





The X-Factors for Development



Introduction

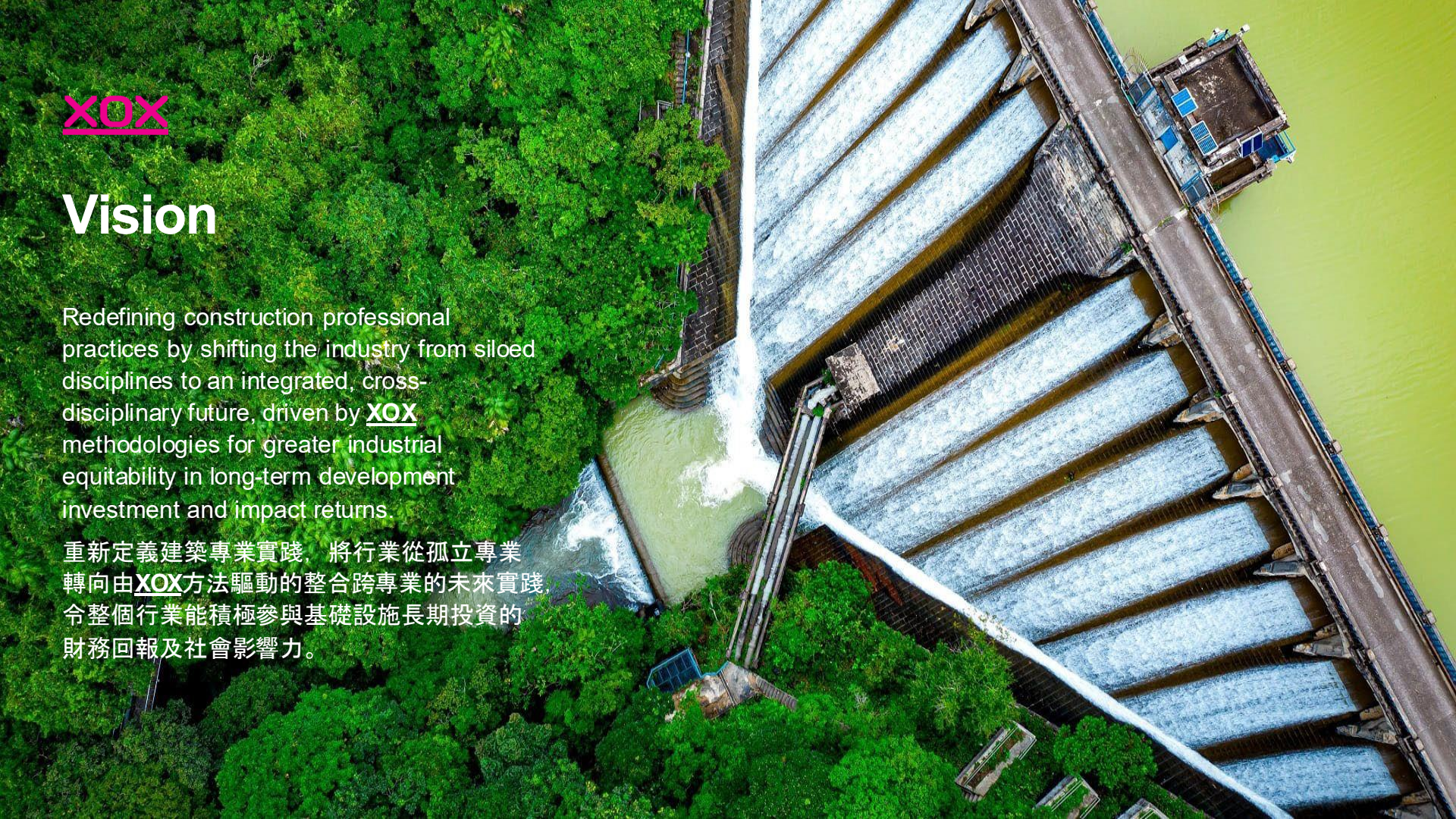
XOX International Holding Limited (XOX) is an integrated investment holding company and consortium of leading design, engineering, construction, and land asset management firms united in Hong Kong. Established in 2025, XOX combines medium-to-large-scale local firms with deep industry expertise into a powerful ecosystem, delivering one-stop professional services for construction and development. With strong capacities for co-investment alongside partners and the development of industry-specific application technologies, XOX optimizes design, balances quality excellence, ensures efficient operations, and captures long-term value through data-driven innovation. Our goal is to harness the combined strengths of Hong Kong and mainland China's professional services, providing on-the-ground, culturally sensitive solutions for development projects across Hong Kong, the Greater Bay Area, and the Asia Pacific. Backed by a decade of collaboration and a network rooted in Hong Kong, XOX excels in managing large-scale projects at the development and construction wholesale market. Our robust project management—key to our success—enables us to digest complex work through our consortium, serving as the x-factor in land asset management, infrastructure development, and impactful large-scale initiatives.



