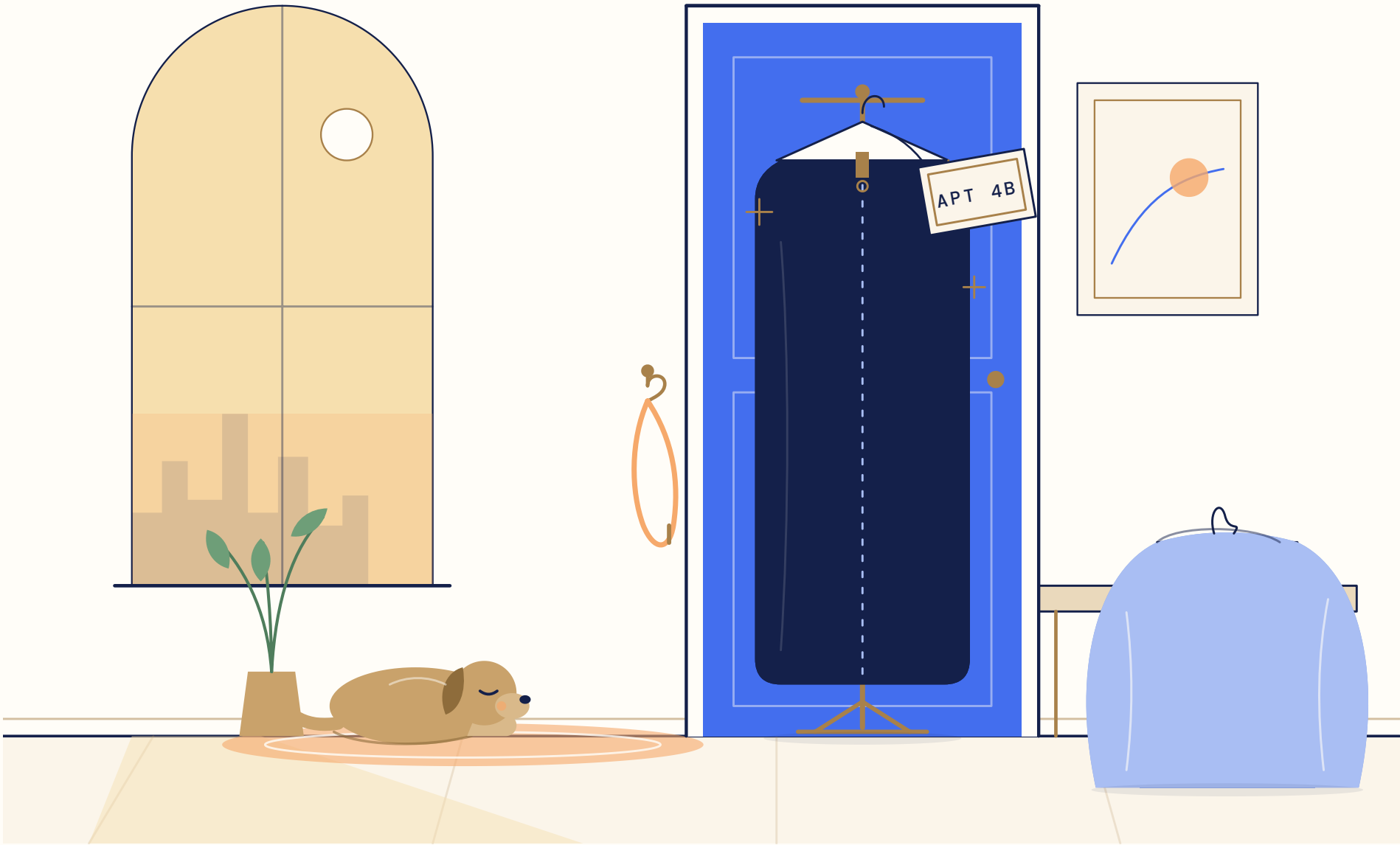


Concierge Drop.

SEED ROUND • Q4 2026

Home services, *built into* the building.



200+
BUILDINGS

32,000+
UNITS

Profitable
AND BOOTSTRAPPED

Our best buildings got there on their own. *This round sends our people to the rest.*

