

A MARKET ENTRY RECOMMENDATION FOR INFINIA FUTUREAI

Capturing the UAE's K–12 AI Curriculum Mandate.

*818,000 students. 960 schools. A government mandate live for eight months — and no purpose-built product to serve it. This is the case for **Zeka**, and the three-month window to enter.*

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The UAE Has Mandated AI Education. The Market Has Not Caught Up.

A Cabinet-level policy directive has created 400,000+ captive learners with a defined curriculum and no purpose-built product to serve it. Schools are in Year 1 of delivery. September 2026 is Year 2 — the first real procurement window.

THE POLICY

- AI as mandatory subject: Kindergarten through Grade 12
- Active since September 2025 — currently in Year 1 of delivery
- Scope: All public schools + all MoE-curriculum private schools
- Delivery: Integrated into Computing, Creative Design and Innovation — zero additional class hours
- Scale: ~400,000 students | 1,000+ trained teachers | ~20 lessons per grade per year
- Year 1 reality: Schools improvising with teacher-built plans and free tools. No purpose-built product exists.

7 OFFICIAL MOE CURRICULUM DOMAINS

1. Foundational AI Concepts

2. Data and Algorithms

3. Software Applications

4. Ethical Awareness
5. Real-World Applications

6. Innovation and Project Design

7. Policies and Community Engagement

STRATEGIC CONTEXT

UAE National AI Strategy GDP target	AED 335B by 2031
AI share of non-oil GDP (target)	~20% by 2031
Govt commitment to digital education infra	AED 1.5B
MoE investment in digital learning	AED 1B
UAE education market 2024	AED 33.8B
UAE AI-powered education platforms 2024	USD 110M
UAE AI-in-K-12 market 2024 → 2033	USD 4.3M → 65.3M (33.1% CAGR)

Sources: UAE AI Office, Ken Research 2025, Technavio 2025, Grand View Research

COUNTRY	POLICY STATUS	IMPLICATION
AE UAE	✅ Mandatory K-12 — live since September 2025	First and only GCC nation with active mandate
CN China	⚠️ Mandatory from September 2025 — 8 hrs/year	Comparable ambition, lower intensity
US USA	❌ Executive order only April 2025 — no mandate	Fragmented, state-level only
EU Europe	❌ Digital Education Action Plan — no K-12 mandate	Incremental, no unified rollout
IN India	❌ CBSE elective only — no national mandate	Policy intent without implementation

The mandate is not coming. It has been live for 8 months. Schools have been improvising. September 2026 — three months away — is when they start Year 2 with procurement budgets and a mandate they now take seriously.

A USD 110M Market Built Around AI as a Tool. Nobody Built for AI as a Subject.

The UAE AI education platforms market has established players across three categories. None were designed for the mandate. The landscape was built before the requirement existed.

