

# Annual Report 2013



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*“We are unique  
because we turn people  
into lifesavers.  
That’s what sets us  
aside from the rest.”*

# Our vision: Delete blood cancer.



We recruit, retain and motivate stem cell donors globally to save patients' lives.

We are committed to providing all blood cancer patients with access to appropriate treatment.

We maximize patients' wellbeing.

We support all efforts to improve the outcome of blood stem cell transplantations.

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Every DKMS campaign is aimed at helping us realize our vision: to delete blood cancer. Since the year we were founded, 1991, we have made significant progress in this regard. But we still have a long way to go before we finally delete blood cancer. That's why we are signing up new donors all the time, carrying out research, growing internationally and raising our profile in the public arena. The following transparency report **summarizes the year 2013 in figures**, showing exactly how we do these things and detailing the expenditures behind them. The aim of this report is to generate trust. We want those who support us financially to know that we operate on a sound economic basis and use every cent they donate for the intended purpose and nothing else. We want our donors to know that we handle their data with absolute confidentiality. But above all, we want blood cancer sufferers everywhere to know we are doing all we can to help them escape the consequences of this terrible disease. On that note, allow us to express our sincere thanks for your trust and support.

# DKMS:

## A non-profit limited liability company

### The difference

DKMS German Bone Marrow Donor Center is a non-profit organization, which operates from more than just a commercial basis. As a non-profit limited liability company, we are subject to the regulations of the German Commercial Code as well as the requirements of the non-profit law under § 52 of the Fiscal Code Abgabenordnung (AO).

The key difference between a non-profit organization and a commercial enterprise is that the funds we collect serve charitable, social or scientific objectives and so benefit from certain tax advantages. As a non-profit company, DKMS guarantees that donations are used solely for their intended purpose, which is in this case primarily the recruitment of potential new donors.

### Our financing

Essentially, financing at DKMS rests on two basic cornerstones: donations from private individuals and businesses on the one hand, and cost reimbursements from healthcare systems for database maintenance and administration on the other.

This two-tier financing system and its efficient operations make DKMS an economically viable non-profit company which is self-sustaining and can work independently of public money. However, when it comes to building up the database, despite all its success and profitable operations, DKMS relies on the financial support of donors.

### Our annual financial statement

The annual financial statement of DKMS gGmbH (non-profit limited liability company) comprises the balance sheet, income statement, additional notes on the statement, and a separate management report. It was drafted in line with §§ 242 ff and 264 ff of the German Commercial Code (HGB), specifications set out in the Law on Limited Liability Companies (GmbHG) and our own statutes.

This report publishes only excerpts of DKMS's annual financial statement for 2013. The full documents can be viewed at the end of each following year in the German Federal Gazette ("Bundesanzeiger").

# Use of funds for purposes specified in these statutes

## Our charter

DKMS's business operations focus on providing altruistic support for people whose poor physical health makes them dependent on others, and on promoting public healthcare, research and science. Our key fields of action are:

- S1 Informing and recruiting volunteers who are willing to donate bone marrow or stem cells for transplantation;
- S2 Developing and maintaining systems that simplify and expedite searches among our own and international donors for compatible cells for transplantation;
- S3 Investigating the effectiveness of hematopoietic stem cell transplantations with non-related donors, histocompatibility test methods as well as donor motivation;
- S4 Personally assisting leukemia patients with the aim of providing personal support for dealing with problems of everyday clinical practice;
- S5 Participating in the selection of donors for leukemia patients as well as procuring and supplying the transplant;
- S6 Raising funds to support other organizations that provide altruistic support for people whose poor physical health makes them dependent on others, and on promoting public healthcare, research and science.

On the following pages we will provide you with an overview of how we use this money for the various purposes described in our charter.

# Statute <sup>S1</sup>

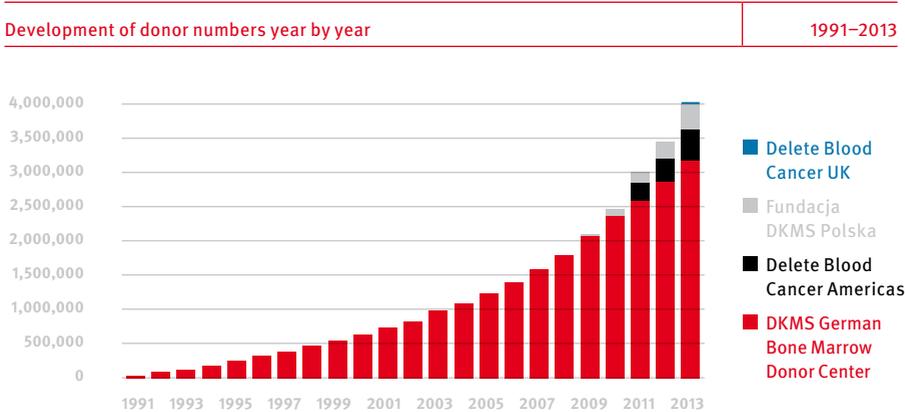
## DKMS's mission is ...

... to recruit and activate stem cell donors.

