



2025 Corporate Procurement Annual Report

March 2026

Executive Summary

2025 Contract Overview

- The Asian Infrastructure Investment Bank (AIIB) procures goods, works, general services, and consulting services through competition or direct selection. Competitive procurement represents 63% of the total value of contracts with suppliers and individual consultants.
- AIIB signed a total of 1,074 contracts¹ in 2025 compared to 969 contracts in 2024 and 877 contracts in 2023, representing an 11% and 22% increase, respectively. The primary reasons for the increase in the total number of contracts is the increased use of consulting services by the Public Sector Clients departments, Sustainability and Fiduciary Solutions Department, Human Resources Department, and Information and Technology Department as well as the increased use of general services by the Facilities and Administration Services Department, which reflects the increased volume of AIIB's lending operations and expansion of office space in the AIIB Headquarters.
- The total value of corporate procurement contracts in 2025 is USD115.2 million, which is 21% higher than in 2024 and 6% higher than in 2023.
- The procurement category with the largest expenditure is general services, accounting for 53% of the total contract value, followed by consulting services at 31%, goods at 11%, and works at 5%.
- Aside from regular one-off and multiyear contracts, AIIB executed 11 framework agreements for the long-term supply of strategic goods and general services.

2025 Corporate Procurement Activities

- In 2025, AIIB implemented multiple enhancements to strengthen corporate procurement governance, including updates to the Internal Legal Framework (ILF), increased digitalization and automation in the procurement workflow, the introduction of a code of conduct for AIIB suppliers, and enhanced reporting. In parallel, internal and external audit reviews provided assurance that AIIB's corporate procurement processes are fit for purpose and are implemented in line with the AIIB Procurement Framework.
- As part of the ILF update, the revised Directive on Corporate Procurement, the new Instruction on Corporate Procurement, and the Corporate Procurement Guidance Note were published in December 2025. The Instruction replaced two previous Administrative Guidance – the Administrative Guidance for Corporate Procurement of Goods, Works and General Services (2021); and the Administrative Guidance on Corporate Procurement of Consulting Services (2021). The new Guidance Note provides detailed, practical guidance to requesting business units on the use of the e-procurement system and includes standard template documents for corporate procurement. In addition, the code of conduct for AIIB suppliers was published on the AIIB website in April 2025, reinforcing transparency and ethical standards in supplier engagement.
- AIIB's corporate procurement team conducts know-your-counterparty due diligence, including sanctions screening on corporate vendors and service providers as an integral part of its procurement process. This due diligence is performed in accordance with the Financial Action Task Force 40 Recommendations – the internationally recognized standard for anti-money laundering and countering the financing of terrorism. Due diligence is overseen by the Bank's Compliance and Operational Risk team under the

¹ This includes contract amendments.

Directive on Anti-Money Laundering and Combating the Financing of Terrorism, reflecting AIB's commitment to international financial integrity standards in all institutional activities.

- The 2026 Outsourcing Services Planning Report has been approved by the Budget Committee.
- Enhancements to e-procurement systems to streamline procurement procedures were implemented, including 33 enhancements in the SAP Ariba system used for the recruitment of suppliers and 10 enhancements in the SAP Fieldglass system used for the recruitment of individual consultants.

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1. Introduction

The Annual Corporate Procurement Report provides an overview of AIIB's procurement of goods, works, and services, including consulting services, required by AIIB to fulfill its institutional requirements, using the Bank's administrative budget, capital expenditure budget, and other funding sources administered by AIIB.

This report was prepared by the Corporate Procurement Division (CPD) of the Facilities and Administration Services Department (FAS). CPD exercises AIIB's corporate procurement function and ensures compliance with the Bank's Policy on Corporate Procurement.

This report includes statistics on: (i) AIIB's corporate procurement contract values by categories, (ii) top 10 contracts by value, (iii) forms of procurement, (iv) global procurement, and (v) engagement of individual consultants.

2. Corporate Procurement Contract Value

Based on AIIB's administrative and operational requirements, the total value of corporate procurement contracts in 2025 is **USD115.22 million**. The total number and values of corporate procurement contracts in 2023-2025 are shown in charts 1-3 below.

