

— INVESTOR OVERVIEW • 2026

Less market. More home.

Modern matchmaking for people looking for a life partner. Jewish at the foundation. Human in the language.

La'ad (לָאָד) means "forever."

FIRST ROUND • SHARED IN CONFIDENCE

THE CAUSE

A safe beginning. A home that lasts.

We are building one tool, on a Jewish foundation, for the whole way from meeting to home:
religious, traditional, secular alike.

- A thoughtful meeting, through technology that guards your story.
- Then a guide beside you: first date, engagement, marriage, and the years after.
- A home: the only measure.



RABBINIC APPROVAL

Translated excerpt

“[The service] operates by the rules of modesty and guarded speech ... May you be privileged to help build good and faithful homes in Israel.”

**Rabbi Micha Halevi, Chief Rabbi of Petah Tikva ·
Elul 5786**

A letter of blessing, signed and stamped on the Chief Rabbi's official letterhead · 19 Aug 2026

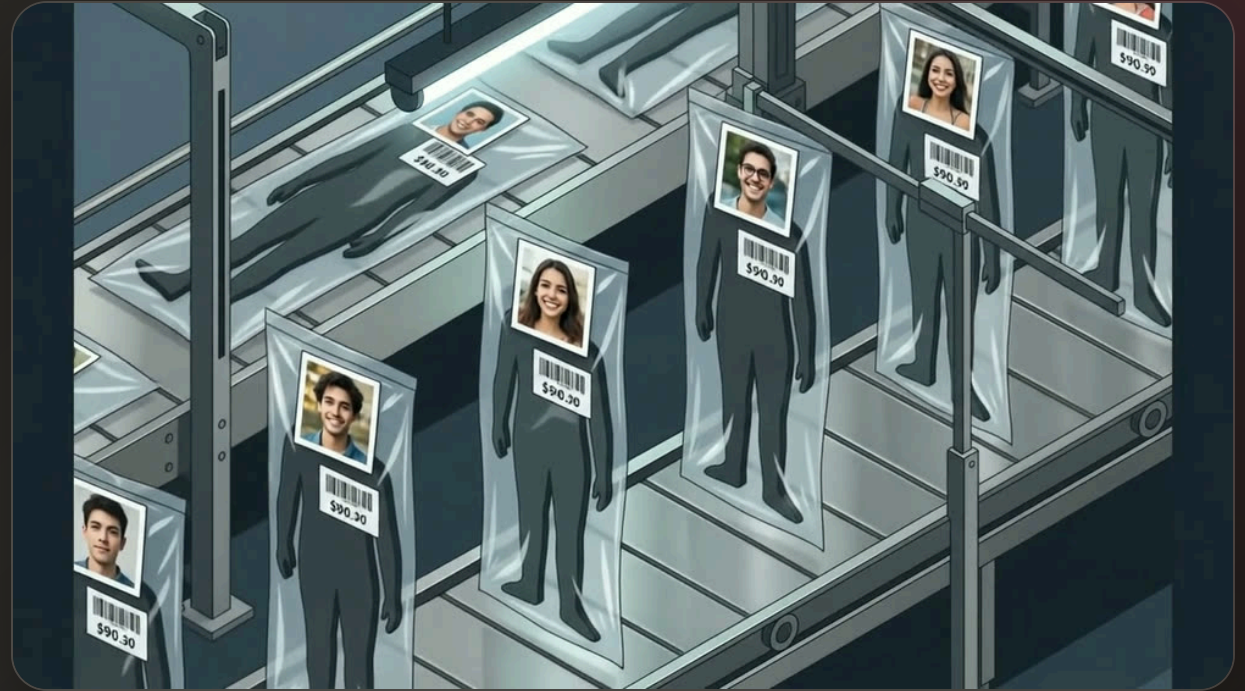


THE PROBLEM

You don't choose a life partner at a butcher shop.

The apps built one anyway.

People haven't given up on love. They are leaving the system that sells it⁴.