### Example: Donor recruitment

Facts and figures		2013
Number of newly acquired donors	Registration costs in thousands of €	in % of total expenditure
360,117	18,120	23.2%

In 1991, DKMS's first year of existence, 68,000 potential new donors from across Germany were registered in the database. Four years later, DKMS had become the biggest stem cell donor register in the world. It affirmed this pioneering role in 2013 too, when 360,117 potential new stem cell donors were added to the German database throughout that year.



The costs of registering new donors in the DKMS register are not borne by the health insurance companies of the patients because those costs cannot be allocated to one specific patient. **The flat-rate cost the DKMS bears for registering a new donor is €50.32.**

# 49%

... of all donors newly registered in 2013 were signed up in a **public donor drive**.

# 45%

... of new donors that year registered using a swab set they had ordered from DKMS by mail or online.

# 6%

... were newly signed up to the DKMS in 2013 at a **donor drive at their company** financed by their employer.

## Registration costs per donor

2013



Typing	26.80 €	53 %
Medical and other material	1.49 €	3 %
Logistics and communications	12.48 €	25 %
Staff costs	5.61 €	11 %
Administration	3.93 €	8 %
<b>Total</b>	<b>50.32 €</b>	

Continuous donor recruitment is a major cost factor. That's why for several years DKMS has been requesting a **donation of €50 per new donor**. This funding helps us carry the costs of registrations.

Because not every stem cell donor registered can cover this €50 fee, DKMS is on the lookout for donor sponsors. In 2013 we were able to cover 64% of all our registration costs in this way. Out of €18,120,379.01 for 360,117 new donors, €11,633,485 was sourced through mail donors, company blood typing sessions, third-party (charity) campaigns (€268,629) for DKMS and targeted fundraising measures (e.g. €1,434,381 through two mail donations).

**All donations for new donor acquisition are used for this specific purpose, without any deductions.**

The remaining 36% of the money spent on acquiring new donors was financed from funds generated by the charity itself.

## Financial shortfall in new registrations

2013

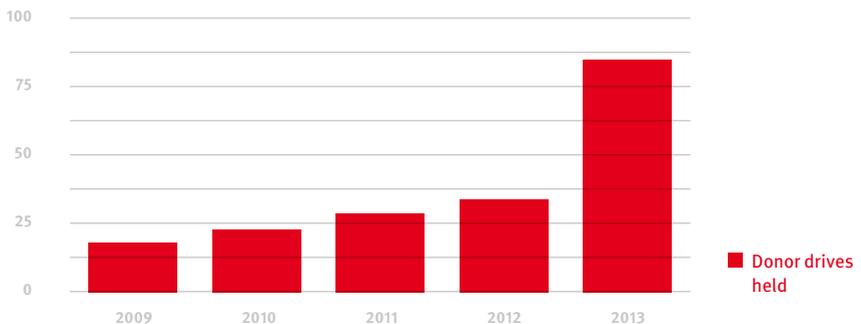
Cost of new registrations	18,120,379€	
Donations received for registrations	11,633,485€	64 %
<b>Shortfall</b>	<b>6,486,894€</b>	<b>36 %</b>

Month	Number of donors aged < 26 years	in %
01	6,627	32.35%
02	8,979	34.22%
03	12,496	38.02%
04	11,041	37.01%
05	8,248	38.92%
06	12,891	41.28%
07	10,965	32.73%
08	7,344	26.95%
09	9,134	28.34%
10	11,106	31.9%
11	14,676	40.9%
12	12,779	37.9%

For a number of years DKMS's efforts to recruit new donors have focused largely on younger people, as they tend to receive higher than average numbers of requests. Moreover, owing to their age, they are likely to remain on our database for longer, which will in turn help us maintain a solid stock of potential donors. For this reason since 2009 DKMS has stepped up its activities at schools and universities and has been running comprehensive collaborations with the German army.

## Number of university donor drives

2009–2013





**100 % of monetary donations  
for new donor acquisition**

Rather than being financed by the healthcare system, the cost of registering new donors falls entirely to DKMS. Each new addition to the database costs €50.32 and is financed in part by the monetary donations we receive. This funding is used in its entirety and without any deduction to help cover the cost. The shortfall (which amounted to approx. €6.5 million 2013) is topped up using revenues DKMS generates itself.

# Statute <sup>S2</sup>

## DKMS's mission is ...

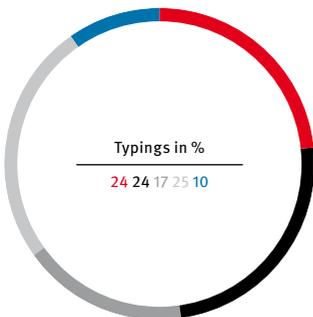
... to build up and expand the database and maintain donor details.

## Example: Expanding and maintaining the database

Facts and figures			2013
No. of registered donors	Cost in € thousands	in % of total expenditure	
3,165,340	7,479	9,6 %	

Donor data quality, backup and efficient administration are of the highest priority at DKMS. We go to great lengths, both financial and organizational, to keep quality high and make constant improvements to the way our database works.

High-resolution typing in the database for donor search optimization	2013
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More than 2.1 million of the approx. 3.2 million DKMS donors (figure at end close of 2013) are typed in high resolution in eight, ten or twelve HLA characteristics (tissue characteristics).

