

Turn a crisis into an
inconvenience.

By the time we had 50 locations and 800 employees, I thought I'd seen everything. I hadn't.

I'm watching from inside the restaurant as a tow truck hooks up to one of my employees' cars. Right there in the parking lot. Mid-shift. She owed less than \$800.

She'd asked me for an advance a week earlier. I'd said yes once before, out of my own pocket, and it hadn't ended cleanly. This time I hesitated.

Now her car is gone. She still has four hours left on her shift.

She finishes it.
I bookmarked that moment.

Three companies. Two decades. One problem I couldn't solve. Until now.

Chicken Now

4 years · QSR chain · ~50 locations ·
~800 employees

At any given time, 10–15% of my workforce was asking for an advance. When I said yes, it came out of my pocket. When I said no, I watched good people fall into debt spirals.

Airbnb

9 years · Ops & Product · Asia, San Francisco

Even at a well-funded Silicon Valley company, the problem showed up. In Hong Kong and San Francisco, employees at every level running out of runway between paychecks.

Lighthouse

7 years · Rental marketplace · ~100 agents on payroll

Same problem. The best I could build was a manual PTO advance. One solution for a dynamic problem. I searched for five years. Nothing was good enough.

Three companies taught me the problem. Patch is the solution.

Workers are raiding their retirement savings to cover emergencies that cost less than \$2,000.

6%

of 401(k) participants took hardship withdrawals in 2025

**Six consecutive years of increases.
Nearly quadrupled since 2020.**

\$1,900

median hardship withdrawal. #1 reason: avoiding eviction

That's a 30% tax to access money you already earned.

67%

of U.S. workers living paycheck to paycheck

Up 4 points in a year. The trend line is going the wrong direction.

Sources: Vanguard, How America Saves 2026; PNC Bank, Financial Wellness in the Workplace Report, 2025

The system isn't broken. There is no system.

Every existing solution is a single-point product trying to solve a dynamic problem.

\$30 for gas this week.

\$300 for groceries and a utility bill.

\$3,000 for a medical emergency.

Earned Wage Access

Solves \$30–\$300. Can't touch \$3,000.

Payroll-Tied Loans

Solves \$3,000. Overkill for \$30 or \$300.

Early Pay Banking

Free, zero fees. Genuinely useful when your need fits the window. Most of the time, it doesn't.

Bad business physics.

Single-point solutions are eventually forced to make decisions that hurt the very customers they set out to help.

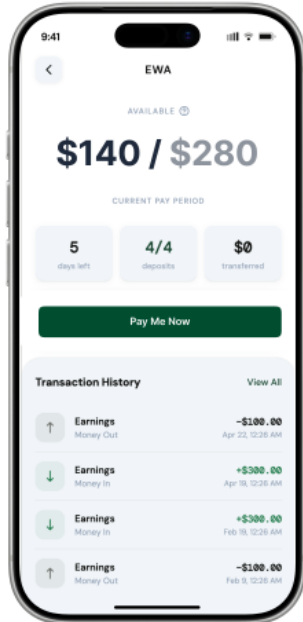
The solution has to be as dynamic as the problem.

One platform. One payroll integration. Three products that match the shape of the need.

IMMEDIATE NEED

Earned Wage Access

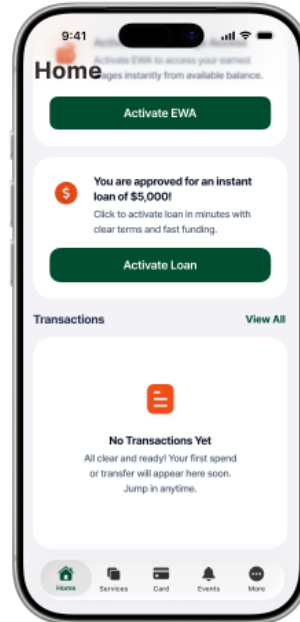
Instant access to wages already earned. Low-cost, settled through payroll.



LARGER NEED

Payroll-Tied Loans

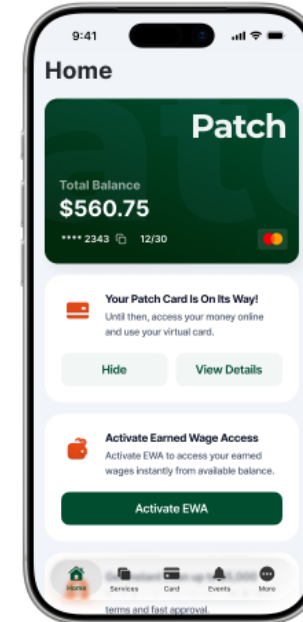
\$1,000–\$5,000 underwritten against income. No credit check, repaid through payroll.