Vision

Redefining construction professional practices by shifting the industry from siloed disciplines to an integrated, cross-disciplinary future, driven by XOX methodologies for greater industrial equitability in long-term development investment and impact returns.

重新定義建築專業實踐，將行業從孤立專業轉向由XOX方法驅動的整合跨專業的未來實踐，令整個行業能積極參與基礎設施長期投資的財務回報及社會影響力。



The background image shows a large, dimly lit tunnel. A white truck with its headlights on is driving towards the viewer on a dirt road. A large, brown, flexible pipe runs diagonally across the upper half of the frame. The tunnel walls are rough and rocky, with some cables and pipes visible along the sides.

XOX

Mission

To deliver visionary, all-stage, and end-to-end development solutions by empowering clients with

X-DISCIPLINARY expertise, **OPTIMIZATION** via cutting-edge technology, and **X-FACTORS** through strategic investment, enabling more stakeholders to access large-scale development finance and share in its benefits.

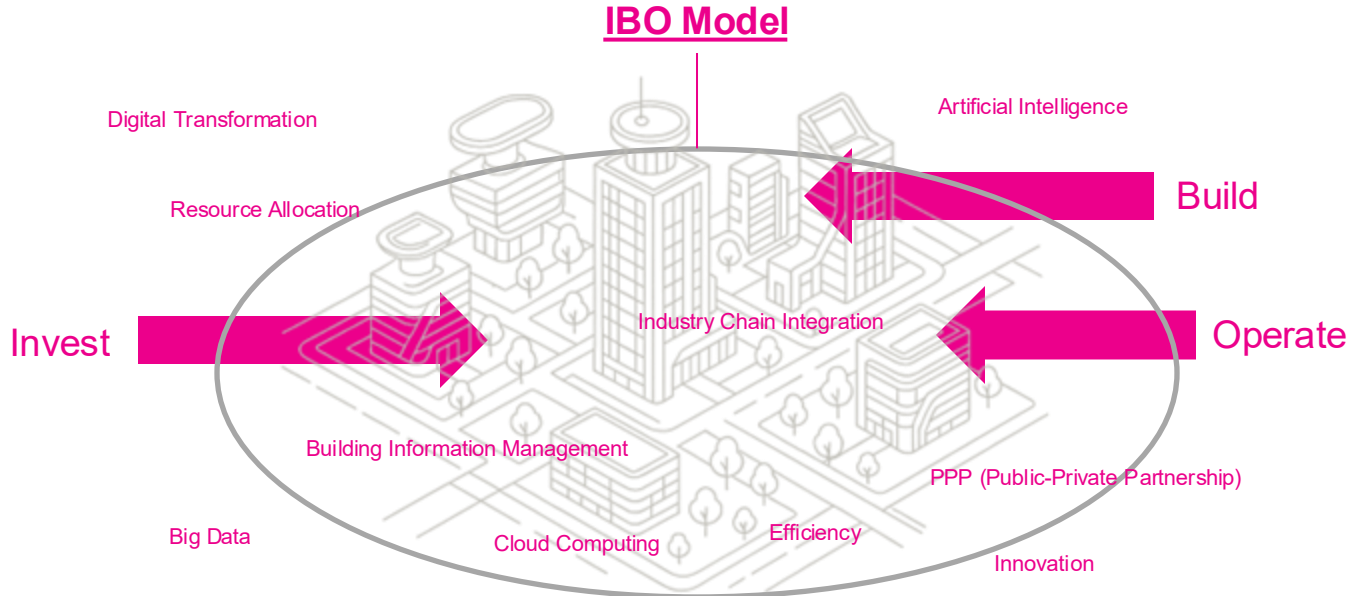
通過賦予客戶跨行業的專業知識、以尖端技術實現效率最優化，以及通過戰略投資發揮增長點，提供具有遠見、全階段及端到端的發展解決方案，使更多利益相關者能夠參與大規模發展融資並分享其效益。

