



**NSN GLOBAL SERVICES LLC
A LIMITED LIABILITY COMPANY REGISTERED IN:**

**DOVER, DELAWARE
UNITED STATES OF AMERICA**

**Global Vision and Mission Alignment Policy
Version 2.0 2026**

Preamble and Commitment Statement

NSN Global Services LLC, as a forward-thinking global innovation company devoted to transforming education and technology solutions across international landscapes, profoundly acknowledges the essential role of aligning our operations, initiatives, and culture with our overarching vision and mission to achieve sustainable success and meaningful impact. Our vision is to create a world where quality education is accessible, effective, and equitable for all, empowered by cutting-edge technology and innovative reforms. Our mission encompasses reforming stagnant education systems, redirecting investments toward more impactful and efficient outcomes in both private and public sectors, and expanding access to quality education in developing nations. In harmony with these foundational elements, this Official Global Vision and Mission Alignment Strategy delineates a comprehensive approach to ensuring that every aspect of our business—from strategic planning and daily operations to stakeholder engagements and performance evaluations—remains steadfastly aligned with our vision and mission. This strategy is crafted to foster organizational coherence, drive purposeful decision-making, and enhance our ability to navigate global challenges while maximizing positive contributions to education worldwide. It operates entirely within the boundaries established by our Operating Agreement, which remains the paramount governing document for the company. Under no circumstances does this strategy supersede, amend, or take precedence over the Operating Agreement; rather, it serves as supplementary guidance to promote alignment, ensure compliance with applicable laws and regulations, and embody best practices in strategic management for organizations in the education and technology sectors across jurisdictions including the United States, the United Kingdom, Europe, Australia, and emerging markets globally.

Our commitment to vision and mission alignment is rooted in the understanding that, in a rapidly evolving global environment where our operations span diverse cultural, economic, and regulatory contexts, maintaining a unified direction is crucial for resilience, innovation, and stakeholder trust. Misalignment can lead to inefficiencies, ethical lapses, or missed opportunities in our pursuit of educational reform, such as in deploying technology solutions that fail to address local needs in developing nations. This strategy draws from established management frameworks, including the Balanced Scorecard approach by Kaplan and Norton, the OKR (Objectives and Key Results) methodology, and principles from the International Organization for Standardization (ISO) on strategic planning (ISO 9001). By integrating these, NSN Global Services LLC aims to create a cohesive organizational ecosystem that not only achieves short-term goals but also advances our long-term vision of equitable education. This document is a dynamic blueprint, subject to regular review and adaptation to reflect internal growth, external changes, and feedback, always in full subordination to the Operating Agreement and with the goal of amplifying our impact through aligned, mission-driven actions.

Definitions and Key Principles

To promote clear interpretation and uniform application, NSN Global Services LLC defines key terms as follows: "Vision" refers to our aspirational long-term goal of a world with universal access to transformative education through technology. "Mission" encompasses our core purpose and activities, including system reforms, investment optimization, and access expansion in education. "Alignment" means the harmonious integration of strategies, operations, resources, and behaviors with the vision and mission to ensure consistency and synergy. "Strategic Objectives" are specific, measurable goals derived from the mission to

advance the vision. "Key Performance Indicators (KPIs)" are metrics used to track progress toward alignment and objectives. "Stakeholders" include internal parties like employees and managers, and external ones such as clients, partners, communities, and regulators. "Cultural Alignment" involves embedding vision and mission values into organizational norms, behaviors, and decision-making.

The foundational principles of this strategy are drawn from renowned strategic management models, such as those in the Harvard Business Review's works on mission-driven organizations and ISO standards on quality management. These include coherence, ensuring all activities support the vision and mission; accountability, assigning clear responsibilities for alignment; adaptability, allowing flexibility to respond to global changes while staying true to core purposes; inclusivity, involving diverse stakeholders in alignment processes; measurement, using data-driven tools to assess and improve alignment; and ethical integrity, aligning with our Code of Business Conduct and Ethics. Legal compliance is integral, adhering to corporate governance laws like the Delaware Limited Liability Company Act for strategic decisions and international standards on transparency. By embracing these principles, NSN Global Services LLC fosters a unified approach that enhances our educational innovations, complies with regulations, and remains subordinate to the Operating Agreement.