LONG-TERM

Debit Card & Checking

A full checking account and debit card. The product that captures the direct deposit.



Financial stress costs employers too.

Workers need the platform. But employers have to adopt it. Here's why they will.

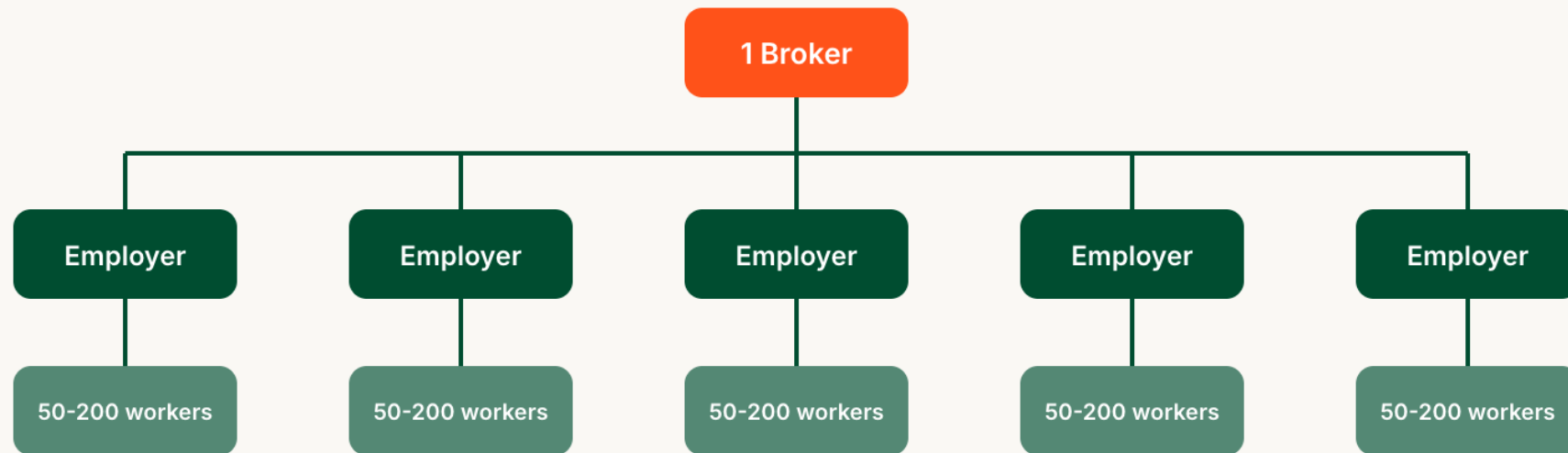
20%

of annual salary to replace one hourly worker.

For a workforce of 200, even modest turnover improvement saves tens of thousands
a year.

We don't cold-call employers. Brokers already have the relationships we need.

Patch wins brokers with better rates, better technology, and better service.



One broker relationship cascades into dozens of employers and thousands of workers. Every employer becomes a warm lead for the full Patch platform.

Revenue model: fees and interest today, referral income and card economics at scale.

01 · TODAY

Fees, Interest & Basis Points

Per-transaction fees, loan interest, and basis points on every card load.

02 · NEAR-TERM

Referral Fees

Revenue from connecting employers and workers to adjacent services like healthcare and mortgages.