480

households order each
month today



~1,650

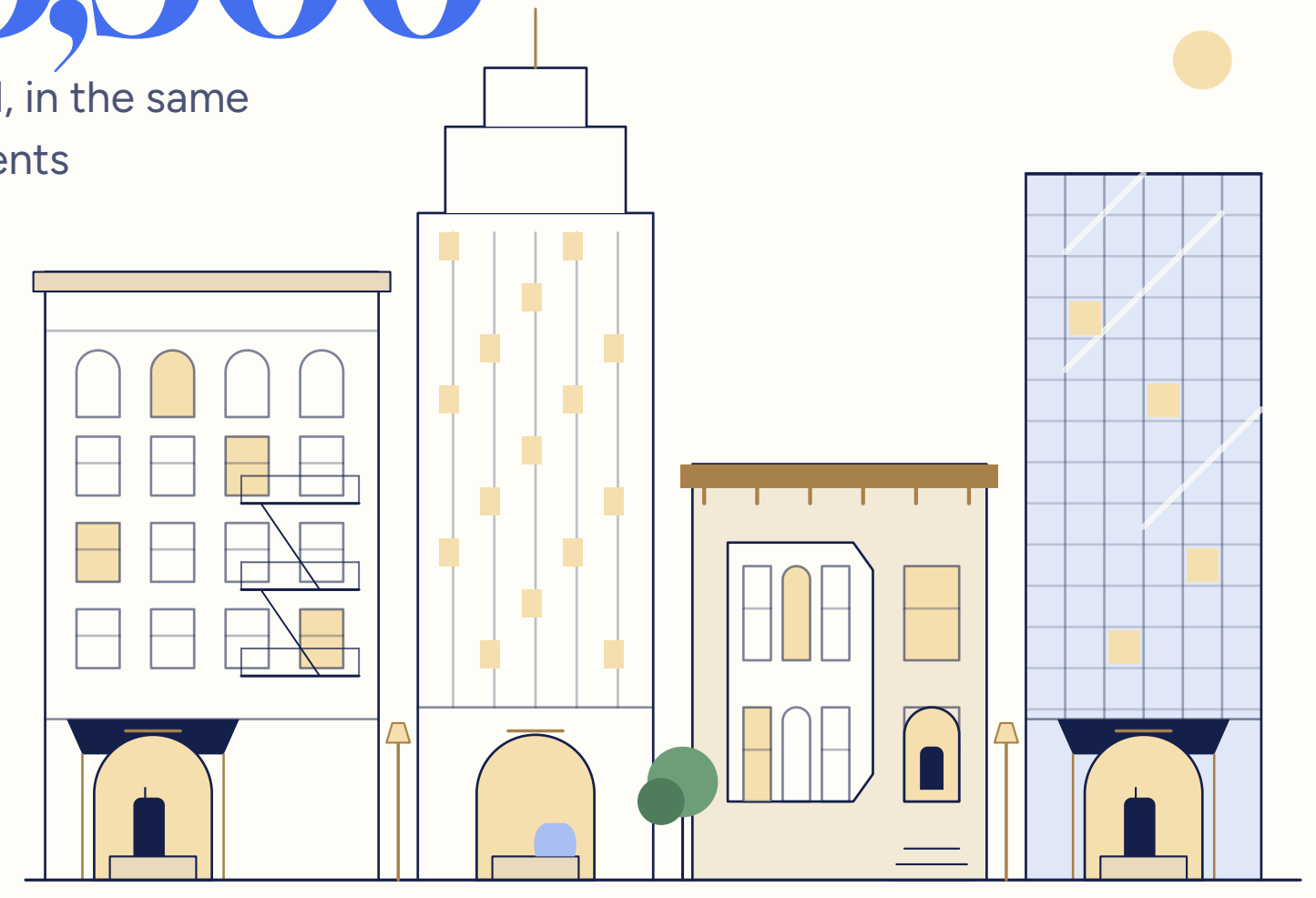
if every building ordered
like our best do now



~3,500

our goal, in the same
apartments

Why not already? Our best buildings got their signs, doormen and events with under \$1K of marketing and nobody of ours in the lobby. Cash flow can't pay for a team in 200 buildings at once.



Residents pay for convenience everywhere *except at home.*

FOR RESIDENTS

Hours, not dollars.

They earn in the top fifth of NYC households. Time is what they lack.

FOR ERRANDS

A vendor for everything.

A cleaner, a dry cleaner, a dog walker, a tailor. Separate apps, pickups and quality.

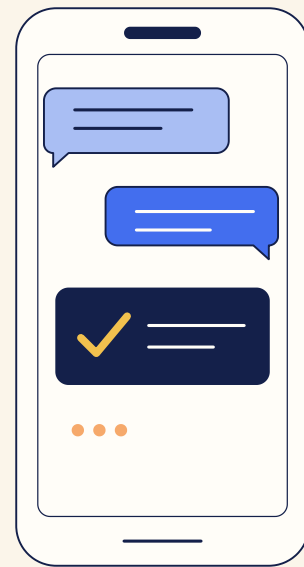
FOR BUILDINGS

Amenities that cost.

Managers want perks residents use. Most add cost and staff work.

What if the services came to the building?

Residents order in under 30 seconds. *The front desk does the rest.*



1 Text or tap to order



2 Leave it at the front desk



3 It comes back, done

Dry cleaning, home cleaning, wash and fold and seven more. Residents pay the vendor's own price; our cut comes from the vendor.

The building signs on once. *Residents keep ordering.*

\$0

to the building, and no extra work for its staff. We put up the lobby signs and welcome every new resident.

3–5%

of what its residents spend goes back to the building each month.

Buildings need perks that keep renters. *Our margin just jumped.*

PLACEHOLDER • MARKET SOURCE TO ADD

[X]%

of NYC renters who say amenities decide whether they renew. Owners compete on what residents use, at no cost to the building.

21→50%

dry cleaning margin since we brought it in-house in September. Each dry cleaning order now earns more than twice what it did.

\$1.4M

run rate, profitable, *zero outside capital.*

\$118K

net income, Jan–Aug 2026. More than any prior full year.

13.5%

net margin before founder pay, about 10% after.