HLA-A, -B, -C, -DRB1, -DQB1, -DPB1 high resolution

HLA-A, -B, -C, -DRB1, -DQB1 high resolution

HLA -A, -B, -C, -DRB1 high resolution

HLA-A, -B, -DRB1

HLA-A, -B

An example of this is **high-resolution typing**. It brings a critical advantage to the donor search in that it establishes from the start whether a donor matches a specific patient in all relevant tissue markers. DKMS has been typing its newly registered donors using this high-resolution method for years. The proportion of tissue profiles recorded using this method is very large.

In 2013, almost 270,000 donors underwent high-resolution typing prospectively. The aim: to speed up the donor search to the advantage of the patient.

### **Finding matching tissue markers faster**

The “Hap-E-Search” search software developed at DKMS makes it possible to find a donor with matching tissue markers very quickly. The crucial point about it is that it works on the basis of a haplotype-based search algorithm.

A range of projects is helping us optimize the depth and quality of our searches. For example, to help prevent a single registree from receiving multiple requests, the Replacement Donor Program seeks out the closest possible match for them to use as an alternative.

DKMS is in regular contact with registries, search centers and HLA labs all over the world with regard to its quality projects.

### **Direct to the donor quicker**

The quality of donor addresses is a particular focus area at DKMS. This is to ensure that someone can be quickly informed if their stem cell donation is required for a patient.

Over the last few years, the number of postal mailshots we have launched has fallen, as email is the cheaper option. In 2013 we sent out 2,761,843 postcards. 65,932, or 2.4%, of them came back as undeliverable. Over the last few years, DKMS has been able to reduce this number steadily.

To make sure donors can be accessed when needed, outdated addresses on our database are updated with the help of residents' registration offices, sometimes on payment of a fee. After all, having the right details could be a matter of life or death. Donors consent to their data being updated in this way when they sign their privacy declaration.

<b>Costs for updating addresses</b>	<b>2013</b>
Data administration general	110,924.99 €
Donor mailshot 2013	85,102.58 €
Other	22,020.59 €
<b>Total</b>	<b>218,048.16 €</b>

# Statute <sup>S3</sup>

## DKMS's mission is ...

... to promote science and research relating to hematopoietic stem cell transplantations with non-related donors as well as the issue of blood cancer in general.

## Example: Science and research

Facts and figures			2013
Reserves for scientific projects in € thousands	Cost in € thousands	% of total expenditure	
11,057	1,459	1.9 %	

DKMS supports numerous research projects in the fight against blood cancer – through the transfer of knowledge and with funding. The aims of these projects include the optimization of stem cell transplantation for various diseases of the hematopoietic system and diverse patient groups. That's why we support individual research institutes as well as research networks.

The establishment of our **Clinical Trials Unit** in Dresden in 2013 gave DKMS a designated department that is a major force in promoting research in the field of transplantations and the fight against blood cancer. A network for clinical studies is also to be built up in cooperation with institutions both domestically and overseas.

# Statute <sup>S4</sup>

## DKMS's mission is ...

... to support patient programs that help blood cancer sufferers deal with disease-related problems.

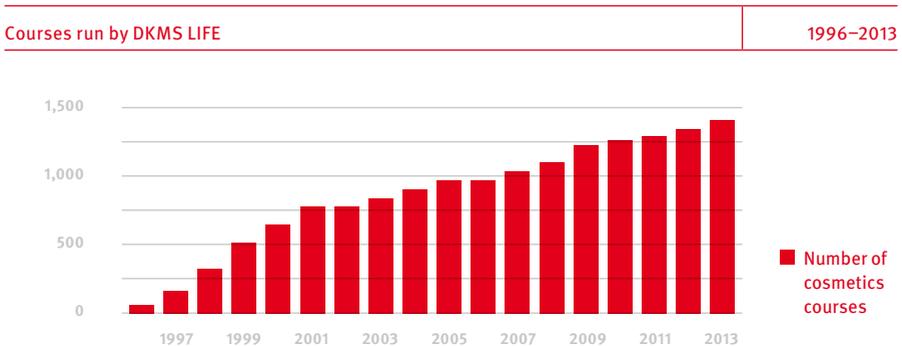
## Example: Patient programs

Facts and figures			2013
No. of cosmetics courses since DKMS LIFE was founded	Cost in € thousands	% of total expenditure	
> 12,000	134	0.2%	

As a sister organization to DKMS German Bone Marrow Donor Center, the non-profit limited liability company DKMS LIFE helps cancer patients to help themselves as they deal with the changes in their own appearance caused by their treatments. Free cosmetics courses for women, for instance, offer professional tips on facial care, cosmetics and head coverings.

Across Germany DKMS LIFE organized 1,087 such courses since 2013. Since it was founded back in 1995, over 105,000 patients have attended more than 12,000 classes in 240+ institutions.

DKMS LIFE is funded solely by donations and receives financial support and services to ensure all of its actions are carried out in accordance with the charter of the DKMS German Bone Marrow Donor Center. In 2013 it received €120,437 in funding. Advisory services are to be extended in 2014.