03 · FUTURE

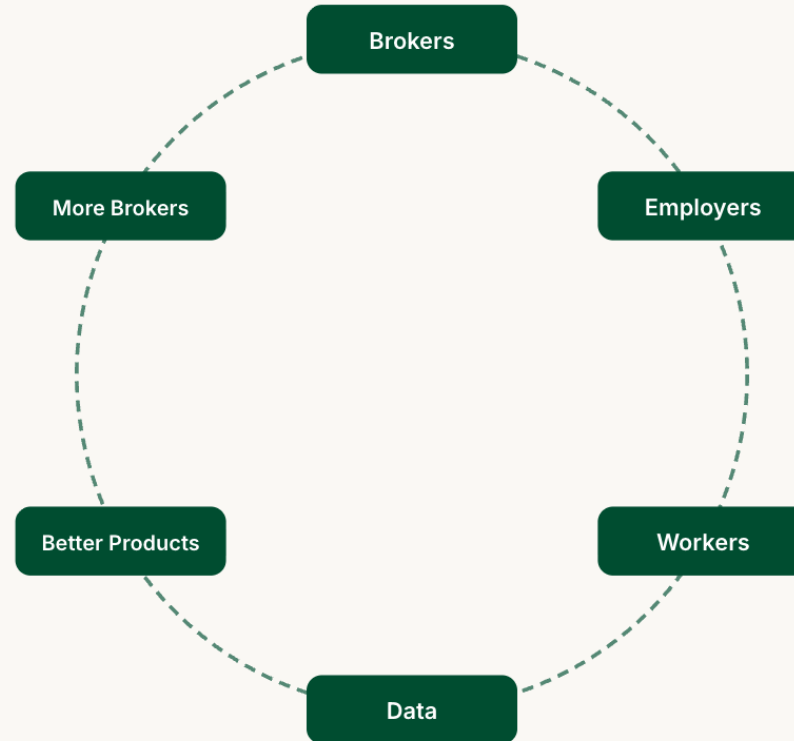
Interchange & Float

At scale, capturing interchange on every card swipe and float on deposit balances.

Workers get better financial tools. Employers get a more stable workforce. Patch earns from both sides.

The longer we run, the faster we move.

Built by operators who lived inside this problem for twenty years. As both the employer and the customer.



The moat isn't in the technology. It's in the data, and it starts accumulating on day one.

Twenty years of shared history with this exact problem.

Operators, not theorists.



Alan Chang

CO-FOUNDER & CEO

- Third-time founder. Zero-to-one operator.
- Nine years at Airbnb scaling operations across Asia and San Francisco.
- Leads product vision, partnerships, and GTM. Builds teams that execute.



Eric Smithers

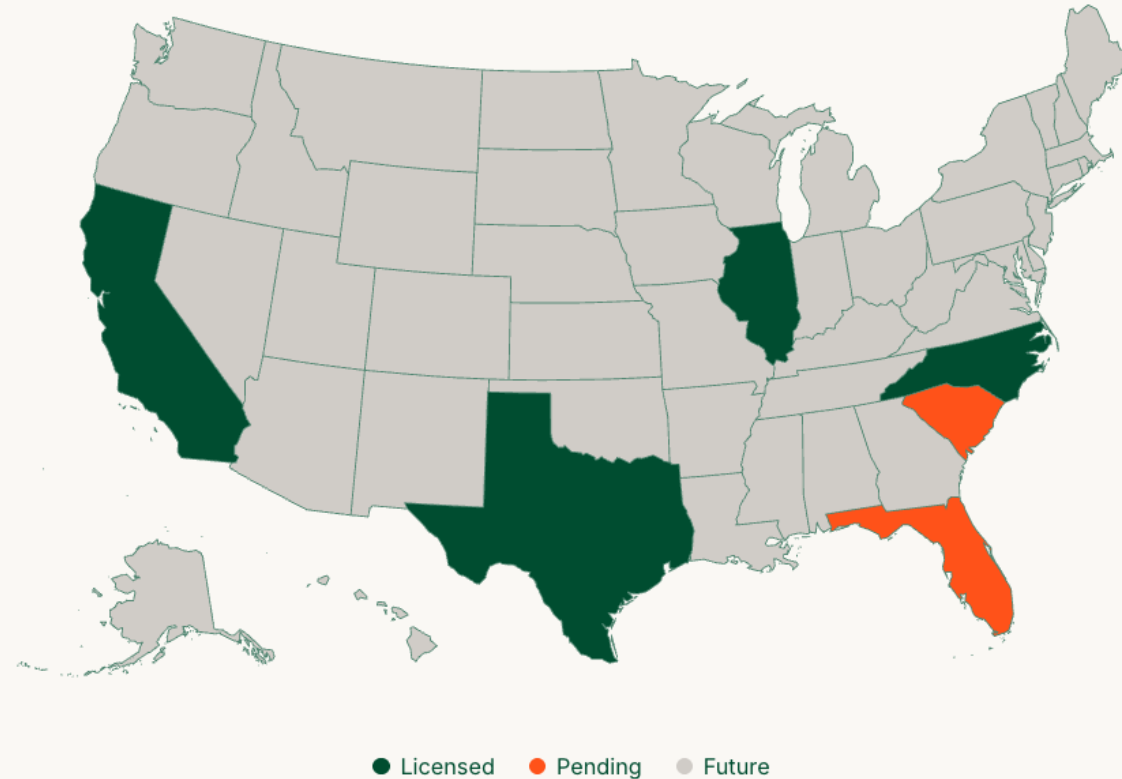
CO-FOUNDER & COO

- Attorney and economist. Operator and dealmaker.
- Alan's lawyer at Chicken Now. Shared history with the problem, not just the founder.
- Built the premium finance licensing strategy. Structures every deal that makes Patch defensible.