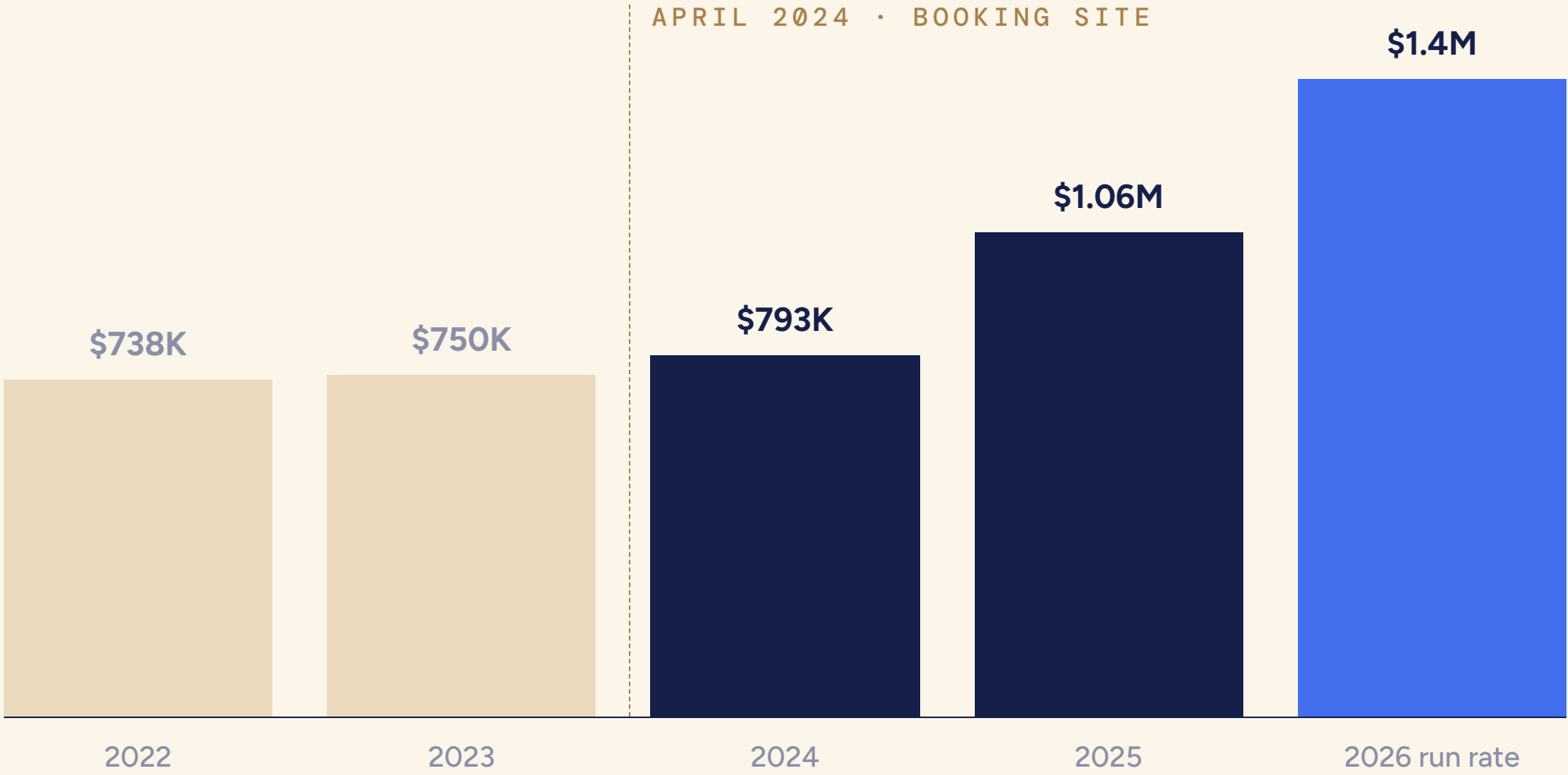
31%

gross margin, with dry cleaning still in the low 20s.

\$69K

monthly break-even. We run well above it.

The 2024 booking site turned flat into *+34% a year.*



BEFORE
Orders by phone, text and email. Vendors ran their own routes. About \$740K a year.

AFTER
Residents book online and we run the routes. 2026 is 37% ahead of the same months in 2025.

FASTEST LINES
Home cleaning +42%, staff uniforms +187% this year.

Customers who try us, *stay*.

52%

of first-time customers order again within 90 days. Active customers order every 17 days.