# Statute <sup>S5</sup>

## DKMS's mission is ...

... the procurement and supply of stem cell transplants for blood cancer patients.

### Example: Donor searches and stem cell collection

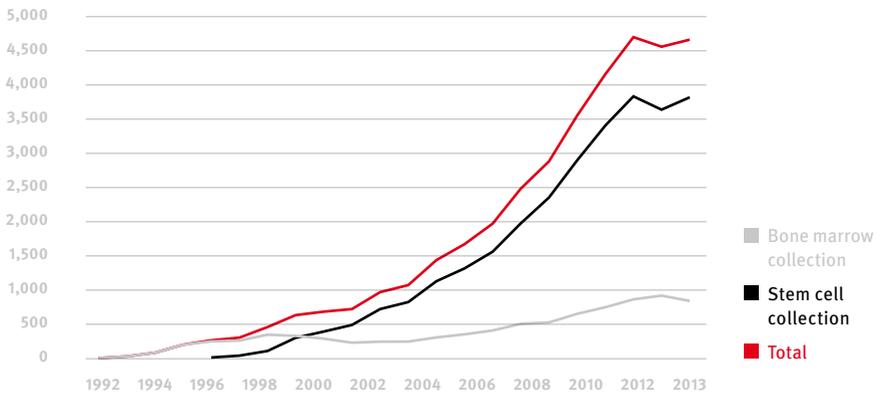
Facts and figures			2013
No. of collections 2013	Cost in € thousands	% of total expenditure	
4,697	31,575	40.4%	

Since its founding in 1991, DKMS had procured and supplied a total of 37,677 stem cell transplants for blood cancer patients across the world by the end of 2013.

The proportion of peripheral stem cell collections was 82% in 2013. Bone marrow collections were carried out in 18% of cases.

**The peripheral stem cell collection approach was led by DKMS in 1996 and, since then, it has become the most common form of supplying transplants for blood cancer patients throughout the world.**

#### Development of stem cell collections 1992-2013

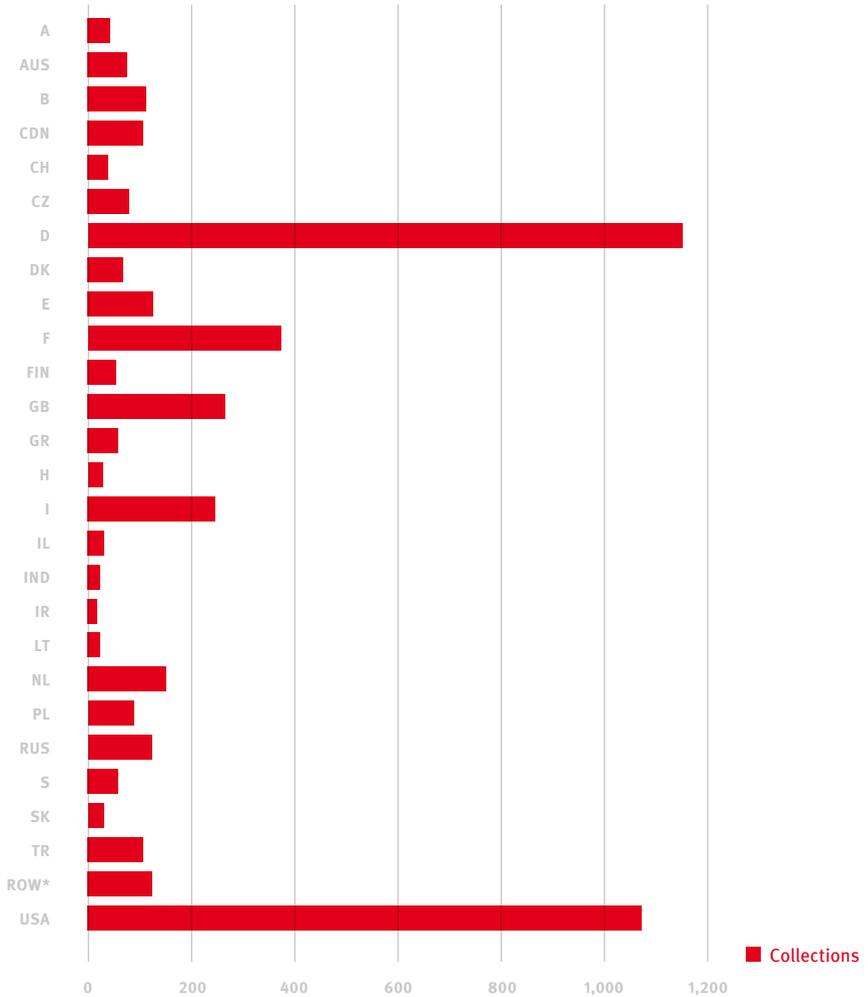


### Collections for patients across the world

In 2013 over 75% of the stem cell and bone marrow donations organized by DKMS were for patients in other countries.

Survival chances for patients throughout the world

2013



\* Rest of the world

### The worldwide system of solidarity

There are blood cancer patients all over the world – and the right donor does not always come from the same country as the patient.

An international solidarity-based exchange system ensures that the search for stem cell donations takes place on an international basis – and, if need be, that donations are organized across country boundaries.

