schools/hospitals | • completion rate of bed, student, and service-area data | • completion rate of local interviews and field surveys

### Concept-Design KPI

• completion rate of area schedules, functional tables, and concept diagrams | • confirmation rate of data-center linkage requirements | • reflection rate of design-review decisions

### Budget KPI

• preparation rate of unit prices by item | • confirmation rate of facility-specific CAPEX ranges | • visibility of phased investment packages

Document Quality

Single Standard

Consistency of versions and approval history

MOU Readiness

Early Entry

Preliminary agreement on key issues

Scalability

Package Structuring

Reusability of the standard model

Partnership Trust

Visibility

Speed of document sharing and response

Management Method

Dashboard

Monthly program review

### Operating Principle

KPIs should not be a reporting tool only; they should serve as decision criteria for MOU signing and the prioritization of subsequent negotiations, allowing needs, design, budget, and security status to be compared on one page.

NEXT STEP

Roadmap for Partner Identification and MOU Advancement

30-60-90 Day Action Plan

| 30 Days | 60 Days | 90 Days |
| --- | --- | --- |
| • Discuss the initial shortlist of Iranian partners \| • agree on the NDA and document list \| • establish the initial PMO | • Draft concept design for schools and hospitals \| • draft DC linkage architecture \| • define the budget range and phased packages | • Sign the MOU \| • start negotiations on execution method and payment \| • review commercialization of the pilot package |

Proposal Conclusion

This proposal is a practical model in which the Iranian partner construction company first prepares the needs, concept design, and budget, and the Korean side completes the work through a design-participation framework.

• The Korean side provides an anonymous benchmark-based design-participation framework and AI construction solutions | • The Iranian side is responsible for demand assessment, concept design, and budgeting for schools and hospitals | • After the MOU, execution method, payment, and division of responsibilities are formally negotiated

Partner Profile | Pre-MOU

## Iranian Partner Construction Company | Expected Role

Key tasks that the Iranian side should lead before the MOU

• Identify target areas for schools and hospitals and secure the negotiation window with demand authorities | • Prepare the concept plan, area schedule, functional table, and phased development scope | • Estimate the cost of each facility based on local prices, materials, and labor | • Standardize document format and versioning so they can link with Korean design participation

Core point: the Iranian side produces the “base documents for demand and design,” and the Korean side enhances them through “design participation and technical framing.”

Methodology for School and Hospital Demand Assessment

Items the Iranian partner should consolidate from the outset

### 01 Identify Region and Demand Authority

• Select areas with high recovery priority | • interview healthcare and education authorities | • review whether existing facilities will remain or be relocated

### 02 Estimate Service Scale

• Number of beds, outpatient volume, and specialties | • number of students, classes, and special rooms | • assumptions for operating hours and staffing

### 03 Review Site and Infrastructure

• Check access roads, water, and power | • review emergency and student circulation | • assess the possibility of data-center linkage

### 04 Set Priorities

• Evaluate urgency, capacity, and expandability | • combine school and hospital packages | • select first-phase pilot sites

### Main Deliverables

• Demand-assessment report | • service-area map / list of proposed locations | • assumptions table for school and hospital scale | • prioritization matrix

### Linkage Points with the Korean Side

• Use the demand results as input for standard-design and BIM review | • reflect data-center connectivity requirements from the start (EMR/LMS/BMS/security) | • refine the phased package strategy according to demand scale

The more accurate the demand data, the greater the reliability of the concept design and cost estimate, and the faster the post-MOU negotiations.

