latchclub

The membership that pays for itself.

INVESTOR PRESENTATION · 2026

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VISION

A world where *living well* isn't a luxury.

LatchClub is a digital membership platform that makes premier dining, wellness, fitness, travel, and lifestyle experiences affordable, while giving merchants a smarter way to fill seats and reach new customers.

THE PROBLEM

A market under pressure.

CONSUMERS	
$63	average spend per restaurant visit is up 12.5% YoY
88%	say price/value is #1 factor when spending
84%	are more selective about where they go

MERCHANTS	
80%	of Canadian restaurants carry debt
3–5%	profit margins for full-service restaurants
$30K	average annual marketing spend with unclear ROI

Sources: Escoffier, Restroworks

THE SOLUTION

Latchclub connects consumers with local businesses.

For Consumers

Premium lifestyle membership across dining, wellness, fitness, activities, travel and more. 3 coupons per merchant, per year. Earn loyalty points through discovery.

For Merchants

Guaranteed exposure to thousands of active subscribers. Trackable foot traffic, zero delivery commissions. New customers walking through your door.

For Growth

Three compounding revenue streams. Asset-light model. Phased expansion from dining into every lifestyle vertical across North America.

THE FULL VISION

One membership. Seven industries.

Drink & Dining

Restaurants, bars, cafés

Health & Wellness

Dental, physio, therapy, gyms, yoga, spas

Pet Services

Pet health, grooming services

Activities

Theme parks, concerts, events

Retail

Fashion, beauty, lifestyle

Hotels

Boutique stays, resorts

Airlines & Travel

Lounge access, upgrades

MARKET OPPORTUNITY

$700B+ industry.

Zero dominant players.

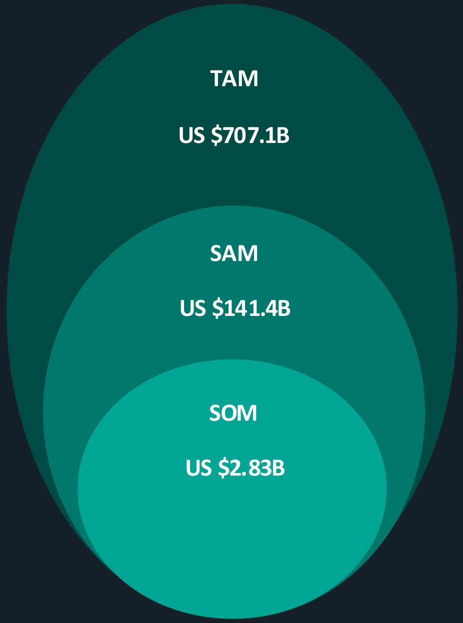
$2.7B | **Loyalty Program Market** | Valued at USD 1.73B in 2026 and is projected to reach USD 2.68 by 2030, growing at a CAGR of 11.5%.[1]

$6.7B | **Pet Services Market** | Valued at USD 3.06B in 2024 and is projected to reach USD 6.72 by 2033, growing at a CAGR of 9.2%.[2]

$105.0B | **Health & Wellness Market** | Valued at USD 78.60B in 2025 and is projected to reach USD 105.0 by 2034, growing at a CAGR of 3.1%.[3]

$271.5B | **Leisure Market** | Valued at USD 173.2B in 2025 and is projected to reach USD 271.5 by 2033, growing at a CAGR of 5.7%.[4]

$321.2B | **Foodservice Market** | Valued at USD 115.8B in 2025 and is projected to reach USD 321.2 by 2034, growing at a CAGR of 12.0%.[5]



Sources: [1], [2], [3], [4], [5]

HOW IT WORKS

Simple for everyone.

CONSUMER JOURNEY

1. Subscribe to LatchClub
2. Browse merchants across all categories
3. Redeem 3 coupons per merchant/year
4. Earn loyalty points by discovering new places
5. Redeem points for bonus coupons at favourites

MERCHANT JOURNEY

1. Pay annual platform fee
2. Set up profile, offers, and business details
3. Get listed to every subscriber in your area
4. Receive trackable new customer visits
5. Access analytics dashboard for real insights

3 coupons per merchant · Annual reset · Earn more through discovery · No unlimited deal abuse

THE LOYALTY ENGINE

Rewarding discovery. Protecting merchants.

01

3 Coupons Per Merchant

Each subscriber gets 3 coupons per merchant. Caps exposure. Prevents abuse.

02

Cross-Merchant Discovery

Redeeming at different merchants earns loyalty points. Drives the exploration merchants need.

03

Points Unlock More

Points redeemable for bonus coupons at favourites.

Discover → Earn → Return.