88%

of online daters were disappointed by the people the apps showed them¹

78%

of dating-app users report burnout²

79%

of college students don't use any dating app, even once a month³

1. Pew Research Center (2023) — Online Dating in the U.S.: 88% of users disappointed 2. Forbes Health × OnePoll (2024) — Dating App Burnout Survey: 78% burned out

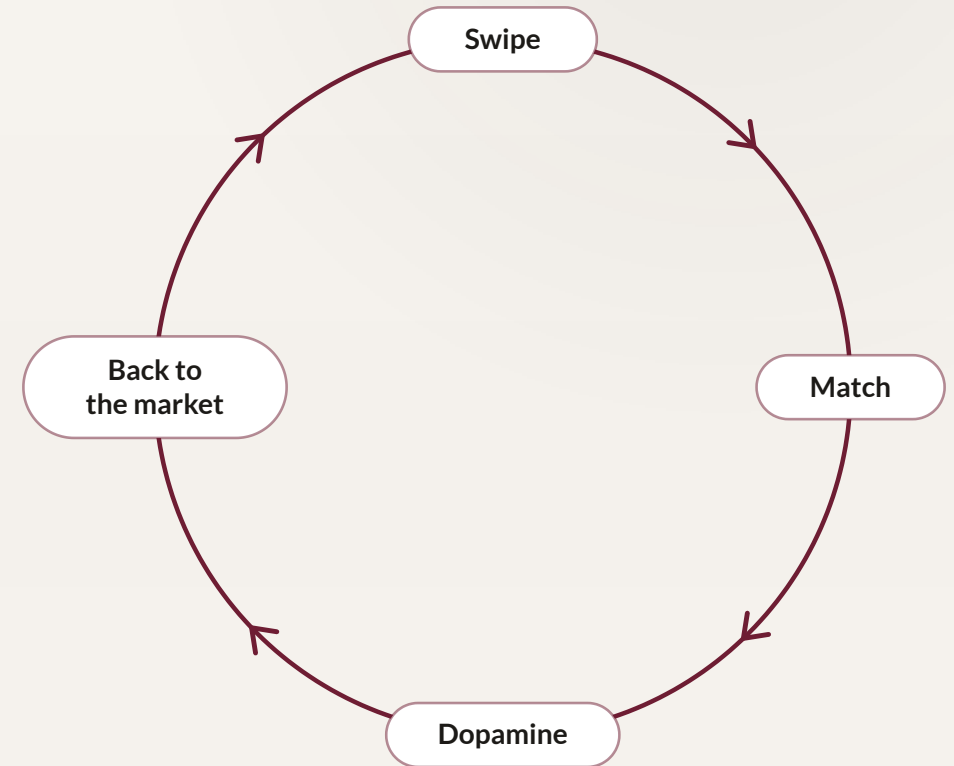
3. Axios × Generation Lab (2023) — 79% of college students off dating apps 4. Ofcom (2024) — Online Nation: UK dating apps shed users year-over-year

THE DEEPER PROBLEM

A system designed to keep you hungry.

- Subscription revenue needs engagement³.
- Engagement needs you still searching.
- Today's apps earn the most from the user who never finds anyone².
- Now even their paying users are leaving¹.

We are not trying to optimize the dating market. We are trying to get people out of it.



1. Match Group (2026) — Q4/FY2025 results: payers -5%, revenue per payer +7%

2. CBS News (2024) — Class action: Tinder & Hinge designed to addict, a "perpetual pay-to-play loop"

3. Deloitte (2025) — Digital Media Trends: consumers overwhelmed by subscriptions

THE SOLUTION

A matchmaker, not a marketplace.

An AI matchmaker interviews you in a real conversation, then introduces one person a day. Photos are revealed only after you ask questions.

INSTEAD OF

La'ad

Endless swiping

One a day. Chosen with care.

Profile cards

Not a profile. A whole story.

A face judged in a second and a half

Soul first. Then the face.

Ghosting and games

Two hearts. One seal.



**The app closes for Shabbat and
reopens when it ends.**



WHY NOW

Two years ahead of the trend.



