



SCHOLANET TECHNOLOGIES

REBUILT BUSINESS MODEL & 5-YEAR FINANCIAL MODEL

PRICING-LED, **TEACHER-CONTENT-DRIVEN** EDUCATION ECOSYSTEM

Planning Version: September 2026

UGX 100K

UGX 200K

UGX 300K

UGX 450K

UGX 650K

CUSTOM

PLANNING SCENARIOS — NOT GUARANTEED FORECASTS



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01 Executive Summary

Scholanet is building an offline-first education ecosystem connecting schools, teachers, learners, parents, businesses, development partners and public-sector stakeholders through one integrated platform.

The commercial model is built around:

- 1 Affordable full-package school subscriptions priced by active student population.
- 2 Free core access for learners and parents.
- 3 Free basic teacher participation with optional premium creator services.
- 4 Paid educational-content transactions.
- 5 Business subscriptions and marketplace services.
- 6 Responsible advertising.
- 7 Institutional and programme contracts.

Core School Pricing

Active Students	Fee / Term	Indicative Annual Fee
50–250	UGX 100,000	UGX 300,000
251–500	UGX 200,000	UGX 600,000
501–1,000	UGX 300,000	UGX 900,000
1,001–2,000	UGX 450,000	UGX 1,350,000
2,001–5,000	UGX 650,000	UGX 1,950,000
5,001+	Custom	Custom

Annual figures assume three terms.

The first 50 selected schools receive the full School Management System free for one year during Phase 1. After Phase 1, commercial pricing is activated.



02 Business Model Philosophy

Scholanet should not be positioned as simply another school-management system. The School Management System is the institutional operating layer of a broader education ecosystem.

SCHOOLS TEACHERS CONTENT LEARNERS PARENTS OPPORTUNITIES BUSINESSES INSTITUTIONS

Schools provide the primary recurring B2B revenue base. Teachers create the learning supply. Free learner and parent access reduces barriers to adoption. Content, business services, advertising and institutional contracts diversify revenue.

03 School Management System

Every subscribing school receives the full package. Features are not artificially divided into basic/professional software editions. The package can include:

Student registration & profiles Admissions Classes & streams Academic years & terms Staff management Attendance
Subjects & timetables Assessments & examinations Grading & report cards Academic performance Student progression
Parent/guardian association Communication Fees structures Invoicing & payment records Receipts & balances School finance reports
Dashboards & analytics Role-based access Audit trails Data-protection controls Backups & continuity PLT-ID integration
Connection to wider Scholanet services



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04 School Pricing

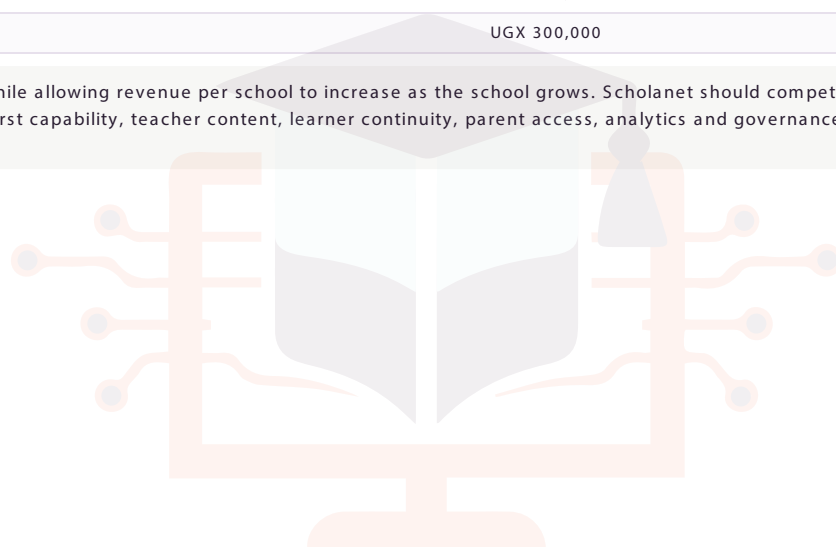
Tier	Student Population	UGX / Term	UGX / Year
Starter	50–250	100,000	300,000
Standard	251–500	200,000	600,000
Professional	501–1,000	300,000	900,000
Large	1,001–2,000	450,000	1,350,000
Institutional	2,001–5,000	650,000	1,950,000
Enterprise	5,001+	Custom	Custom

Recommended billing rule: The applicable tier is determined by the school's active student population at the billing point. A 10% grace band may be used to avoid an immediate price jump caused by a small number of new enrolments.