We didn't start Patch because we read a report. We started it because we lived it, and we're done waiting for someone else to solve it.

We're live, licensed, and building the broker network.

Broker outreach active. Platform launching summer 2026.



These six states represent ~40% of all U.S. small businesses. ~14 million SMBs.

Source: SBA Office of Advocacy, 2025

We're building the financial layer for the American workforce.

2026

Launch

Patch Systems live. First employers onboarded through broker network. EWA, loans, and debit card generating revenue.

2028

Grow

Broker network expanding into new markets. Business card and invoice factoring live through existing partners. Referral partnerships active, including healthcare and mortgage.

2030+

Deepen

Expanding into highest-value markets. Select programs brought in-house to improve margins. Direct deposit capture transforming unit economics.

Profitability projected within 40 months of launch.

Join the round.

\$2.9M

Already committed

\$2.5M

Minimum to close

\$24M

Valuation cap

- Launches Patch Systems and activates card infrastructure
- Accelerates broker network expansion and GTM
- Establishes lending capital reserves to unlock partner credit lines

What if Patch existed that day?

She wouldn't have needed to ask me. She would have handled it herself. Quietly, completely, without anyone knowing she was on the brink.

An \$800 payroll-tied loan. Repaid automatically.

Two months later, she's already forgotten it happened.

**She keeps her car.
She keeps her dignity.**

Turn a crisis into an
inconvenience.



hello@trypatch.com

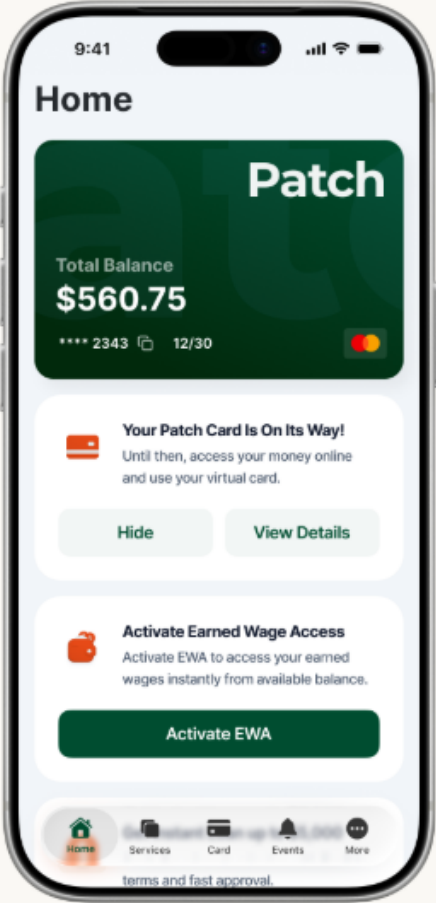
Appendix

Patch at a glance.

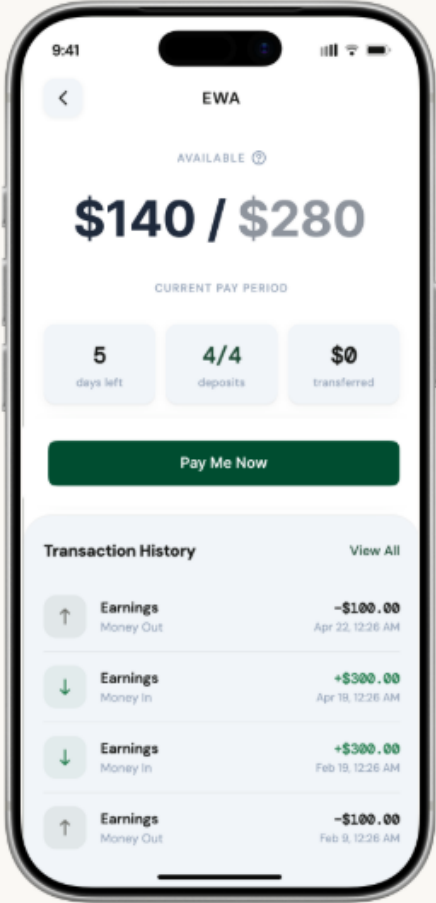
The financial layer for the American workforce.