USD 110M

UAE AI EDUCATION PLATFORMS MARKET 2024

K-12 = #1 Segment

BY END-USER VALUE

LMS = Largest Type

BY PLATFORM REVENUE

60% of Educators

HESITANT TO ADOPT NEW TOOLS

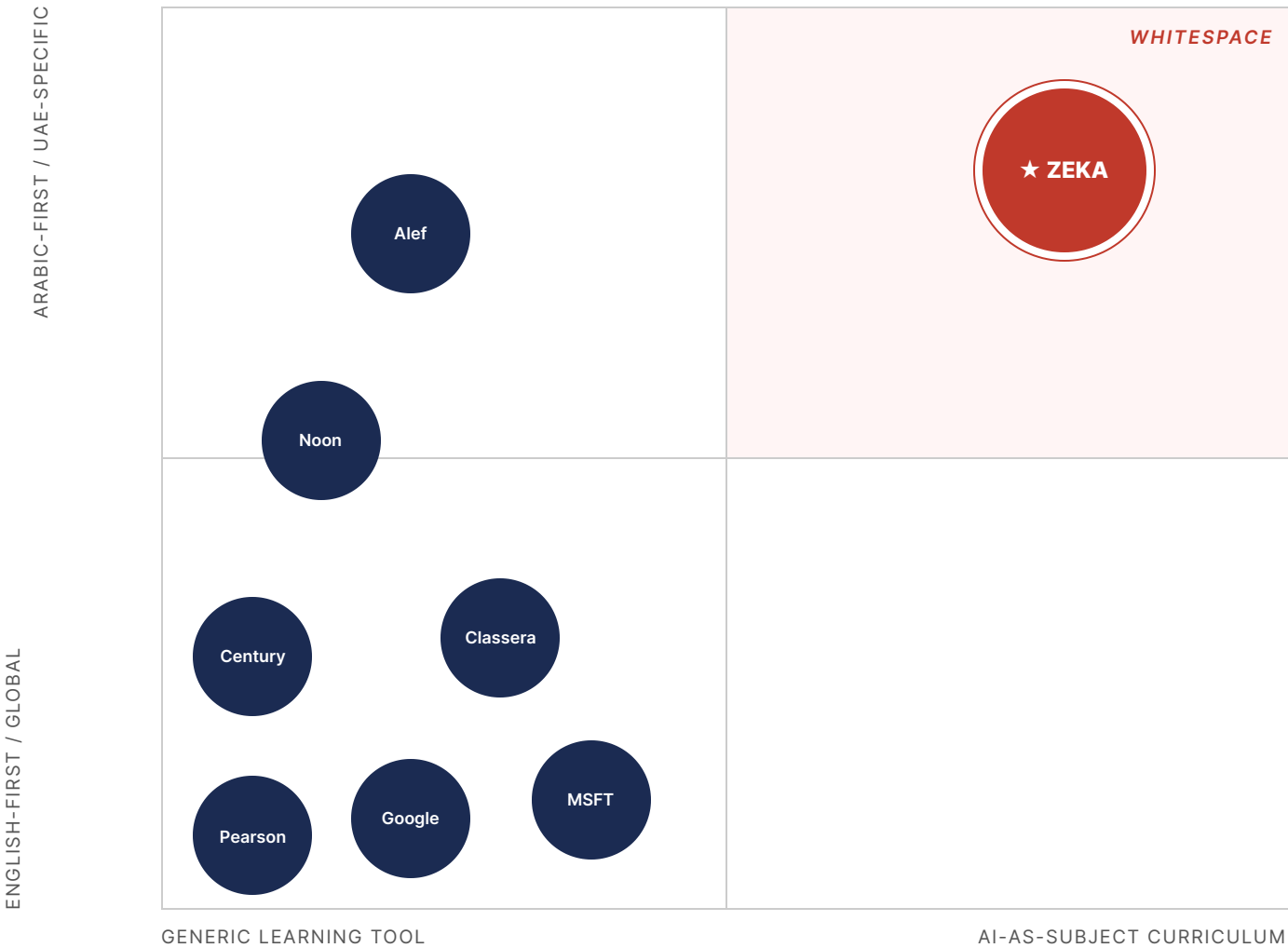
Source: Ken Research, September 2025

UAE INCUMBENT	GCC REGIONAL PLAYERS			GLOBAL PLATFORMS		
ALEF EDUCATION · Abu Dhabi · Est. 2015 · MoE Strategic Partner 1.8M registered students globally (Dec 2025) 36% penetration of UAE private schools - FY2025: AED 769.5M revenue, 71.6% EBITDA margin - Product: LMS + adaptive learning Grades 5–12, Arabic literacy tools - Expansion: additional subjects, additional grade levels CRITICAL GAP Alef teaches subjects through AI. They do not teach AI as a subject. No AI curriculum module exists in their product.	PLAYER	CORE PRODUCT	GAP	PLAYER	UAE ROLE	GAP
	Noon Academy	Social learning, live tutoring, gamified K-12	Saudi-first. No MoE AI alignment	Microsoft Education	Teams, O365, Copilot in UAE private schools	AI as productivity tool. Not mapped to MoE
	Classera	Cloud LMS for K-12 and universities	Generic LMS. No UAE AI subject content	Google for Education	Chromebook deployments, Google Classroom	Infrastructure only. No curriculum content
	Edraak	Arabic MOOC platform	Higher-ed focused. No K-12 AI curriculum	Pearson / McGraw-Hill	Digital textbooks and assessments	Traditional publishing. No AI subject curriculum
	Century Tech	AI-powered personalisation, GCC presence	English-first. Personalises subjects, doesn't teach AI			

