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Letter from the CEO & Chair

The year 2020 will be remembered by the profound impact of the Covid-19 pandemic on the world—and AFS is no exception.

For the first time in our organization’s 105-year history, we had to make the difficult decision to stop all of our exchange programs. In the interest of the safety of our participants, host families, volunteers and staff, we undertook a massive global repatriation effort that brought all 7,000 students safely home to their natural families.

The challenge of the pandemic highlighted the tremendous power of the global AFS network: the relentless commitment of our volunteers and staff to the AFS mission; the solidarity and the spirit of global citizenship of each and every AFSer in times of crisis; and the importance of continuing to build innovative programs with reliable partners that address our impact goals: develop active global citizens; globalize schools and institutions; and expand access to intercultural learning.

We are grateful to our strategic partners and donors for supporting our vision in these challenging times. Despite the incredible challenges in 2020, we were able to continue to advance our impact around the world—often in new ways:

- **Expanded access to intercultural education to thousands of people through innovative virtual programs and partnerships.** We launched new virtual AFS Global You programs for teens: truly global, high-impact, educational, and fun virtual programs that build young people’s personal and professional changemaker mindset and skills. Our Global Competence Certificate program reached new milestones in developing global competence for students, staff or faculty, professionals across a variety of disciplines with partners like Education New Zealand (ENZ), Malaysian Ministry of Education, Clemson University, or Cultural Vistas. We transformed the bp Global STEM Academies into virtual education programs for 110 scholarship recipients using an innovative social impact and intercultural learning curriculum. With the support of the Cyril Taylor Charitable Foundation, the AFS Effect+ Program brought to life the UN Sustainable Development Goals (SDGs) in a new virtual curriculum that empowered students to become Active Global Citizens implementing concrete actions and social impact projects.

“My favorite thing about the program has been the knowledge shared and how we can use it in the classroom.”

A Brazilian teacher, AFS Effect+ participant
• Upgraded the educational curriculum to better support young people in creating social impact, in collaboration with the University of Pennsylvania’s Center for Social Impact Strategy (CSIS). Our students will experience study abroad, learn global skills, practice social impact and return home to become active global citizens. The curriculum combines virtual and in-person learning, and students will receive a certificate in social impact.

• Continued to build an international coalition of people dedicated to global competence and intercultural learning, partnering with the Organisation for Economic Co-operation and Development (OECD) to host the launch of the first ever assessment of global competence within the Programme for International Student Assessment (PISA). Presented at our virtual AFS Global Conference which convened 500 leaders from 75 countries, PISA results confirm the need for cross-sectoral collaboration in developing these skills. Additionally, we were honored by the remarks of OECD’s Andreas Schleicher who labeled AFS as the “gold standard in intercultural exchanges.”

AFS was born during a global crisis. The organization was created as a volunteer ambulance corps in 1915, and then reactivated after the start of World War II. Our founders transformed AFS into a global organization that builds understanding among people from diverse backgrounds to create a more just and peaceful world. If the crisis of the last year has made the challenges of connecting globally in a meaningful way apparent, it has also strengthened our commitment to service and volunteerism. As we continue to connect people across cultures and differences to transform the way we view and treat one another, we pledge to do so with a commitment to address racial inequalities, power discrepancies, and bias recognition.

We express our sincere gratitude to all AFS program participants, alumni, volunteers and staff around the world whose work champions AFS values and makes the work of our global organization possible.

Vishakha Desai (AFS ’67)
Chair, Board of Trustees

Daniel Obst
President and CEO

“The sessions were amazing and they restored my hope in humanity. Having these young people be so switched on and not just passionate about global connectedness, but that it was already kind of a priority for them.”

A New Zealand teacher, participant in the AFS Global Competence Certificate program
Prior to the pandemic, AFS typically had 12,000 study abroad participants and 9,000+ host families. In 2020, we held a limited number of exchanges only in countries where it was safe and possible to do so. We are deeply grateful to the students, families, volunteers, and staff who helped make exchanges possible during this unprecedented time.

AFS Effect + Program: 4,700+ participants from 11 countries
✓ The Cyril Taylor Charitable Foundation provided support for the AFS Effect+ for the Classroom, including virtual capacity building for 150 teachers.

bp Global STEM Academies now virtual: 110 scholars from 22 countries
✓ More than 90% of the scholars earned the Advanced Certificate on Global Citizenship for Social Impact, from AFS & the University of Pennsylvania’s Center for Social Impact Strategy.
AFS Global You
Adventurer virtual exchange: 276 students from 39 countries:

√ 25% of all participants received significant financial assistance through full and partial scholarships from AFS organizations or partners like the Queensland Government Dept. of Education International (Australia), The Costa Rica United States Foundation for Cooperation (CRUSA), and Teens of Color Abroad (USA-based).