XOX

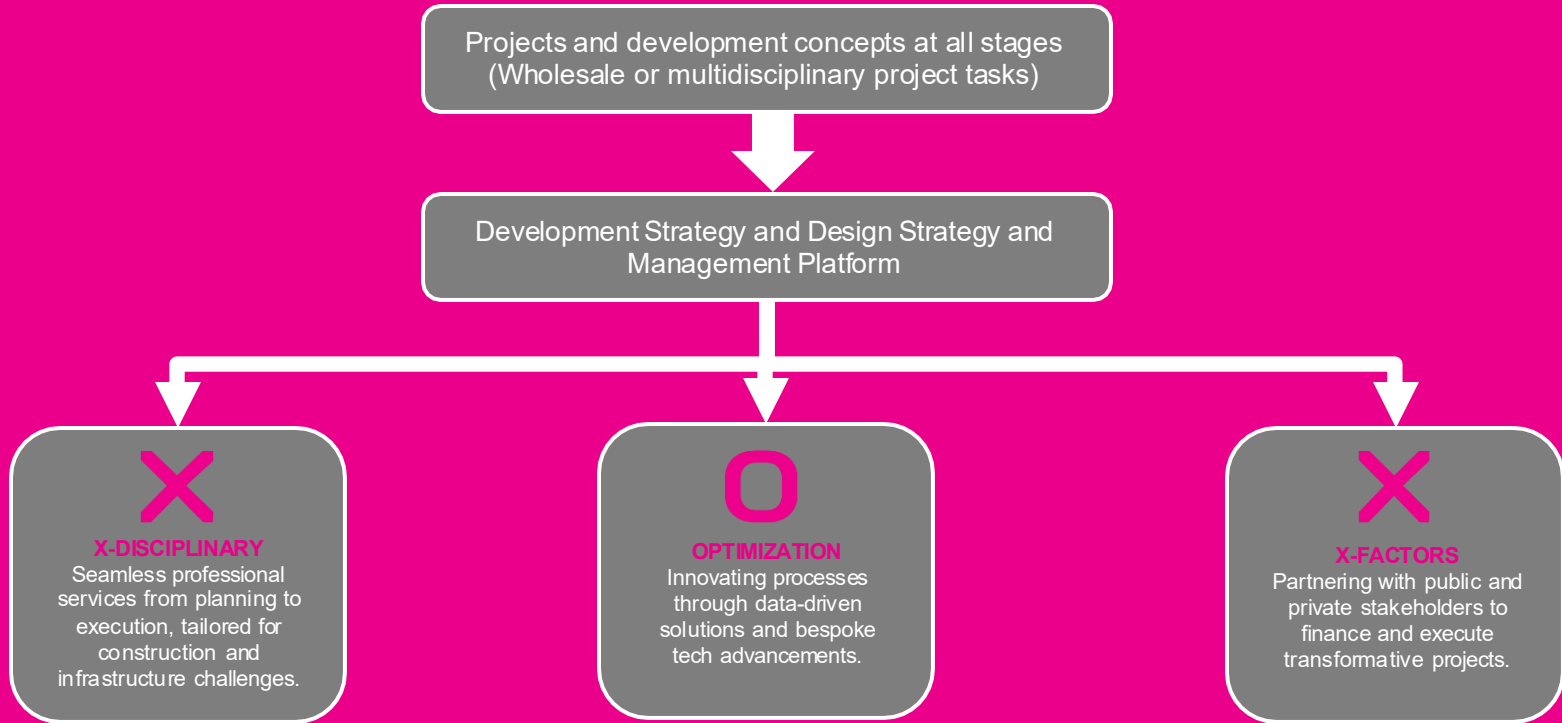
Business Model –

Invest, Build, and Operate (IBO)

Invest-Build-Operate (IBO) integration is a comprehensive project management model that combines investment, construction, and operation. By integrating resources across all stages, it achieves risk diversification and optimized resource allocation, enhancing the long-term value of projects. This model adapts to market changes, enhances corporate competitiveness, and promotes a transformation towards efficient and sustainable development in the construction industry.