Chart 1: Total Number and Value of Contracts in 2023-25

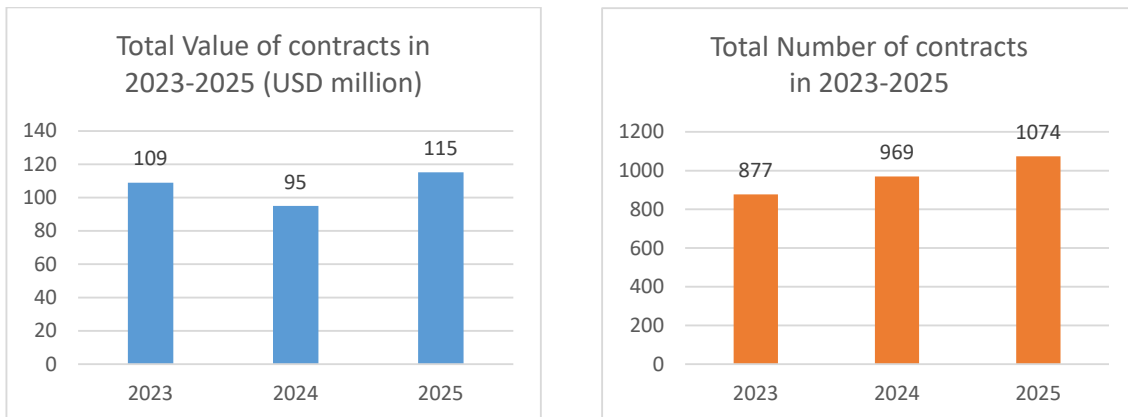


Chart 2: 2025 Contract Values by Procurement Category

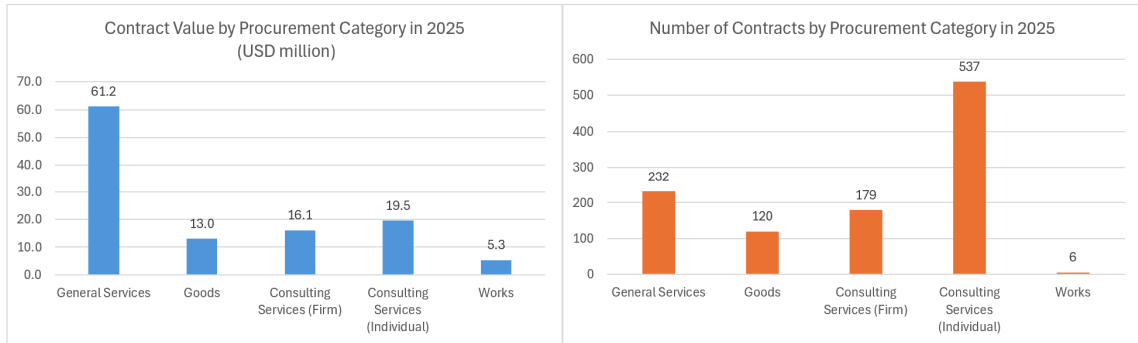
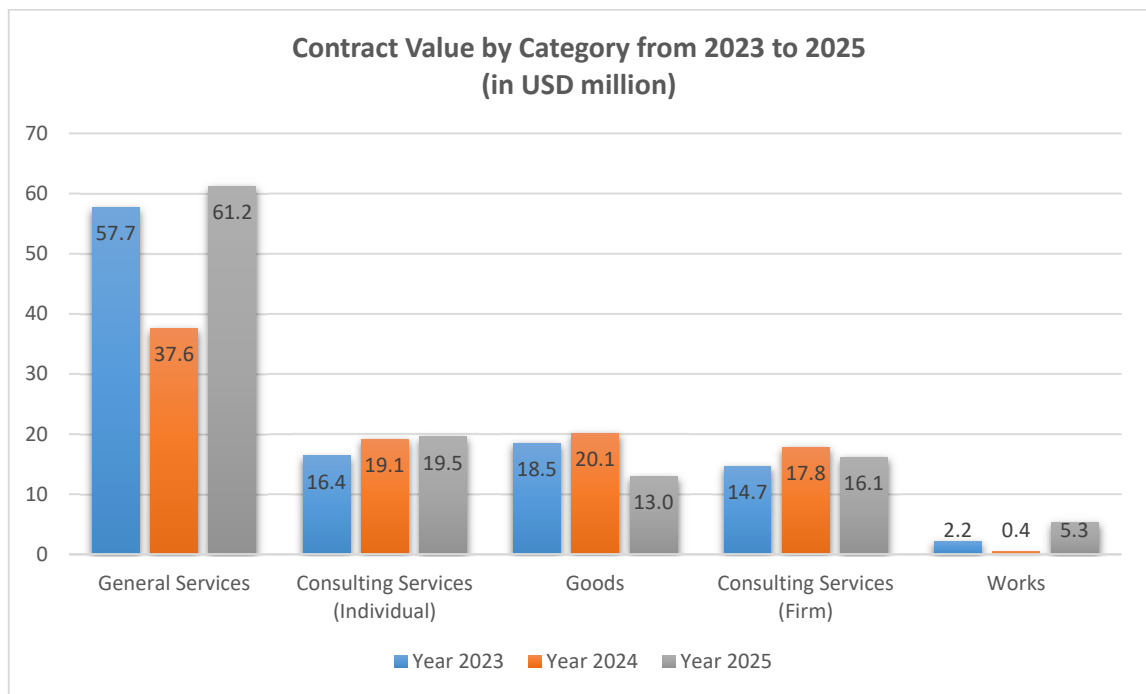