According to the report of the World Marrow Donor Association (WMDA) of 2012, German stem cell registers are leading the way in international rankings: A total of 15,114 stem cell donations were procured. 6,265 of those, in other words 41.45%, came from Germany. In turn, the DKMS accounts for the largest share of these at exactly 4,593.

So, converted, the share of stem cell donations procured by the DKMS German Bone Marrow Donor Center throughout the world in 2012 equals more than 30%.

#### Distribution of stem cell donations by continent

from \ to	Africa	Asia	Australia	Europe	North America	South America	Total
Africa	6	0	0	3	0	0	9
Asia	2	2,940	5	98	67	4	3,116
Australia	0	0	105	16	10	1	132
Europe	29	110	148	6,214	1,483	78	8,062
North America	7	39	36	944	2,562	50	3,638
South America	0	0	0	10	6	141	157
<b>Total</b>	<b>44</b>	<b>3,089</b>	<b>294</b>	<b>7,258</b>	<b>4,128</b>	<b>274</b>	<b>15,114</b>

Source: WMDA Report 2012. The 2013 report will be published in the second half of 2014.

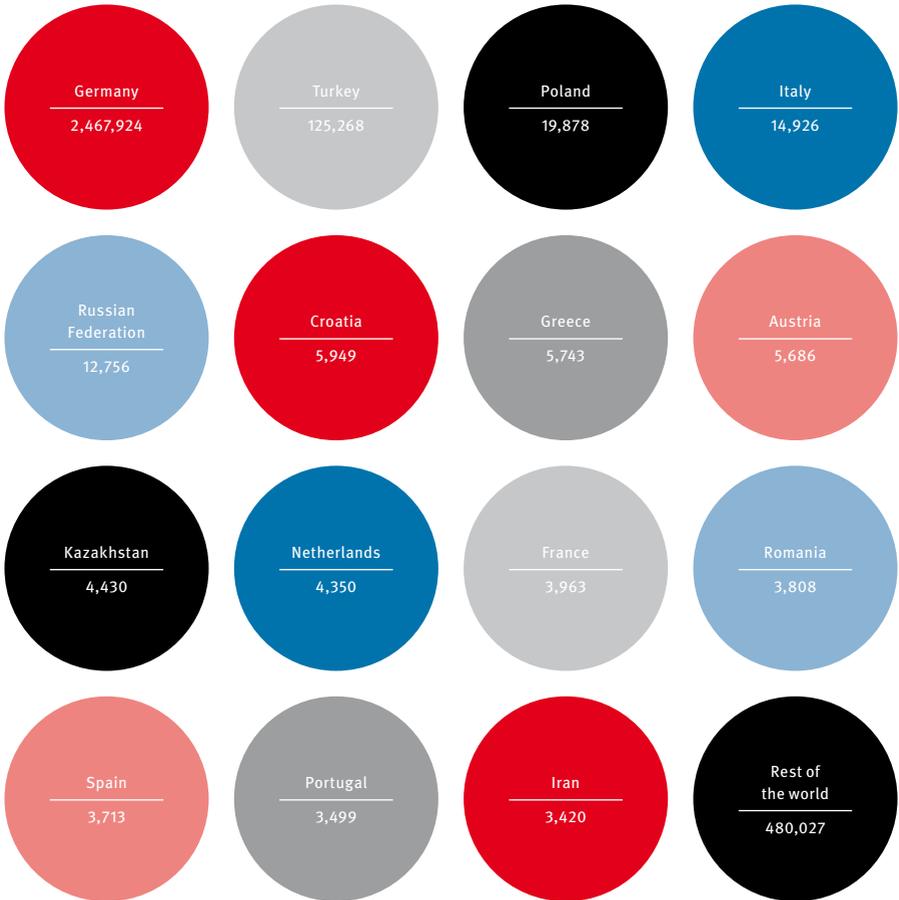
# 30.4%

In 2012, the DKMS German Bone Marrow Donor Center's share in the global market amounted to 30.4% with a total of 4,593 collections before undergoing further expansion in 2013.

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## Distribution of donors' countries of origin in the DKMS donor database

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### Genetic diversity in the DKMS database

In Germany alone the DKMS database includes donors from 181 different countries. This makes it highly diverse in genetic terms. To enhance its diversity even further, DKMS is taking targeted steps at its various locations to contact and register members of every ethnic group represented in Germany.

Special programs are being set up for the purpose.

# Statute <sup>S6</sup>

## DKMS's mission is ...

... to support partner organizations with the same objectives.

### Example: Internationalization

Facts and figures			2013
No. of new donors from partner organizations	Cost in € thousands	% of total expenditure	
326,066	6,085	7.8%	

Internationalization is essential for expanding the genetic diversity in the database: Each ethnic group has its own typical tissue marker combinations. The probability of finding a donor from outside of one's own group is low.

That is why DKMS has been active across country borders for a few years now. Using the funds it has collected, it supports the establishment of organizations for new donor acquisition and the expansion of registries in various countries.