XOX Platform Goals



Opportunities, Problems, and Solutions

INFRASTRUCTURE BOOM

Hong Kong's projects (Northern Metropolis, airport expansions) and Greater Bay Area's US\$100B+ investments demand integrated expertise.

Digital Transformation

AECOM, Arup, and WSP hold 19–35% of Hong Kong's consultancy market (US\$650–1,200M), leaving room for XOX's localized, multidisciplinary approach.

REGIONAL EXPANSION

Seamless professional services from planning to execution, tailored for construction and infrastructure challenges scaling via Belt-Road-Initiative and other government programs.

SILOED SERVICES

Fragmented services raise project management costs, excluding smaller developers and capital.

DISCONNECTED DATA

Siloed tech and data lack integration, increasing client costs for efficiency.

NO EQUITABILITY

Idea contributors miss long-term benefits, leading to generic solutions.



X-Disciplinary

Breaks silos, cuts costs, and includes smaller developers in big projects.

Optimization

Integrated management facilitates more efficient allocation and utilization of resources, minimizes waste, and enhances the economic viability and sustainability of projects.

X-Factor

Focusing not only on short-term gains but also on the long-term operation and maintenance of projects ensures their continued value creation.

Market Size and Business Scalability

After integrating professional services, XOX aims to focus on the Hong Kong market and match the size of the top three consultancy firms within two years.

整合專業服務後，XOX專注於香港市場，目標在兩年內達到三大顧問公司的規模。

Serviceable Obtainable Market (SOM)

US\$200Mn*

Match the contract size of top Hong Kong firms (e.g., AECOM, Arup, WSP).

With integrated services, technology optimization, and co-investment strategies, XOX targets the PPP investment market to build a robust asset base in our treasury.
通過整合服務、技術優化及共同投資策略，XOX目標鎖定PPP投資市場，於財務庫中累積重大資產。

Serviceable Available Market (SAM)

US\$650Mn^

Expand beyond consultancy to include 5% of Hong Kong's PPP infrastructure market.

XOX plans to scale this model from Hong Kong to the Greater Bay Area and Asia Pacific, capturing a larger market share.

XOX計劃將此模式從香港擴展至大灣區及亞太地區，獲取更大市場份額。

Total Available Market (TAM)

US\$ 2.5Bn '

Scale the XOX model to capture 5% of the Greater Bay Area (GBA) and Asia Pacific consultancy/investment market.

* Hong Kong's engineering and design consultancy market is US\$3.4–3.5 billion in 2025. The top three firms hold US\$650–1,200 million (19–35%). XOX aims for 6–12% of the total market, rivaling one major player's share.

^ Consultancy: US\$200–400 million (SOM) and PPP Investment: US\$150–250 million (5% of an estimated US\$3–5 billion PPP market in Hong Kong).

' The GBA and Asia Pacific market for consultancy and PPPs is conservatively estimated at US\$50 billion, driven by GBA's US\$100+ billion construction output and Asia Pacific's US\$5+ trillion construction growth by 2030.

