

Note: The following is a communication sent on behalf of Junior Achievement USA Chair Alan S. Armstrong.

Dear JA Associates:

The boards of Junior Achievement USA and 3DE National are excited to announce that, starting July 1, 2024, Junior Achievement USA and 3DE National will begin consolidation into a single, integrated organization. Junior Achievement is a proven leader in offering life-changing learning experiences to young people through one of the largest education and volunteer networks in the country. 3DE National has been a catalyst for innovative change in the education redesign space. This consolidation will amplify and accelerate the transformational educational and economic mobility outcomes associated with both organizations, which investors want, educators desire, and the young people of our nation deserve.

This consolidation has been under consideration by board leadership in recent years and is aligned with the succession plan for Junior Achievement USA President & CEO Jack Kosakowski, who informed us of his intent to retire, effective June 30, 2024, after an illustrious 50-year career with Junior Achievement. As part of the consolidation, 3DE National President & CEO Jack Harris will assume the role of CEO of Junior Achievement USA and 3DE National on July 1.

With the leadership and support of Jack Kosakowski and the vision and passion of Jack Harris, 3DE National became a wholly owned subsidiary of Junior Achievement USA in 2019 with the specific goal of giving 3DE space to incubate innovative learning models using a start-up mentality and new approach for go-to-market strategies. This approach has been very successful, with over 60 3DE Schools being established across 16 JA Areas, in just a few short years, delivering a 90%+ outperformance rate for improved student achievement, graduation rates, and post-secondary success, in addition to building positive culture and teacher engagement across various school communities. With the consolidation, there is an opportunity to infuse the learnings of 3DE National into Junior Achievement, honoring the legacy of innovation that shaped JA for more than a century while positioning it for the future.

Ensuring Junior Achievement is well-prepared for what comes next is the latest in a long list of accomplishments for Jack Kosakowski. We will be sharing more about Jack's exemplary career in the months ahead but know that much of what's occurred during his tenure, including the digital transformation of learning experiences, strategic organizational and financial changes, and leadership through one of the most challenging times in JA's history during the pandemic, has made JA one of the strongest youth development organizations in the nation.

We will be sharing more about Jack Harris in the coming weeks and months. He is singularly qualified for this role, having served with Junior Achievement International (the predecessor to JA Worldwide), successfully led a JA Area (JA of Georgia, where he earned the Charles R. Hook Award), and envisioned, launched, and guided 3DE National to where it

is today. Jack has been a truly transformative and universally respected talent during his tenure at JA. Given the unique position of Junior Achievement USA at this time, with JA's new emphasis on programming for students ages 5 through 25, the emergence of 3DE as a force for change in the education space, and the ongoing need to find opportunities to advance the mission of the organization in collaboration with JA Worldwide, Jack Harris is the ideal candidate for this position, and we are excited to see the innovation he will inspire going forward.

To assist Jack Harris in his new role, starting July 1, 2024, Tim Greinert, currently Executive Vice President and Chief Operations Officer of Junior Achievement USA, will be promoted to President of JA USA. At 3DE, Callie Majors and Niambi Sampson will be promoted to Chief Operating Officer of 3DE National and Chief Learning Officer of 3DE National, respectively. Congratulations to Tim, Callie, and Niambi for their new and well-deserved roles!

During the transition period, the 3DE National Board will continue to operate with the existing governing authorities and legal structure of the wholly owned subsidiary with Craig Menear as Chair. Separate financial statements will remain for 3DE National to provide transparency and clarity for all investments that have been pledged and confirmed, and resource allocation decisions focused on original funder intent. Both Boards will hold ongoing conversations related to an eventual integration of the governance structure.

Jack Kosakowski will continue in his role as President & CEO of Junior Achievement USA and Jack Harris in his as President & CEO of 3DE through June 30, 2024. Jack Harris will be taking the opportunity before then to connect with key stakeholders, and there will be more information forthcoming on those opportunities.

Sincerely,

Mr. Alan S. Armstrong,

Chairman, Junior Achievement USA

President & CEO, The Williams Companies