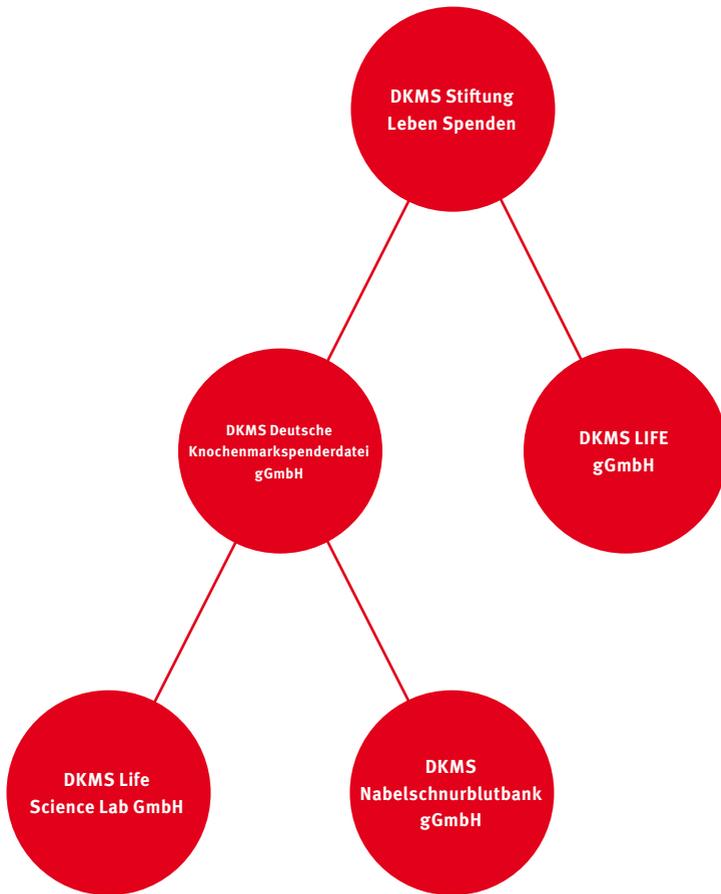
This includes, in particular, independent partner organizations of DKMS overseas. At the moment these are Delete Blood Cancer DKMS (in the U.S.), Delete Blood Cancer UK, Fundación DKMS España and Fundacja DKMS Polska.

#### Case study: Fundacja DKMS Baza Dawców Komórek Macierzystych Polska (DKMS Polska)

	2008	2009	2010	2011	2012	2013	Total
Newly registered potential stem cell donors per year	0	29,387	67,828	76,636	102,966	162,197	439,014
Stem cell donors procured per year	0	4	30	85	221	583	923
Financial support from DKMS gGmbH (in €)	45,141	2,746,333	2,860,023	4,124,104	4,363,946	1,904,313	16,043,859

As well as receiving financial support, DKMS Polska benefited from the expertise and services of DKMS German Bone Marrow Donor Center. We expect it to become self-financing in 2014, thanks to cost reimbursements from the healthcare system and cash donations.

# DKMS family organization chart



## Independent partner organizations



# Informing and raising awareness

In order to fulfill its mission, DKMS carries out publicity work and makes public appeals for donations.

## Example: PR and fundraising

Facts and figures		2013
Cost in € thousands	% of total expenditure	
3,850	4.9%	

Blood cancer can hit anyone. But by becoming a stem cell donor, every healthy individual has the potential to help a sufferer survive. That's the simple message DKMS is trying to spread as widely as possible to give even more blood cancer patients another chance of life.

DKMS conducts professional media relations and marketing, both via traditional channels and on social media. We aim to reach out to people and motivate them to spread our message.

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### Marketing: Prominence/popularity of the DKMS\*

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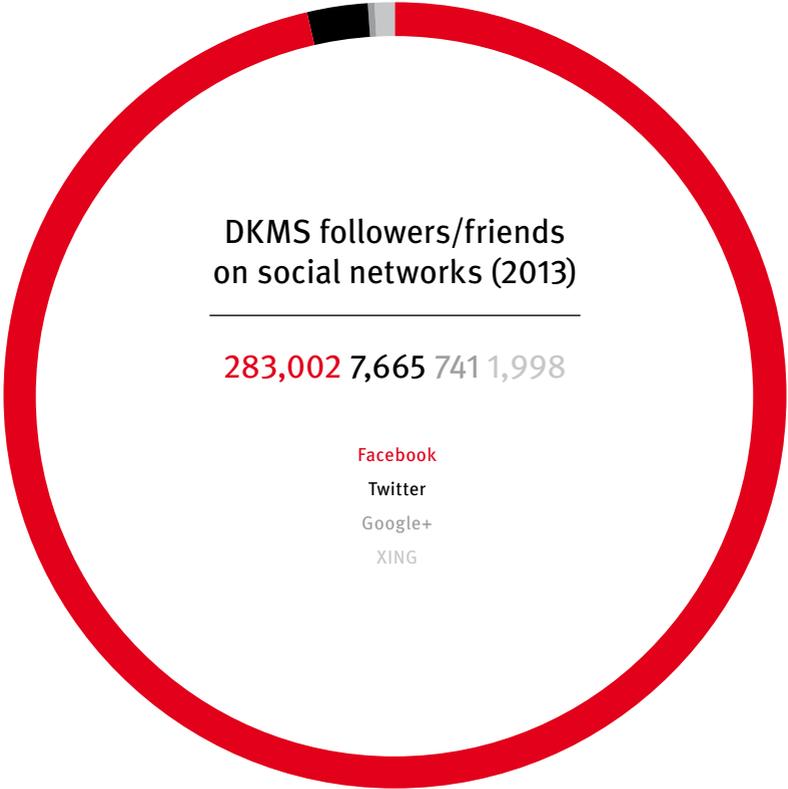
**47%** | **familiar**

**84%** | **likeable**

**88%** | **trustworthy**

**82%** | **contemporary**

\* Figures ascertained from a representative market research study by IMAS International GmbH in May 2013.