05 Why This Pricing Works

Student Population	Fee / Term	Per Student / Term
250 students	UGX 100,000	UGX 400
500 students	UGX 200,000	UGX 400
1,000 students	UGX 300,000	UGX 300

The model is affordable while allowing revenue per school to increase as the school grows. Scholanet should compete on affordability, simplicity, ecosystem value, offline-first capability, teacher content, learner continuity, parent access, analytics and governance — not only on being the cheapest provider.



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06 Teacher Creator Economy

Teachers are a strategic supply-side growth engine because learner adoption depends on useful educational content.

Basic Teacher Account — FREE

- Teacher profile
- Teacher Studio
- Basic content creation
- Content submission
- Basic analytics
- Creator programme participation

Teacher Plus — from UGX 5,000/month

- Enhanced creator tools
- Advanced analytics
- Additional creator capabilities
- Course tools
- Promotion tools

Final feature packaging should be confirmed before commercial launch.

Founding Teacher Programme

An initial internal target can be 500–1,000 productive verified teachers, rather than merely registrations. A teacher may create:

Video lessons Notes Quizzes Revision packages Courses Assessments Audio lessons Worked examples



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07 Paid Educational Content

Students and parents may purchase approved educational content.

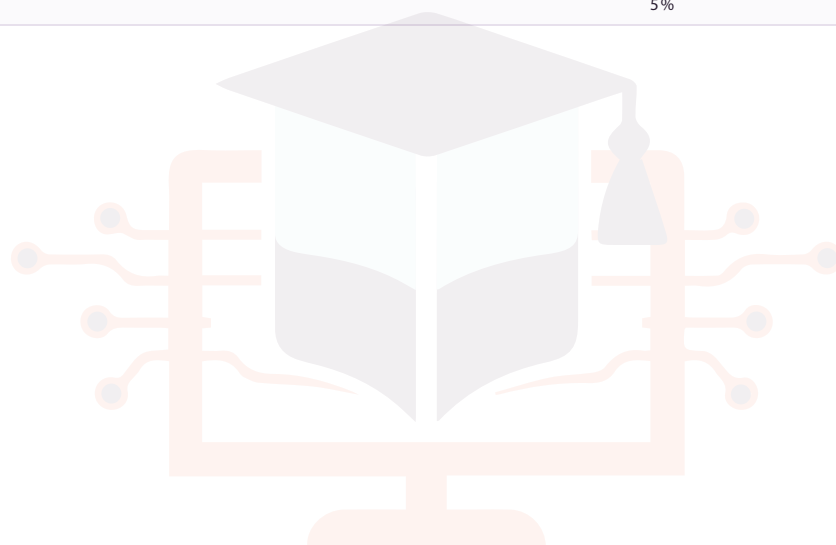
Revenue Allocation



The 5% should be described as a planned social-impact allocation until the Scholanet Foundation is legally established and operational.

Example — UGX 1,000,000 in Applicable Content Sales

Recipient	Share	Amount
Teacher	70%	UGX 700,000
Scholanet	25%	UGX 250,000
Social-impact allocation	5%	UGX 50,000



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08 Business Services

Business users can access the marketplace/business layer.

Business Basic — from UGX 5,000/month

Business profile Product/service listing Marketplace participation Education-related advertising Opportunity discovery

Higher-value institutional services use custom pricing.

09 Responsible Advertising

Potential advertisers include approved education suppliers, training providers, employers, institutions and relevant businesses.

Advertising must comply with safeguarding, privacy/data-protection and responsible-advertising requirements. Scholanet should not sell sensitive learner data for advertising.



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10 Institutional Contracts

Potential institutional customers/partners include:

Government programmes NGOs Development partners Universities Education networks School groups Scholarship programmes
Research programmes Institutional education initiatives

Contracts may cover deployment, analytics, programme management, integrations, training, monitoring, reporting and sponsored learner programmes. Pricing should be negotiated by scope.

11 Free Learner & Parent Access

Learners — Core Scholanet app: FREE.

Parents/Guardians — Core Scholanet app: FREE.

This keeps basic participation inclusive while monetisation occurs primarily on the institutional and optional premium sides.