Chart 3: Contract Values by Categories from 2023 to 2025 (in USD million)



The notable increase in the value of corporate procurement for general services and works in 2025, compared to 2024, is attributed to several high-value multiyear contracts. These include office renovation works, SAP applications operation support, IT helpdesk services, Azure Cloud Services, and security, medical, and travel services.

3. Top 10 Contracts by Value

The top 10 contracts accounting for 43% of the total contract value (excluding individual consultant contracts) are presented in Table 1 below.

Table 1: Top 10 Contracts by Value

Rank	Procurement Category	Contract	Contract Amount (USD)
1	General Service	AIIB medical insurance April 2025-March 2026	10,552,567
2	General Service	Facilities management services for AIIB HQ and Tianjin office (Jan.-Dec. 2025)	4,987,770
3	Works	Office renovation works: HQ IO workspace and amenity spaces retrofit project (Dec. 2025-March 2027)	4,933,141
4	General Service	SAP applications operation support for three years (2026-28)	4,828,938
5	General Service	AIIB permanent headquarters and Tianjin office building property management and corporate services (Jan.-Dec. 2025)	3,809,077
6	General Service	IT helpdesk services for three years (2025-28)	3,111,888
7	Goods	Azure Cloud Services for three years (2025-28)	2,785,059
8	Goods	Enterprise network connectivity services (primary carrier) for five years (2025-30)	2,391,624
9	General Service	ISOS: Security, medical, and travel services for five years (2025-30)	2,196,636
10	General Service	AIIB medical insurance Jan.-March 2025	1,610,634

Note: The above contracts include standalone contracts, contract amendments, and sub-agreements issued in 2025.

Table 2: Framework Agreements Established in 2025

No.	Procurement Category	Description
1	General Service	Facilities management services for AIIB HQ and Tianjin office for five years (2026-2030)
2	General Service	Renewal of AIIB-MCDF medical insurance April 2025-March 2026
3	General Service	LinkedIn subscription and recruitment-related services (2025-2028)
4	Consulting Service	Internal auditing co-sourcing services (2025-28)
5	General Service	AIIB-MCDF nonmedical insurance April 2025-March 2026
6	Consulting Service	Central Asia and Caucasus regional PR agency support (MONTFORT CA FE LLC) (2025-28)
7	Consulting Service	Central Asia and Caucasus regional PR agency support (Action Global Communications Ltd) (2025-28)
8	General Service	Feature story: Photography, videography, and storytelling services for two years (2025-27)
9	General Service	HRH: Professional conference organizing services for three years (2025-28)
10	General Service	Moving Bits: Photo and video documentation services for two years (2025-27)
11	Works	HQ small works framework contract for two years (2025-27)

4. Forms of Procurement for Corporate Suppliers

A total of 148 contracts and 40 contract amendments, representing 67% of the total contract value, were procured through competition. Meanwhile, 290 contracts and 59 contract amendments, representing the remaining 33% of the total contract value, were procured through direct selection, in accordance with the AIIB Directive on Corporate Procurement.

Table 3: Forms of Procurement for Corporate Suppliers (in USD)

Forms of Procurement	No. of Contracts	Contract Value (USD)	No. of Contract Amendments	Contract Amendments Value (USD)	Percentage (by total value)
Competition	148	60,584,867	40	3,121,060	67%
Direct Selection (>USD70,000)	58	18,307,372	46	4,342,962	23%
Direct Selection (<=USD70,000)	232	9,199,467	13	104,189	10%
Grand Total	438	88,091,706	99	7,568,210	100%

5. Global Procurement

AIIB's Procurement Policy allows the Bank to procure goods, works, general services, and consulting services from any region unless AIIB's Board of Directors decides otherwise. To implement the policy, AIIB provides an online facility for advertising business opportunities for goods, works, and services, including consulting services.

The top five suppliers by the regions of their registration account for 91% of total supplier contract value. Table 4 shows the contract value percentages for the top five supplier regions from 2023 to 2025.

