

Updated Snapshot: Denmark (DEN)

Statement

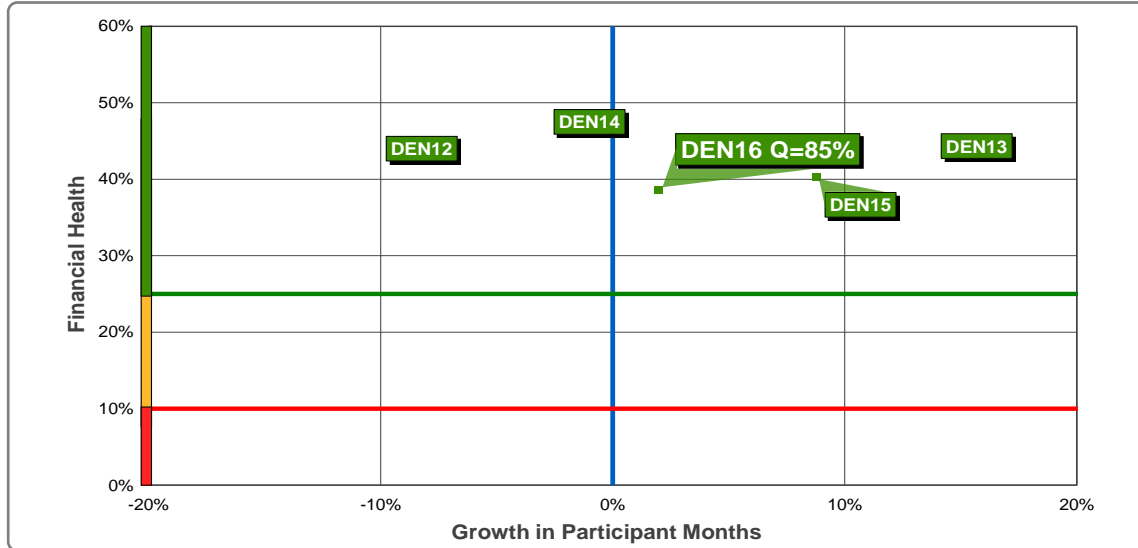


Partner Organizations 2016

| | | | | | | | | | |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| ARG | AUS | AUT | BFL | BFR | BIH | BOL | BRA | CAN | CHI |
| CHN | COL | CRC | CRO | CZE | DEN | DOM | ECU | EGY | ESP |
| FIN | FRA | GER | GHA | GUA | HKG | HON | HUN | INA | IND |
| ISL | ITA | JPN | KEN | KOR | LAT | MAS | MEX | NED | NOR |
| NZL | PAN | PAR | PER | PHI | POL | POR | RSA | RUS | SLO |
| SRB | SUI | SVK | SWE | THA | TUN | TUR | USA | VEN | |

■ Sending to: 30
 ■ Hosting from: 45

3D Health Indicators 2012-2016



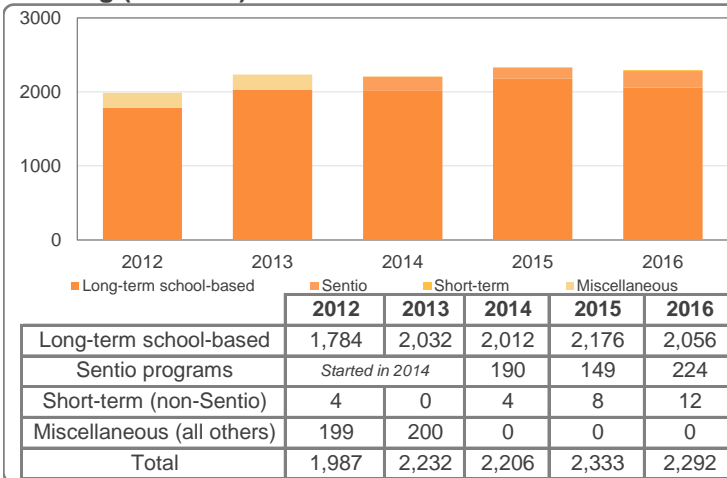
KPIs

| Yr | Growth | Finances | Quality |
|----|--------|----------|---------|
| 16 | +2% | 39% | 85% |
| 15 | +9% | 40% | 88% |
| 14 | -3% | 47% | 87% |
| 13 | +14% | 44% | 87% |
| 12 | -10% | 44% | 87% |