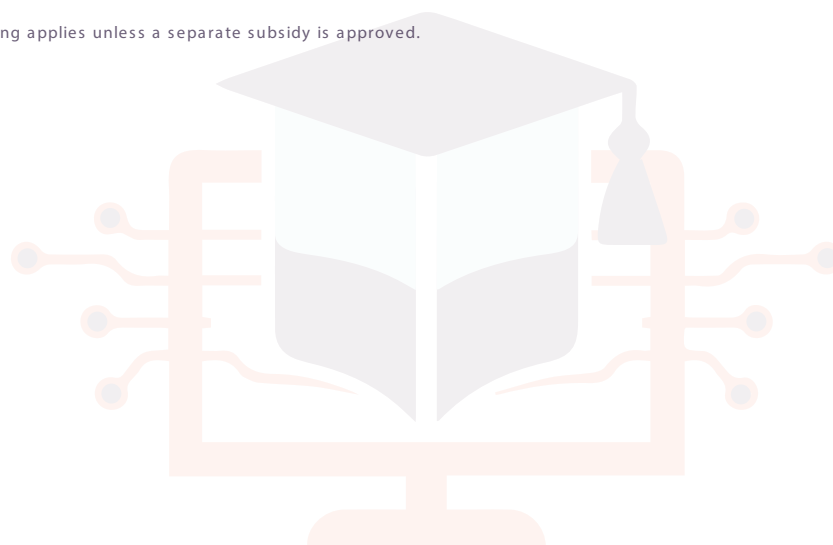
The Founding 50 programme should include:

Onboarding Training Teacher onboarding Product testing Support Feedback Usage monitoring Safeguarding monitoring
Impact measurement

After the free year, normal pricing applies unless a separate subsidy is approved.

12 Founding 50 Schools

The first 50 selected schools receive 12 months of the full School Management System — FREE.



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5-YEAR FINANCIAL MODEL

13 Modelling Scenarios

Three scenarios should be maintained:

Conservative

Slower conversion and lower ancillary revenue.

Base

Moderate adoption and successful teacher-content growth.

Accelerated

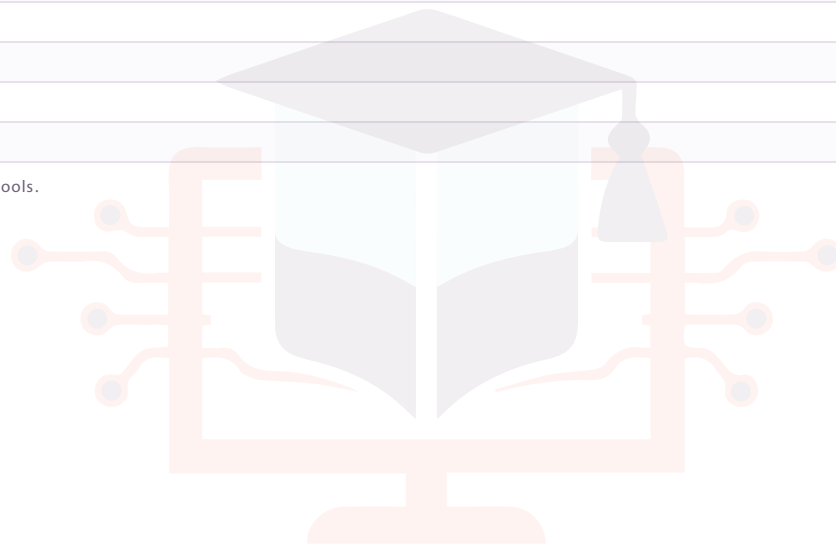
Strong adoption, content activity and institutional contracts.

All figures are planning scenarios, not guaranteed forecasts.

14 Base-Case Paying Schools

Year	Paying Schools
Y1	0
Y2	200
Y3	650
Y4	1,750
Y5	4,500

Y1 contains the first 50 free schools.



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15 Base-Case School Tier Mix

Indicative mature portfolio:

30% Starter 45% Standard 20% Professional 4% Large 1% Institutional Enterprise/custom treated separately

This gives an indicative weighted annual school subscription of approximately UGX 585,000 per paying school per year, before enterprise/custom contracts.

16 Base-Case School Revenue

Year	Paying Schools	School Revenue
Y1	0	UGX 0
Y2	200	UGX 117.0M
Y3	650	UGX 380.25M
Y4	1,750	UGX 1.02375B
Y5	4,500	UGX 2.6325B

Formula: Paying schools × UGX 585,000 average annual revenue/school.



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17 Base-Case Teacher Subscription Revenue

Assumption: UGX 5,000/month average.