KEPT VS LOST CUSTOMERS

KEPT

7.8

orders over 16.6 months

\$718

spent since Jan 2025

LOST

1

order, rarely two, before leaving

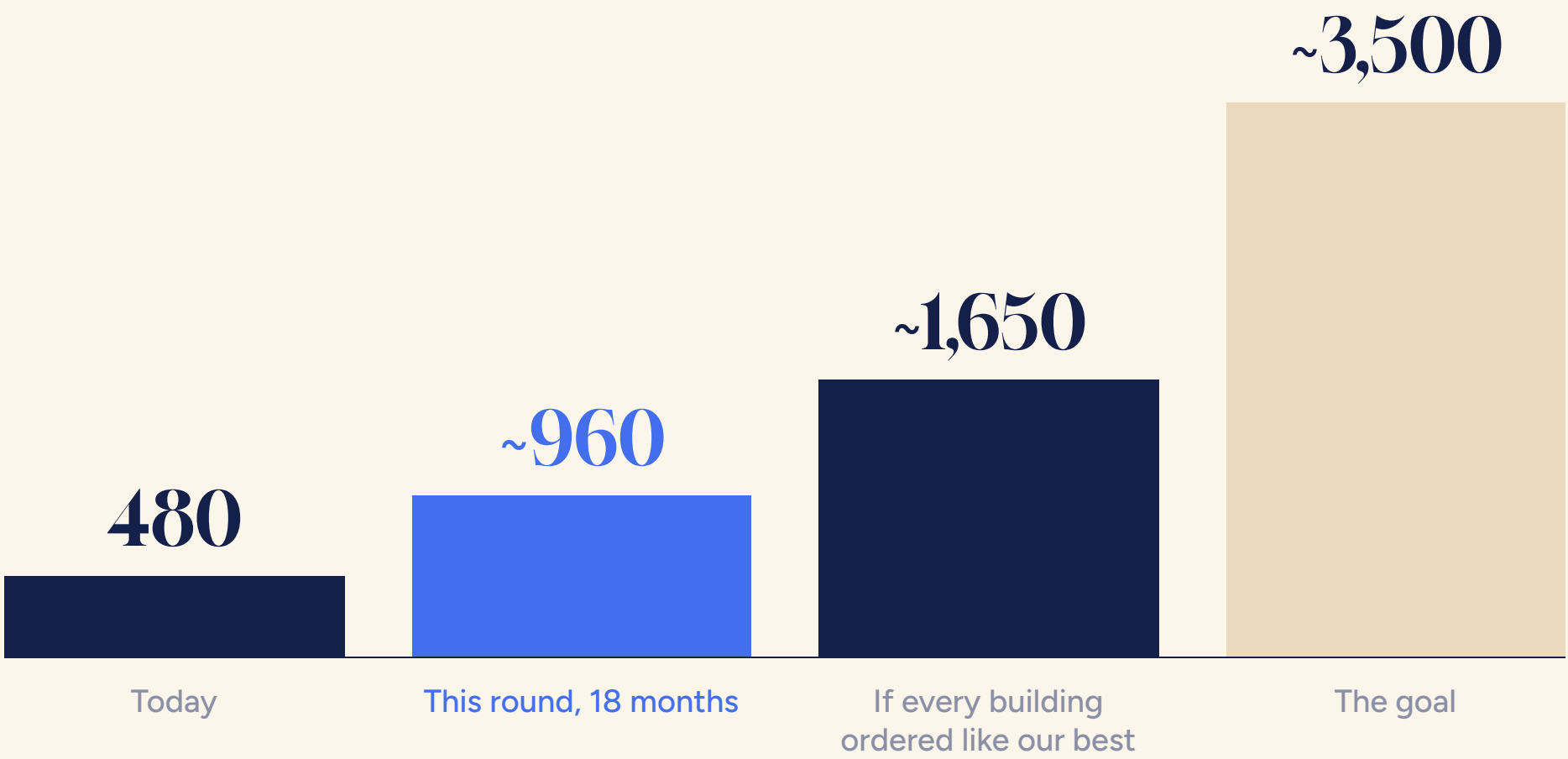
\$147

spent before leaving

We lose trial customers, not core ones. The job is two or three orders in the first month.

Ten buildings earn 56% of revenue. *The other 190 have barely started.*

HOUSEHOLDS ORDERING EACH MONTH, IN THE APARTMENTS WE ALREADY SERVE



\$41.7K

of \$74.6K in September came from our top 10 buildings, which already order at about three times our average.

WHY SO FEW TODAY? NOT DEMAND.

Under \$1K spent on marketing this year, and nobody from our side in the buildings.

Four cheap moves got our best buildings there.

The data says which ones keep customers.

LOBBY SIGNAGE

QR at the desk, mailroom and package room.

LOBBY EVENTS

First orders happen on the spot. QR tracking live since October.

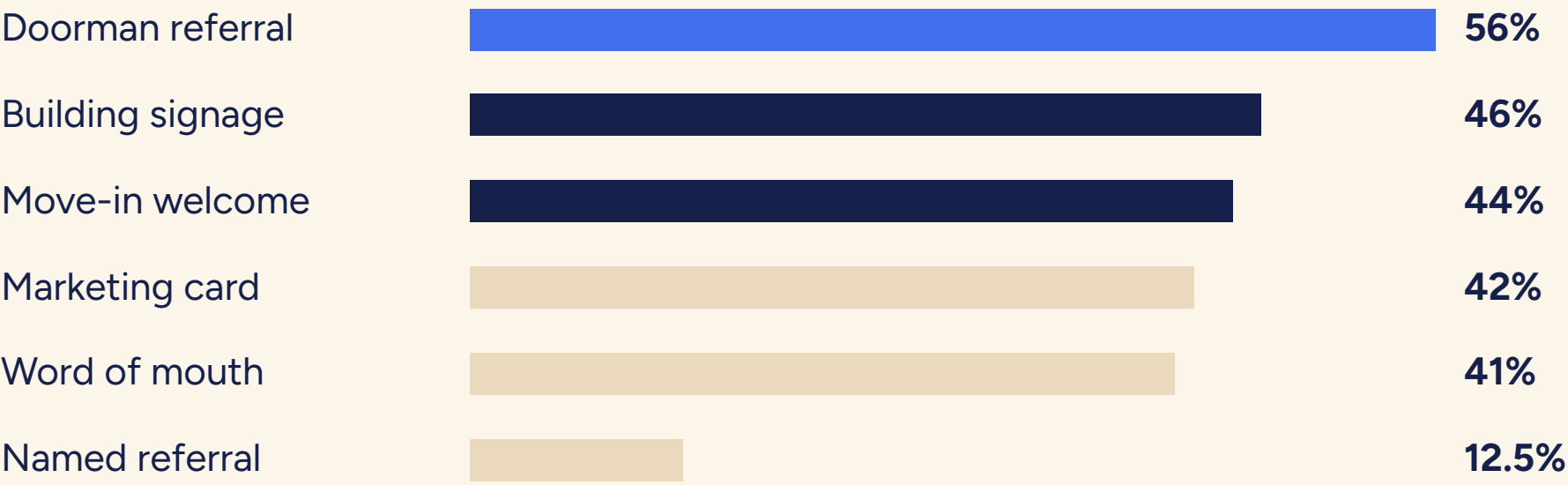
CONCIERGE REFERRAL

Doormen who know us send residents our way.

