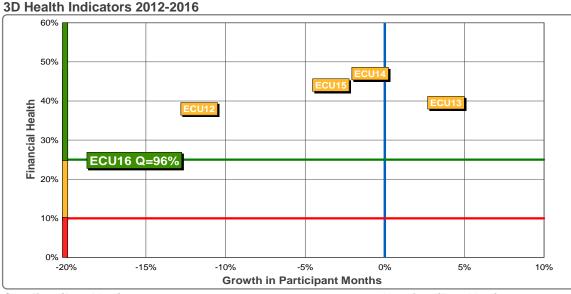
Updated Snapshot: Ecuador (ECU)

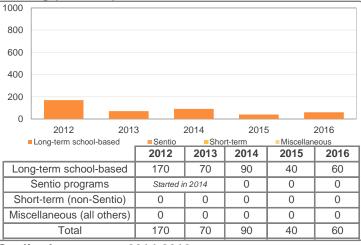




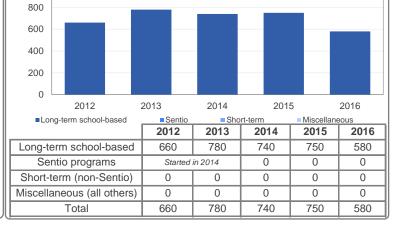
KPIS Yr Growth Finances Quality 16 -19% 25% 96% 15 -5% 44% 81% 14 -2% 47% 83% 13 +2% 40% 83% 12 -13% 38% 72%

NPPR Status Yr Phase 16 No phase 15 No phase 14 No phase 13 No phase 12 Phase I

Sending (Pax Mos) 2012-2016



Hosting (Pax Mos) 2012-2016



Quality Assessment 2014-2016

		Hosting CSE			Sending CSE					Overall	Bonus/	Final
Quality	host fam	school	other stu	other nat fam	stu	nat fams	other host fams	other schools	PSE	Eval Score	Penalty	Quality Score
2016 Network Total	78%	85%	94%	92%	94%	92%	78%	85%	92%	88%	-1%	87%
2016 (CSE16, PSE16-15)	98%	100%	95%	84%					93%	94%	+2%	96%
2015 (CSE15, PSE15-14)	91%	100%	73%	76%					56%	79%	+2%	81%
2014 (CSE14, PSE14-13)	91%	100%	66%	72%			64%		92%	81%	+2%	83%

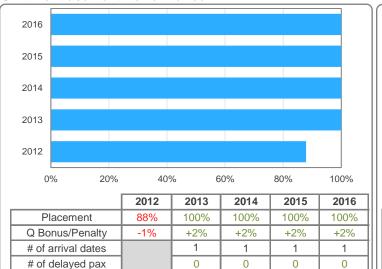
Key Financial Numbers in Effective USD 2013-2015

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	344,502	0%	389,955	0%	-45,453	***	262,090	67%	96,803	25%
2014	327,753	0%	322,860	0%	4,893	3%	287,329	89%	142,256	44%
2013	282,209	0%	292,303	0%	-10,094	***	287,932	99%	137,363	47%

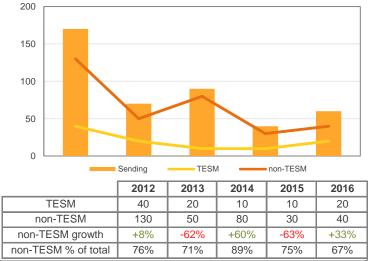
^{***}Unrestricted Net Assets is meaningless because these are negative

Updated Snapshot: Ecuador (ECU)

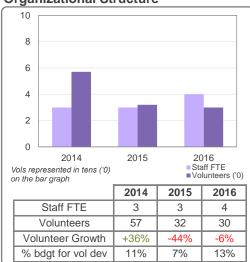
On-time Placement Performance



Country Diversification (Pax Mos Sending)



Organizational Structure



External Fundraising for Scholarships

40K



Scholarships Awarded (2015)



Education and ICL

Learning Program Participants (started and completed)								
Level	W	1 - 3	QT					
Staff & Vols	11	0	1					
% of Total	32.4%	0.0%	2.9%					

W = What Every AFSer Should Know About Intercultural Learning, 1 - 3 = LP levels 1, 2, and 3; QT = Qualified Trainers **AFS Market Share and Competitor Landscape**

1	Estimated Market Share (Latest Year Available)						
1	Outbound	Inbound non-fee paying	Inbound fee & non-fee				
1							
	5.0%	53.6%	53.6%				

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

			Orie	ntations	;			
	PD	Α	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,								

Educational System and Accreditation

⊏ut	Educational System and Accreditation								
	Educational Designation & Credit Agreement								
		Designated as an Educational Entity							
		(Full) Credit Agreement							
		(Partial) Credit Agreement							
	4 41 107								

Ties to the World around AFS

EOS = end-of-stay, PoR = post-return, Oth = other

[O	the World around AFS	I.
	International Exposure and Collaboration with Others	ľ
	Joint project/new affiliation	ŀ
	External forum or event	ľ

	Comp	etitors
٦	Sending (sc programs)	Hosting (sc programs)
	YFU, EIL, Rotary	YFU, EIL, Rotary
	Sending (18+ programs)	Hosting (18+ programs)
!	-	-

Market Environment

The educational environment has changed radically, especially in the past five years or so. College education is mostly private and rather costly, so parents/students are focusing on that, rather than high-school exchanges or gap years. Most of our students want to graduate with their class, and university entrance exams are now given during their last year of high-school. The government has implemented a wide scholarship program for college study abroad.

Market Trends and Forecasts