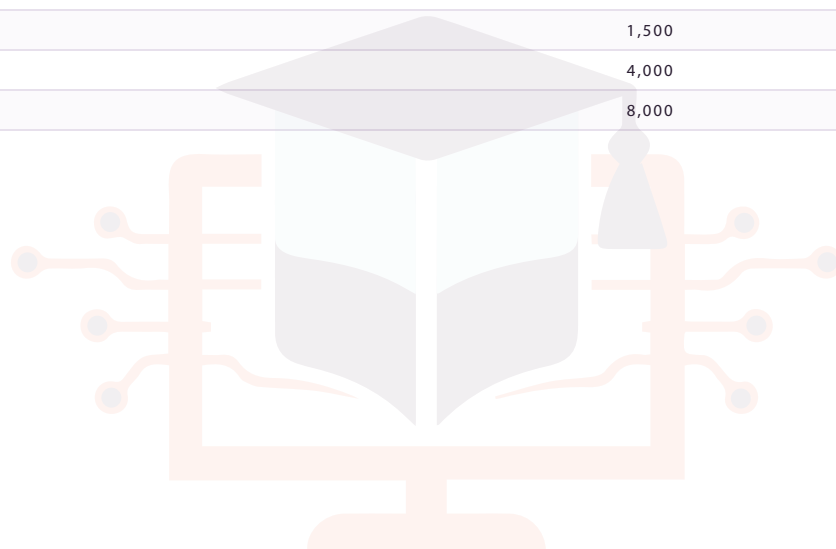
Year	Paying Teacher Plus Accounts	Revenue
Y1	0	UGX 0
Y2	1,000	UGX 60M
Y3	3,000	UGX 180M
Y4	7,000	UGX 420M
Y5	15,000	UGX 900M

Teacher subscriptions are separate from teacher content earnings.

18 Base-Case Business Revenue

Assumption: UGX 5,000/month average.

Year	Paying Businesses	Revenue
Y1	0	UGX 0
Y2	500	UGX 30M
Y3	1,500	UGX 90M
Y4	4,000	UGX 240M
Y5	8,000	UGX 480M



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19 Education Content Revenue

The financial statements should recognise the 25% Scholanet share as Scholanet platform revenue.

Year	Gross Content Sales	Teacher 70%	Scholanet 25%	Social-Impact 5%
Y1	0	0	0	0
Y2	100M	70M	25M	5M
Y3	300M	210M	75M	15M
Y4	750M	525M	187.5M	37.5M
Y5	1.5B	1.05B	375M	75M



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20 Advertising Revenue

Year	Advertising Revenue
Y1	UGX 0
Y2	UGX 20M
Y3	UGX 60M
Y4	UGX 150M
Y5	UGX 300M

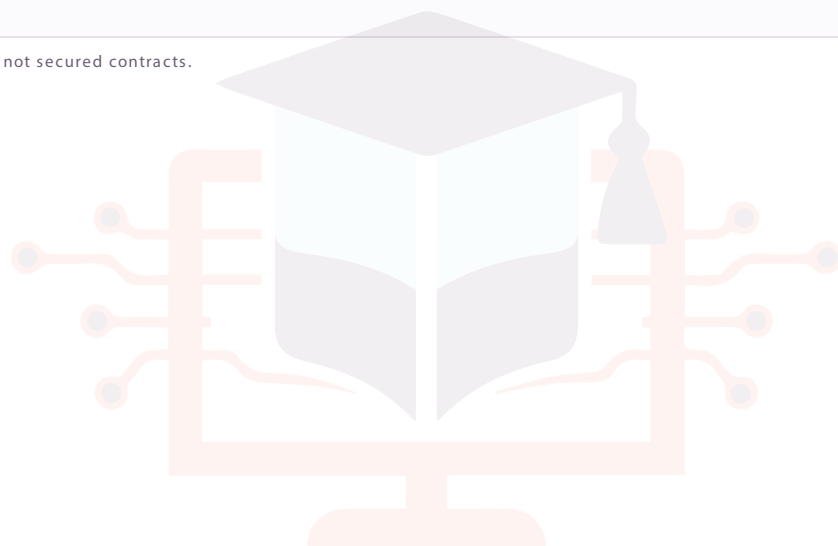
These figures must be replaced by actual advertising inventory and sales data as the platform matures.