MOVE-IN WELCOME

A first-order credit in week one, before habits form.

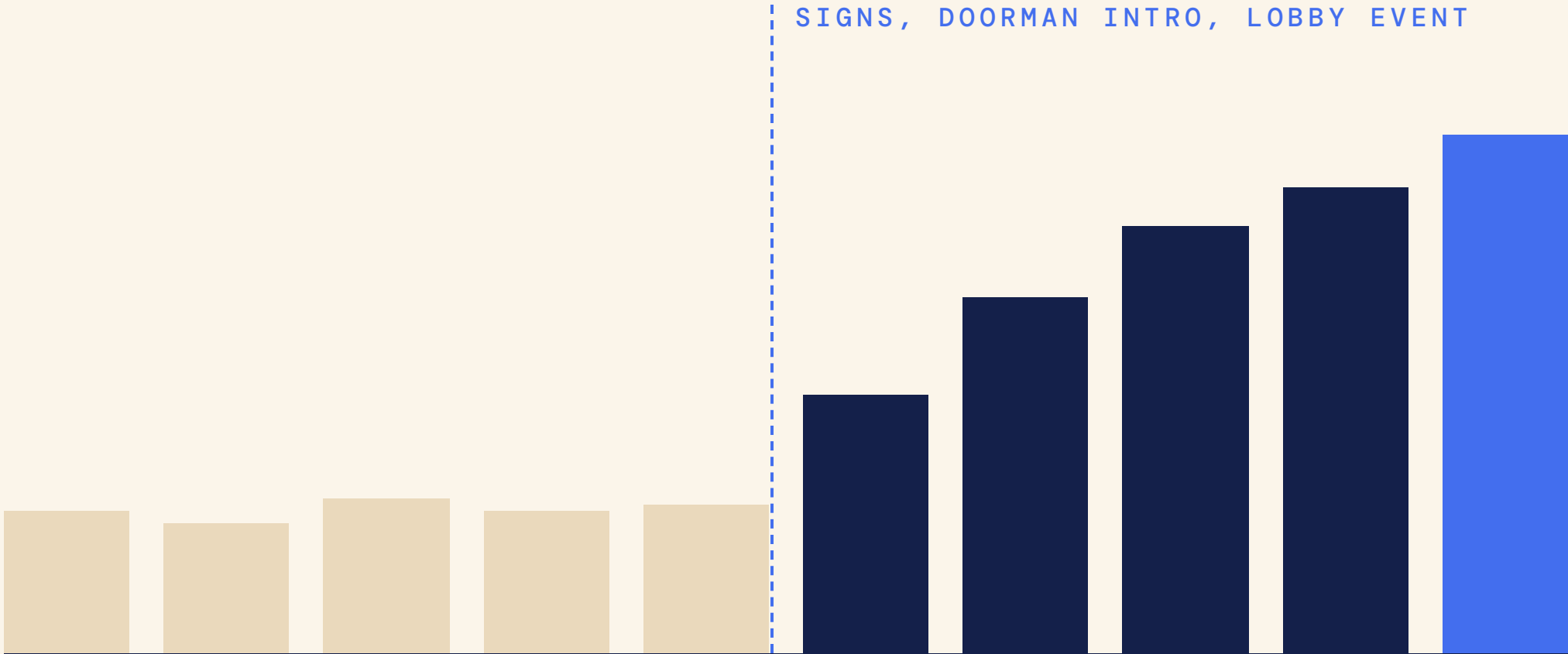
STILL ACTIVE AFTER 12 MONTHS, BY HOW THEY FOUND US



Jim runs growth and partnerships; Lovely runs building relationships and signage.

When we set up a building, *orders climb.*

PLACEHOLDER • FROM BEN: ONE BUILDING'S HOUSEHOLDS PER MONTH



Bar heights are illustrative until the real months arrive.

PLACEHOLDER

[N]x

households ordering at [building] within [N] months of the playbook.

A resident who stays spends \$718 with us.
One who leaves spends \$147.

\$718

SPEND PER KEPT
CUSTOMER

×

31%

OUR CUT,
BLENDED

=

\$220

GROSS PROFIT
EACH

5x

a kept customer spends five times a lost one (\$718 vs \$147).

\$371

spend per customer from a marketing card, our best-spending channel.

