IMPACT

1. Please select the top 3 most relevant United Nations Sustainable Development Goals (SDGs).
   - GOAL 1: No Poverty
   - GOAL 2: Zero Hunger
   - GOAL 3: Good Health and Well-being
   - GOAL 4: Quality Education
   - GOAL 5: Gender Equality
   - GOAL 6: Clean Water and Sanitation
   - GOAL 7: Affordable and Clean Energy
   - GOAL 8: Decent Work and Economic Growth
   - GOAL 9: Industry, Innovation and Infrastructure
   - GOAL 10: Reduced Inequality
   - GOAL 11: Sustainable Cities and Communities
   - GOAL 12: Responsible Consumption and Production
   - GOAL 13: Climate Action
   - GOAL 14: Life Below Water
   - GOAL 15: Life on Land
   - GOAL 16: Peace and Justice Strong Institutions
   - GOAL 17: Partnerships to achieve the Goal
   - Not Applicable

1. Please describe your company and the problem you are solving.
   (max. 1000 characters spaces included)

   “Company A” trains retired professionals in S. Korea to become Korean language tutors and match them with Korean language learners all around the world via our all-in-one online teaching platform. Like for all languages, the ultimate goal for Korean language learners is to speak it better. However, due to various obstacles including lack of access to trained native tutors, difficulty in traveling or scheduling, or high prices, Korean language learners have a hard time practicing speaking. This is
where “Company A” comes in. We provide high-quality online Korean lessons with trained professional tutors for affordable prices. “Company A”’s value proposition is simple: Speak Korean like a native.

2. How is your solution uniquely addressing this problem?
(max. 1000 characters spaces included)

“COMPANY A” provides 1:1 online tutoring lessons with professionally trained, native and bilingual tutors using our own speaking-focused curriculum. All classes are conducted online, so anyone can learn with us regardless of his/her location and save on transportation cost. “COMPANY A” offers classes from 7am to 11pm KST to fit our customers’ busy schedule and to allow students in other time zones to learn with our native tutors. Most importantly, personalized classes tailored to students’ specific needs allow students to choose their lesson topics and receive immediate feedback on their work and progress.

3. How will your company change the world? What is the big picture and vision?
(max. 500 characters spaces included)

Globally, population aged 60 years old or more is growing more quickly than younger age groups. At the global level, nearly 50% of those who have reached statutory pensionable ages do not receive a pension. In Asia, rates of poverty for them are higher than for other age groups. The vision of “COMPANY A” is to create sustainable and senior-friendly jobs at a large scale in order to produce socioeconomic benefits for the society.

4. Please list the metrics you use to measure your social impact, and report on the initial results.
(max. 500 characters spaces included)

Breadth:
1. ### monthly active students, who consistently take 1:1 online lessons with senior tutors
2. ### followers on our social media channels from online content learners
3. ## tutors (% of whom are bilingual in Korean and English)

Depth:
1. Timeframe students needed to pass language exams
2. Student survey in regards to confidence to speak
3. Tutor survey in regards to engagement with society, passing on their experiences, & convenience of conducting class

Focus:
2.4 million potential students for the product
1.2 million potential senior tutors

MARKET ANALYSIS

5. What is your total addressable market in USD$? Please list your assumptions.
   (max. 500 characters spaces included)

   The Total Available Market (TAM) size is calculated based on our main customer segments, price per unit, and number of units sold. The size is expected to be $### or ### million people. The growth rate of this market is expected to be ###%, and this high rate is mainly attributable to rapid growth of the K-pop market.

6. Please list the names and websites of your top 2 competitors.
   (max. 500 characters spaces included)

   Duolingo www.duolingo.com
   Italki www.italki.com

STRATEGY/BUSINESS MODEL

7. Please describe your business model.
   (max. 1000 characters spaces included)

   Currently, there are two main revenue streams: 1) we sell packages of 1:1 lessons to B2C customers and 2) we partner with B2B clients to provide 1:1 lessons to their employees. Then, we have additional income coming from “Partner B” for educating and hiring senior citizens. Each 1:1 speaking lesson is priced at $###/hour, and lessons are sold in packages with larger discounts offered for larger packages. We pay tutors $###/hour.
8. Please list the top 2 risks associated with your business model.
(max. 1000 characters spaces included)

There are key partnerships that need to be maintained or secured in order to grow rapidly. It is important to continue discussions with these partners to have clear vision and to always build other new relationships with potential partners. Also, we would have to be prepare for an alternative option of training 100% in-house and selling directly to customers in case partnerships fall apart.