The market divides into two types: platforms that use AI to deliver education better, and platforms that teach students about AI. Every player is the first type. The mandate requires the second. Nobody is the second.

Every Player Occupies the Same Quadrant. The Mandate Lives in the Empty One.

Mapping the competitive landscape against the two dimensions that determine fitness for the UAE AI curriculum mandate.



No product teaches AI as a subject

Every player uses AI to deliver education. Zero players have built a product teaching students what AI is — mapped to the MoE 7-domain curriculum framework.

Grades KG–4 completely unserved

The mandate begins at Kindergarten (age 4). Every product starts at Grade 5 at earliest. ~40% of mandated students are in Grades KG–4 — served by no existing product.

Cross-curricular integration does not exist

No product integrates AI concepts into Mathematics, Science, Arabic, and Social Studies — the practical approach for schools with no AI-specialist teachers.

The top-right quadrant is not a niche. It is the entire mandate. 818,000 students, 960 schools, a government requirement. And it is empty.

Zeka — AI Woven Into Every Subject. Not Another Subject to Teach.

The mandate does not ask schools to add an AI class. It asks them to build AI-literate students. Zeka embeds AI concepts inside Mathematics, Science, Arabic, and Social Studies — subjects students already study, taught by teachers who already know them.

Teaching AI as a standalone subject creates two immediate problems. Schools need AI-specialist teachers they do not have. Students experience it as another obligation. Zeka integrates AI concepts into subjects already in the UAE MoE curriculum — a Maths lesson on patterns becomes the entry to how AI learns; a Science lesson on classification becomes a hands-on exercise in how AI identifies data. MIT and Harvard research confirms cross-curricular AI integration is more accessible and scalable than standalone AI subjects, particularly for non-computing teachers.

USP 1 · CROSS-CURRICULAR BY ARCHITECTURE

Every lesson maps to a specific MoE subject at a specific grade level. Schools do not restructure timetables. Teachers do not become AI experts.

USP 2 · ONLY COMPLETE K-12 ARCHITECTURE

Every competitor starts at Grade 5. Zeka covers KG through Grade 12 — a 14-year student relationship.

USP 3 · MULTI-STAKEHOLDER PLATFORM

Four interfaces — student, teacher, parent, school admin — all feeding the same data layer. Schools buy an institutional solution.

STAKEHOLDER	THEIR PROBLEM	WHAT ZEKA GIVES THEM
Student	AI curriculum feels abstract and disconnected from familiar subjects	Gamified lessons in familiar subjects. Badges, rewards, progression levels — learning feels like a game
Teacher	60% of UAE educators hesitant to adopt new tools. No time to redesign lesson plans	Auto-generated lesson plans mapped to MoE subject + AI domain. Zero extra planning
Parent	No visibility into child's development on new mandatory subject	Real-time dashboard: subject-by-subject progress, AI concept mastery, next milestone
School Admin	Cannot demonstrate ROI. No data for procurement renewal	Cohort KPI dashboard: curriculum coverage %, assessment scores, at-risk flags

CYCLE	AGES / GRADES	APPROACH	EXAMPLE
KG — Wonder	Ages 4–6	Arabic animated stories, character-led play, 10-min sessions	"Nour and the Sorting Robot" — students help robot sort shapes; concept: AI learns patterns
Cycle 1 — Explore	Grades 1–4	Gamified missions in Maths and Science, 20-min lessons	Maths: Pattern Learner. Science: Animal Sorter — build AI decision tree
Cycle 2 — Build	Grades 5–8	Project-based, real data, ethics via Social Studies	Maths: predict weather from UAE city data. Social Studies: algorithmic bias in hiring
Cycle 3 — Create	Grades 9–12	Real tools, Physics/Bio/CS hooks, AI portfolio	Physics: projectile data to neural network. Biology: computer vision in medical diagnosis

UAE AI Strategy 2031 Objectives 5 and 6 require 10,000 trained AI data scientists and engineers. Zeka is the pipeline feeder — structured AI literacy from age 4 to Grade 12, every cohort entering university post-2031 formally AI-literate.