The industry is spending millions²⁻⁴ to rediscover what our communities never forgot. We didn't chase the trend. We brought the expertise that lets tradition leverage technology.

Matching is live and growing.

Built-in trust and word-of-mouth community outreach.

A pricing model they cannot copy without breaking their own.

1. TechCrunch (2026) — Hinge's founder raises \$18M for Overtone 2. TechCrunch (2025) — Sitch raises \$5M seed for AI matchmaking (M13, a16z speedrun) 3. Keeper (2025) — \$4M pre-seed for fully automated AI matchmaking

4. TechCrunch (2025) — Tinder's AI "Chemistry": a major pillar of its 2026 product

PRICING

One payment. for every budget*

Not a subscription. Nothing renews. We want this for everyone.

Month 1 • ₪79

Month 2 • ₪79

Month 3 • ₪79

every month, endlessly

*Special pricing for combat soldiers and students.

Human matchmaking costs thousands of dollars^{1,2} and doesn't scale.

Swipe subscriptions scale, and profit from keeping you single⁴.

La'ad is the third option.

Real matchmaking.

Radically accessible³.

Incentives that point your way.

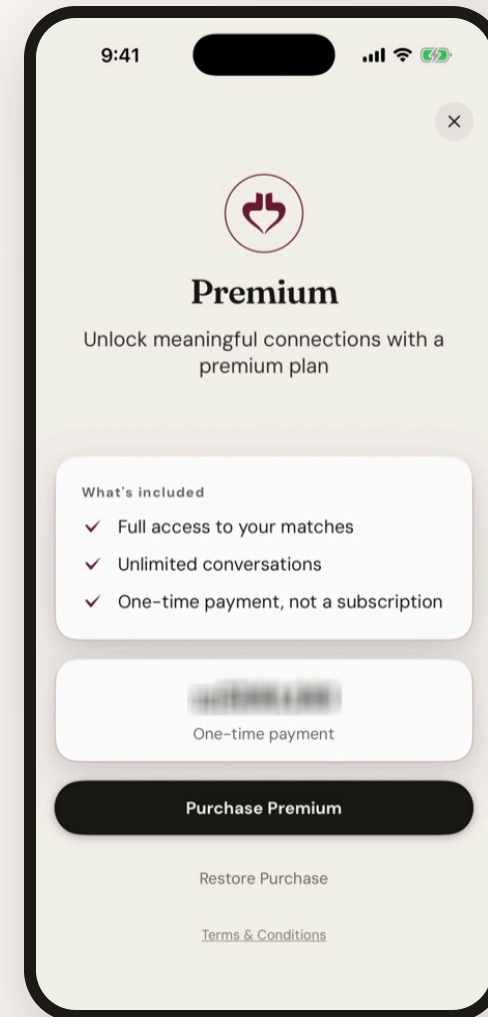
We profit when you succeed.

They profit when you're addicted⁴.

Success keeps you with us for every stage after the match, and sends the next customers our way.

"A one-time payment? So revenue stops at the wedding?"

No. Matchmaking is the entry. The stages after it are the business. →



1. KUOW/NPR (2026) — Matchmaking industry growing 14–20% a year; packages from \$6,300

2. M13 (2025) — Human matchmaking traditionally costs \$10K to \$100K+

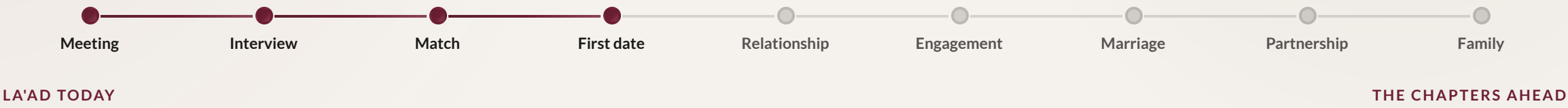
3. Pew Research Center (2023) — 35% of online daters have paid; payers report better experiences

4. The Washington Post (2024) — Suit: apps "lock users into a perpetual pay-to-play loop"

THE VISION

The wedding is not the end of the story. It is the beginning.

