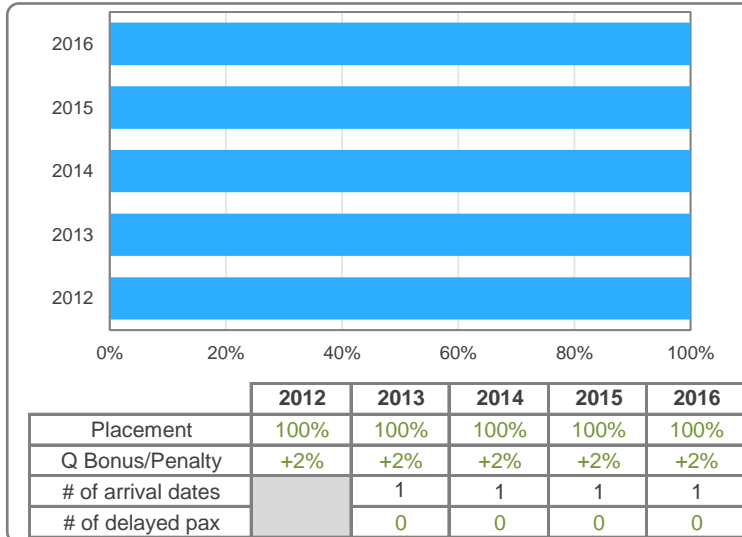


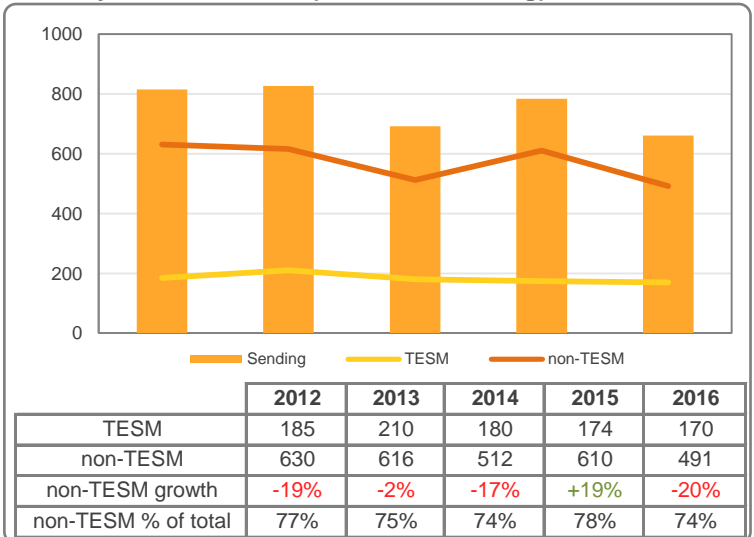
***Unrestricted Net Assets is meaningless because these are negative

Updated Snapshot: Iceland (ISL)

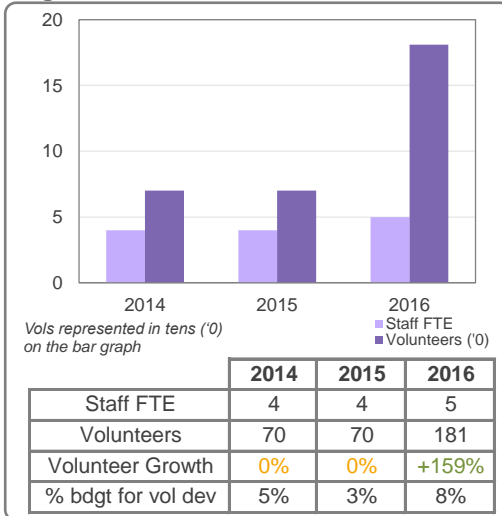
On-time Placement Performance



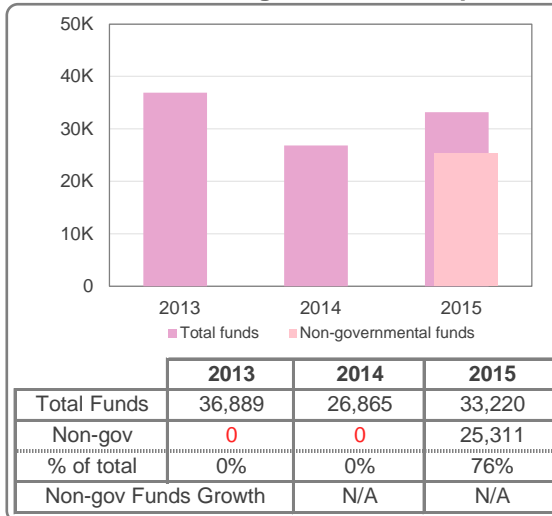
Country Diversification (Pax Mos Sending)



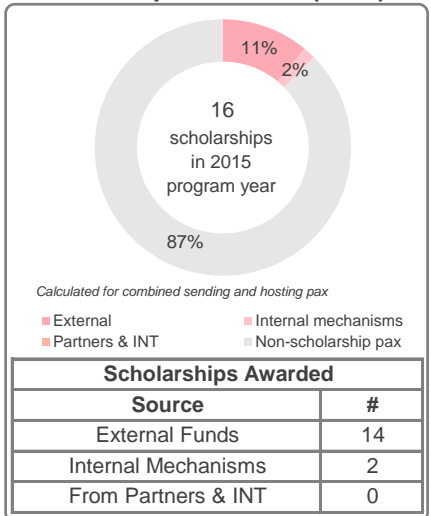
Organizational Structure



External Fundraising for Scholarships



Scholarships Awarded (2015)



Education and ICL

Learning Program Participants (started and completed)			
Level	W	1 - 3	QT
Staff & Vols	2	0	3
% of Total	1.1%	0.0%	1.6%

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
100.0%	100.0%	100.0%

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)
Mundo, Erasmus+, Rotary	Mundo, Erasmus+, Rotary
Sending (18+ programs)	Hosting (18+ programs)
-	-

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
ISL is for the first time facing direct competition in the area of school programs; Mundo is a recently established for-profit organization that is growing fast and targeting the same audience as AFS. We also note growing number of 18+ program offerings similar to these of AFS/Sentio.