Global Up programs:
2,560 learners participated in Global Up programs leveraging the AFS Global Competence Certificate

√ 70 new AFS staff and volunteers became Qualified Facilitators of the program; and 81 new facilitators were trained among staff of AFS Global Affiliates, non-profits, and higher education institutions.

Global Competence Certificate Special Edition program for students whose exchange programs were interrupted by the pandemic:

5,862 learners and 77 facilitators engaged in 650 sessions in 5 languages. More than 83% of participants gave a positive evaluation of the program, indicating that it helped them make sense of their intercultural learning experiences during the pandemic.

Global virtual events reached thousands of people in 2020:

√ AFS Global Conference had 500 registered participants, and 4,500 individuals who watched the live opening ceremony.

√ AFS International held six webinars on study abroad and intercultural learning during Covid (in partnership with OECD) to reach 1,500 people.

√ Global AFS events for volunteers reach 500 people (AFS Global Ideathon engaged 300 participants from 70+ countries, and the Global Volunteer Meetup reached 200 participants).

2020 AFS Volunteer Awards for outstanding service:

√ Claudia Chiaperotti, AFS Italy (Intercultura) wins the AFS Galatti Award for longtime commitment, dedication and exceptional journey with the organization to advance the AFS mission and create an impact.

√ Lut Severijns, Bart, Tobias, Sam, and Aiden Hendrickx, AFS Belgium Flanders win the Peggy and Art Howe Award for outstanding service of AFS volunteer families.

√ Harold Stiven Guerrero García, AFS Colombia and Witko Tamm, AFS Sweden win the Young AFS Volunteer Award for exceptional contributions to the organization under the age of 30.
Thank you to all AFS Intercultural Programs contributors. With your support, AFS provides study abroad scholarships, intercultural educational resources for teachers and volunteer training programs. Below is a list of selected donors, sponsors and funding organizations that contributed to AFS International.

“Even with all the challenges we’re facing, these experiences help you discover yourself, learn from other cultures and see the world from a new perspective. I would 100% recommend it, you may regret many things, but you’ll never regret this kind of opportunity.”

Marielis Peña, AFS exchange student from Venezuela to Switzerland
Avery Dennison
Bank of America Charitable Foundation Matching Gifts
Berit Enge
Blaikie Worth
bp p.l.c.
Carlo Fusaro
Cristina Aby-Azar
Cyril Taylor Charitable Foundation
Daiki Taniguchi
Daniel Fogg
Daniel Obst
David Farrell
David Ford
David Gorenz
Diego Piacentini
Doris Duke Charitable Foundation
Doug Sandler
Edmund Kelley
Elizabeth Schellhorn
Emily Wade
Emma Murphy
Eric Davis
Eric Lomeli
Gabriel Bassan
Global Gateway Advisors
The Hassler Trust
Helmut Schuster
Henry B Howard
J. Brian Atwood
Jill Brethauer
John Flood
John MacArthur
Joshua Eikenberry
Katsutoshi Shintani
Kenneth Rethmeier
Manitou Fund
Margaret Roach
Maria Pfister
Mary Ann Zarembo
Masazumi Ishii
Matthew Doering
Melissa Liles
Mondelez International Foundation
Nicholas Breul
Patrick Moon
Patrick T. Siewert
Paul Hegge
Paula Hui
Phyllis Feder
Priscilla Cornell
Ramona Lawrence
Richard Oppor
Richard J. Spencer
Robert B. Bottomley
Robert W. and Gladys S. Meserve Charitable Trust
Royal H. Fowler III
S. Gerald Saliman
Scott Kurzer
Sheryl Tucker
Stavros Niarchos Foundation
Stellar Solutions Foundation
Tsugiko Scullion
Twenty Plus Foundation
Urs Rainer von Arx
Vishakha Desai
Wendy Zimmermann
William Klenke
William G. Meserve
Above and Beyond the Call of Duty:

AFS Response to Covid-19

In 2020 thousands of AFS students suddenly learned that they would have to end their AFS experience due to the Covid-19 pandemic. While our Network has navigated many crises, this was the first time ever in our long history that we cancelled all of our programs everywhere to protect our participants. AFS staff and volunteers worked around the clock to ensure a safe return home for our participants:

- Volunteers and staff coordinated with dozens of airlines, through flight cancellations and changes, charters, government organized repatriation, and challenges of domestic travel.