We believe you can help people build a lasting relationship, La'ad (Forever).



- ✕ Preparing for the first date
- ✕ Understanding how you each communicate
- ✕ Preparing for marriage

VISION	The operating system for lifelong relationships.
COMPANY	Relationship guidance and a platform for intimate communication, across the whole journey.
PRODUCT TODAY	La'ad: finding the right person.

The question stops being “How many people will download the app?” and becomes “How many years does a user stay with you?”

1. Fast Company (2023) — Bumble CEO on acquiring Official: “build the entire relationship journey” 2. JMIR mHealth (2025) — Couples app Paired passed 1M monthly active users

3. The Knot (2026) — Real Weddings Study: the \$100B U.S. wedding industry 4. Harvard Gazette (2017) — 80-year Harvard study: close relationships predict health and happiness

THE MOAT

There is technology. It is not the story.

Depth from day one

By the first date, the system already knows how each of them makes decisions, how they communicate, what scares them, and what makes them feel loved. Generic AI starts every couple from zero.

A knowledge graph that compounds

Values, communication patterns, conflict types, life stages, and the interventions that helped similar couples. Every couple makes the guidance better for the next one. That asset is very hard to copy.

Culture as architecture, not a skin

Millennia of Jewish understanding of partnership, family, and human dignity, translated into modern, practical guidance. The user never gets a lecture. And the same architecture adapts to any community built on values.

Asked how: matching algorithms, behavioral research, data analysis. And AI. In that order.



THE MARKET

From one community to every community.

THE WEDGE

15.8 million Jews worldwide¹: 7.3M in Israel, 6.3M in the U.S.² Some 98% of Israeli Jewish couples marry in-community³; in the U.S., 61% of recent Jewish marriages are intermarriages⁴, and marriage rates are slipping even in Israel⁵. Serious in-community matching is an urgent communal priority. The product already ships in both languages.

THE PATTERN

Serious-relationship seekers in value-based communities everywhere. The cultural layer makes each community a repeatable launch.

THE HORIZON

The relationship lifecycle: matchmaking is the entry point to the decades that follow. A \$100B U.S. wedding industry⁶ and a \$22B global couples-support market⁷ sit downstream of one good match.

Depth over breadth: users who are worth years, not sessions.