Professional Service Conglomerate

Urbanism Planning & Surveying



Vincom Consulting & Appraisal Ltd
Valuation & Land Consultancy



Ample Survey Services Ltd
Building Survey



SZC Holdings Limited
Urbanization think tank



Land Marker (1980) H.K. Co Ltd
Land Survey



PlanPlus Consultancy Ltd
Urban Planning



LLA Consultancy Ltd
Traffic Consultant

Building Design & Management



Architectural Project Unit Limited
Architectural design, interior design



Cohere Consultant Ltd
Landscape design



ptah heritage
Heritage & Conservation Consultant

Cost Consultancy & Quantity Surveying

Engineering & Structure



REITHUB Consulting Ltd
Mechanical, Electrical & Plumbing



Wong & Cheng Consulting Engineers Ltd
Geotechnical & Structure



Beexergy Consulting Ltd
BEAM Plus



AHM Engineering Company Ltd
Audio & Acoustic Engineering



Hip Hing Loong Stage Engineering Ltd
Stage & Mechanical Engineering

Environment & Safety

Environmental Consultant



Y.Y. Wong Safety Consultants Ltd
Safety & Risk Management

Licensing Consultant

Construction & Technology



Architectural Project Construction Engineering Ltd
Building & Fitting-out Contractor



Capricorn Artificial Intelligence Ltd
Artificial Intelligence (AI)

Management & Curatorship

Property Agent

Lead Project Management

Facilities Management



Demain Culture Entertainment Ltd
Event Organizer

Multidisciplinary Professional Experts

Urbanism, Planning & Surveying



Vincent Cheung, Vincom Consulting & Appraisal Ltd
FRICS MHKIS RPS(GP), MCIREA, PRC MISCM MHIREA, MBA, BSMHKIS(Hons)



Nathan Lee, Ample Survey Services Ltd
RHKIS, RPS(BS), R(S), MBA



Dr. Tat Lam, SZC Holdings Limited
Ph.D., M.Arch, BSSC, CUHK Urbanization Strategist



Joseph Wong, Land Marker (1980) H.K. Co Ltd
MSc, FHKS, MRICS, ALS, RPS(LS)



Kenneth Chan, PlanPlus Consultancy Ltd
PRC RP, MSc, HKIP, HKIREA, PRB, WCEYA, GHM, CRECHK, HKILA, AHKP, BSc (Hons)



SL Ng, LLA Consultancy Ltd
B Eng (Hons), MSc, MICE, MHKIE

Building Design & Management



Oskar Ng, Architectural Project Unit Ltd
HKIA, NECRag, CCBM, CCBC, HKIBIM, AMICE



Albert Cheng, Cohere Consultant Ltd
BLA, ASLA, SILA, HKILA



ptah heritage
Heritage & Conservation Consultant

Cost Consultancy & Quantity Surveying

Engineering & Structure



Chris Kwan, REITHUB Consulting Ltd
MEng BEng, BEAM Pro, BESTAA, CEng, FOIBSE, FHKIE, FS(CP)O, HKSCC, HKIE, MASHRAE, RCx Pro



Dr. Sammy Cheng, Wong & Cheng Consult Engr Ltd
BSc PhD Eurlng CEng CEnv Csd CWEM RPE FHKIE FI StructE FIMMMICE MCiWEM MHKIQEP MCM MAE 1RSE-PRC Eng



Beexergy Consulting Ltd
BEAM Plus



AHM Engineering Company Ltd
Audio & Acoustic Engineering



Hip Hing Loong Stage Engineering Ltd
Stage & Mechanical Engineering

Environment & Safety



Frederick Leong, Aurecon Group
BEng, CEng, MICE, MStructE, RPE, MHKIE, MAPM



Y.Y. Wong Safety Consultants Ltd
BProp, MSc, MHKIS, MRICS, RPS (GP)

Licensing Consultant

Construction & Technology



Architectural Project Construction Engineering Ltd
Building & Fitting-out Contractor



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Management & Curatorship

Property Agent

Lead Project Management

Facilities Management



Demain Culture Entertainment Ltd
Event Organizer

Hong Kong Market Analysis

Service Contract Supply Side

Insight: Top 10 firms take 30% of the market, 200+ firms takes the rest 70%.

