

BMG

HOSPITALITY PTE LTD

Building the Dominant Capsule Hospitality Platform in Asia

Starting with Singapore

USD 21M

Capital Raise

15–28%

Target IRR

Month 84

IPO Exit Horizon

To invest in BMG, you need to believe three things.

01

Demand has been permanently displaced.

The URA ban on short-term rentals created a structural reallocation — not a temporary gap. That demand must now flow to licensed operators. There is no going back.

02

The traditional budget hotel model is dead.

Room revenue alone can no longer sustain the model. Capturing the F&B guest wallet is the only path to viable unit economics. Operators who don't make this shift won't survive.

03

Execution speed beats real estate ownership.

Our 60-day fit-out cycle and asset-light lease model outperforms heavy-capex hotel development on deployment speed, capital efficiency, and risk-adjusted returns.

These are not assumptions. They are the structural premises on which BMG's entire operating and financial model is built.

Investment Thesis

"This is not a concept. This is a structured consolidation of an inefficient market."

Fragmented Market

89+ operators, no dominant institutional brand

Strong Demand

Budget + experience-driven traveller growth; 16.5M visitors (2025)

Proven Operator

Prior exits and operating track record; SGD 10.5M revenue at 23% EBITDA

Asset-Light Model

Lease model enables rapid, capital-efficient scale. 60-day fit-out per site

First Mover Advantage

No institutional capsule platform exists in Singapore today

USD 21M

Capital Raise

22

Target Properties (Phase 1)

~2,200

Beds at Capacity

SGD 82.4M

Revenue Target (FY29)

37.8%

Stabilised EBITDA Margin

15–19%

Base Case IRR

Market Opportunity

A Broken Market — Ready to be Fixed

Fragmented

89+ independent operators with no dominant institutional platform

Inconsistent

Quality variance destroys pricing power and brand equity

Inefficient

No centralised procurement, staffing, or operating standards

Undermonetised

F&B and ancillary revenue streams largely untapped — leaving 50% of guest wallet on the table

THE OPPORTUNITY

First institutional mover captures disproportionate market share in an uncontested segment.

Right now, travellers sleep in cheap, unbranded capsules, then walk next door to spend \$15 on breakfast at a competitor. We capture 100% of the guest wallet by integrating F&B and retail into a trusted, branded ecosystem.

PRIMARY
REVENUE DRIVER

CAPSULE ACCOMMODATI ON

100

Beds per site

60-day fit-out cycle

37.8% EBITDA margin

INTEGRATED REVENUE

Breakfast & Restaurant

In-house F&B dining — captured within the property ecosystem

INTEGRATED REVENUE

Coffee & Daytime F&B

Gabriel lobby bar — daytime spend capture for guests and walk-ins

INTEGRATED REVENUE

Kiosk & Retail

Couch Potato mall kiosks — brand acquisition funnel

INTEGRATED REVENUE

Ancillary Services

Events, community programmes — repeat loyalty revenue

Capsule Modern

Implementation



Capsule Modern (Implementation)

Execution Plan

Disciplined Rollout — Staggered for Early Cashflow

PHASE 1

Months 1–36

- 22 capsule hotels
- 1,600–2,200 beds
- Singapore market
- Lease → Renovate → Operate
- 60-day standardised fit-out cycle

SGD 96.6M Rev · 46.8% EBITDA

PHASE 2

Month 37+

- Hong Kong, Malaysia, Bali, Phuket, Vietnam
- Direct leases + franchise structures
- 40+ assets regionally
- Brand licensing potential
- Scale without linear headcount growth

Regional Platform Built

EXIT

Month 84

- IPO: NASDAQ or HKEX
- Strategic sale to hospitality group
- Exit EV: USD 300–360M (upside)
- MOIC: ~1.9–3.4x
- Projected investor IRR: 15–28%+