1. The Jewish Agency / DellaPergola via The Times of Israel (2024) — 15.8M Jews worldwide

2. Pew Research Center (2021) — Jewish Americans in 2020: 7.5M U.S. Jews

3. Pew Research Center (2016) — Israel: ~98% of Jewish couples marry within the community

4. Pew Research Center (2021) — 61% of recent U.S. Jewish marriages are intermarriages

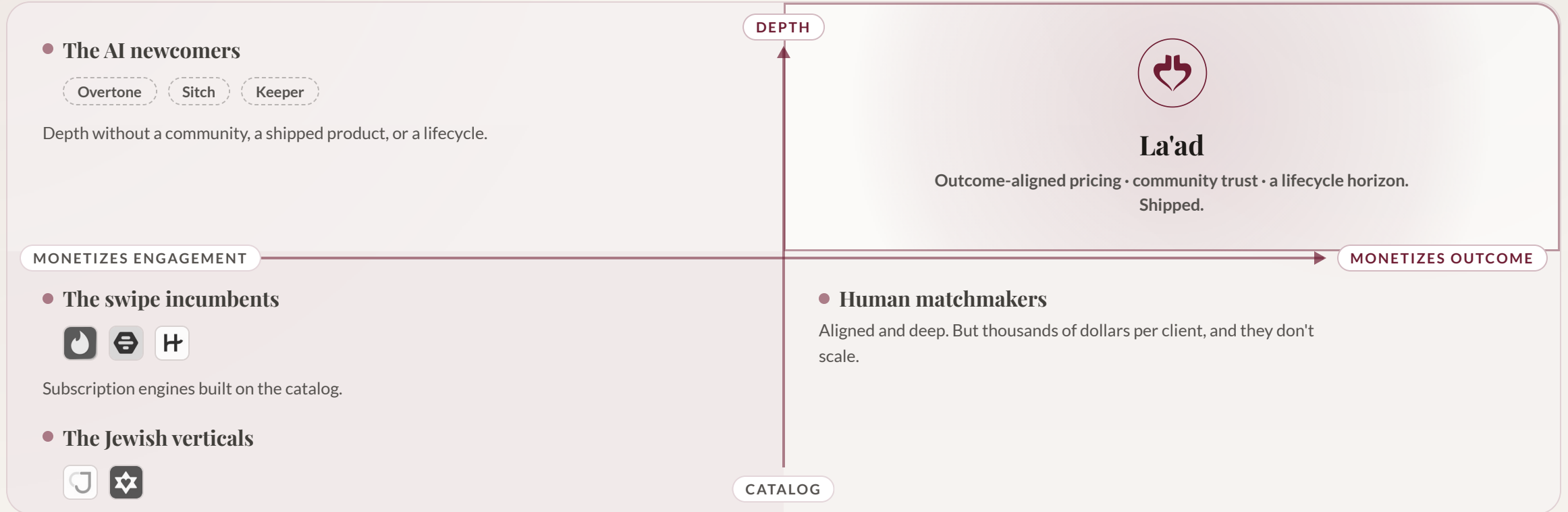
5. Taub Center (2022) — Israeli Jewish women's marriage rate slid from 80%+ to 70%

6. The Knot (2026) — The \$100B U.S. wedding industry; average wedding \$34K

7. The Business Research Company (2026) — Online couples therapy: \$21.8B global market

COMPETITION

Everyone else is trapped on the wrong side of the map.



We are not here to beat them. We fill the gap they leave. Our success will attract their customers.

1. Fortune (2026) — Hinge grows 26% while Bumble declines 14%; "getting people off the app" 2. Match Group (2025) — Hinge FY2024: \$550M direct revenue, +39% Y/Y

3. Jewish Journal (2016) — JDate & JSwipe demographics; Spark Networks buys JSwipe 4. Keeper (2025) — AI-matchmaker pre-seed: "outcomes over engagement"

GO TO MARKET

La'ad is not for everyone. That is a good thing.



NOW • ISRAEL

Gradual opening in curated cohorts. Community figures and shadchanim as allies: they get a tool, not a rival. The Chief Rabbi of Petah Tikva has already put his blessing in writing. A brand built as a position, engineered to be repeated.



NEXT • U.S. JEWISH COMMUNITIES

The English product is already shipped. Launch metro by metro, where community infrastructure already gathers our audience.