## DKMS followers/friends on social networks (2013)

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283,002 7,665 741 1,998

Facebook

Twitter

Google+

XING

### **DKMS on all channels: social Media**

More and more new donors are finding out about us from the internet and social media platforms like Facebook and Google+. In 2013 an average of 242,460 people a day viewed DKMS's German Facebook page. That same year, online registrations added 158,835 new names to the database. To make sure we maintain such a high profile, we have a dedicated team working on every aspect of social media.

# Balance sheet and income statement

Balance Sheet

of 12/31/2013

Assets	2013 (in € thousands)	2012 (in € thousands)
<b>A. Fixed assets</b>		
I. Intangible assets	2,185	283
II. Tangible assets	1,378	1,184
III. Financial assets	1,921	1,725
<b>Total</b>	<b>5,484</b>	<b>3,192</b>
<b>B. Current assets</b>		
I. Receivables and other assets	24,032	15,039
II. Securities	1,198	2,959
III. Cash and balances with credit institutes	49,420	43,541
<b>Total</b>	<b>74,650</b>	<b>61,539</b>
<b>C. Accruals and deferred income</b>	<b>272</b>	<b>108</b>
<b>Total assets</b>	<b>80,406</b>	<b>64,839</b>

Liabilities	2013 (in € thousands)	2012 (in € thousands)
<b>A. Equity capital</b>		
I. Subscribed capital	1,000	1,000
II. Revenue reserves	69,515	48,398
III. Balance sheet profit	500	500
<b>Total</b>	<b>71,015</b>	<b>49,898</b>
<b>B. Provisions</b>	<b>4,071</b>	<b>9,672</b>
<b>C. Accounts payable</b>	<b>5,320</b>	<b>5,269</b>
<b>Total liabilities</b>	<b>80,406</b>	<b>64,839</b>

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## Income Statement

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	2013 (in € thousands)	2012 (in € thousands)
<b>1. Income</b>	<b>99,854</b>	<b>93,321</b>
1.a Income from cost reimbursements	76,565	75,407
1.b Other operational income	23,289	17,914
<b>2. Expenses</b>	<b>-78,236</b>	<b>-83,988</b>
2.a Personnel costs	-14,049	-12,566
2.b Expenses for freelance staff	-177	-150
2.c Write-downs	-541	-538
2.d Other operational expenses	-63,906	-70,966
2.e Interest profit	443	239
2.f Taxes	-6	-7
<b>3. Annual net profit/loss</b>	<b>21,617</b>	<b>9,333</b>
<b>4. Withdrawals from revenue reserves</b>	<b>27,666</b>	<b>24,480</b>
<b>5. Adjustments to revenue reserves</b>	<b>-48,783</b>	<b>-33,313</b>
<b>6. Balance sheet profit</b>	<b>500</b>	<b>500</b>

In 2013 HR expenditure rose, largely because DKMS employed more staff on average (including the management board). The number of permanent employees increased from 203 in 2012 to 216 in 2013, primarily because a number of specialists joined the organization. The number of full-time employees totalled 154 in 2013, up from 145 one year earlier.

Across the year DKMS also benefited from the assistance of 57 students and staff from voluntary organizations, compared with 52 one year earlier. It also had two trainees.

The development of other operational expenses was influenced significantly by rising medical costs for donors, which went up by €1,370k and include compensation for lost earnings and the cost of follow-up examinations. At the same time lab costs fell by €3,841k because the introduction of new lab technology brought typing costs down.

# Income by origin

Income from the refund of costs results primarily from fees for typing and collection services.

These can be divided into the following key areas:

Income by origin	2013	
	2013 (in € thousands)	2012 (in € thousands)
<b>Cost refunds</b>	<b>76,565</b>	<b>75,407</b>
Peripheral stem cell collections	55,568	52,744
Bone marrow collections	12,572	13,740
CT typing	4,662	4,560
High-resolution typing	1,398	1,794
DR patient typing	73	169
Virus serology	775	741
Leukapheresis	1,517	1,658
Other	0	1
<b>Other income</b>	<b>23,289</b>	<b>17,915</b>
Donations	11,633	12,061
Database operation fee	4,226	4,092
Donations in kind	489	570
Other income	1,668	1,009
Release of provisions	5,273	183
<b>Cost refunds by geographical markets</b>		
Inland	16,511	16,453
Overseas	60,054	58,954

Income from cost reimbursements primarily resulted from typing and cell collection. The number of stem cell collections made rose from 4,592 in 2012 to 4,697 in 2013.