Target IRR: 15–28%+

Financial Overview | FY2025 – FY2031

SGD 335.2M+

Total Revenue FY25–29

46.8%

Peak EBITDA Margin FY28

38.3%

Net Margin FY29

S\$64.1M

Cash Balance FY29

~11mo per hotel

Per-Hotel Payback (Portfolio by M48)

REVENUE & EBITDA SUMMARY (SGD)

NET INCOME & CASH (SGD)

YEAR	REVENUE	YOY GROWTH	PORTFOLIO	OP. COSTS	EBITDA	MARGIN	YEAR	NET INCOME	NET MARGIN	CASH EOY
FY25	11,273,876	—	6H, 1R	8,306,412	2,967,464	26.3%	FY25	1,279,564	11.3%	20,587,464
FY26	45,865,876	+307%	14H, 2R, 6FK	26,333,005	19,532,871	42.6%	FY26	13,729,769	29.9%	28,852,871
FY27	84,785,904	+85%	22H, 4R, 8FK	45,539,249	39,246,655	46.3%	FY27	28,910,570	34.1%	35,846,655
FY28	96,642,948	+14%	SG Full Ops	51,425,091	45,217,857	46.8%	FY28	35,309,073	36.5%	74,377,857
FY29	96,642,948	0%	SG Operations	51,425,091	45,217,857	46.8%	FY29	37,018,769	38.3%	64,137,857

FY30 — SEA Expansion Phase 1

CAPEX & KEY MILESTONES

KEY TAKEAWAYS

EBITDA margins grow 26.5% → 46.8% (FY25→FY28)

Net income margin reaches 30.8% by FY29

USD \$21M convertible note funds 22H + 4R + 8FK rollout

FY25 Capex:

S\$ 8,180,000

FY26 Capex:

S\$ 20,720,000

FY27 Capex:

S\$ 32,560,000

Breakeven:

Month 18

Convertible Note (USD):

USD 21,000,000

SEA Expansion from FY30:

IPO pathway FY31

Investment Proposal

INVESTMENT PROPOSAL

Investment Proposal

Strategic equity · No coupon · No maturity · Exit via IPO on HKEX or NASDAQ. [NOTE: An 8% p.a. coupon on undeployed funds has been referenced in some communications. BRYAN TO CONFIRM: Is there a coupon or not? Deck currently states NO COUPON — reconcile before finalising.]

INVESTMENT AMOUNT

USD 21M

Up to USD 21,000,000 total raise

EQUITY STAKE

30%

Of BMG Hospitality PTE LTD (HoldCo)

STRUCTURE

Strategic Equity

No coupon · No maturity
Exit IPO · Month 84

PROJECTED RETURNS

15–28% IRR

2.4–3.4x MOIC
Base to upside case

SECURITY & COLLATERAL STRUCTURE

PRIMARY COLLATERAL

100% of BMG Hospitality PTE LTD shares serve as full collateral security for the investment across all tranches.

CAPITAL DEPLOYMENT — 3 TRANCHEs · MILESTONE-GATED

TRANCHE 1

USD 8M

Months 1–12

Hotels 1–6 · Singapore rollout phase 1

TRANCHE 2

USD 8M

Months 13–24

Hotels 7–16 · Singapore rollout phase 2

TRANCHE 3

USD 5M

Months 25–36

F&B rollout + HK regional expansion

Each tranche release is tied to **milestone completion of the prior phase** — protecting investor capital and ensuring deployment is performance-linked.

INVESTMENT SUMMARY

This is a **strategic equity offer** — no debt, no coupon, no maturity pressure on the business. The milestone-gated tranche structure ensures **capital is deployed only upon verified operational progress**, aligning investor protection with BMG's shovel-ready execution model.

Collateral: 100% of BMG Hospitality PTE LTD secures the full investment. In partial utilisation scenarios (USD 8M deployed), remaining funds are protected via Corporate or Banker's Guarantee at investor's election.

Exit: IPO targeted at Month 84 via HKEX or NASDAQ, with projected returns of 15–28% IRR and 2.4–3.4x MOIC.