Concept Design

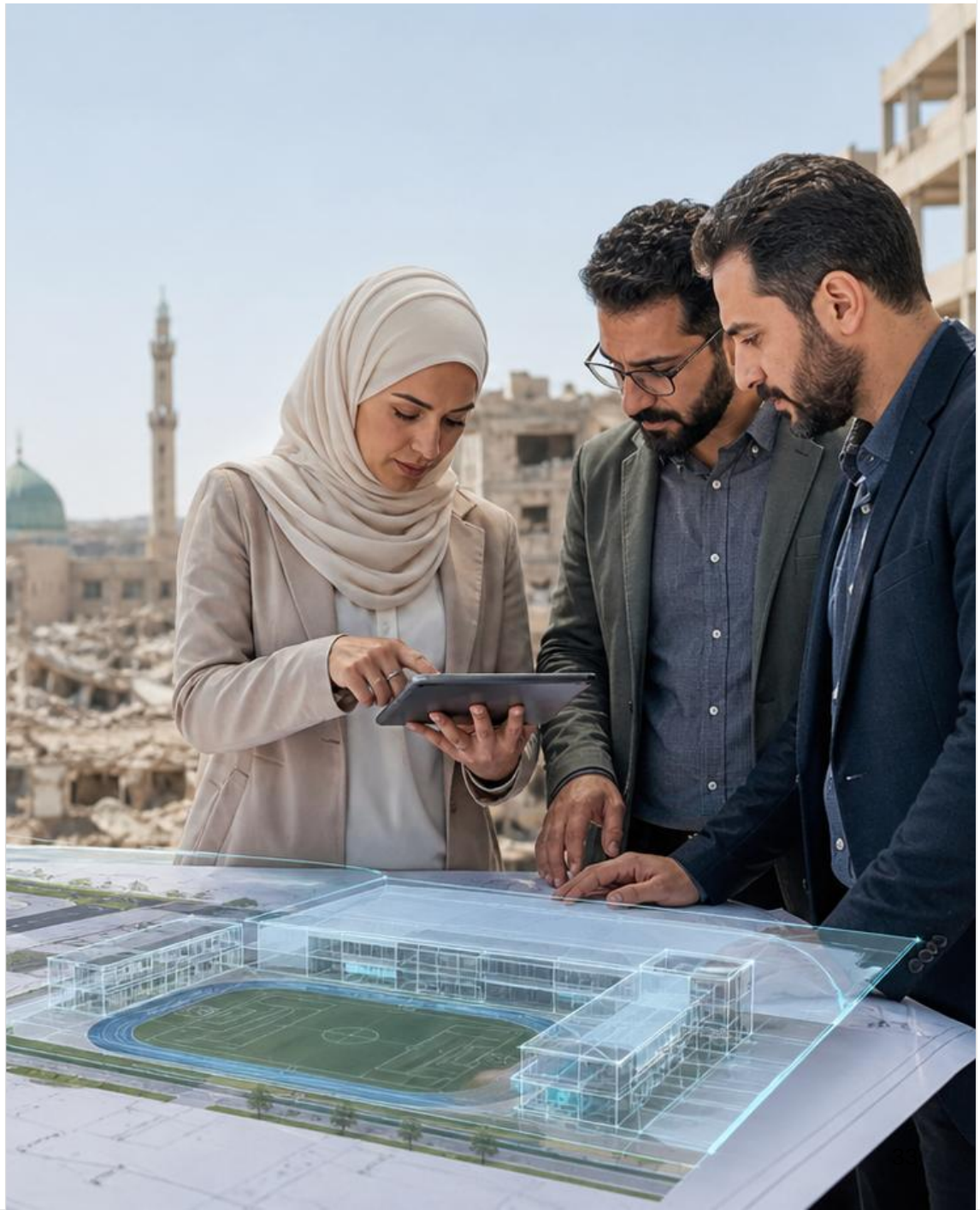
Campus Logic

## Concept-Design Development Framework

Transforming demand-assessment results into an integrated plan for hospitals, schools, and the data center

• Define the functional program: healthcare, education, administration, public spaces, MEP, and data spaces | • Plan blocks and circulation: separate and connect emergency, student, logistics, and visitor flows | • Phased development: distinguish essential first-phase facilities from second-phase expansion | • Reflect site infrastructure: power, communications, water, parking, and security in the initial plan

The goal of concept design is not a “beautiful drawing,” but a common language of function, area, schedule, and budget that makes MOU negotiations possible.