All other 200+ consulting firms in Hong Kong
4621.6Mn

The Lab (Asia) Limited 139.7Mn
Soils & Materials Engineering Co. Ltd. 148.8Mn
Castco Testing Centre Limited 157.7Mn
Binnies Hong Kong Ltd. 125Mn
Asia Infrastructure Solutions (HK) 200Mn
Ove Arup & Partners HK 360Mn
AtkinsRéalis (Atkins China) 470Mn
AECOM Asia Co. Ltd. 400Mn

Contract Amount in Millions HKD

7000

6000

5000

4000

3000

2000

1000

0

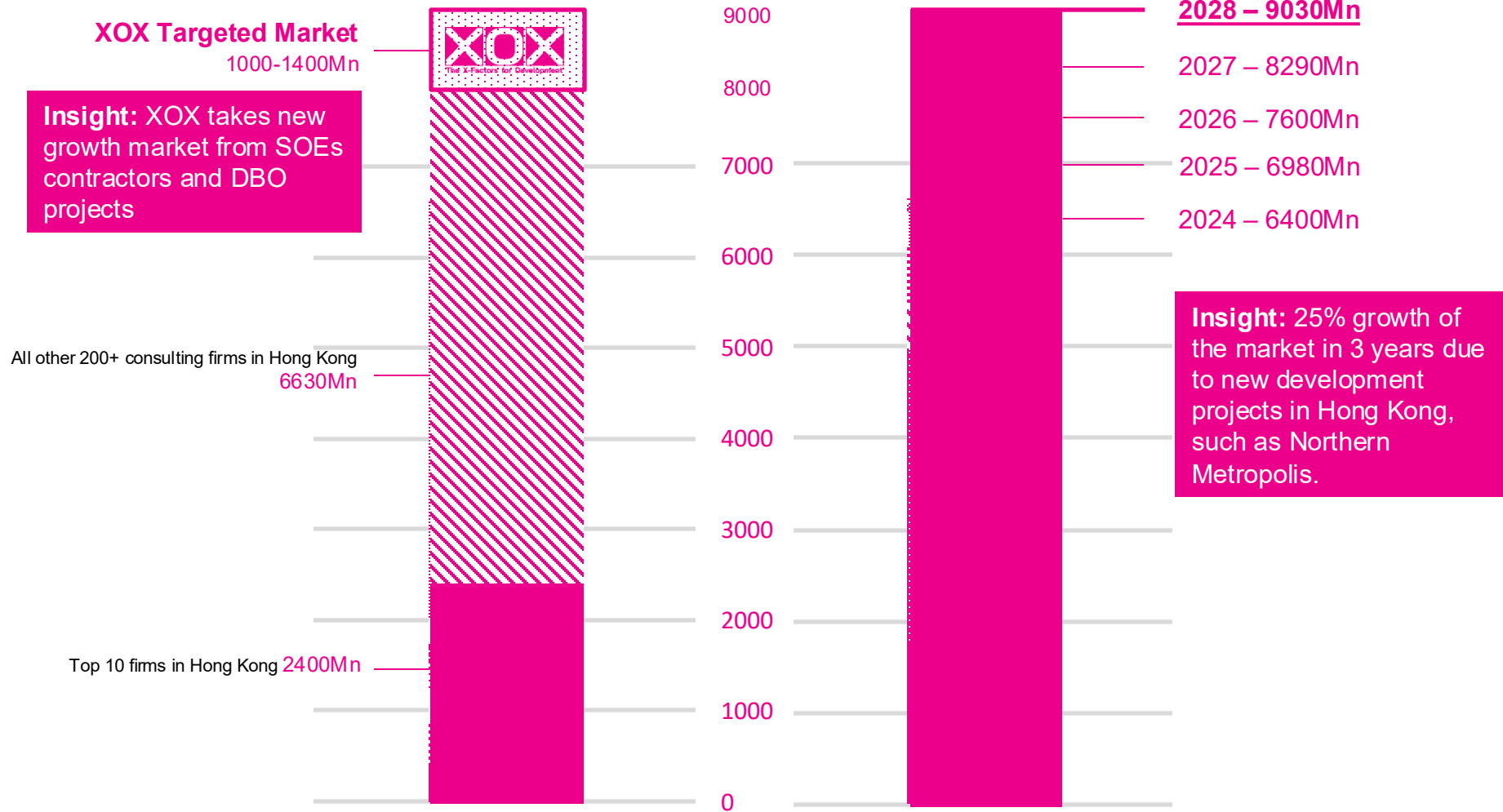
Service Contract Demand Side

22.4Mn Transport Department (TD), Planning Department, Buildings Department
80Mn Environmental Protection Department (EPD)
40Mn Electrical and Mechanical Services Department (EMSD)
400Mn Water Supplies Department (WSD)
640Mn Drainage Services Department (DSD)
480Mn Highways Department (HyD)
3200Mn Civil Engineering and Development Department (CEDD)
1760Mn Architectural Services Department (ArchSD)