Scope and Applicability

This Global Vision and Mission Alignment Strategy applies comprehensively to all facets of NSN Global Services LLC's operations, including our U.S. headquarters, global subsidiaries, joint ventures, and any controlled entities in the United Kingdom, Europe, Australia, and developing regions across Africa, Asia, and Latin America. It encompasses alignment in strategic planning, operational execution, resource allocation, employee development, partnership formations, and performance management, extending to all initiatives in education reform and technology deployment. The strategy binds all members, managers, officers, employees, contractors, consultants, and business partners, requiring integration into daily workflows, such as aligning project goals with mission objectives in international educational programs. In diverse contexts, adaptations ensure cultural relevance while maintaining core alignment, such as tailoring strategies to local educational needs in emerging markets.

Where local laws require specific strategic disclosures or alignments—such as under the EU's Corporate Sustainability Reporting Directive or Australian corporate governance codes—NSN Global Services LLC will comply, harmonizing with this strategy and the Operating Agreement. This document complements policies like our Corporate Governance Policy and Sustainability Impact Policy, without imposing new legal duties beyond the Operating Agreement. All covered individuals must acknowledge the strategy through training and evaluations, with misalignments addressed via corrective measures consistent with the Operating Agreement and employment laws. This broad scope ensures organizational unity, enhancing our global impact in education while respecting the Operating Agreement's authority.

Alignment Framework

The alignment framework at NSN Global Services LLC is a structured model comprising cascading elements: starting with the vision and mission, deriving strategic objectives,

operational plans, and individual goals. Tools like the Balanced Scorecard map financial, customer, internal process, and learning perspectives to mission outcomes, such as measuring technology adoption in developing nations. Regular alignment audits assess coherence, using surveys and data analytics to identify gaps. This framework integrates with risk management, ensuring innovations align with ethical standards.

Compliant with strategic planning best practices, it supports scalable educational reforms through aligned decision-making.

Strategies for Alignment

Strategies include top-down communication of vision and mission through town halls, internal campaigns, and leadership modeling; bottom-up input via employee forums to refine objectives; performance management linking incentives to mission-aligned KPIs, like educational access metrics; partnership evaluations ensuring collaborator synergy with our goals; and cultural initiatives embedding values in hiring and training. For global operations, localized strategies adapt to regional contexts, such as community engagements in Africa.

These multifaceted strategies ensure pervasive alignment, compliant with labor laws, driving mission success.

Tools and Resources for Alignment

Tools encompass OKR software for goal tracking, dashboards for real-time KPI monitoring, and training modules on alignment principles. Resources include dedicated alignment teams, budgets for alignment workshops, and external consultants for audits. Digital platforms facilitate global collaboration, ensuring accessibility compliant with data laws like GDPR.

This support enables effective implementation, enhancing innovation in education.

Monitoring and Measurement

Monitoring involves quarterly reviews of alignment metrics, such as mission objective achievement rates and employee alignment surveys. Measurement uses balanced indicators, tracking qualitative aspects like cultural fit alongside quantitative data. Reporting to the Board highlights progress and adjustments.

This ensures data-driven oversight, compliant with governance standards.

Implementation and Responsibilities

Implementation is led by the CEO, with a Strategy Alignment Committee overseeing execution. Responsibilities include: managers cascading goals to teams, HR integrating into development, and compliance verifying ethical alignment. Resources fund tools and training. Global rollout adapts to subsidiaries, with centralized metrics.

All are accountable, with alignment in reviews. This ensures robust deployment, legal compliance, and harmony with the Operating Agreement, advancing our vision.

Monitoring, Review, and Continuous Improvement

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Monitoring tracks alignment KPIs via dashboards, with audits identifying trends like regional misalignments. Annual reviews incorporate feedback, external benchmarks from OECD education strategies, and updates for tech advancements. Continuous improvement includes action plans, such as refining tools based on pilots.

The strategy is revised yearly, with Board approval per the Operating Agreement. This iterative process guarantees adaptability, sustained compliance with evolving laws like EU education directives, and progressive enhancement, ultimately fortifying our commitment to global educational transformation through aligned, visionary practices, always subordinate to the Operating Agreement.