Cost-Estimation Framework

A structure that links demand assessment and concept design to the language of budget

### Architecture and Civil

• Structure and finishes | • site preparation and external works | • modular/panelized options

### MEP and Communications

• Cooling/heating, water, and power | • fire protection, telecom, and security | • UPS and backup power

### Hospital- and School-Specific Items

• Medical equipment, laboratories, and catering | • classroom IT, LMS, and AV | • furniture and equipment

### Data-Center Linkage

• Servers, storage, and networks | • backup, security, and control | • interface development

### Contingency Reserve

• Price fluctuation | • transport and installation | • commissioning and training

### Basis of Estimate

• Local price lists + similar-project benchmarks | • order-of-magnitude estimate by item quantities | • split by phased investment package (essential / expansion)

### Iranian-Side Lead Scope

• Supply local prices for materials, labor, and equipment | • reflect taxes, permits, and site preparation | • summarize regional execution differences

### Korean-Side Review Scope

• Validate scale based on standard design | • review schedule, quality, and system interfaces | • propose quantity and schedule refinement through AI/BIM

Splitting the budget into facility packages, phases, and item groups rather than one lump-sum figure makes post-MOU negotiation on execution method and payment much easier.

Anonymous Korean Benchmark

Design Participation

Scope of Korean Design Participation

Technical framework and design-support roles without disclosing the company name

• Propose standard hospital/school models and performance criteria to improve the quality of the initial plan | • Detect area, circulation, and schedule risks early through BIM, AI simulation, and digital quality review | • Reflect interface criteria among the data center, hospital systems, and school systems in the design | • Before the MOU, support is limited to design participation and technical review, while commercial terms remain outside the discussion

The role of the Korean side is not to secure the project directly, but to turn the documents prepared by the Iranian side into an executable design framework.

Draft Key Clauses of the MOU

Minimum agreed items for quickly launching practical negotiations

### Article 1 - Purpose

The Iranian and Korean construction companies establish a basic framework of cooperation to jointly review the reconstruction of schools, hospitals, and the data center and to assess the feasibility of subsequent commercialization.

### Article 2 - Confidentiality

Neither party shall provide the other party's demand data, drawings, budget materials, or meeting minutes to a third party without approval, and document access levels and security standards shall be jointly managed.

### Article 3 - Roles Before the MOU

The Iranian side carries out demand assessment, concept design, and budgeting, while the Korean side performs design participation, standard-setting, and technical review.

### Article 4 - Document Sharing

The list of shared documents, version rules, approvers, and meeting structures shall be predefined, and documents shall be distributed only through the shared data room.

### Article 5 - Deliverables and Schedule

The demand-assessment report, concept-design package, cost-estimation table, and list of post-MOU negotiation items shall be managed together with a schedule.

### Article 6 - Subsequent Negotiations

After the MOU is signed, execution method, payment, detailed design, supply chain, and operational handover shall be developed under a separate agreement or the main contract.

This section is a conceptual draft for proposal purposes, and the final wording will be determined after bilateral negotiation and consultation.