818,000 Students. 960 Schools. One Mandate. No Compliant Product.

Built from UAE Ministry of Education official enrollment data. Most granular source available. All figures sourced from MoE, KHDA, and ADEK official publications.

METRIC	FIGURE	SOURCE
Government school students 2023-24	360,681	MoE Official Data
Private school students 2023-24	394,339	MoE Official Data
Total K-12 students 2023-24	755,020	MoE Official Data
Public schools 2023-24	557 across 7 Emirates	MoE Official Data
Private schools 2023-24	~960 total (MoE + KHDA Dubai + ADEK Abu Dhabi)	MoE + KHDA + ADEK
Estimated total students 2025-26	~818,000	MoE +2% govt, +6% private per KHDA

TOTAL ADDRESSABLE MARKET	SERVICEABLE ADDRESSABLE MARKET	SERVICEABLE OBTAINABLE MARKET
All 818,000 UAE K-12 students × AED 200/student/year = AED 164M (~USD 44.6M) Cross-check: Ken Research UAE AI ed platforms = USD 110M (2024). Grand View AI-in-K-12 UAE projected USD 65.3M by 2033.	Public mandate students: 375,000 Private MoE-curriculum (~35%): 155,000 Proactively aligning private: 55,000 Total: ~585,000 students SAM = AED 108.8M (~USD 29.6M)	Year 1 (2026): AED 3.6M Year 2 (2027): AED 14M Year 3 (2028): AED 51M Year 3 = 49% of SAM captured

PERIOD	Y1 · JUN-DEC 26	Y2 · JAN-DEC 27	Y3 · JAN-DEC 28	ASSUMPTION	VALUE	RATIONALE
Strategy	Private pilots	Private scale + public pilot	School groups + govt	Private student growth	+6%	KHDA Dubai 2024-25
Target	15 private schools	60 private + 20 public	2 groups + AD contract	MoE-curric private share	35%	British 36%, Indian 26%, US 15%
Students	12,000	60,000	300,000	Govt per-student price	AED 150	UAE edtech public benchmarks
Revenue	AED 3.6M	AED 14M	AED 51M	Private per-student price	AED 200–300	Premium for alignment + features
Milestone	KHDA-compliant live	Outcome data + group LOI	MoE approved + first emirate			

One Product. Two Procurement Realities. Two Pricing Models.

Public and private school buyers operate on entirely different budget cycles, decision structures, and price sensitivities.

DIMENSION	B2G PUBLIC SCHOOLS	B2B PRIVATE SCHOOLS
Buyer	MoE / Emirates School Establishment	Principal, curriculum head, school group CTO
Budget	Government allocated — not discretionary	School's own operating budget
Decision cycle	12–18 months (tender, approval, procurement)	3–6 months (pilot → board → rollout)
Price sensitivity	High — public funds, audited spend	Moderate — justified by outcomes
Contract	Multi-year mandate-based	Annual subscription, pilot-to-scale
Trigger	MoE mandate compliance	Competitive differentiation + mandate alignment