04

Annual Reset

Coupons reset at renewal. Fresh cycle, fresh opportunities. Sustainable for all.

REVENUE MODEL

Three compounding revenue streams.

01 Merchant Onboarding

LIVE AT LAUNCH

$2,000–$4,000/year annual platform fee. Founding merchants get 12 months waived. Premium placement available.

02 Consumer Subscriptions

LIVE AT LAUNCH

Annual plans from $59.99 to $129.99/mo. Four tiers: General, Student/Senior, Premium, Traveler.

03 Payment Processing

PHASE 2

In-app payments with auto-calculated discounts. Processing fee from merchants. Third compounding revenue layer.

CONSUMER PRICING

Plans for every lifestyle.

MOST POPULAR

GENERAL

$89.99 /yr

Everyday explorers

- 3 coupons/merchant
- Full directory access
- Loyalty points
- Standard support

PREMIUM

$129.99 /yr

Power users

- Everything in General
- 4 coupons/merchant
- Exclusive offers
- Priority support

STUDENT / SENIOR

$59.99 /yr

Price-sensitive

- Full General access
- Discounted pricing
- ID verified
- Same great perks

TRAVELER

$19.99 /mo

No annual

Tourists & visitors

- Location discovery
- High ARPU, no lock-in
- Same benefits as General
- Curated local guides

MERCHANT ROI

The math that sells itself.

Onboarding deposit	**$2,000**
New customers/mo via Latch	**15**
Avg customer spend per visit	**$63**
Annual new revenue	**$11,340**
30% Off cost (~$19 × 180)*	**–$3,420**

NET: $5,920 · 2.96× ROI · Paid back in 4 months

*30% Off is a hypothetical coupon. Merchants may have flexibility in offering differing discounts based on their respective business models and operating costs to maximize profit margins

VS. CURRENT OPTIONS

UberEats / DoorDash

25–30% commission per order

No in-store traffic

Instagram / Google Ads

$500 – $2,000/month

Unclear attribution

In-House/Mailed Coupons

$500 - $1,000/month

Deal-seekers, no loyalty, low visibility, inconsistent coverage

LatchClub

$2,000 - $4,000/year deposit

Tracked foot traffic, 2.96× ROI

COMPETITIVE LANDSCAPE

Why Latch wins.

	classpass	Uber Eats	entertainment	latchclub
Model	Subscription fitness/wellness access	Delivery commission	Annual membership coupon book	**Membership app**
Cost	30-35% per booking	25-30%/order	Free to list, but 2-for-1 / 50% off deals funded by merchant	**$2K-$4K/yr fee**
Customers	Fitness & wellness	Convenience	Discount/coupon seekers	**Discovery + loyalty**
In-Store	Primary focus	None	Primary focus	**Primary focus**
Limits	Unlimited	Unlimited	Unlimited redemptions per member	**3/merchant/yr**
ROI	Inconsistent	Margin loss	Negative for merchants — no cap on redemptions erodes margin	**2.96× tracked**
Revenue	Undisclosed	$17.2B[1]	$42.5M[2]	**Pre-revenue**
Valuation	$7.5B[3]	Part of Uber — $150B+ market cap (NYSE: UBER)[4]	Undisclosed	**$3.5M pre-money**

Sources: [1], [2], [3], [4]

GO-TO-MARKET

Toronto first. Dominate, then expand.

FOUNDING MERCHANT PROGRAM

- 50 curated merchants across Toronto
- 12 months deposit fully waived — zero risk for merchants
- Permanent 'Founding Partner' badge & priority placement
- Personal onboarding with dedicated support
- Once spots fill, standard pricing applies — scarcity-driven

CONSUMER LAUNCH

- Phase 1 launch with Food & Dining
- Neighbourhood-first density
- Social media & influencer push
- Referral incentive program
- Target: 7,000 subs end of 2027

PHASED EXPANSION

From dining app to lifestyle platform.

PHASE 1	PHASE 2	PHASE 3
0–12 months	**12–24 months**	**24+ months**
Drink & Dining	Activities & Entertainment	Hotels & Resorts
Health & Wellness	Retail Shopping	Airlines & Travel
Pet Services	Payment Processing	North American Expansion

MILESTONES

The roadmap.

Q1 2026

Foundation

- Incorporate & legal
- Build MVP app
- Merchant outreach
- Secure founding partners

Q2 2026

Beta Launch

- 50+ founding merchants
- Beta with free trials
- Gather feedback
- Iterate product

Q3 2026

Public Launch

- Paid subscriptions
- 500 subscribers
- Toronto coverage
- Loyalty engine live

Q4 2026+

Scale

- 5,000+ subscribers
- 100+ merchants
- Expand Canada-wide
- Phase 2 verticals

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