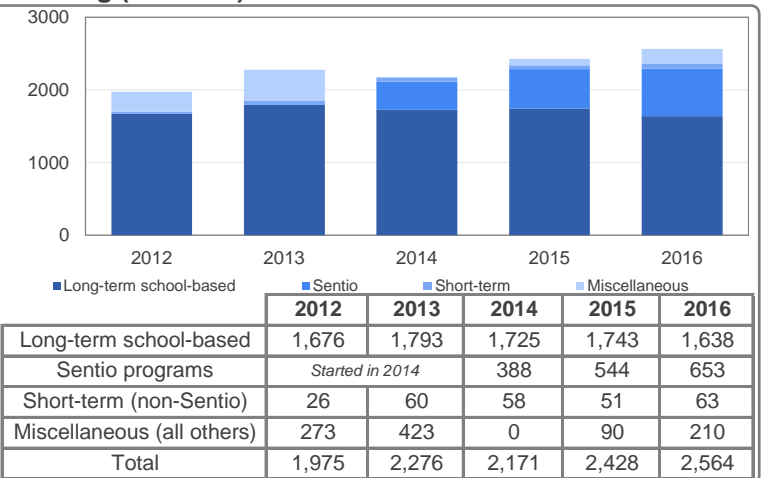
NPPR Status

| Yr | Phase |
|----|----------|
| 16 | No phase |
| 15 | No phase |
| 14 | No phase |
| 13 | No phase |
| 12 | No phase |

Sending (Pax Mos) 2012-2016



Hosting (Pax Mos) 2012-2016



Quality Assessment 2014-2016

| Quality | Hosting CSE | | | | Sending CSE | | | | PSE | Overall Eval Score | Bonus/ Penalty | Final Quality Score |
|------------------------|-------------|--------|-----------|---------------|-------------|----------|-----------------|---------------|------|--------------------|----------------|---------------------|
| | host fam | school | other stu | other nat fam | stu | nat fams | other host fams | other schools | | | | |
| 2016 Network Total | 78% | 85% | 94% | 92% | 94% | 92% | 78% | 85% | 92% | 88% | -1% | 87% |
| 2016 (CSE16, PSE16-15) | 72% | 74% | 95% | 91% | 94% | 82% | 77% | 77% | 100% | 85% | 0 | 85% |
| 2015 (CSE15, PSE15-14) | 64% | 73% | 99% | 92% | 99% | 90% | 67% | 86% | 100% | 86% | +2% | 88% |
| 2014 (CSE14, PSE14-13) | 79% | 84% | 92% | 90% | 88% | 88% | 69% | 81% | 98% | 85% | +2% | 87% |

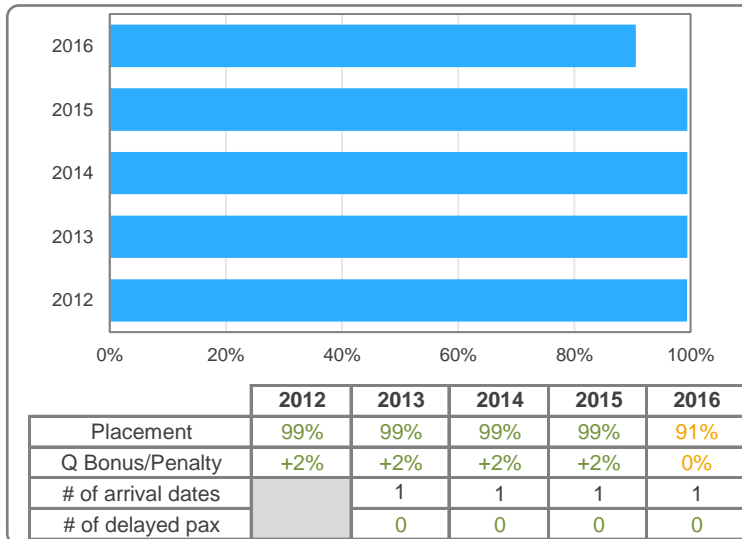
Key Financial Numbers in Effective USD 2013-2015