Problem	67% of workers live paycheck to paycheck. When a crisis hits, payday lenders charge predatory fees, 401(k) withdrawals can cost up to 30% in taxes and penalties, and earned wage access only covers part of the need. For decades, multi-billion dollar markets have emerged around this problem, most recently a \$7B+ EWA sector, but every solution addresses only one piece. Meanwhile, employers lose at least 20% of annual salary every time financial stress pushes a worker out the door.
Solution	One platform, one payroll integration. EWA, loans, and a debit card delivered through employers.
Market	\$2.5T+ in annual payroll across target industries. \$11B domestic premium finance market.
Distribution	Insurance brokers bring employers. Employers bring workers. One broker cascades into thousands of workers.
Team	Third-time founder + attorney/economist co-founder. 20 years of shared history with this problem.
The Ask	\$6M SAFE, \$24M cap. \$2.9M committed. Launching summer 2026.

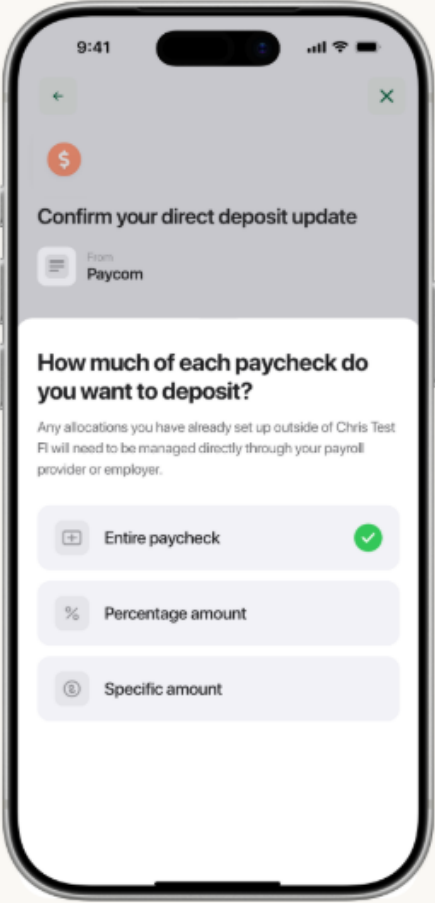
The worker platform.



Debit Card & Checking



Earned Wage Access



Direct Deposit Capture

Live demo available upon request

The employer platform.

P patch

- Dashboard
- Employers
- Employees
- EWA Deductions
- Integrations
- Users
- Audit Log

Alan Chang
alan@trypatch.com

Employees

Active 120 Pending 18 Expired 10 Inactive 15

Export
Filters

Employee ID	Employer	Employee	Status	Card	EWA	Loans	DD	Last Activity
73841...295...	Initech Solutions	Michael Thomps... sophia.brown@e...	Active	Active Physical	Not Enrolled	Disabled	Not Switched	03/11/2025 09:14...
73841...295...	Wayne Enterprises	Sarah Johnson michael.jones@e...	Active	Active Physical	Enrolled	Enabled	Switched	12/18/2025 02:19...
73841...295...	Cyberdyne Syste...	Emily Carter emily.smith@exa...	Active	Not Issued	Enrolled	Enabled	Switched	04/29/2026 08:0...
73841...295...	Aperture Science	James Anderson james.williams@e...	Active	Active Physical	Not Enrolled	Enabled	Switched	09/01/2026 11:42...
73841...295...	Umbrella Corpor...	Jessica Lee olivia.johnson@e...	On Leave	Not Issued	Enrolled	Disabled	Switched	02/14/2026 06:2...
73841...295...	Globex Corporati...	Daniel Martinez liam.miller@exam...	Active	Active Physical	Enrolled	Enabled	Switched	07/22/2025 03:5...
73841...295...	Tyrell Industries	Laura Wilson ava.davis@exam...	Active	Active Physical	Not Enrolled	Enabled	Switched	11/08/2025 01:34...
73841...295...	Oscorp Technolo...	David Brown noah.garcia@exa...	On Leave	Active Physical	Enrolled	Disabled	Switched	06/03/2026 07:3...
73841...295...	Vault-Tec Industri...	Olivia Davis isabella.rodrigue...	On Leave	Not Issued	Enrolled	Enabled	Switched	01/25/2026 04:4...
73841...295...	Stark Enterprises	Matthew Garcia ethan.martinez@...	Active	Not Issued	Enrolled	Disabled	Switched	10/10/2025 10:59...
73841...295...	Weyland-Yutani...	Sophia Rodriguez mia.hernandez@...	Active	Not Issued	Enrolled	Disabled	Switched	08/16/2025 05:2...

