<table>
<thead>
<tr>
<th>Mission</th>
<th>Create access to affordable eyewear, everywhere.</th>
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| Mission Indicators | 1. Value of new sustained earning potential  
2. Disability Adjusted Life Years (DALYs) averted  
3. Corrective Pairs sold (readers/Rx)  
4. Adults with near vision correction  
5. Students w/ increased school achievement potential |
| VisionSpring 2019-2021 Strategic Framework | 6. Customers who are first time wearers (FTW)  
7. Customers living on less than $4 per day  
8. People screened by VS directly and in facilitated programs  
9. Philanthropic investment per pair (PIPP)  
10. Points of sale and distribution (PODs) |
| Values & Principles | Values that guide our actions  
a. Help others to do well: customers, partners, colleagues.  
b. Advance equity.  
c. Constantly adapt. Relentlessly improve.  
d. Default to transparency. Reveal hard truths.  
e. Learn together.  
Principles that guide our choices  
a. Sell to seed markets, reach more people, and be accountable.  
b. Hold social impact and revenue in constructive tension.  
c. Solve for demand, availability, affordability and quality.  
d. Pursue opportunities that are replicable with a path to scale.  
e. Expand and organize the market for corrective glasses. |
| Strategic Objectives | 1. Accelerate eyeglasses uptake among EARNERS and LEARNERS vulnerable to poverty.  
1a. Make eyeglasses ubiquitous among workers through Clear Vision Workplaces and community camps conducted with producers, labor, government and brands.  
1b. Correct school children’s vision with glasses, collaborating with educators, government, corporations and NGOs.  
1c. Pilot the bundling of eyeglasses with financial and digital inclusion initiatives.  
2. Shape active, lasting MARKETS for eyeglasses in low income target states/district.  
2a. Penetrate key markets by building wholesale distribution channels to health, gov’t and social impact partners.  
2b. Create and sustain mass market access to reading glasses through pharmacies and other retail, leveraging vision camps to build customer bases.  
2c. Stimulate demand among end consumers through an aspirational, informative experience and issue awareness.  
3. Deliver at SCALE through high volume, low margin blended business models.  
3a. Engage customers through seamless, IT-enabled professional sales operations.  
3b. Streamline processes and enhance performance visibility to maximize sales and scaling potential.  
3c. Promote creativity, learning and upskilling of a diverse team to strengthen competitive advantage and customer engagement.  
3d. Raise contributed capital as an investment in social impact results.  
4. Innovate, LEARN and share promising practices and technology in a global network.  
4a. Rigorously test and adopt new processes, products, services, business models, financing mechanisms, and technology.  
4b. Build evidence of impact and disseminate promising practices and tools.  
4c. Stimulate collective action for large scale vision correction in alliance with peer organizations, investors and policy makers. |
| Cross-Cutting Themes | |