| Finances | Annual Turnover | % of total | Total Expenses | % of total | Net Results | % of unr. net assets | Current Assets | % of expenses | Unr. Net Assets | % of expenses |
|--------------------|-----------------|------------|----------------|------------|-------------|----------------------|----------------|---------------|-----------------|---------------|
| 2015 Network Total | 183,453,070 | 100% | 178,003,152 | 100% | 5,449,918 | 8% | 116,051,027 | 65% | 70,545,137 | 40% |
| 2015 | 3,653,701 | 2% | 3,606,187 | 2% | 47,514 | 3% | 1,070,906 | 30% | 1,389,425 | 39% |
| 2014 | 3,993,380 | 2% | 3,969,713 | 2% | 23,667 | 1% | 1,491,491 | 38% | 1,599,486 | 40% |
| 2013 | 3,940,843 | 2% | 3,693,398 | 2% | 247,445 | 14% | 1,612,482 | 44% | 1,754,314 | 47% |

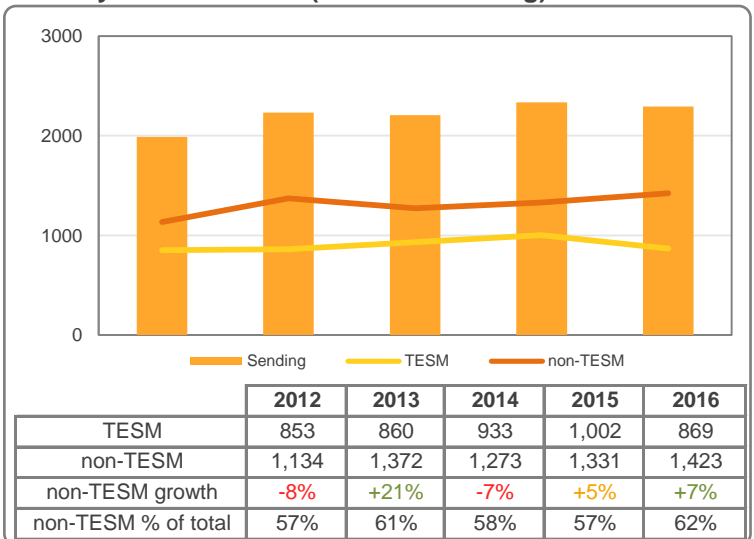
***Unrestricted Net Assets is meaningless because these are negative

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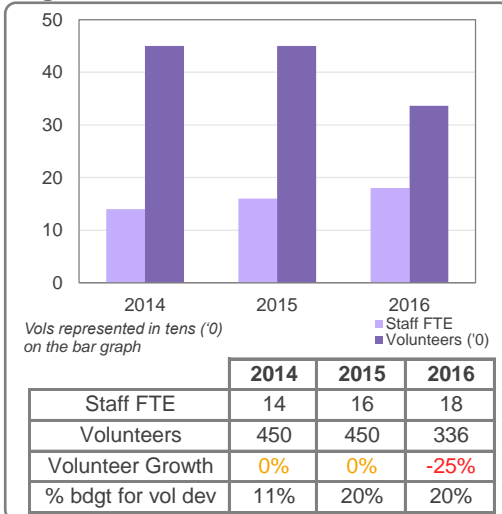
On-time Placement Performance