Page 1 of 7

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The opportunity spans multiple markets, each one independently large.

Capturing the direct deposit requires the full platform. No single product gets you there alone.

LAYER 1

Payroll Liquidity

\$7B+ US market in earned wage access, growing 25%+ annually. Patch extends the opportunity with payroll-tied lending for needs up to \$5,000.

Source: Fortune Business Insights, 2025

LAYER 2

Premium Finance

\$11B US market in premium finance. Every business with employees needs insurance. Most can't afford to pay annually upfront. Patch's wedge into employer relationships and a standalone revenue business.

Source: ResearchAndMarkets.com, 2025

LAYER 3

Workforce Financial Services

\$2.5T+ in annual payroll flows through Patch's target industries: construction, manufacturing, transportation, hospitality, security, and staffing. Every direct deposit captured generates interchange and float revenue.

Source: Bureau of Labor Statistics, QCEW 2024

The companies that capture the direct deposit will be the ones that earned it across every layer.

The pieces existed before. They just didn't exist together.

THE INFRASTRUCTURE IS READY

01

Payroll APIs

Payroll data is now accessible. Integrating with employer payroll systems was impossible ten years ago. Now it's a standard API call.

02

Compliant Delivery Partners

Financial products can be delivered through licensed, regulated partners without Patch taking balance sheet risk.

03

Employer Demand

Labor markets are tight. Turnover costs are rising. Employers are actively looking for retention tools that don't add overhead.

THE URGENCY IS NOW

04

Wage-Inflation Gap

Lower-income wages grew ~1% year over year while inflation ran at 3%. The gap is widening and workers are falling further behind every pay cycle.

Source: Bureau of Labor Statistics

05

Retirement Savings Crisis

401(k) hardship withdrawals hit an all-time high in 2025. Nearly quadrupled since 2020. Workers are destroying their futures to cover emergencies under \$2,000.

Source: Vanguard How America Saves 2026

06

Consumer Debt Pressure

Total US credit card debt hit \$1.28 trillion, an all-time high. Serious delinquencies among workers under 30 reached 10.3%, the highest since 2011. The safety net is gone.

Source: Federal Reserve Bank of New York, Q4 2025

You might be wondering what we're licensed for.

The What

Patch Premium Finance. We finance insurance premiums for small and mid-sized businesses — an \$11B domestic market.

The Why

Premium finance earns the employer relationship before the full platform launches. Brokers bring us employers. Employers bring us workers.

The How

Insurance brokers sell premium finance to employers. Every employer that finances through the broker becomes a warm introduction to Patch.

No one in premium finance is thinking about fintech. No one in fintech is thinking about premium finance.

Every competitor solves one piece.

	EWA	Lending	Debit Card	Employer Channel	Broker Distribution
EWA Providers	✓	✗	Some	✓	✗
Payroll Lenders	✗	✓	Some	Limited	✗
Neobanks	Some	✗	✓	✗	✗
Payroll Platforms	Some	✗	✗	✓	✗
Patch	✓	✓	✓	✓	✓

Others compete on features. Patch competes on architecture and distribution.

The economics improve with every employer.

~\$358

Revenue per active worker (annual)

\$200 → \$9

Worker CAC compression (Yr 1 → Yr 5)

\$4,010 → \$179

Employer CAC compression (Yr 1 → Yr 5)

METRIC	YEAR 1	YEAR 3	YEAR 5
Employers	~28	~111	~560
Active Workers	~553	~2,223	~11,202
Total Revenue	\$182K	\$868K	\$4.0M
ARR	\$315K	\$1.2M	\$5.7M
Gross Margin	57%	61%	61%
EBITDA	-\$724K	-\$309K	\$1.6M
CAC per Employer	\$4,010	\$776	\$179
LTV:CAC	2.6x	33.9x	405x
CAC per Active Worker	\$200	\$39	\$9

Active workers reflect ~20% adoption rate across an average employer base of 100 employees.

Workers acquired through employer channel. Per-worker onboarding costs reflected in gross margin.

ARR = last month MRR × 12. Source: Patch Financial Model v12.

A data position no single-point competitor can replicate.

WORKER DATA

- EWA patterns
- Loan behavior
- Card spending
- Direct deposit



EMPLOYER DATA

- Premium finance
- Corporate card
- Payroll data
- Cash flow cycles

The longer Patch operates, the wider the moat gets.