



CBH Global Business Advantage:

The Next Generation PPP Business Platform

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Ottawa, Canada



Canada Business Holdings is a Canadian company established in Ottawa in 2006, with a mandate to manage business projects and Enterprises. Since then, it has evolved into world leading economic power think tank to invest, build, and manage mega projects on PPP basis. CBH is pro-peace business, supports the United Nations Sustainable Development Goals, political democracy, and inclusive capitalism.

CBH Global PPP Platform

- A Next-Generation Sovereign Infrastructure Platform
- Integrating Finance, Development, and Operations

Global PPP Market Structure

- PPP market is fragmented across investors, builders, and operators
- No single player controls the full lifecycle
- Opportunity for integrated platforms

Traditional PPP Model

- Finance → Build → Operate
- Different entities control each phase
- Leads to inefficiencies and misalignment

Chinese PPP Model

- Government-led integrated system
- Strong execution capability
- Limited flexibility and global adaptability

CBH Platform Model

- Sovereign partnership layer
- AI-driven platform core
- Project-specific investment funds
- Top-tier EPC contractors
- Long-term concession ownership

Competitive Matrix Summary

- CBH: Full lifecycle integration
- Brookfield/Macquarie: Capital strength
- VINCI/ACS: Construction leadership
- Meridiam: Asset management
- China SOEs: Scale and execution

CBH Differentiation

- Integrated platform vs fragmented players
- Sovereign + institutional capital
- AI-driven governance
- Public ownership exit strategy

Strategic Positioning

- CBH is redefining PPP structure globally
- Moving from projects to platforms
- Creating long-term national value

BlackRock



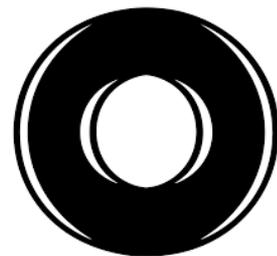
Brookfield



Canada Business Holdings Inc.



MUBADALA



MACQUARIE

Balfour Beatty



中國建築
CHINA STATE CONSTRUCTION

FLUOR®

CORE PPP CAPABILITIES COMPARISON MATRIX

| Capability / Firm | CBH | Brookfield | Macquarie | VINCI | Meridiam | ACS | ACWA Power | China SOEs |
|-----------------------------|----------------|------------|-----------|-------|----------|-----|------------|------------------|
| Project Origination | ★ | ▲ | ▲ | ▲ | ▲ | ▲ | ▲ | ✅ |
| Capital Raising (Global) | ★ | ✅ | ★ | ▲ | ✅ | ▲ | ▲ | ✅ (state-backed) |
| Dedicated Project Funds | ★ | ✅ | ★ | ❌ | ✅ | ❌ | ▲ | ❌ |
| Engineering / Construction | ▲ (outsourced) | ❌ | ❌ | ★ | ❌ | ★ | ▲ | ★ |
| PPP Structuring Expertise | ★ | ✅ | ★ | ✅ | ★ | ✅ | ★ | ▲ |
| Asset Ownership (Long-term) | ★ | ★ | ★ | ✅ | ★ | ✅ | ★ | ✅ |
| Operations / Concessions | ★ | ✅ | ✅ | ★ | ▲ | ✅ | ★ | ★ |
| Government Integration | ★ | ▲ | ▲ | ▲ | ▲ | ▲ | ★ | ★ |
| Technology / AI Integration | ★★ | ❌ | ▲ | ❌ | ❌ | ❌ | ▲ | ❌ |
| Sovereign-Level Structuring | ★★ | ❌ | ❌ | ❌ | ❌ | ❌ | ▲ | ★ |

SYMBOL KEY (COMPARISON MATRIX)

-  **Strong Capability**

→ The company has a **well-established, proven, and core strength** in this area (e.g., Macquarie in capital raising, VINCI in construction)

-  **Partial / Indirect Capability**

→ The company participates in this function but:

- Not as a core strength, or
- Through partnerships / outsourcing, or
- Limited scale compared to leaders

-  **Limited or No Capability**

→ The company does **not meaningfully operate** in this area (or it is outside its business model)

-  **Differentiated / Advanced Capability**

→ A **strategic strength beyond industry norm**, such as:

- Integrated platform control
- Unique structuring approach
- Competitive edge not widely replicated

-  **Category-Defining / Transformational Capability**

→ **Next-generation or industry-defining advantage**, including:

- Sovereign-level integration
- AI-driven infrastructure governance
- Platform-based PPP structuring

 This level indicates **not just leadership—but market transformation potential**

HOW TO READ THE MATRIX (IMPORTANT)

- Most traditional PPP firms will show:

-  in one or two areas
-  or  in others

- CBH shows:

-  and  across multiple categories

 This visually communicates:

CBH is not competing on a single capability — it is integrating the entire system

PPP GLOBAL COMPETITIVE SCORECARD

| Capability | CBH | Brookfield | Macquarie | VINCI | Meridiam | ACS | ACWA Power | China SOEs |
|-----------------------------|-----|------------|-----------|-------|----------|-----|------------|------------|
| Project Origination | 5+ | 3 | 3 | 3 | 3 | 3 | 3 | 5 |
| Capital Raising | 5+ | 5 | 5 | 3 | 4 | 3 | 3 | 5 |
| Dedicated Funds | 5+ | 5 | 5 | 1 | 4 | 1 | 2 | 1 |
| Engineering / Build | 3 | 1 | 1 | 5 | 1 | 5 | 2 | 5 |
| PPP Structuring | 5+ | 4 | 5 | 4 | 5 | 4 | 5 | 3 |
| Asset Ownership | 5+ | 5 | 5 | 4 | 5 | 4 | 5 | 4 |
| Operations / Concessions | 5+ | 4 | 4 | 5 | 3 | 4 | 5 | 5 |
| Government Integration | 5+ | 2 | 2 | 2 | 2 | 2 | 4 | 5 |
| Technology / AI | 5+ | 1 | 2 | 1 | 1 | 1 | 2 | 1 |
| Sovereign Structuring | 5+ | 1 | 1 | 1 | 1 | 1 | 3 | 5 |

TOTAL SCORE (OUT OF 50)

| Firm | Total Score |
|------------|---|
| CBH | 49+ <i>(transformational range)</i> |
| Brookfield | 30 |
| Macquarie | 33 |
| VINCI | 29 |
| Meridiam | 30 |
| ACS | 29 |
| ACWA Power | 34 |
| China SOEs | 39 |

CBH scores higher because it integrates:

- Financial structuring (Macquarie level)
- Asset ownership (Brookfield level)
- Execution via EPC (VINCI level through outsourcing)
- Sovereign alignment (China-level)
- **+ AI governance layer (no equivalent globally)**

**“CBH achieves what no existing PPP player does:
A full-spectrum dominance across finance, delivery,
governance, and sovereign integration.”**