21 Institutional Contract Revenue

Illustrative planning assumptions:

Year	Institutional Revenue
Y1	UGX 0
Y2	UGX 50M
Y3	UGX 150M
Y4	UGX 300M
Y5	UGX 600M

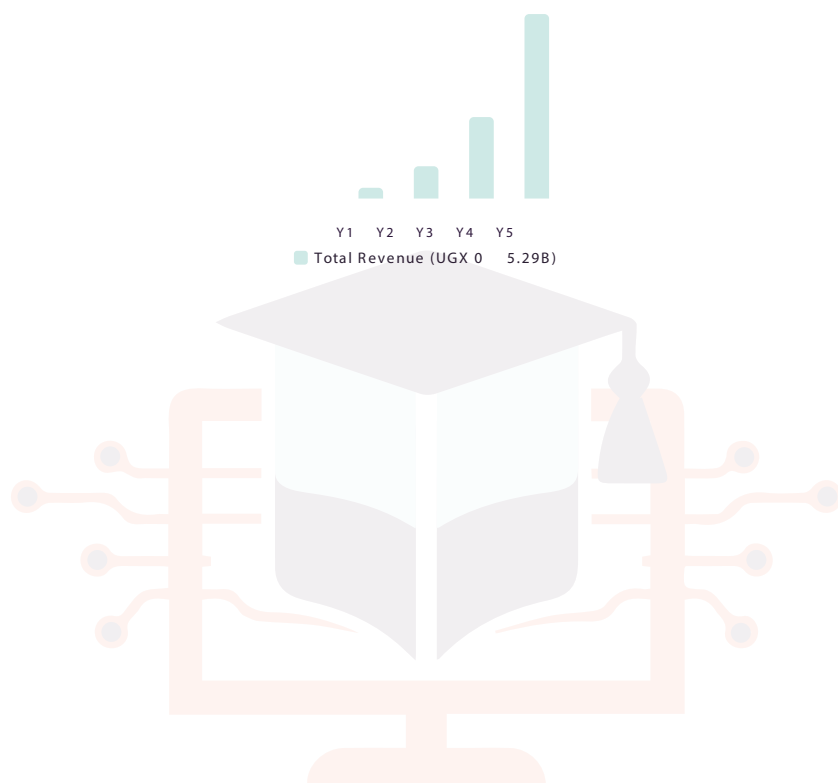
These are assumptions and are not secured contracts.



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22 Base-Case Total Revenue

Revenue Stream	Y1	Y2	Y3	Y4	Y5
School subscriptions	0	117.0M	380.25M	1.02375B	2.6325B
Teacher subscriptions	0	60M	180M	420M	900M
Business subscriptions	0	30M	90M	240M	480M
Content platform share	0	25M	75M	187.5M	375M
Advertising	0	20M	60M	150M	300M
Institutional contracts	0	50M	150M	300M	600M
TOTAL	0	302M	935.25M	2.32125B	5.2875B



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23 Illustrative Operating Costs

Year	Operating Cost
Y1	UGX 800M
Y2	UGX 950M
Y3	UGX 1.300B
Y4	UGX 1.850B
Y5	UGX 2.700B

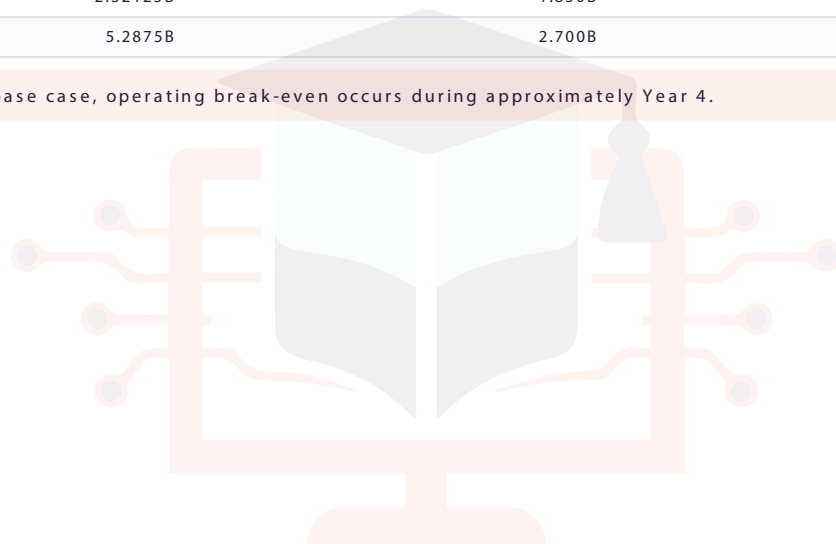
Cost categories: product & engineering, cloud/infrastructure, cybersecurity, staff, school deployment, teacher/content onboarding, customer support, monitoring & evaluation, safeguarding, data protection & legal compliance, marketing & partnerships, administration.