PLACEHOLDER • FROM BEN, Q1 2027

\$(X)

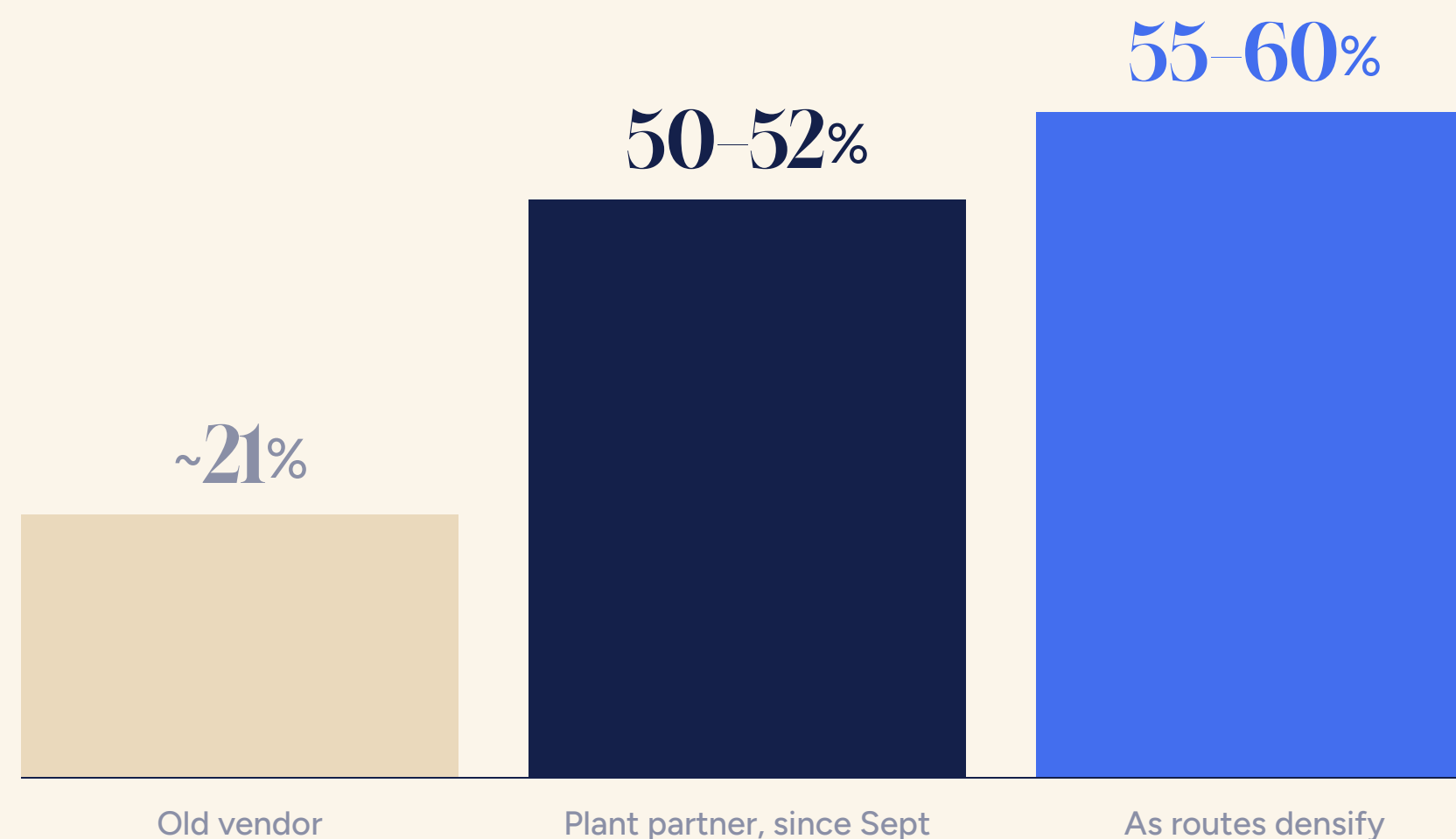
cost per new customer, lobby event

[N]

new customers per event

QR tracking live since October 2026. Events are mostly food and drinks.

Dry cleaning in-house: our thinnest line goes *from ~21% to 50%+.*



ONE \$75 ORDER

Plant \$23–26

\$8

Ours ~\$41–44

Density is the lever. The plant is cheap; delivery is the cost. Every extra order on a route spreads the driver thinner, and more households ordering in each building is what fills the routes.

Blended gross margin moves from 31% toward ~38%.

Uniforms get us into the building. *Residents follow.*

HOW A PORTFOLIO OPENS: SILVERSTEIN, 2026



PLACEHOLDER • QUOTE “[One line from a Silverstein or RXR manager on what residents say.]” [Name], [title], [company]

34%
of revenue from buildings

+187%
uniform cleaning this year

OWNERS AND MANAGERS WE WORK WITH • RXR PILOT LIVE AT 89 DEKALB



Silverstein went live on November 1. *Here is the first month.*



River Place and Silver Towers, from November 1 to [date]. Compared with our average building at the same age: [N]x.

Only one of these *works from the lobby*.

	LAUNDRY APPS	LOCAL CLEANERS	CONCIERGE DROP
Services	Mostly laundry	One service	Ten, in one place
Inside the building	No	Sometimes	Lobby and staff
Pricing	Platform pricing	Shop pricing	Vendor's own price
The building earns	Nothing	Rarely	3–5% of resident spend
Support	App and chat	Call the shop	Real people by text

Hard to copy: 200+ buildings on shared routes, and managers who renew.

Operators who built this *out of cash flow*.



Ben Rudnitsky

FOUNDER AND CEO

A decade in service and hospitality, including NYC building management. Built the company on building relationships.



David Rozenberg

CTO AND CO-FOUNDER

Built the booking platform and the routing tools behind it.

Eight more on the team: chief of staff, growth, accounts, support, vendors and risk, B2B, development, books. Next hire: a dry cleaning manager.