Partial utilisation scenario: If only USD 8M is deployed, remaining undeployed funds are secured under:

OPTION A — CORPORATE GUARANTEE

Corporate Guarantee

Remaining funds secured by a binding corporate guarantee issued by BMG Hospitality PTE LTD, providing a company-level legal commitment for the unutilised capital.

OPTION B — BANKER'S GUARANTEE

Banker's Guarantee

Remaining funds secured by a banker's guarantee from an accredited financial institution, providing bank-backed assurance and institutional-grade protection.

Investor Returns

Stable, Cash-Yielding Platform with Upside Through Scale

BASE CASE

Singapore Operations Only

Enterprise Value at Exit

USD 200–250M

Investor Return @ 30%

USD 40–50M

MOIC

~1.9–2.4×

IRR

15–19%

22 Singapore assets at stabilised occupancy · 8–10× EV/EBITDA on USD ~24M EBITDA

UPSIDE CASE

Regional Expansion Target

Enterprise Value at Exit

USD 300–360M

Investor Return @ 30%

USD 60–72M

MOIC

~2.9–3.4×

IRR

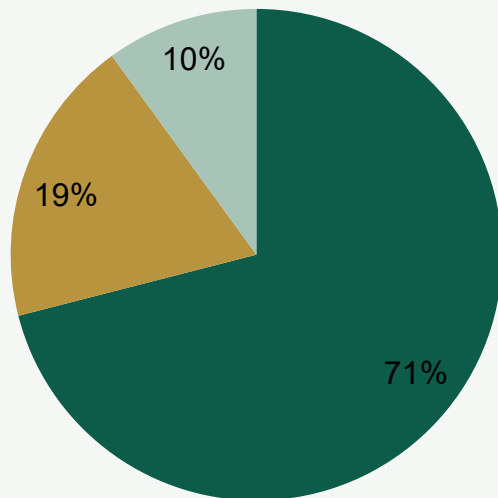
23–28%+

Successful expansion across HK, Malaysia, Thailand, Indonesia, Vietnam · 12× EV/EBITDA

Capital Structure

USD 21M — Deployed into Revenue-Generating Assets

USE OF FUNDS



■ Capsule Hotel Build-Outs ■ F&B Integration ■ Working Capital

MILESTONE-GATED TRANCHEs

TRANCHE 1 • USD 8M

Months 1–12

6 hotels + 2 Gabriel Restaurants + Couch Potato pilot. Cash flow from Month 3.

TRANCHE 2 • USD 8M

Months 13–24

8 hotels + Wang Wang Kitchen + 3–4 kiosks. Released on T1 milestone verification.

TRANCHE 3 • USD 5M

Months 25–36

8 hotels + Gabriel B + 4 kiosks. Platform completion + IPO preparation.

BRYAN ONG

Founder & CEO · BMG Hospitality Pte Ltd

- Built & operated Hotel 1929, Hotel 1887 & Hotel 1888 in Singapore
- SGD 10.5M revenue achieved in 18 months at ~23% EBITDA
- 150+ staff managed across hotel and F&B operations
- Exit: 35% stake sold to GPS Alliance Holdings (ASX:GPS) — October 2019
- Survived COVID and came back to consolidate a fragmented market
- May Lee (Co-Founder, MD & CMO) ensures operational continuity

Demonstrated ability to build, operate and exit in Singapore

Hotel 1929

Heritage boutique property, Singapore CBD operations

Hotel 1887

Urban capsule / boutique concept · Multi-venue rollout (VenueFi)

Hotel 1888

F&B-integrated hospitality format

Restaurant 18 Hours

Full F&B concept, live operations from scratch

VERIFIED EXIT

35% stake sold to GPS Alliance Holdings (ASX:GPS) · October 2019

BMG

HOSPITALITY PTE LTD

Building the Dominant Capsule Hospitality Platform in Asia

Starting with Singapore

- Regulatory displacement is permanent
- The room-only model is dead
- Execution speed is the moat
- IPO exit targeted at Month 84 · HKEX or NASDAQ

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