Table 4: Top Five Suppliers by Region (2023-25) (Percentages of Contract Value)

Year/ Rank	2023		2024		2025	
	Regions	Contract Value (%)	Regions	Contract Value (%)	Regions	Contract Value (%)
1	China	52%	China	43%	China	76%
2	United States	19%	Germany	16%	United States	7%
3	United Kingdom	8%	USA	13%	Hong Kong, China	4%
4	Germany	5%	United Kingdom	9%	Singapore	4%
5	Hong Kong, China	4%	Hong Kong, China	7%	United Kingdom	3%

The notable increase in the share of China in 2025 compared to 2024 is attributed to several high-value multiyear contracts signed with suppliers registered in China while the headquarters of such suppliers are based outside of China. These include office renovation works, SAP applications operation support, IT helpdesk services, and Azure Cloud Services for a total amount of USD17.6 million.

International suppliers, which include foreign companies operating outside of China as well as wholly owned foreign enterprises registered within China, predominantly provided consulting services to facilitate various aspects of project implementation. These services include project preparation, operational risk assessment, legal advisory, auditing, and compliance-related functions.

On the other hand, local suppliers primarily offered general services, products, and works. These services cover a comprehensive array of offerings, including corporate services, e-learning initiatives, security services, facility management, IT infrastructure operations, hospitality services, event management, and staff insurance and training programs.

6. Engagement of Individual Consultants

In 2025, individual consultants continued to play a significant role in supporting AIIB's operations. Business units with the highest spending on individual consultants are Information Technology Department, Public Sector Clients Department (Region 1), Public Sector Clients Department (Region 2), and Sustainability and Fiduciary Solutions Department.

The total number of individual consultant contracts and contract amendments concluded in 2025 is 537, representing a 20% increase compared with 2024. The main cause for increase

in the total number of contracts and contract amendments with individual consultants is the increased use of consulting services by the Public Sector Clients departments, the Sustainability and Fiduciary Solutions Department, and the Information and Technology Department, which reflects the increased volume of AIIB's lending operations.

The overall contracted commitment (including both consultants' remuneration and reimbursable expenses) represents a 2% increase compared to 2024. See Tables 5-8 for details.

Table 5: Total Number of Contracts and Contract Amounts

Year	2023	2024	2025
No. of Contracts	153	228	236
Contracts Amount (USD)	7,255,116	10,089,235	9,777,567

Table 6: Total Number of Contract Amendments and Contract Amendments' Amounts

Year	2023	2024	2025
No. of Contract Amendments	229	219	301
Contract Amendments Amount (USD)	9,128,185	9,012,580	9,780,379

Table 7: Total Number of Contracts and Contract Amounts by Forms of Procurement

Form of Procurement	No. of Contracts	Contract Amounts (USD)	Ratio
Open Competition	55	3,141,193	32%
Direct Selection (>USD70,000)	9	1,208,750	12%
Direct Selection (<=USD70,000)	172	5,427,624	56%
Grand Total	236	9,777,567	100%

Table 8: Total Number of Contract Amendments and Contract Amendment Amounts by Forms of Procurement

Form of Procurement	No. of Contract Amendments	Contract Amendment Amount (USD)	Ratio
Open Competition	129	5,617,092	57%
Direct Selection (>USD70,000)	17	1,933,145	20%
Direct Selection (<=USD70,000)	155	2,209,293	23%
Grand Total	301	9,780,379	100%

In 2025, a total of 380 individual consultants from 59 economies were engaged by AIIB. The top five economies by contract value in 2023-25 are shown in Table 9 below.

**Table 9: Top Five Economies Offering Individual Consultants' Services
(by Contract Value) (2023-25)**

Year/ Rank	2023		2024		2025	
	Economy	Contract Value (USD)	Economy	Contract Value (USD)	Economy	Contract Value (USD)
1	China	3,713,937	China	5,746,006	China	6,565,223
2	United States	2,370,468	United States	1,670,732	United States	1,937,167
3	India	1,691,235	India	1,609,049	India	1,159,485
4	Philippines	1,067,396	Indonesia	965,690	Indonesia	866,565
5	United Kingdom	1,057,998	Philippines	932,338	Spain	651,810

Annex: 2025 Major Contracts with Suppliers (Contract Value ≥USD200,000)

