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ValetStore — Business Plan & Investment Overview

Prepared to accompany the ValetStore financial model (companion file: valetstore-financial-model.xlsx). All figures below are pulled directly from that model.

1. Executive Summary

ValetStore is a Singapore door-to-door valet storage company for documents, cartons, pallets, and liftvans, serving both businesses (document/records storage) and households (personal effects). The company is fully built and operational-ready: the website and CRM are complete and paid for, the domain, email, SSL, and hosting are secured for one year, the company is incorporated with logo and branding designed, the company bank account is live with PayNow registered, and the first year's annual corporate secretary fees for mandatory filings are already paid.

The opportunity: an investor acquires 49% of ValetStore at a S$250,000 valuation for S$122,500 — S$60,000 to the outgoing shareholder and S$62,500 injected directly into the company, sized to cover approximately six months of operating cashflow. The business is operated by Ramanan Manoher, former CEO of Prospect Logistics Pte Ltd, a company he scaled to nearly S$15 million in annual revenue and was ranked 25th on The Straits Times' and Statista's list of Singapore's fastest-growing companies in 2024.

Year 1 projected revenue: S$254,800, with EBITDA of S$24,000 (9.4% margin) — modeled conservatively on a 75% document-storage-focused customer mix, the 1-year billing plan at a 20% discount, and the operator's ongoing compensation applied from day one. By Year 5, the model projects **S$501,800 revenue and S$189,600 EBITDA (37.8% margin)**. This is deliberately a lean operating model: costs are kept tight throughout, not to maximize any single year's headline number, but to maximize profitability — and with it, exit value — over the full holding period. The investor retains full visibility and the ability to actively monitor operations throughout via CRM login access — designed to be used from anywhere in the world, making this a genuinely remote-manageable business for an investor based outside Singapore.

2. Operator Profile

Ramanan Manoher manages all ValetStore operations personally and directly. He draws a S$3,000/month salary and a S$2,000/month transport allowance for the full 5-year plan, personally performing all packaging essentials deliveries using his own transport throughout — keeping this cost fixed, predictable, and lean rather than outsourced at a markup.

Day to day, he is the person physically present at the warehouse to receive incoming inventory, inventorize each item, and upload records into the CRM; he coordinates operations directly with clients, the warehousing vendor, and the transport vendor. An offshore operations team member based in India joins from Year 2 onward to support him as volumes rise — suitable candidates for this role have already been identified, reducing hiring risk to the plan.

Mr. Manoher is a law graduate and well versed in regulatory compliance — directly relevant to a business built around document retention obligations and client data handling.

He was the founder and CEO of Prospect Logistics Pte Ltd (UEN 201622515N), a Singapore logistics company he built from incorporation in 2016 to close to S$15 million in annual turnover with approximately 90 employees over ten years. Prospect Logistics was ranked 25th on The Straits Times' and Statista's "Singapore's Fastest-Growing Companies 2024" list, with 401.61% absolute revenue growth and a 71% compound annual growth rate from 2019 to 2022 — a ranking based on independently verified revenue figures, among a field of over 2,000 candidate companies.

Under his leadership, Prospect Logistics:

- Secured 5-year exclusive contracts with international relocation giant Allied Pickfords (2017) for haulage and transportation services
- Invested in a 25,000 sqft warehouse and expanded into e-commerce logistics during COVID-19, partnering with Shopee Express as a main last-mile delivery partner handling close to 15,000 parcels a day (2020)
- Partnered with Maersk to implement and operate two warehouse sites (120,000 sqft and 150,000 sqft) managing close to 10 international brands, including end-customer accounts for TOTAL Energies, Castlery, and Decathlon
- Built out a full ERP system (Freight, Transport, Warehouse, and Accounting Management), GPS live tracking with proof-of-delivery, and an HRM suite with facial recognition
- Achieved Bizsafe Level 3 certification and was pursuing ISO 9001, 14001, and 45001 accreditation
- Served a blue-chip client roster including Maersk, GXO, Shopee, Cainiao, GLS, Toll, Santa Fe Relocation, and Kerry Logistics

Prospect Logistics ceased operations six months prior to this proposal, following the collapse of an M&A transaction when the acquiring party's source of funds fell through — the business itself was not the cause of the wind-down.

3. The Opportunity

Singapore's valet storage market is served by a small number of consumer-focused operators (Spaceship, Boxful, Pack & Store), alongside traditional self-storage (StorHub, Extra Space, Lock+Store). ValetStore's positioning centers on the underserved SME document-storage segment — driven by non-discretionary regulatory retention requirements (6-year clinic records, 5-year accounting records) — reinforced by a customer mix deliberately weighted 75% toward document storage.