These are planning envelopes and should be replaced by detailed departmental budgets before major funding submissions.

24 Base-Case Operating Position

Year	Revenue	Operating Cost	Operating Position
Y1	0	800M	-800M
Y2	302M	950M	-648M
Y3	935.25M	1.300B	-364.75M
Y4	2.32125B	1.850B	+471.25M
Y5	5.2875B	2.700B	+2.5875B

Under this illustrative base case, operating break-even occurs during approximately Year 4.



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25 Conservative Scenario

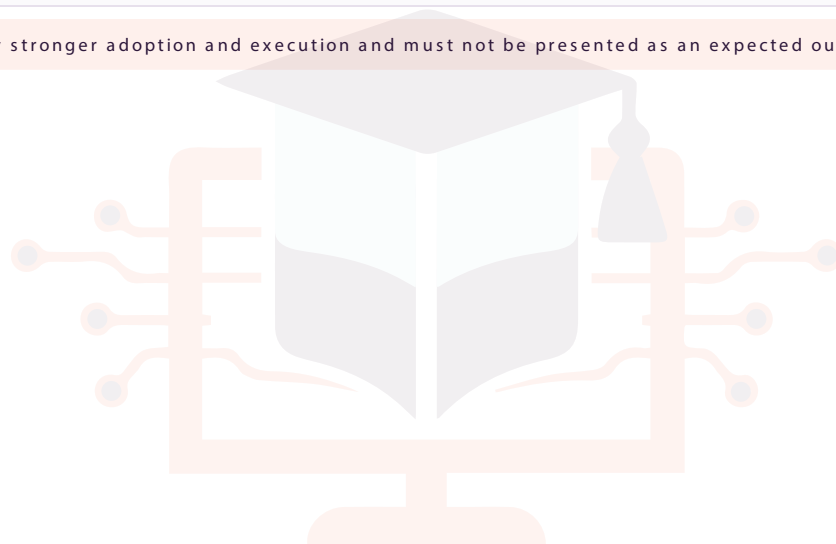
Year	Paying Schools	Revenue	Cost	Operating Position
Y1	0	0	800M	-800M
Y2	100	180M	850M	-670M
Y3	300	480M	1.050B	-570M
Y4	800	1.050B	1.450B	-400M
Y5	1,500	2.050B	2.100B	-50M

The conservative case shows why early grant funding, disciplined costs and strong teacher/content acquisition are important.

26 Accelerated Scenario

Year	Paying Schools	Revenue	Cost	Operating Position
Y1	0	0	800M	-800M
Y2	300	430M	1.000B	-570M
Y3	1,000	1.300B	1.500B	-200M
Y4	3,000	3.700B	2.200B	+ 1.500B
Y5	7,000	7.800B	3.300B	+ 4.500B

This requires materially stronger adoption and execution and must not be presented as an expected outcome without evidence.



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27 Phase 1 Funding Requirement

UGX 1,000,000,000

PLANNING REQUIREMENT (≈ USD 264,700 AT UGX 3,777.87/USD)

Exchange rates fluctuate, so grant applications should use the exchange rate applicable at submission.

Phase 1 funding can support:

Product development Teacher Studio Infrastructure Content onboarding Founding 50 school deployment Training Safeguarding
Data protection Cybersecurity Monitoring & evaluation Technical support Communications Administration Working capital

The UGX 1B funding request should be reconciled against the final detailed grant budget before submission.

28 Why Grant Funding Is Needed

Early revenue depends on adoption. Adoption requires a functioning platform, teachers, content, school onboarding, infrastructure, training, support, trust and evidence.

GRANT-SUPPORTED MARKET CREATION

VALIDATED ADOPTION

RECURRING REVENUE

INCREASING SELF-SUSTAINABILITY

The objective is not permanent grant dependence.



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29 Unit Economics

School

Weighted annual revenue: UGX 585,000 per paying school. Monthly equivalent: UGX 48,750. Actual contribution margin must be measured after direct service costs.

Teacher Plus

UGX 5,000/month = UGX 60,000/year.

Business Basic

UGX 5,000/month = UGX 60,000/year.

30 CAC

Customer Acquisition Cost should be measured separately for schools, teachers and businesses.

$$\text{CAC} = \text{acquisition expenditure} \div \text{new paying customers acquired}$$

Do not invent a permanent CAC before actual acquisition data exists. Phase 1 should establish the baseline.

