



Annual Report 2014

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*“We are unique
because we turn people
into lifesavers.”*

Our vision: We delete blood cancer.

We register people around the world as stem cell donors, save their details in our database and motivate them to save a patient's life.

We do everything to give blood cancer patients access to suitable therapies.

We work to improve the wellbeing of blood cancer patients.

We support all efforts to improve the outcomes of stem cell transplants.

All of DKMS activities are aimed at helping us to realize our vision: to delete blood cancer. Since 1991, the year we were founded, we have made significant progress – but our fight against blood cancer is not over and will remain. That's why we continue to sign up new donors, carry out research, grow internationally and raise our profile in the public arena.

Summarizing our business figures for 2014, this report provides transparency on exactly how we do these things and what they involve. The aim is to create trust: we want those who support us financially to know that we operate on a sound economic basis and use every cent they give us solely for its intended purpose; we want our donors to know that we handle their data with absolute confidentiality; but above all, we want people suffering from blood cancer everywhere to know we are doing all we can to save them from the consequences of this terrible disease.

On that note, allow us to express our sincere appreciations 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 that works on 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 German Fiscal Code (AO).

The key difference between us as a non-profit organization and a commercial enterprise is that the funds we collect serve charitable, social or scientific goals and thus benefit from certain tax breaks. As a non-profit company, DKMS guarantees that donations are used solely for their intended purpose: in the fight against blood cancer.

Our financing

Essentially, financing at DKMS rests on two key cornerstones: donations from private individuals and businesses on the one hand, and cost reimbursements from healthcare systems on the other. These reimbursements are used to maintain the database and help us arrange suitable stem cell donors for patients in need.

This two-tier financing system and efficient operations make DKMS an economically viable non-profit company that is self-sustaining and can work without public funding. Despite its success and profitable operations, however, DKMS relies on the financial support of donors to grow the database.

Our annual financial statement

The annual financial statement of DKMS gGmbH comprises a 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) as well as specifications set out in the Law on Limited Liability Companies (GmbHG) and our own statutes.

This report includes only excerpts of DKMS's annual financial statement for 2014. Full details can be viewed in the German Federal Gazette ("Bundesanzeiger") at the end of each subsequent year.

Use of Funds for purposes specified in these statutes

Our statutes

DKMS's business operations focus on providing altruistic support for people whose poor physical condition makes them dependent on others, as well as promoting public health-care, research and science. Besides, we focus on:

- S 1 Recruiting informed volunteers who are willing to donate bone marrow or stem cells for transplantation.
- S 2 Developing and maintaining systems that simplify and expedite searches for compatible cells for transplantation among our own and international donors, aimed at finding compatible donors for stem cell transplantations.
- S 3 Researching the effectiveness of hematopoietic stem cell transplantations with non-related donors and of histocompatibility test methods and donor motivation.
- S 4 Individual assistance for leukemia patients in managing daily problems relating back to their everyday routine in their clinics as while they undergo treatment.
- S 5 Contributing to the selection of donors for leukemia patients and procuring and supplying stem cell transplants.
- S 6 Raising funds to assist other organizations that provide altruistic support for people whose poor physical health makes them dependent on others, and that promote public healthcare, research and science.

The following pages provide an overview of how our funds are used for the various purposes described in our charter.

Statute ^{S1}

DKMS's mission is ...

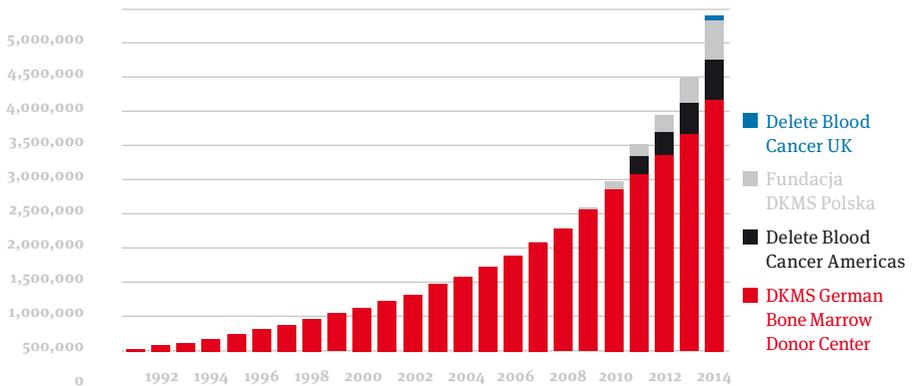
... to recruit and activate stem cell donors.