THEN • COMMUNITY BY COMMUNITY

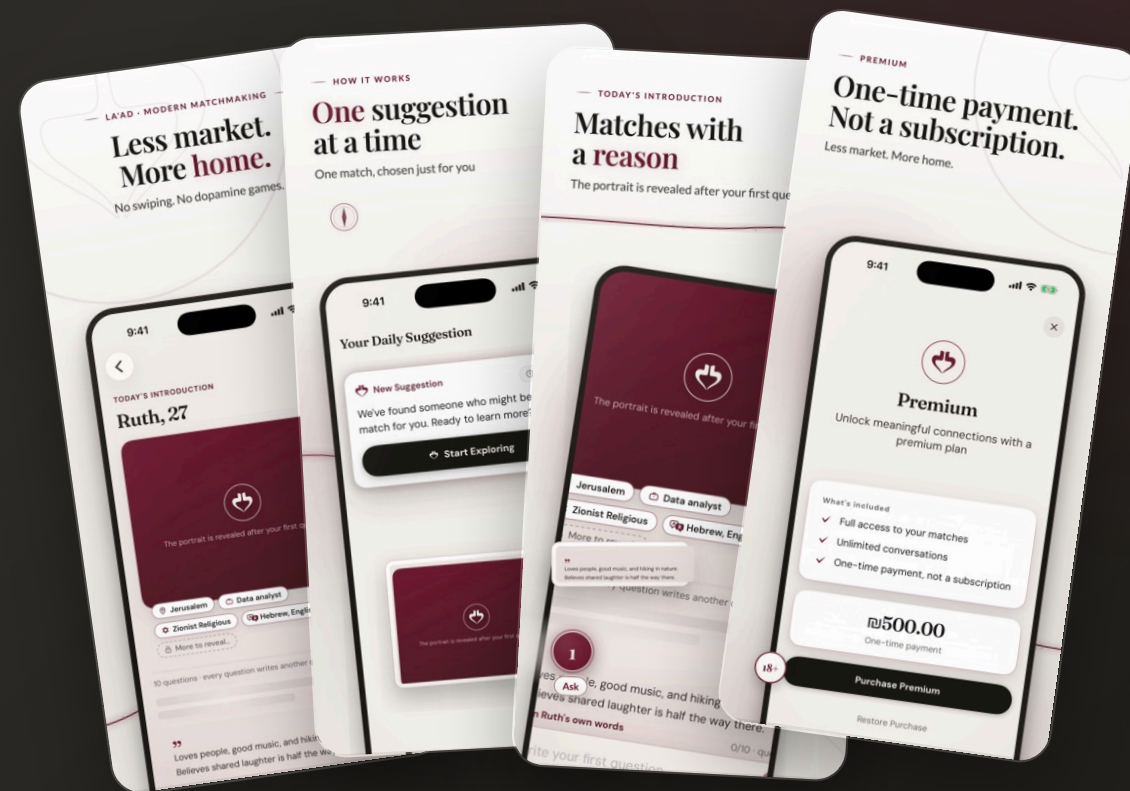
The same playbook with a new cultural layer: every value-based community is a repeatable wedge.

Word of mouth is the channel. Trust is the CAC advantage.

EXECUTION

Two years of quiet building.

- Two years of development: from thesis to a complete product.
- The full experience shipped: AI interview, daily letter, progressive reveal, mutual consent, chat, Shabbat mode, payments.
- Fully bilingual: product, marketing site, and App Store presence in English and Hebrew.
- Built lean, with near-zero external capital.

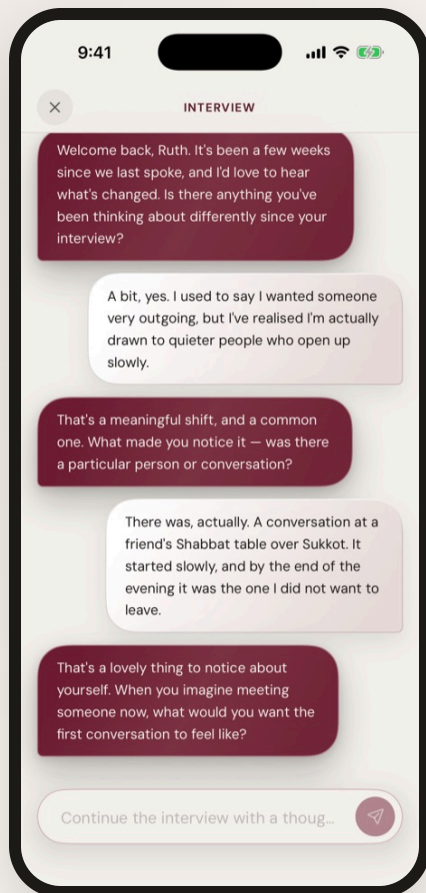


The shipping App Store set. Both locales.