MODEL 1 · PUBLIC SCHOOLS (B2G)			MODEL 2 · PRIVATE SCHOOLS (B2B)		
TIER	SCOPE	RATE	TIER	SCOPE	RATE
Pilot Contract	20–50 schools, 1–2 Emirates	AED 175/student/yr	Pilot	1 school, up to 500 students, 1 term	AED 300/student/yr
Emirate Contract	Full emirate rollout, Ministry-signed	AED 150/student/yr	Single School	Full school post-pilot	AED 250/student/yr
National Contract	Multi-emirate, 3-year mandate contract	AED 120/student/yr	School Group	5+ schools, one operator	AED 200/student/yr
Illustration: Abu Dhabi public — ~160,000 students × AED 150 = AED 24M/yr (3-yr value AED 72M). AED 150/student = <0.5% of per-student govt education spend.			Illustration: GEMS — ~70,000 UAE students × AED 190 = AED 13.3M/yr. KHDA fees AED 12K–100K/student; Zeka @ AED 250 = 0.25–2% of fees.		

TEACHER ENTRY · ZEKAI PLANNER (FREE)

Maps lesson plans to MoE's 7 AI domains automatically · generates HoD coverage report · zero to mandate-compliant in <30 min. Teachers arrive by choice; by the time the school signs, Zeka is being formalised, not evaluated.

Free Planner

→

Email captured

→

BD outreach

→

Pilot AED 300

→

Board outcome data

→

Sub AED 250

→

Group proposal

SEGMENT	MODEL	RATE	YEAR 3 REVENUE
Public pilot	B2G	AED 175/student	AED 3.2M
Public emirate contract	B2G	AED 150/student	AED 24M
Private single school	B2B	AED 250/student	AED 6M
Private school group	B2B	AED 190/student	AED 17.8M
TOTAL YEAR 3			AED 51M

Private First. Prove It. Then Scale Through Government.

Schools are 8 months into Year 1 with no structured product. September 2026 is Year 2 — the first academic year where schools enter procurement-ready. That is the entry window.

DIMENSION	PRIVATE FIRST	PUBLIC FIRST
Decision cycle	3–6 months	12–18 months
Cash flow	Revenue in Year 1	No revenue until Year 2 earliest
Risk	Low — pilot fails, one relationship lost	High — tender fails, 18 months wasted
Strategic value	Builds outcome data MoE requires for vendor approval	No outcome data without live deployment first
Year 1 dynamic	Schools actively seeking Year 2 solutions now	Government procurement 12+ months away

PHASE 1 · JUN–SEP 2026 · LAND	PHASE 2 · OCT 26–MAY 27 · EXPAND	PHASE 3 · JUN 27–MAY 28 · EMBED
• Target: 15 premium private schools, Dubai + Abu Dhabi • Adoption: Zeka Planner to teachers 4 weeks pre-pilot; 80% usage pre-contract • Offer: Full Year 2 contract, AED 300/student, Year 1 gap analysis included • Milestone: 15 schools contracted Sep 2026; mid-term outcome data Oct 2026	• Target: Scale to 60 schools; first group LOI; MoE vendor submission • Adoption: Phase 1 NPS as sales material; GESS Dubai showcase Apr 2027 • Regulatory: PDPL certification, UAE data residency, KHDA recognition filed • Milestone: Group contract signed, MoE pilot approval	• Target: First emirate government contract; second group (GEMS); GCC signal • Adoption: Programme with Emirates College for Advanced Education • Contract: 3-year deals aligned to academic years — compounding renewal • Milestone: Sept 2027 first emirate live; AED 51M Year 3 trajectory

MONTH	ACTIVITY	OUTPUT	RISK	LEVEL	MITIGATION
M1 · Jun 2026	Zeka Planner promoted. Outreach to 50 target schools	Warm leads	Status quo wins — schools improvise	High initially	Zeka Planner removes friction. Year 2 structured vs Year 1 improvised data is the argument
M2 · Jul 2026	5 pilot contracts signed	AED 1.2M committed	Big tech bundles AI curriculum	Medium	Cross-curricular requires curriculum ownership. MSFT and Google are tools, not curriculum
M4 · Sep 2026	15 schools live — Year 2 start	AED 3.6M Year 1	School group builds in-house	Medium	Build-vs-buy timeline 18+ months. Zeka is live
M7 · Dec 2026	MoE vendor submission filed. PDPL certified	—	Teacher adoption plateau	Medium	Term 2/3 content releases. Teacher community. Renewal tied to outcome data
M8 · Jan 2027	40 schools live. Group negotiations active	AED 8M run rate			
M11 · Apr 2027	GESS Dubai 2027 showcase	AED 14M Year 2			
M16 · Sep 2027	GEMS group contract live	AED 28M run rate			
M18 · Nov 2027	First emirate government contract signed	AED 51M Year 3 trajectory			

RECOMMENDATION

A Mandate-Created Market, A Structural Gap, And The Only Architecture Built For It.