General Services			
No.	Description	Contract Period (Year)	Contract Value (USD)
1	AIIB medical insurance April 2025-March 2026	1	10,552,567
2	Facilities management services for AIIB HQ and Tianjin office (Jan.-Dec. 2025)	1	4,987,770
3	SAP applications operation support for three years (2026-28)	3	4,828,938
4	AIIB permanent headquarters and Tianjin office building property management and corporate services (Jan.-Dec. 2025)	1	3,809,077
5	IT helpdesk services for three years (2025-28)	3	3,111,888
6	ISOS: Security, medical, and travel services for five years (2025-30)	5	2,196,636
7	AIIB medical insurance (Jan.-March 2025)	1	1,610,634
8	AIIB medical insurance (Oct.-Dec. 2024)	1	1,589,197
9	Cybersecurity and IT risk operation service for three years (2025-27)	3	1,570,781
10	Microsoft Unified Support service for three years (2026-28)	3	1,418,886
11	Tower-B network construction for three years (2025-27)	3	1,266,314
12	PwC audit of 2025 Annual Financial Statements of AIIB and Special Funds	1	1,100,000
13	PwC audit of 2024 Annual Financial Statements of AIIB and Special Funds	1	1,092,000
14	2025 Annual Meeting and Q2 Board meeting travel arrangements	1	967,034
15	Bloomberg Terminal and Market Data subscription 2024 H2 payment	1	934,630
16	Video conferencing hardware and related services for three years (2025-28)	3	927,511
17	Bloomberg Terminal and Market Data Subscription 2025 H1 payment	1	911,216
18	Microsoft 365-developed systems support and enhancement service for three years (2025-28)	3	877,749
19	Microsoft 365 support services (2025-28)	3	589,156
20	Information display services (2025-28)	3	548,801
21	Car leasing services for five years (2026-30)	5	505,004
22	Member intelligence portal for three years (2026-28)	3	468,484
23	Know-your-counterparty services for two years (2025-27)	2	461,496
24	Apple devices and related services (iPad and iPhone) for three years (2025-28)	3	456,901
25	PY25-26 nonmedical insurance down payment	1	451,035
26	LinkedIn subscription and recruitment-related services 2025	1	406,311

27	Subscription of independent research on IT market and vendor (2025-28)	3	378,009
28	Photovoltaic panel renovation project (2025-27)	2	364,946
29	AIIB Leadership Program for 2025	1	328,705
30	S4HANA upgrade project	1	294,178
31	MCDF website support and enhancement for two years (2025-27)	2	284,600
32	Hotel accommodation for 2025 Annual Meeting (June 20-27, 2025)	1	262,477
33	AIIB@10 storyboard – ZZ high-tech technology	1	261,609
34	Vegetation and landscape maintenance – Sky gardens (May 2025-May 2026)	1	237,287
35	AIIB@10 – VR showcase – CNPIEC UNTRO	1	234,204
36	AIG 2026 premium payments	1	202,500
37	Zurich 2026 premium payments	1	202,500

Consulting Services (Firms)			
No.	Description	Contract Period (Year)	Contract Value (USD)
1	Mpox project implementation under the Pandemic Fund Grant (2025-27)	3	1,455,681
2	Business continuity services for three years (2025-28)	3	450,000
3	Consultancy service for diagnostic and prefeasibility study (2025-26)	2	387,600
4	2025 global media roadshow and Annual Meeting	1	334,425
5	PMC consulting services for AIIB ABW workspace project (2025-28)	3	318,560
6	ISSB portfolio-level ES phase II	1	300,000
7	Mpox implementation	1	300,000
8	One Health Study – IAEA	1	269,859
9	SQL and BI developer consulting service (2025-28)	3	252,025
10	Climate risk informed comprehensive land use in Philippine LGUs	1	247,000
11	LEG – White & Case – P000920 Multicountry GAVI Frontloading Facility (2025-26)	2	218,910
12	PwC review on 2025 H1 interim financial statements of AIIB	1	200,000

Note: The contracts above include both standalone contracts and sub-agreements issued in 2025.

Goods (including Publications and Subscriptions)

No.	Description	Contract Period (Year)	Contract Value (USD)
1	Azure Cloud Services for three years (2025-28)	3	2,785,059
2	Enterprise network connectivity services (primary carrier) for five years (2025-30)	5	2,391,624
3	Record information system for three years (2025-28)	3	778,330
4	Hyperconverged infrastructure expansion for five years (2025-30)	5	726,244
5	Red Hat Enterprise Linux subscription for three years (2025-28)	3	584,937
6	S&P credit rating data for three years (2025-28)	3	485,622
7	AllB Tower B office chairs and loose furniture	1	356,869
8	Antivirus for servers software expansion 2026-28	4	272,045

Note: The contracts above include both standalone contracts and sub-agreements issued in 2025.

Works			
No.	Description	Contract Period (Year)	Contract Value (USD)
1	Office renovation works: HQ IO workspace and amenity spaces retrofit project (Dec. 2025-March 2027)	2	4,933,141