- Many volunteers and staff personally drove or accompanied students to take their flights, provided accommodation and meals to those who could not travel immediately, and were available at all times to resolve different challenges.

- AFS worked with ministries of external affairs, embassies and consulates in all countries to ensure safe travel of AFS students, e.g. the Argentinian ambassador in Norway met AFS students at the airport to ensure their safety, the Danish military organized a bus and led our participants through a locked down Poland to Copenhagen.

“Whilst it was an exhausting experience for many, it also brought a lot of good into our work. We reviewed our ways of working, focused on digital engagement, streamlined processes and took a step closer to our customers. We were there for them, open for questions and worries. Helping and supporting in the best possible way, and alert on constant updates and information to share.”

Staff at AFS Finland
“During my 25 years in AFS, this was an unprecedented experience. My first thoughts were for our participants and families, most of them ended their lifetime experiences too soon. It was two weeks of stress, messages, calls, logistics. A thousand things at once. Afterwards we saw how this pandemic affected our daily lives, working from home, with personal and professional challenges. Anguish, fear, insecurity, uncertainty about the future, but most importantly, a lot of good teamwork. One year later we are still waiting for things to go back to ‘normal’.”

Staff at AFS Colombia

- AFS organizations increased fundraising and advocacy efforts, e.g. AFS Germany raised urgent funds from approx. 2,000 donors, and joined advocacy efforts with other exchange organizations in Germany that resulted in €25M of public emergency funding for non-profit exchange organisations.

- Volunteers engaged in a number of social impact initiatives, e.g. AFS India volunteers organized activities to feed the poor and distribute masks, sanitizers and grocery kits, and conduct mental health sessions online.

- Most AFS staff worked fully remotely for over a year and worked harder than ever to continue the AFS mission.

21 JANUARY
AFS China updates the AFS Network about a new virus that may affect exchange programs.

30 JANUARY
All current AFS hosting programs close in China and Hong Kong.

4 FEBRUARY
AFS volunteers, staff, and host families race to get students home as China begins to lock down.

9 MARCH
AFS suspends current hosting activities in Italy, and students start returning home.

11 MARCH

14 MARCH
AFS International Board of Trustees holds an emergency meeting and decides to suspend all exchange programs around the world and repatriate participants. AFS Network begins working around the clock to repatriate almost 7,000 AFS exchange students worldwide.

27 MARCH
Thanks to AFS volunteers and staff, 75% of exchange students make it home in less than two weeks. Almost 6,000 students join an AFS online program to process their experience.

2021
One year after the start of the Covid-19 pandemic, more than 2,000 AFSers were studying abroad again in almost 50 countries.

- AFS organizations increased fundraising and advocacy efforts, e.g. AFS Germany raised urgent funds from approx. 2,000 donors, and joined advocacy efforts with other exchange organizations in Germany that resulted in €25M of public emergency funding for non-profit exchange organisations.

- Volunteers engaged in a number of social impact initiatives, e.g. AFS India volunteers organized activities to feed the poor and distribute masks, sanitizers and grocery kits, and conduct mental health sessions online.

- Most AFS staff worked fully remotely for over a year and worked harder than ever to continue the AFS mission.
AFS Intercultural Programs, Inc. ("AFS International") is a not-for-profit organization incorporated under the laws of New York State, USA, and is a tax-exempt organization under the Internal Revenue Code 501(c)(3) of the United States of America. The below charts are excerpt from the financial statement of AFS International performed by the audit firm Eisner Amper. The full financial statement can be found at: afs.org/about-afs.
## AFS INTERNATIONAL FINANCES

### Statement of Financial Position (in US dollars)

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>4,234,844</td>
<td>8,498,577</td>
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<tr>
<td>Investments</td>
<td>2,552,788</td>
<td>207,611</td>
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<tr>
<td>Other assets</td>
<td>2,649,910</td>
<td>3,702,453</td>
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<tr>
<td>Total current assets</td>
<td>9,737,543</td>
<td>12,408,641</td>
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<tr>
<td><strong>Noncurrent assets</strong></td>
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<td></td>
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<tr>
<td>Property and equipment</td>
<td>176,858</td>
<td>233,171</td>
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<tr>
<td>Collective insurance account, net</td>
<td>1,327,509</td>
<td>1,193,512</td>
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<tr>
<td>Total noncurrent assets</td>
<td>1,504,367</td>
<td>1,426,683</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>11,241,910</td>
<td>13,835,324</td>
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<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
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<tbody>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
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<tr>
<td>Accounts payable and accrued expenses</td>
<td>565,339</td>
<td>1,293,974</td>
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<td>Due to partner organizations in clearinghouse</td>
<td>632,831</td>
<td>1,055,264</td>
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<td>Other liabilities</td>
<td>2,207,333</td>
<td>3,376,129</td>
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<td>Total liabilities</td>
<td>3,405,503</td>
<td>5,725,367</td>
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<tr>
<td><strong>Net assets</strong></td>
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<tr>
<td>Without donor restrictions</td>
<td>5,242,486</td>
<td>6,205,975</td>
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<tr>
<td>With donor restrictions:</td>
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<td></td>
</tr>
<tr>
<td>Time and purpose restrictions</td>
<td>1,368,289</td>
<td>728,990</td>
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<tr>
<td>Perpetual in nature</td>
<td>1,225,632</td>
<td>1,174,992</td>
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<tr>
<td>Total net assets</td>
<td>7,836,407</td>
<td>8,109,957</td>
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<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td>11,241,910</td>
<td>13,835,324</td>
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</table>