4. Warehouse & Operations Plan

Term	Detail
Fixed Block 1	1,800 sqft, 136 pallet positions,

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Term	Detail
	S$3,000/month, filled over the first 6 months
Fixed Block 2	1,800 sqft, 136 pallet positions, S$3,000/month, begins filling once Block 1 is substantially occupied, filled over a further 6 months
Beyond both blocks	Growth continues on a variable, per-pallet-position basis (S$25/position/month plus S$5 per handling way) — no further fixed space is committed
Growth rate	30% year-on-year storage volume growth, Years 2 through 5
Pallet position	1.0m × 1.2m footprint, 1.6m height

5. Revenue Model

Customer mix: 75% Document Storage, with the remaining five storage options (Carton Small, Carton Medium, Carton Large, Pallet, Liftvan) each at 5%. This deliberately concentrates the business on its strongest strategic segment.

Billing basis: modeled conservatively on the 1-year plan at a 20% discount off the standard monthly rate — the lower-revenue, more conservative case rather than assuming full monthly-rate pricing across the base.

Transport and packaging essentials carry real, verified margins between the customer-facing sell price and the vendor cost ValetStore pays. Packaging essentials deliveries are performed personally by the operator throughout the full 5-year plan, using his own transport — this is a permanent operational choice, not a temporary cost-saving measure, and keeps this line item fixed and predictable rather than exposed to vendor rate increases.

6. Marketing Plan

Role	Structure
Full-time Marketing Executive (Philippines)	S$1,000/month basic + S$1,500/month marketing budget + 2.5% commission on all revenue, recurring for 12 months per customer cohort. Focused on selling document storage directly to the legal and accounting industries, plus SEO and social media management to drive organic household/personal-effects traffic.
Freelance Marketing Specialist (Philippines)	100% commission-based, no basic salary — 5% commission on revenue she personally generates, recurring for 12 months per cohort. Focused on the corporate secretarial and clinic

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Role	Structure
	industries.

7. 5-Year Financial Projections

	Year 1	Year 2	Year 3	Year 4	Year 5
Avg Occupied Positions	147.3	191.5	249.0	323.7	420.8
Total Revenue	S$254,800	S$228,400	S$296,900	S$386,000	S$501,800
Gross Profit	S$201,700	S$209,900	S$272,900	S$339,300	S$416,600
Total Opex	S$177,700	S$202,400	S$208,500	S$216,500	S$227,000
EBITDA	**S$24,000**	**S$7,600**	**S$64,400**	**S$122,800**	**S$189,600**
EBITDA Margin	9.4%	3.3%	21.7%	31.8%	37.8%

The operator's S$5,000/month combined salary and transport allowance, together with the S$400/month outsourced accounting fee, are fixed monthly costs applied consistently across the full 5-year plan. Because these costs represent a proportionally larger share of revenue while the business is still scaling, Year 1 and Year 2 margins are comparatively thin, with Year 2 marking the point at which the fixed cost base sits at its largest relative to revenue — before the 30% annual growth trajectory has had time to compound. From Year 3 onward, margins expand steadily as revenue growth outpaces this now-stable cost base, reflecting the operating leverage built into the model. An Operations Executive based in India is engaged from Year 2 onward at S$750/month to support the operator as volume scales.

8. Funding Structure

	Amount
Pre-money valuation	S$250,000
Investor stake	49%
Total investment	S$122,500
— to outgoing/existing owner	S$60,000
— injected into ValetStore as working capital (approx. 6 months operating cashflow)	S$62,500

9. Investor Oversight

The investor receives full cloud-based CRM login access — not periodic updates, but live, real-time visibility into inventory (with photographs and location tags), service delivery against SLA targets, financial performance, and day-to-day operational status. This access works from anywhere in the world, at any time, without requiring a physical presence in Singapore.

This structure is particularly relevant for an investor based outside Singapore: ValetStore's systems are built so that meaningful oversight — and, depending on the investor's preference, a deeper level of operational involvement over time — does not require relocation or day-to-day physical presence. The operator is open to discussing a range of engagement structures with the right investor, from the equity stake outlined in this plan to a fuller transition of ownership and operational responsibility over time, depending on what best fits the investor's objectives.