The rise in operational income chiefly resulted from the release of reserves formed in 2012. Created to cover expenses for VAT (including interest), these reserves were initiated during a period of uncertainty surrounding VAT liabilities of one typing service provider after German VAT laws were amended. When the authorities finally gave their approval in 2013, the reserve was released.

# Expenses by statutes of the charter

Use of earnings for purposes specified in the charter		2013
	Expenses 2013 (thousands of €)	Share (%)
Acquisition of donors	16,704	21.3 %
Register expansion and maintenance	7,480	9.6 %
Research and science	1,873	1.9 %
Patient programs	134	0.2 %
Search and collection	31,160	40.4 %
Internationalization	6,085	7.8 %
Mission to educate and raise awareness	1,285	1.6 %
Publicity work and fundraising	3,850	4.9 %
General administration	9,665	12.3 %
<b>Total</b>	<b>78,236</b>	<b>100.0 %</b>

Total expenditure was broken down according to the various statutes set out in the charter. This was done by using a cost matrix to allocate individual cost items and types to different cost areas, either directly or by means of a key.

Direct costs for rents, office supplies, phone and IT services were proportionately allocated to the various specialist divisions of DKMS gGmbH.

General administration costs include HR, and material costs (some of which were allocated proportionately to the various divisions responsible) for the management, administration and IT. Media relations and fundraising expenses include expenditures by the Press and Fundraising & Event divisions as well as advertising costs. These costs account for 17.2% of overall expenditure in 2013.

# Use of reserves for projects in line with charter

Summary of projects by

2013

Statute	Number of projects	01/01/2013 in € k	Use in € k	Reclassification in € k	Appropriation in € k	12/31/2013 in € k
Donor acquisition	3	5,000	4,368	–	5,778	6,410
Register expansion and maintenance	3	7,515	3,506	–	5,859	9,868
Research and science	14	3,663	711	–27	9,240	12,165
Patient programs	1	–	–	–	200	200
Search unit and collections	3	402	38	–	90	454
Internationalization	10	12,779	5,698	27	11,005	18,113
Education and raising awareness	1	–	–	–	100	100
Gen. reserves	2	19,039	13,345	–	16,511	22,205
<b>Overall result</b>	<b>37</b>	<b>48,398</b>	<b>27,666</b>	<b>–</b>	<b>48,783</b>	<b>69,515</b>

Revenues reserved will be used to finance future projects and help realise planned investments to support the points set out in our statutes. The overview on the previous page distinguishes between reserves for tasks set out in the DKMS statutes and more general reserves designed to secure business operations.

# Statements on risk management

## **Risk management**

Risk management is used for the purposes of systematic analysis, evaluation, documentation, communication, steering and monitoring of risk-associated activities of DKMS and is an integral part of its business, planning and control processes. DKMS German Bone Marrow Donor Center's risk management measures focus on two risk areas: Financial risk and risks from the operational activity as a charitable organization.

Risk management measures in detail:

## **Risks from the operational activity**

### **Supervision of the bodies**

- Rules of procedure which include a detailed description of the tasks and competencies of the bodies
- Twice yearly meetings with the management board of the parent company

### **Management circle**

- Annual targets agreed between senior management, heads of division and employees, ongoing checks on target achievement
- Twice weekly management board meetings as well as regular management staff meetings to support internal coordination, optimization and risk assessment

### **Collaboration with external partners**

- Written contracts to backup agreements made
- Tax assessment and evaluation regarding potential risks to charitable status

## **Financial risks**

### **Investments**

- Investment guidelines describing composition of investment portfolio and structural restrictions (e. g. equity share)
- Regular reporting, ad-hoc measures for changing risk structure

### **Financial budgeting**

- Annual budgeting including site and personnel cost planning for three fiscal years
- Twice yearly examination and necessary adjustments to budgeting as part of an extrapolation
- Monthly target-vs-actual reporting including analysis of key performance indicators

### **Cost management**

- Expenses and costs guidelines with rules and limits for travel expenses and catering/gifts
- Supervision of proper use of funds by accounting
- Set limits for authority to sign for invoices per hierarchy level
- Centralized purchasing

### **Donation management**

- Evaluations of measures for donor recruitment (e.g. mailshots) taking into account the cost-benefit ratio.
- Assessing legality of receipts confirming charitable donations

### **Financial statement**

- Annual audit by an independent external financial auditing company as part of the financial statement

**DKMS Stiftung Leben Spenden (Donate Life Foundation)**

**Management Board of the Foundation**

Dr. Peter Harf (Chairman)

Richard Champlin, MD (Deputy Chairman)

Laurence Atlas

Marcel van den Brink, MD, PhD

Alexandre van Damme

Alejandro Santo Domingo

John Hansen, MD

Prof. Dr. Dieter Hoelzer

Dr. Antonella Mei-Pochtler

Patrice de Talhouët

**DKMS Deutsche Knochenmarkspenderdatei gGmbH**

**(German Bone Marrow Donor Register)**

**Management Board**

Dr. Alexander Schmidt (CEO)

Sandra Bothur

Sirko Geist