### Statement of Activities (in US dollars)

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Public support and revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fees from partner organizations</td>
<td>9,121,612</td>
<td>12,608,141</td>
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<tr>
<td>Donation and grants</td>
<td>1,984,148</td>
<td>2,003,630</td>
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<tr>
<td>Travel operations</td>
<td>857,978</td>
<td>3,021,778</td>
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<tr>
<td>International conference fees and projects</td>
<td>579,967</td>
<td>1,051,017</td>
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<tr>
<td>Investment income</td>
<td>379,753</td>
<td>601,918</td>
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<tr>
<td><strong>TOTAL PUBLIC SUPPORT AND REVENUE</strong></td>
<td>12,923,458</td>
<td>19,286,484</td>
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<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
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<tbody>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Program services</strong></td>
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<td></td>
</tr>
<tr>
<td>Partner services</td>
<td>6,185,392</td>
<td>9,828,851</td>
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<tr>
<td>Network fund services</td>
<td>5,193,643</td>
<td>8,331,962</td>
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<tr>
<td>Total program services</td>
<td>11,379,035</td>
<td>18,160,813</td>
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<tr>
<td><strong>Supporting services</strong></td>
<td></td>
<td></td>
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<tr>
<td>Management and general</td>
<td>1,679,729</td>
<td>1,905,759</td>
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<tr>
<td>Fundraising expenses</td>
<td>26,212</td>
<td>26,932</td>
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<tr>
<td>Total supporting services</td>
<td>1,705,941</td>
<td>1,932,691</td>
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<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>13,084,976</td>
<td>20,094,504</td>
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<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
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<tbody>
<tr>
<td><strong>Change in net assets from operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(161,519)</td>
<td>(808,020)</td>
</tr>
<tr>
<td><strong>Non-operating activities, net</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(112,032)</td>
<td>(260,572)</td>
</tr>
<tr>
<td><strong>CHANGE IN NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(273,550)</td>
<td>(1,068,592)</td>
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<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net assets at beginning of year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>8,109,957</td>
<td>9,178,549</td>
</tr>
<tr>
<td><strong>Net assets at end of year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7,836,407</td>
<td>8,109,957</td>
</tr>
</tbody>
</table>
Finances

AFS NETWORK FINANCES
The AFS Network Finances reflect the combined financial activity of all AFS Partner organizations, which are incorporated under the laws of the country in which they are located, and likewise prepare financial statements and tax reports as required by the jurisdictions in their respective countries. Each Partner undergoes an annual fiscal audit and presents to AFS International a copy of the independent auditor’s opinion along with its financial statements.

The information for the two years shown has been gathered from the audited financial statements of all the Partners and AFS International for these years.

The resulting tables reflect the combined financial activity in the AFS worldwide network of Partners. The compilation of the 2020 financial statements will be available once the annual audits around the world are completed.

The tables presented on this page are not the result of an audit performed by one firm.

### AFS NETWORK FINANCES

#### Balance Sheets (in US dollars)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL ASSETS</td>
<td>158,863,650</td>
<td>163,129,935</td>
</tr>
<tr>
<td>TOTAL LIABILITIES</td>
<td>75,632,064</td>
<td>76,670,398</td>
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<tr>
<td>Unrestricted assets</td>
<td>65,386,451</td>
<td>69,623,478</td>
</tr>
<tr>
<td>Restricted assets</td>
<td>17,845,135</td>
<td>16,836,058</td>
</tr>
<tr>
<td>TOTAL NET ASSETS</td>
<td>83,231,586</td>
<td>86,459,537</td>
</tr>
<tr>
<td>TOTAL LIABILITIES AND NET ASSETS</td>
<td>158,863,650</td>
<td>163,129,935</td>
</tr>
</tbody>
</table>