The case for Zeka is not speculative. The demand is government-mandated, the gap is structurally documented, and the entry sequence is executable. The window is three months.

- 1

The UAE Cabinet has mandated AI education for 818,000 students across 960 schools, active since September 2025.
- 2

Schools completed Year 1 using improvised tools. No purpose-built, mandate-aligned product exists.
- 3

Zeka fills this gap through cross-curricular integration — AI embedded in subjects schools already teach.

STRUCTURAL ADVANTAGE	WHAT IT MEANS	REAL THREAT	WHO	WHY IT IS THE REAL RISK
Mandate Alignment	Schools do not choose whether to teach AI — they choose which product. Zeka is the only product built for that choice	Status quo wins	Teachers improvising with free tools	Zero procurement friction. Zeka must be measurably better AND frictionless
Cross-Curricular Architecture	AI embedded in Maths, Science, Arabic, Social Studies. Structurally impossible for incumbents to replicate without rebuilding libraries	Big tech bundles it	Microsoft Ed, Google for Education	Already inside UAE private schools. Could add MoE-mapped AI curriculum at near-zero marginal cost
Complete K-12 Coverage	KG through Grade 12. Every competitor starts at Grade 5. 14-year student relationship; switching cost = academic continuity	Groups build in-house	GEMS, Taaleem, Aldar internal	Large operators may build proprietary tools rather than buy
Multi-Stakeholder Platform	Four interfaces, one data layer. Schools buy an institutional solution	GCC regional pivot	Noon Academy, Classera	Both scaling in UAE. Could add AI subject content
UAE Data Sovereignty	UAE-hosted infra + PDPL from Day 1. Locks out global platforms from public sector	Incumbent expands	Alef Education	Structurally constrained — cross-curricular means rewriting entire library

The primary competitive risk is not a named product. It is the school that decides good enough is good enough. Zeka wins by being so embedded in teacher workflow and so measurably better than Year 1 improvisation that switching never becomes a question.

REQUIREMENT	DETAIL	TIMELINE	TAM	AED 164M	Act before September 2026. Mandate live 8 months. Schools improvised through Year 1. September 2026 is Year 2 — first academic year schools enter procurement-ready. Phase 1 requires 15 private school contracts and teacher onboarding complete by August 2026. That window is three months away.
Product MVP	Zeka Planner + Cycle 2 student platform + admin dashboard	August 2026	SAM	AED 109M	
Content development	Cross-curricular AI lessons in Arabic — all 3 cycles	Parallel to build	Y1 SOM	AED 3.6M	
UAE data infrastructure	G42 Cloud or Khazna Data Centre — UAE sovereign hosting	Pre-launch	Y2 SOM	AED 14M	
PDPL compliance	DPO, minors consent framework, transfer controls	Before first contract	Y3 SOM	AED 51M	
BD hire	UAE-based senior BD with GEMS / Taaleem / ADEK relationships	Month 1	Y3 as % of SAM	49%	
			K-12 bv 2033	USD 65.3M	

IN CLOSING

Thank you.

Three months. 818,000 students. One mandate, and a window that closes in September. I'd welcome the chance to discuss this case — and what the first 30 days inside FutureAI could look like.



APPENDIX · MASTER WORKING DOCUMENT

Zeka Market Model — Aagrah Nigam

Full TAM/SAM/SOM build, pricing tiers, revenue trajectory · click to open



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DATE
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SUBMITTED TO
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