Service Contract Supply Side

Contract Amount in Millions HKD

Service Contract Demand Side



Global Market Benchmarking XOX in 5 Years



XOX
10,000 ppl
US\$3-10Bn



RSK Group
12,000 ppl
US\$1.5Bn



Mott MacDonald
18,000 ppl
US\$2.3Bn



Arup
18,000 ppl
US\$2.8Bn



Arcadis
36,000 ppl
US\$3.5Bn



Stantec
28,000 ppl
US\$3.8Bn



WSP Global
67,000 ppl
US\$9.0Bn



Tetra Tech
28,000 ppl
US\$4.0Bn



Cushman
53,000 ppl
US\$10.3Bn



AECOM
50,000 ppl
US\$14.0Bn



Jacobs
60,000 ppl
US\$15.0Bn



Bechtel
50,000 ppl
US\$17.6Bn



JLL
111,000 ppl
US\$20.8Bn



CBRE
141,000 ppl
US\$48.4Bn

Next to the flag

Global Market Benchmarking XOX in 5 Years

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XOX

How We Will Grow in 5 Years

Team Expansion

Through partnerships, joint ventures, and acquisitions, we'll grow our capacity to secure larger projects, raising funds to further acquire and expand our ecosystem.

團隊擴張（500人至10,000人）：通過合作、合資及收購，我們將提升公司能力以承接更大項目，籌集資金進一步收購及擴展生態系統。

10,000+ ppl



500 ppl
Team Size
XOX

Contract Value Growth

As a consortium, we'll tender for major government and private sector projects, capturing significant market share from large-scale developments.

合同價值增長（1億美元至10億美元）：作為聯盟，我們將競標政府及私營部門的大型項目，從大規模發展中搶佔市場份額。

US\$500mm+



US\$30mm
Contract Total
XOX

Technology Value

We're consolidating partner technologies and developing a tech pipeline with profits and investments, leveraging expertise to create high-value, in-demand applications.

技術價值提升（1,000萬美元至10億美元）：我們整合合作夥伴技術，並利用利潤與投資開發技術管道，運用專業知識打造高價值、市場需求的應用。

US\$1b+



US\$10mm
Technology IP Value
XOX

Asset Holdings

With a co-investment fund and strategies, we'll hold project assets for long-term profit, using innovation to enhance asset value.

資產持有擴展（0美元至20億美元）：通過共同投資基金及策略，我們將持有項目資產以獲取長期利潤，並以創新提升資產價值。

US\$2b+



US\$0mm
Asset Holding
XOX

Development Programs

XOX ASSEMBLE

In collaboration with Guangzhou Construction Group, a Fortune 500 state-owned enterprise, we are advancing Modular Integrated Construction (MIC) technologies and managing the entire supply chain—from design and manufacturing to shipping and international implementation—for architectural projects.



XOX NEXUS

In collaboration with Baidu and other leading technology companies, we are developing smart city solutions through the digitization of design, construction, and property management. By integrating databases across disciplines, our goal is to build a comprehensive urban-scale digital twin—spanning from conceptual design to post-construction operations and management.



XOX FOUNDRY

In collaboration with Kingdom Investment Corporation Limited (KICL), a firm managing sovereign wealth on behalf of members of the Saudi Arabian royal family, we are developing infrastructure investment projects across Hong Kong, the Greater Bay Area, as well as in the Arab region and Africa.



XOX HORIZON

In collaboration with UNEP, UNDP, and the UN Foundation, we provide strategic planning for development programs, lead geospatial data initiatives, and offer consultancy services for post-conflict reconstruction strategies and infrastructure projects.