Cash flow pays the bills. *It can't put people in 200 lobbies.*

\$1.25M

Post-money SAFE, \$7M cap. 18 months of runway, and the business stays profitable.

2x

HOUSEHOLDS ORDERING

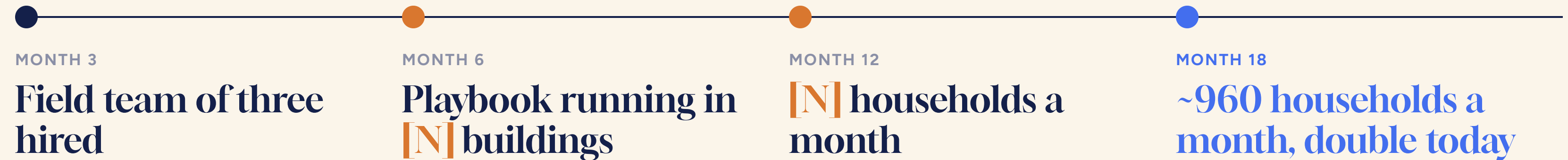
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NEW BUILDINGS NEEDED



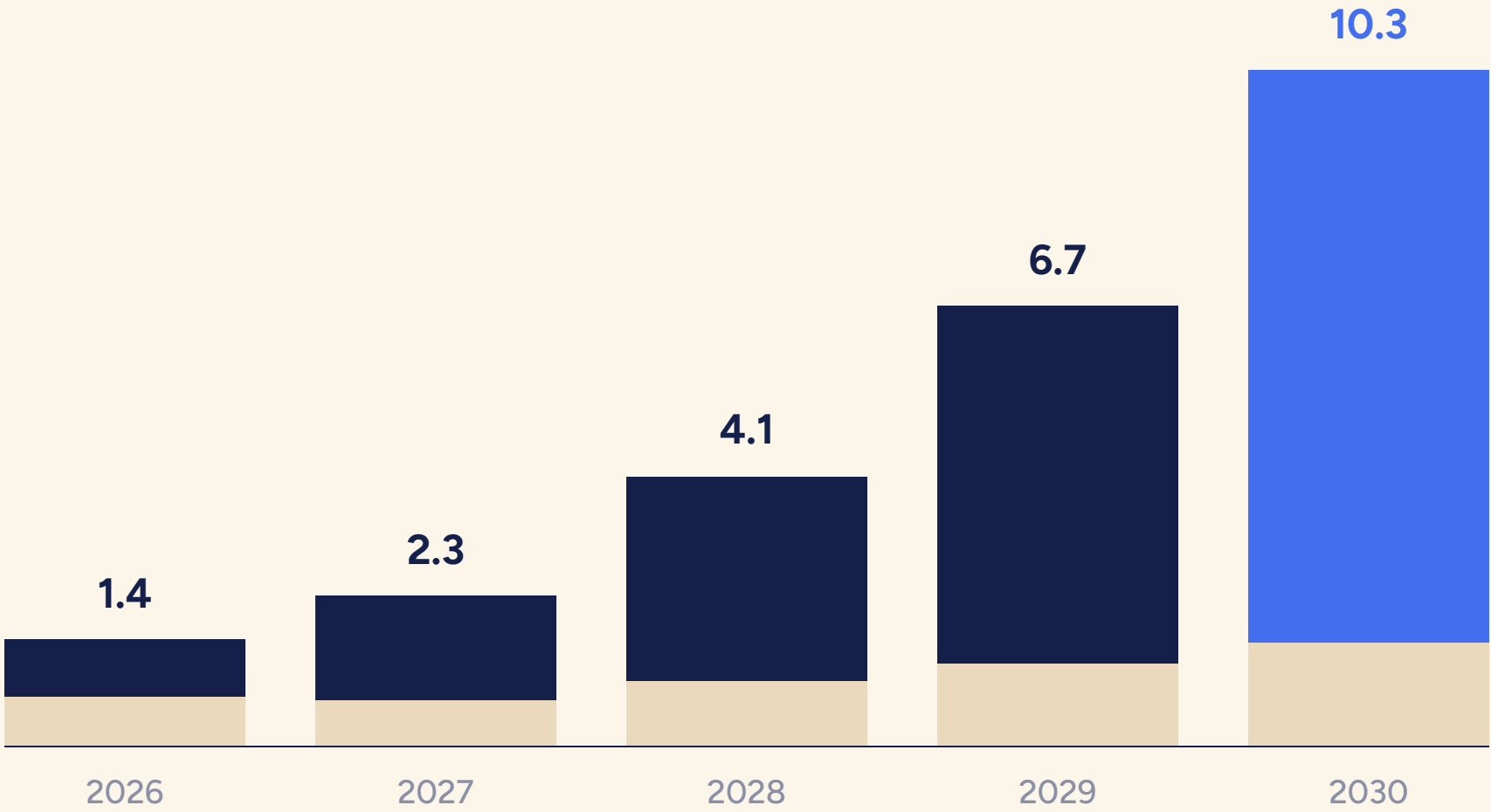
- \$500K **Field team.** Three people in lobbies for 18 months.
- \$300K **Marketing, for the first time.** Move-in programs and referral credits.
- \$250K **Dry cleaning.** A manager and working capital.
- \$200K **Platform and reserve.** Retention tools and owner reporting.

What the money buys, *month by month*.



The business stays profitable throughout. Orange figures wait on Ben's plan.

\$10M by 2030. *About 60% is in buildings we already have.*



Revenue, \$M. Residential above, building contracts below. A goal built from our model, not a forecast.