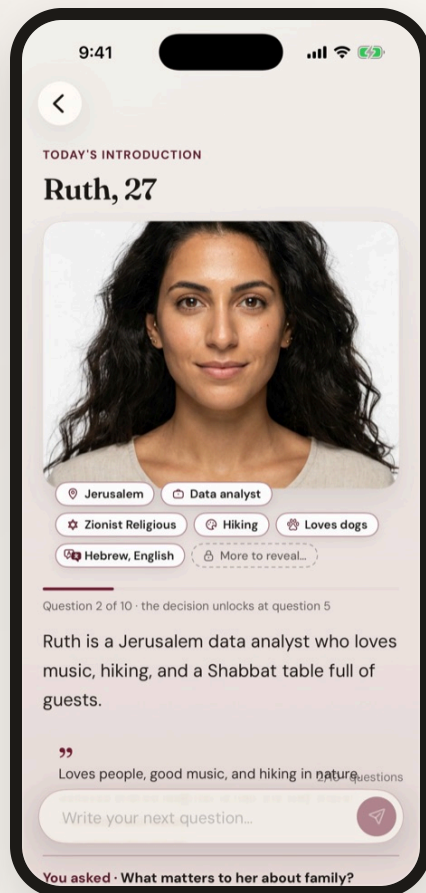
THE PRODUCT

Built, not promised.

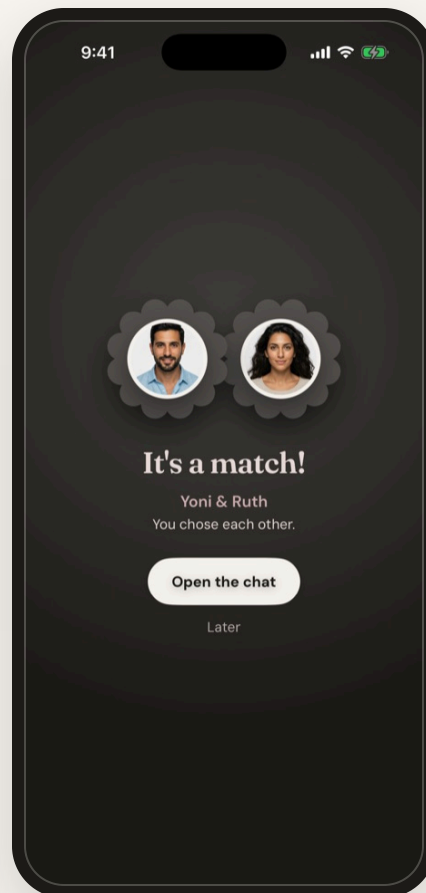
iOS • Live • English + Hebrew



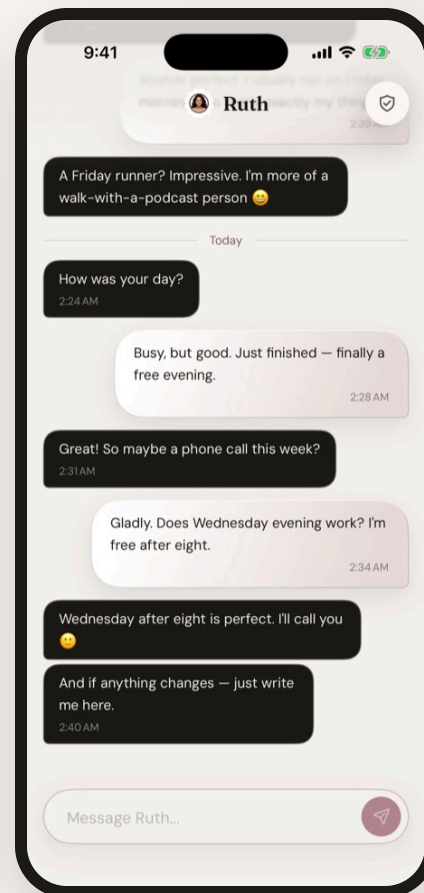
A conversation, not a form



Every question opens another chapter



You chose each other



The conversation moves to real life



Even the app keeps Shabbat

Everything on this page ships in the product today, in both languages.

Be the first seal.

You have already seen our work. The product in this deck is the team's credential. And we come from the community we serve: trust that cannot be hired.

Raising our first round. In conversations now.

WHAT THE ROUND FUNDS

Launch & community growth: Israel first, then the U.S.

Product: deepening the journey beyond the match.

First hires: the team the next chapter needs.

What it proves: first cohorts. Sealed matches. First weddings.

Today: finding the right person.

Tomorrow: helping them build.

Always: the operating system for lifelong relationships.



La'ad. It means forever.