#### Statement of Activities (in US dollars)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program revenues</td>
<td>147,928,587</td>
<td>158,364,120</td>
</tr>
<tr>
<td>Contributions received</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporations, foundations &amp; governments</td>
<td>16,656,481</td>
<td>29,997,508</td>
</tr>
<tr>
<td>AFS volunteer network</td>
<td>12,648</td>
<td>17,799</td>
</tr>
<tr>
<td>Individual donors</td>
<td>407,407</td>
<td>69,252</td>
</tr>
<tr>
<td>Other fundraising income</td>
<td>3,866,083</td>
<td>1,581,531</td>
</tr>
<tr>
<td>Contribution received subtotal</td>
<td>20,943,083</td>
<td>31,666,090</td>
</tr>
<tr>
<td>Interest &amp; other income</td>
<td>10,495,319</td>
<td>9,412,644</td>
</tr>
<tr>
<td>TOTAL REVENUES</td>
<td>179,366,989</td>
<td>199,442,854</td>
</tr>
<tr>
<td>Program expenses</td>
<td>(88,036,949)</td>
<td>(145,481,676)</td>
</tr>
<tr>
<td>Other expenses (administrative and financial)</td>
<td>(87,391,365)</td>
<td>(53,283,573)</td>
</tr>
</tbody>
</table>
Leadership

AFS Board of Trustees

Dr. Vishakha Desai (Chair)
New York, USA
Senior Advisor for Global Affairs to the President of Columbia University, Senior Research Scholar at the School of International and Public Affairs, President Emerita of the Asia Society

Ivonne de Leon (Vice-chair until October 2020)
Florida, USA
Founding Partner at TrueCore Group & Transmutis

Ulrich Voss (Vice-chair from October 2020)
Kronberg, Germany
Founder and Managing Partner at Kronberg Advisors

Lennart D’hulst
Opwijk, Belgium
Expert HR Project Manager at NMBS, Board Chair at AFS Belgium Flanders

Amalie Ferdinand
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Isada Hiranwiwatkul
Bangkok, Thailand
Partner and Managing Director at The Boston Consulting Group (BCG), Head of BCG Thailand

Regina Honu
Accra, Ghana
CEO of Soronko Solutions

Eric Lomeli
Texas, USA
Account Manager at Esri

Michela Mariani
Rome, Italy
Coordinator of the Legal Department, IFIS NPL S.p.A. (Group Banca IFIS)

Dr. Veronica Boix Mansilla
Massachusetts, USA
Principal Investigator and Steering Committee member at Project Zero, Harvard Graduate School of Education

Daniel Obst (ex officio)
New York, USA
President and Chief Executive Officer, AFS Intercultural Programs, Inc.

Ernesto Rey Moreno
Bogotá, Colombia
Founder & CEO, Empresas REYMORENO

Dr. Willibald Plesser
Vienna, Austria
Attorney at Law, Partner, Freshfields Bruckhaus Deringer LLP

Dr. Roberto Ruffino
Colle di Val d’Elsa, Italy
Secretary General of Fondazione Intercultura

Dr. Helmut Schuster
London, UK
Executive advisor at bp
AFS Partner Director Representatives

Luc Estape
AFS Switzerland

Junko Kawano
AFS Japan

Derya Komitoglu
AFS Turkey

Marcel Krause
AFS Germany

Ingeborg Suppin-Fabisch
AFS Austria

Ulrik Wehner
AFS Denmark

We thank the following Partner Director Representatives whose service ended in 2020:

Rosario Gutierrez
AFS Colombia

Juan Medici
AFS Argentina & Uruguay

Life Trustees

Sachiye Kuwamoto
California, USA
Regional Director
Japanese-American Citizens League, California

We thank the following Trustees whose service ended in 2020:

Dr. Jackie Chimhanzi
Johannesburg, South Africa
CEO of the African Leadership Institute

Najmuzzaman Mohammad
Bengaluru, Karnataka, India
Chief Product Officer at Capria VentureBasecamp

AFS International Executive Team

Daniel Obst
President & Chief Executive Officer

Rita Bangâné Jarecsni
Chief Financial & Operational Officer

Efrem Fisher
Chief Program Officer

Maria Grazia Brizi
Associate General Counsel, Corporate Secretary & Data Protection Officer

Hal Denton
General Counsel & Chief Risk Management Officer

Melissa Liles
Chief Global Engagement Officer

Lucas Welter
Chief Organizational Development & Strategy Officer
AFS
Network
Organizations

Argentina
AFS Programas Interculturales
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