Execution Options

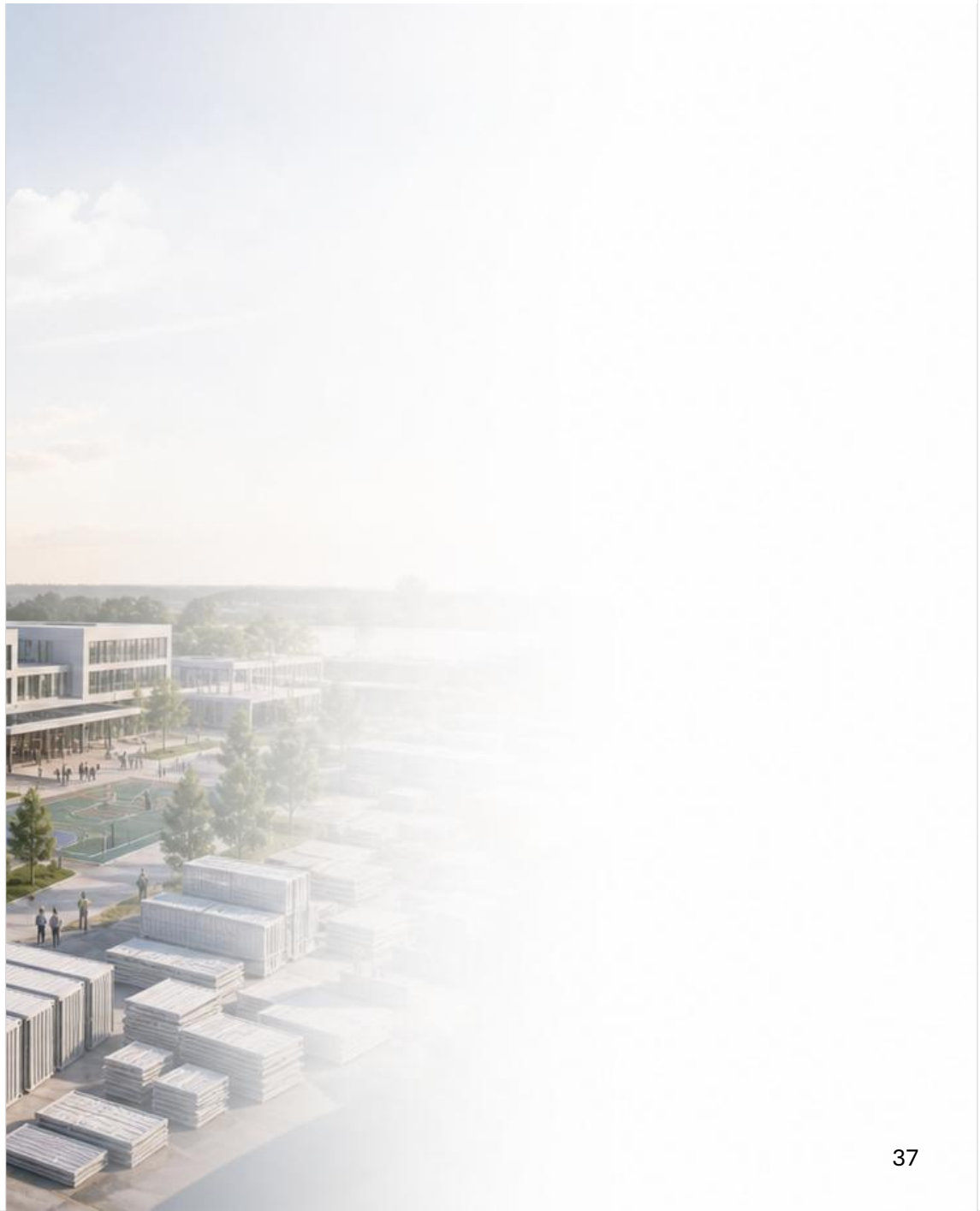
Post-MOU

Post-MOU Project Delivery Methods | Negotiation Structure

Execution options that can be selected during the commercialization stage

• Turnkey EPC: integrated execution of design, procurement, and construction with emphasis on schedule control | • Package: separate procurement of hospital, school, and data-center components for greater flexibility | • Design-Build + Local Execution: common design criteria with phased local construction | • Phased Rollout: start with essential facilities and link second-phase expansion to control investment burden

Regardless of delivery method, the four core criteria are schedule, quality, local execution capability, and operational readiness.