1 • FOOTPRINT

23.5K → 60K units

Activate buildings already signed, then portfolio deals.

2 • HOUSEHOLDS ORDERING

480 → 3,900

a month. Today's best buildings, made normal.

3 • SPEND AND B2B

\$1,980 → \$2,250

per household a year; B2B \$0.45M → \$1.5M.

~\$6.2M with no new contracts.
32,000 contracted units × 6.5% × \$2,250, plus \$1.5M B2B. Portfolio deals carry the rest.

Beyond NYC: 8.4M US apartments sit in buildings of 50+ units.

Concierge Drop.

The growth is already *in our buildings.*

Profitable today. Raising \$1.25M to double the households ordering in the buildings we already serve.

Ben Rudnitsky, Founder and CEO

ben@conciergedrop.com · 646-216-8791



Accrual, all-in including building contracts.

	2022	2023	2024	2025	2026 JAN–AUG
Building contracts	\$172,296	\$262,112	\$266,063	\$388,081	\$299,961
Residential	\$565,645	\$487,535	\$530,260	\$673,917	\$582,551
Total income	\$737,941	\$749,647	\$792,972	\$1,062,938	\$877,919
Gross profit	\$228,416	\$249,092	\$255,635	\$328,426	\$274,848
Gross margin	31%	33%	32%	31%	31%
Net income before founder pay	\$38,699	\$68,794	\$48,307	\$51,503	\$118,441
Net margin before founder pay	5%	9%	6%	5%	13.5%

Founder pay booked as owner reimbursable expenses (\$36,928 in 2024; none in 2025; \$38,030 Jan to Oct 5, 2026). After it, 2026 net income is about \$94,700 through Oct 5. 2022–2025 from QuickBooks full-year P&L, pending CFO sign-off; 2026 from the August CFO report.

Milestones on the way to \$10M.

	2026	2027	2028	2029	2030
Units in buildings that order	23.5K	30K	40K	50K	60K
Apartments ordering each month, per 100	2.0%	2.75%	3.75%	5.0%	6.5%
Active households, monthly	480	825	1,500	2,500	3,900
Revenue	\$1.4M	\$2.3M	\$4.1M	\$6.7M	\$10.3M
Gross margin	29%	35%	39%	41%	43%
Net margin	13.1%	12%	17%	19.5%	22%

2.75 in 2027 is the average across all buildings; the buildings the field team works aim for 4. 2027 net margin dips while the seed funds the team ahead of revenue. Every figure after 2026 is a goal, not a forecast of record.

Residential revenue, May 2026 vs May 2025: +32.5%.

+16.9%

active customers. Mostly more buildings ordering (+25%), not deeper ones.

+4.2%

orders per customer.

+8.8%

revenue per order, from pricing and cross-sell.

So far, growth came from more buildings and bigger baskets. How many households order in each building, the biggest lever, has barely been touched. $1.169 \times 1.042 \times 1.088 = 1.325$. Source: May 2026 Stripe residential report.

What could go wrong, and what we do about it.

Top-building concentration	Top 10 buildings: 56% of September revenue. They prove the playbook; the round spreads it to the other 190.
First-order churn	About half of first-time customers don't reorder in 90 days. Retention program live at the three softest buildings; doorman and move-in channels first.
B2B account concentration	One lost towel account cut that line 18%. Uniforms and portfolio contracts spread the exposure.
Vendor dependency	Dry cleaning runs through one plant partner. A second plant is kept warm; housekeeping runs on two vendors.
Key person	Chief of staff cross-trained on operations; platform documented for contract developers.
Legal	Dispute with a former uniform vendor over a 2021 non-compete. Disclosed; counsel engaged; no effect on operations or current accounts.

How we measure.

Apartments ordering (capture rate). Households that ordered in a month / apartments in buildings that ordered that month. July 2026: $480 / 23,521 = 2.04\%$. 32,000+ is the contracted footprint and is never the denominator.

Revenue. 2022–2025 QuickBooks full-year P&L, accrual. 2026 run rate annualizes Jan–Aug actual (\$877,919, August CFO report).

Customers. Customer dashboard, Stripe, Jan 2025 to Jul 2026. 1,609 active in the last 12 months. 53.8% of signups order within 12 months; median 3 days to first order. Still active = ordered in the last 12 months.

Top buildings. September 2026: top 10 buildings \$41.7K of \$74.6K. Top buildings: 5 to 7+ apartments in 100 order each month.

Dry cleaning margin. After plant (Hely Cleaners, ~30–34% of revenue) and driver (\$8 per order). In-house since September 2026. Bags, hangers and tags sit on a separate

line.

Unit economics. ~\$220 = \$718 active spend × 31% blended gross margin. Margin is our cut from the vendor; residents pay the vendor's own price, no markup. Lobby event cost per customer: QR tracking since October 2026, reported from Q1 2027.

Market. US: 8.4M apartments in buildings of 50+ units, NMHC tabulation of 2024 ACS. NYC: ~660K top-fifth households at ~\$390 a year each, \$250M+.

2030 from today's contracts. 32,000 apartments × 6.5 in 100 ordering × \$2,250 a year ≈ \$4.7M residential, plus ~\$1.5M B2B ≈ \$6.2M of the \$10.3M goal.

Revenue share. 3% of monthly net revenue, 5% above a per-building threshold. Staff uniforms about \$70–75 per person per month.