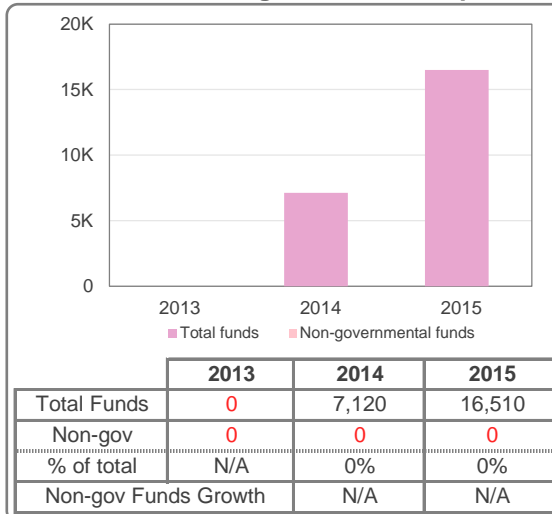
Country Diversification (Pax Mos Sending)



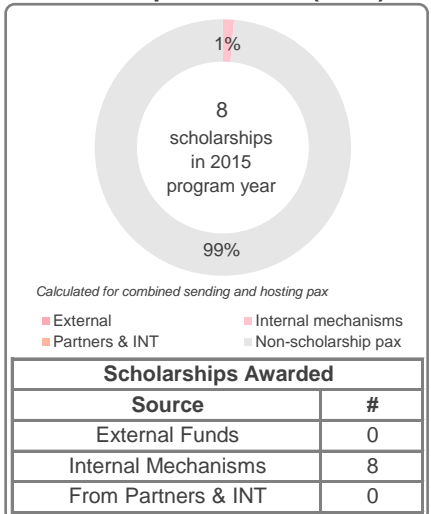
Organizational Structure



External Fundraising for Scholarships



Scholarships Awarded (2015)



Education and ICL

| Learning Program Participants (started and completed) | | | |
|---|------|-------|------|
| Level | W | 1 - 3 | QT |
| Staff & Vols | 27 | 0 | 19 |
| % of Total | 7.6% | 0.0% | 5.4% |

W = What Every AFSer Should Know About Intercultural Learning.
1 - 3 = LP levels 1, 2, and 3; QT = Qualified Trainers

| Orientations | | | | | | | | |
|--------------|------------|---------|----------|----------|-----------|-----|-----|-------|
| | PD | A | PA | MS | PR | EOS | PoR | Other |
| Pax | ● | ● | ● | ● | ● | ● | ● | |
| Host Fams | ● | ● | ● | ● | ● | | ● | |
| Nat Fams | ● | | | | ● | | | |
| Sch/CPOs | ● | | | | | | | |
| Attendance: | 0% (blank) | 1-25% ● | 26-50% ● | 51-75% ● | 76-100% ● | | | |

PD = pre-departure, A = arrival, PA = post-arrival, MS = mid-stay, PR = pre-return, EOS = end-of-stay, PoR = post-return, Oth = other

AFS Market Share and Competitor Landscape

| Estimated Market Share (Latest Year Available) | | |
|--|------------------------|-----------------------|
| Outbound | Inbound non-fee paying | Inbound fee & non-fee |
| 15.2% | 43.3% | 43.3% |

Non-fee paying = not paying tuition and hosted in volunteer host families;
Fee paying = paying tuition and often hosted in paid host families

| Competitors | |
|--|------------------------|
| Sending (sc programs) | Hosting (sc programs) |
| YFU, Explorius, My Education | YFU, Rotary, Explorius |
| Sending (18+ programs) | Hosting (18+ programs) |
| Mellemfolkelig Samvirke, ICYE, Projects Abroad, EF, Interexchange, Kilroy, STS | ICYE |

Educational System and Accreditation

| Educational Designation & Credit Agreement | |
|--|-------------------------------------|
| ■ | Designated as an Educational Entity |
| ■ | (Full) Credit Agreement |
| ■ | (Partial) Credit Agreement |

Ties to the World around AFS

| International Exposure and Collaboration with Others | |
|--|-------------------------------|
| ■ | Joint project/new affiliation |
| ■ | External forum or event |

Market Environment

Market Trends and Forecasts

The market continues to grow while DEN is stagnating. In contrast, the commercial organizations are able to capture the available shares from the growing market.