Post-MOU Payment and Commercial-Term Negotiation Framework

Payment structure to be reviewed together with the delivery method

### Advance Payment

• Start of studies and design | • initial manpower mobilization | • setup of the data room and PMO

### Design Milestones

• approval of concept design | • confirmation of area schedule and functional program | • submission of the budget table

### Construction Milestones

• payment based on progress | • linkage to inspection by work item | • delay-management provisions

### Equipment and IT Installation

• servers, networks, and healthcare/education ICT | • test-completion criteria | • interface inspection

### Completion and Handover

• trial operation | • training | • punch list / warranty

### Negotiation Checkpoints

• currency, tax, and remittance procedures | • invoices and supporting documents | • guarantees and maintenance conditions | • handling of delay, change, and claims

### Proposed Approach

• Review phased payments instead of one single lump sum | • Split hospital, school, and data center into separate packages to distribute risk | • Link payment conditions to handover criteria

### Considerations

• This proposal presents only a general direction for commercial terms | • payment, tax, and contract conditions shall be separately determined after the MOU | • negotiations should proceed under document-security and approval protocols

To reduce disputes, the payment structure should be reviewed together with progress, inspections, and operational-handover criteria.

Governance

Security

## Joint Governance, Security, and Document Management

Operating rules summarized on one page, from working meetings to approval systems

• Weekly working meeting: share progress on demand assessment, concept design, and budget | • Monthly decision meeting: review key issues, approve versions, and check MOU readiness | • Shared data room: integrated management of document numbers, versions, access, and download history | • Security rules: no external disclosure, no redistribution without approval, and collection/backup of meeting materials

The speed of collaboration is determined not by the number of meetings, but by “who approves which document and where it is stored.”

The company name remains undisclosed, while execution capability, creditworthiness, and financial strength are emphasized

Core Execution Areas

• Integrated infrastructure for schools, hospitals, and a data center | • design participation, AI construction technology, and PMO | • standard-package planning for international recovery programs

Digital Strengths

• BIM, drones, and AI for quality/safety | • digital twin based on operational data | • design linked to the data center and control room

Credit Rating

A or above

Financial negotiation, client confidence, and payment stability

Annual Sales

Approximately USD 1,000M+

Project Implication

Capability to respond to large projects

Ability to lead from design participation to

Key Message

• This document is an initial collaboration document for identifying an Iranian partner and emphasizes that the Korean side supports project stability with an A-or-above credit profile and a large sales scale | • Before the MOU, the focus is on design participation and standard models; after the MOU, the delivery method and payment structure are formally negotiated

A highly reliable partner accelerates negotiations on schedule, cost, and quality

### Ease of Financial Negotiation

• Easier to explain payment stability to the client and financing institutions

### Supply-Chain Confidence

• Greater stability of price and delivery in negotiations for key equipment and materials

### Upfront Investment in Design

• Ability to participate in design and technical review even before the MOU

### Response to Long-Term Projects

• Capability to scale multiple school and hospital packages within a long-term program

### Key Conclusion

• For the Iranian partner, an A-or-above credit rating and annual sales above KRW 1 trillion are not promotional claims, but real indicators of project stability

# Summary of the Korean Side’s Value Proposition

Core values that can be offered in collaboration with an Iranian partner

1. Development of standard school and hospital models and design participation

2. Application of AI construction technology (BIM / drones / quality / safety)

3. Proposal of a data-center-linked operating model

4. Support for a joint planning and budgeting framework before the MOU

5. Leadership in negotiating delivery method and payment after the MOU (Korean pre-investment approach)

Message

• The purpose of the consortium is to identify a capable Iranian construction company, accelerate the planning of school and hospital recovery, and clarify roles up to the signing of the MOU

Primary Contact Information

Coordination channel for the consortium and practical negotiations

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Role: document exchange, practical meeting coordination,
and support for advancing the MOU

## Contact Information of the Iranian Partner

Blank entry form for MOU-related contact information

| | |
|---|---|
| Company Name | ..... |
| Contact Person | ..... |
| Email | ..... |
| Phone | ..... |
| Address | ..... |
| Chat ID | ..... |