Some other risks include entry of new competitors, competitors taking away our resources (tutors, especially), change in government-run programs or official Korean test format, decrease in interest for Korean due to external factors. This would mean that the cost of hiring senior tutors could increase significantly, and the number of lessons sold to B2C customers could decrease significantly. In this case, we will need to sell our curriculum and other content to our old dedicated user. We will also cut our expenses and be more cautious in adding new team members or spending on ads, which are two of the largest operating expenses.

TRACTION

9. Please provide your revenue/customer/user growth key performance indicators (KPIs) or metrics. Include totals and month-over-month/quarter-over-quarter growth for the last year. Please also highlight any evidence that can show early market demand. (max. 1000 characters spaces included)

Students: We have over ### signups and ### monthly paid active users, approximately ###% of whom reside outside of Korea. Average revenue per user (ARPU) is ~$###.
Partnership: We have secured # overseas university partnerships valued at $.#
Tutors: We have a pool of # senior tutors, each of whom makes over $###/month on average.

10. How do you plan to acquire customers/users?
(max. 1000 characters spaces included)

We gain traction by creating educational micro content for our social media channels, where we currently have ###K+ followers and subscribers. We drive traffic
by running ads on Facebook and Instagram. Once prospects visit our website and sign up, we send out automatic on-boarding emails, which lead to direct sales. Our retention rate is ##%, CAC is $## and LTV is $####. We reached $####K in monthly revenue in M/2019. It takes on average # days to close a sale.

FINANCIALS & BUSINESS PLAN SUSTAINABILITY

11. Please fill in the income statement below when applicable. If not applicable, please put « 0 ». R denotes realized information, whereas F denotes forecast information.

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<tbody>
<tr>
<td>Revenue  (non grant)</td>
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12. Please note all key assumptions for forecast numbers.
(max. 500 characters spaces included)

Revenue: Expected growth in sales volume is $. (# of students @ $#)

Expenses: In order to drive growth, we plan to hire # marketing and sales experts, # developers, # content and curriculum designers, as well as # business development experts for global expansion. Marketing costs are estimated based on past customer acquisition cost (CAC). The CAC for the next 5 years is expected to be $##, while the LTV is $####, and the sales cycle is ~## days.

FUNDING & RUNWAY

13. Please list grants received to date and terms.
(max. 500 characters spaces included)

We have received $#### in grants and awards during the past # years, from # different sources of funding - Foundation X $#### and Foundation Y $####.
14. Please list any capital raised to date and terms.
   (max. 1000 characters spaces included)

   We have not raised any capital to date.

15. What is your monthly gross burn rate (USD$) and how much runway (in months) do you have?
   (max. 500 characters spaces included)

   Our gross monthly burn rate is $##k, and we have ## months of runway.

LEADERSHIP

16. Please explain why your team is uniquely qualified to solve this problem. (max. 1000 characters spaces included)

   A lot of people find their calling in life but we like to think that our calling found us. Seeing the intense isolation and overhearing stories of regrets from the seniors at his job, Co-founder A was compelled to start “COMPANY A” as a way to connect the younger generations of Korean learners with the passionate seniors at his center. The goal was to empower the elderly with meaningful work while providing students with a native speaker they can practice speaking Korean with. Myself and another co-founder joined, and our two-year project grew into something much bigger than what we originally had thought and in mid-2016, our team decided to pivot and turn “COMPANY A” into a full-fledged social startup. We were inspired to build the best Korean education platform but also create the world’s largest community of seniors and youth. All three of us knew that “COMPANY A” reflected our passion to change society, our love for Korean language and culture, and vision to improve the lives of senior citizens in Korea and eventually around the world. Refer to CVs for qualifications.
17. What does being part of the Cartier Women Initiative programme mean for your business?

(max. 1000 characters spaces included)

The $100,000 will help us develop our platform, hire a CTO, develop more innovative content, and hire a sales team. Further the Cartier network can grant us greater visibility for our work – increasing the number of students and tutors on the platform. Lastly, being part of the Cartier’s community of social entrepreneurs will create the visibility “COMPANY A” and attract strategic partnerships.

We hope to contribute to the community by inspiring others to pursue social entrepreneurship, especially women in S. Korea, and contributing our network and experiences to others in the ecosystem. We believe “COMPANY A” is a great example of how to build connectivity across generations; especially in the midst of the current Age Wave, this mission has immense social impact.

OWNERSHIP

18. Please list all shareholders (including founders, employees and investors) of the company and their title that own at least 5% equity, including their title and percentage: Place an “*” next to ones owned by women.

(max. 1000 characters spaces included)

<table>
<thead>
<tr>
<th>XYZ CEO</th>
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<tr>
<td>XYZ CMO</td>
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<td>XYZ COO</td>
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OTHER INFORMATION

19. Please list any prior participation in programs relating to entrepreneurship, accelerators etc.

None