10. Future Growth Opportunities

Beyond the base plan, ValetStore has clear further development potential without requiring a change to its core operating model:

- **Document destruction services** — a natural extension for a document-storage-focused client base, capturing the end-of-lifecycle stage of the same records these clients already store with ValetStore.
- **Entry into the premium records management sector** — the same document storage and chain-of-custody infrastructure this plan already operates can be extended upmarket toward the enterprise records management segment currently served primarily by Iron Mountain and Crown Records Management.
- **Storage services for relocation and mobility companies** — these companies already use a liftvan-equivalent model in their own operations, making ValetStore's existing liftvan storage capability a direct fit for their outsourced storage needs, with no new service line required to serve them.
- **Replicable infrastructure**. The core technology this plan already paid for — the website, CRM, rate calculator, and brand — is not Singapore-specific and does not need to be rebuilt to enter a new market. A second city requires only the operational setup a new market demands (warehouse arrangement, local staff, local marketing launch), not a second software build. Hong Kong, Tokyo, Seoul, and Manhattan share the same structural drivers that make this model work in Singapore — acute real estate scarcity, high-density living, and a concentrated professional-services sector with document retention obligations of their own — making these markets natural candidates for the same demand to exist, once validated with local market research, after the Singapore operation is proven out.

11. Conclusion: Game Plan and Investor Returns

No other platform in Singapore matches ValetStore's combination of capabilities. ValetStore is the only Singapore valet storage service offering a fully transparent, itemized rate calculator that gives an instant, honest cost breakdown before any human contact — competitors either withhold pricing entirely or route every enquiry through a manual quote process. The business is entirely managed through its own dashboard: quoting, order management, inventory tracking, and photographed chain-of-custody records are all handled in one integrated system, not stitched together from separate tools. ValetStore also incorporates a full range of essential packaging materials, sold in smart, cost-efficient bundles that reduce wastage for the client — rather than the ad hoc, one-item-at-a-time purchasing typical of the category. This positioning is not guesswork: thorough market research across every identified Singapore competitor has directly

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informed both ValetStore's pricing, to ensure it remains competitive, and its user experience design, to ensure it remains superior.

This is not a Singapore-only observation. Across every comparable market surveyed — Hong Kong, Tokyo, Seoul, and Manhattan — the dominant model remains phone- or human-mediated quoting rather than instant automated pricing. One major New York competitor confirmed this directly, with its own operations manager telling a trade publication the company is "not an automated-based company, but one that has real representatives available." ValetStore's fully transparent, itemized, instant-calculator model represents a meaningfully different approach from what these markets currently offer.

The game plan is straightforward: maximize profitability through a deliberately lean, asset-light operating model, with a clear exit within a maximum of 5 years at a 6x multiple of Year 5 EBITDA. Every assumption in this plan — the conservative 20% storage discount, the document-heavy customer mix, the permanent (not outsourced) operator-led delivery model, the variable-capacity growth model that avoids unnecessary fixed leases — is built to protect and compound profitability rather than chase growth for its own sake, since profitability is what ultimately drives the exit price.

The exit is not limited to a generic buyer search. The operator has solid, existing connections with key decision-makers at FIDI/FAIM-accredited international relocation, records management, and mobility companies operating in Singapore. Because ValetStore sits within their own service segment — several of these companies already run a liftvan-equivalent model in their core relocation business — there is a credible, identifiable pool of strategic acquirers to approach directly at exit, rather than relying solely on a generic market sale process.

Returns to the investor begin well before the exit. Starting from the second half of Year 1 — once the business has moved past its initial ramp-up — ValetStore distributes dividends every 6 months. This is structurally supported by how the business collects payment: clients pay upfront, in advance, for monthly, quarterly, or yearly storage periods, generating cash ahead of the corresponding cost outlay. Combined with the asset-light, variable-rate growth model that avoids large capital commitments, this upfront cash collection is what allows a 100% EBITDA dividend payout policy without starving the business of funds for its planned expansion.

Based on this model's own projections:

Return component	Amount (SGD)
Total dividends received before the Year 5 exit sale	S$205,800
Investor's 49% share of the Year 5 exit sale (6x Year 5 EBITDA of S$189,600)	S$557,500
Total: dividends already recuperated plus exit sale proceeds	**S$763,300**
Implied multiple on the original S$122,500 investment	**~6.2x**

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By the time of the Year 5 exit, the investor will already have recuperated approximately S$205,800 in dividends alone before the exit sale adds a further S$557,500. This dividend schedule is a modeling illustration based on a 100% EBITDA payout policy from H2 Year 1 onward; the actual payout ratio is a decision for the board to confirm as the business matures, but the underlying cash generation it is built on is this model's own live, formula-driven projection, not an estimate layered on top of it.