31 LTV

For schools:

$$\text{LTV} = \text{annual gross contribution} \times \text{expected retention period}$$

The actual LTV should be calculated after Scholanet has sufficient retention and cost-to-serve data.



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32 Sustainability Ratio

Recommended management KPI:

$$\text{Sustainability Ratio} = \text{recurring unrestricted operating revenue} \div \text{recurring operating expenditure}$$

Ratio	Interpretation
Below 25%	Highly grant dependent
25–50%	Emerging sustainability
50–75%	Strengthening
75–100%	Near self-sufficiency
Above 100%	Recurring operating revenue covers recurring expenditure

These are management thresholds, not donor standards.

33 Revenue Diversification

Scholanet should avoid dependence on one revenue source. The mature portfolio should include:

School subscriptions Teacher services Content platform share Business services Advertising Institutional contracts

This improves resilience.



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34 Growth Flywheel

This is the central network-effect mechanism:



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35 Implementation Phases

Phase 1 — Build and Validate

- 50 founding schools
- Teacher Creator Programme
- Initial quality content library
- Teacher Studio
- Core School Management System
- Safeguarding & data-protection controls
- Evidence generation

Revenue: Grant-Supported

Phase 2 — Monetize

- Convert eligible schools to paid plans
- Launch Teacher Plus
- Launch content marketplace
- Launch business services
- Activate responsible advertising
- Secure institutional contracts

Revenue: Mixed Grant + Commercial

Phase 3 — Scale

- Expand school network
- Increase creator base
- Expand content
- Improve retention
- Grow institutional contracts
- Strengthen analytics & unit economics

Revenue: Increasingly Commercial



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36 Five-Year Planning Targets

Metric	Y1	Y2	Y3	Y4	Y5
Free/founding schools	50	—	—	—	—
Paying schools	0	200	650	1,750	4,500
Paying Teacher Plus accounts	0	1,000	3,000	7,000	15,000
Paying businesses	0	500	1,500	4,000	8,000
Gross content sales	0	100M	300M	750M	1.5B
Scholanet content share	0	25M	75M	187.5M	375M

These are internal planning targets, not existing achievements.



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37 Financial Governance

Maintain separate accounting categories for:

- 1 Operating revenue
- 2 Restricted donor funds
- 3 School subscription revenue
- 4 Teacher subscription revenue
- 5 Content marketplace revenue
- 6 Creator payouts
- 7 Social-impact allocation
- 8 Advertising revenue
- 9 Institutional revenue
- 10 Taxes/statutory obligations

Payment systems should support transaction records, reconciliation, refunds, creator payouts and audit trails.

38 Donor Positioning

Recommended wording:

Scholanet uses a grant-supported market-entry model designed to transition toward recurring commercial sustainability. Early funding accelerates technology development, teacher-content supply, school onboarding, inclusion, safeguarding and evidence generation. As adoption increases, affordable school subscriptions and complementary commercial services progressively support ongoing operations.



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39 Final Business Model in One Sentence

Scholanet monetizes the institutional side of education through affordable full-package school subscriptions priced by student population, while keeping core learner and parent access free and generating additional revenue through teacher premium services, educational-content transactions, business services, responsible advertising and institutional contracts.

40 Final Strategic Position

Scholanet should not sell itself as "another school management system." It should sell:

A complete education ecosystem with an affordable institutional operating system at its core.

The School Management System creates recurring institutional revenue. Teachers create the knowledge supply. Students create learning demand. Parents strengthen engagement. Businesses create marketplace activity. Institutions create opportunities for larger programme contracts.

The resulting model is:

BUILD CONTENT SUPPLY

PROVE LEARNER VALUE

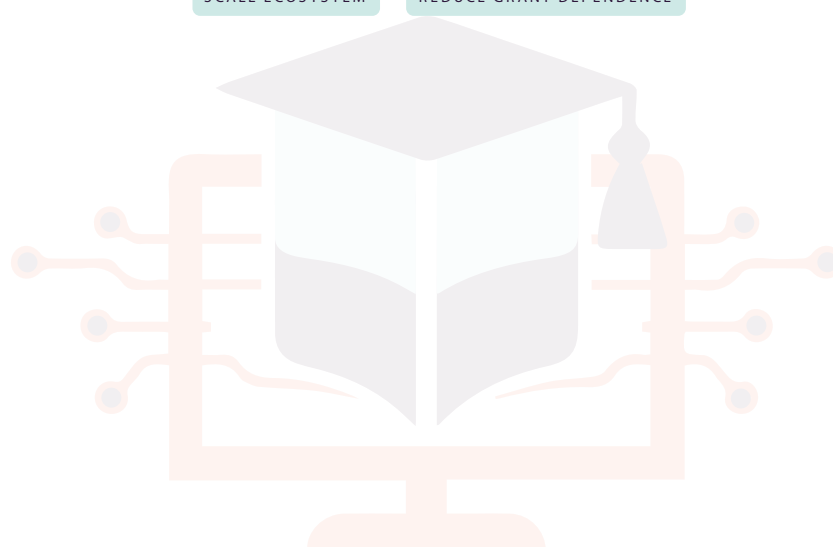
ACQUIRE SCHOOLS

ACTIVATE RECURRING REVENUE

STRENGTHEN TEACHER ECONOMY

SCALE ECOSYSTEM

REDUCE GRANT DEPENDENCE



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41 Management KPI Dashboard

School

- Registered schools
- Active schools
- Paying schools
- Retention
- Revenue per school
- Revenue by tier

Teachers

- Registered teachers
- Verified teachers
- Active creators
- Published content
- Content usage
- Teacher earnings

Learners

- Active learners
- Lessons completed
- Quiz attempts
- Retention
- Engagement

Commercial

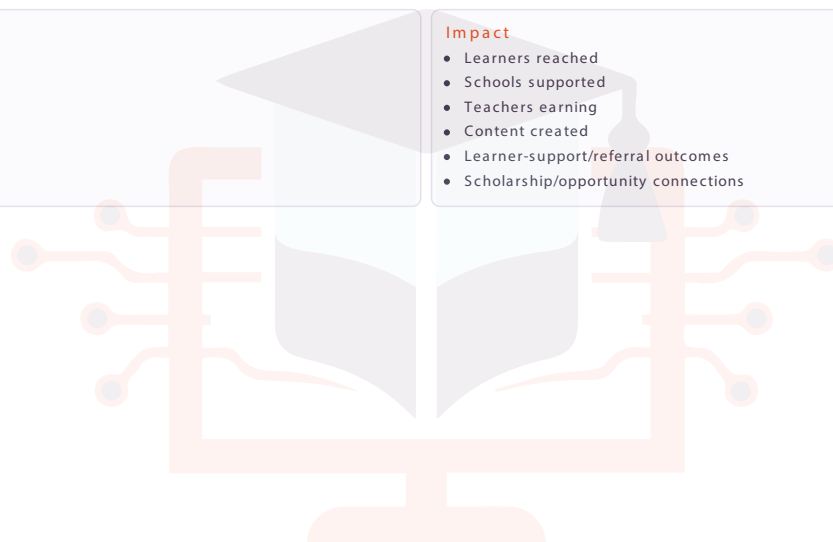
- Monthly recurring revenue
- Annual recurring revenue
- Gross content sales
- Scholanet content share
- Business revenue
- Advertising revenue
- Institutional revenue

Financial

- Gross margin
- Operating cost
- Operating surplus/deficit
- Cash balance
- Cash runway
- Sustainability ratio

Impact

- Learners reached
- Schools supported
- Teachers earning
- Content created
- Learner-support/referral outcomes
- Scholarship/opportunity connections



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42 Financial Disclaimer

All five-year figures are management planning scenarios. They are not historical results, secured revenue, committed contracts, guaranteed adoption or investment returns.

Actual performance will depend on product readiness, school conversion, teacher participation, content quality, learner engagement, pricing acceptance, retention, institutional contracts, infrastructure costs, staffing, regulatory requirements and economic conditions.

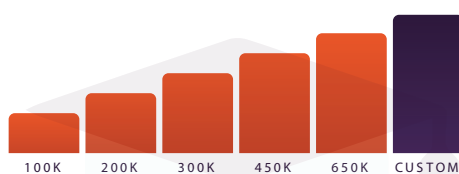
The model should be updated quarterly using actual operating data.

Conclusion

Scholanet's rebuilt model is based on a simple principle:

Charge institutions affordably for the infrastructure they need, keep core learner and parent access free, and create additional economic value around teachers, content, businesses and institutional programmes.

The proposed school pricing ladder is:



This provides a scalable institutional revenue base while remaining accessible to smaller schools. The teacher creator model supplies the content required for learner adoption. The 70/25/5 content model gives teachers a strong incentive to participate while supporting platform sustainability and the planned social-impact allocation. The first 50 schools provide a controlled environment for validation and evidence generation.

The long-term objective is:

Teacher content learner value school adoption recurring revenue teacher earnings stronger content supply
sustainable scale.

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