Example: Donor recruitment

Facts and figures			2014
No. of new donors	Registration costs in € k	% of total expenditure	
604,548	24,364	25.9	

In 1991, DKMS's first year of existence, 68,000 potential new donors from across Germany were registered in the database. Just four years later, DKMS was the biggest stem cell donor center in the world. Its pioneering role was reaffirmed in 2014, when 604,548 potential new stem cell donors were added to the German database.

Annual development of donor numbers 1991–2014



The cost of recruiting and registering new donors with DKMS is not covered by patients' health insurance companies, as expenses are not linked to a specific patient. **Each new donor costs DKMS 40.30 € to register.**

35 %
60.2 %
4.8 %

... of all donors newly registered in 2014 signed up through a **public donor drive**.

... of new donors in 2014 registered using a **swab set** they had ordered from DKMS by mail or online.

... of new donors in 2014 signed up at a **company donor drive** financed by their employer.

Registration costs per donor

2014



Typing	18.67 €	46 %
Medical and other materials	1.14 €	3 %
Logistics and communications	13.28 €	33 %
Staffing costs	3.61 €	9 %
Administration	3.60 €	9 %
total	40.30 €	

Continuous donor recruitment is a major cost factor. That's why for several years DKMS has been requesting financial donations to help carry the costs of registrations.

Not every stem cell donor registered is in a position to cover their own registration costs in full. That's why DKMS is always on the lookout for donor sponsors. In 2014 these sponsors covered 59.5% of all our registration costs: 604,548 new donors were registered at a cost of 24,364,077 € in total. Of that sum, 14,484,510 € was sourced from donations by mail, company blood typing sessions, third-party charity campaigns (which raised 298,720 € for DKMS) and targeted fund-raising (e. g. 2,004,428 € raised by two mailshots calling for donations).

All donations for acquiring new donors are used in full for their designated purpose.

The remaining 40.5 % of the funding for acquiring new donors came from funds generated by the DKMS itself.

Financial shortfall in new registrations

2014

Cost of new registrations	24,364,077 €	
Donations received	14,484,510 €	59.5 %
Shortfall	9,879,568 €	40.5 %

Focus on young donors

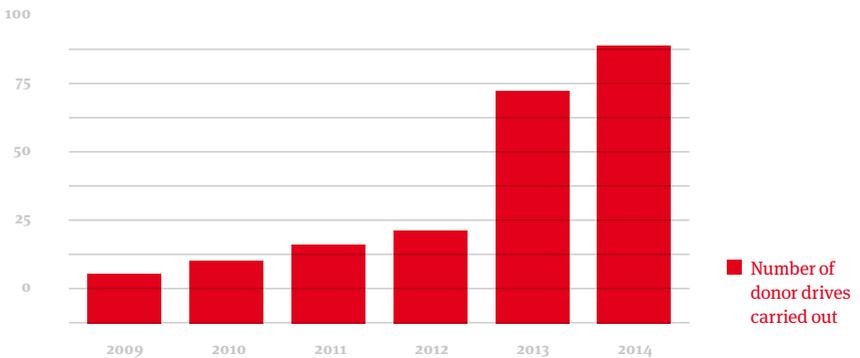
2014

Month	No. of donors aged < 30 years	in %
01	17,543	45.7
02	22,193	48.2
03	29,319	52.1
04	29,555	53.7
05	30,590	48.9
06	26,710	52.7
07	24,249	53.0
08	18,422	50.4
09	22,922	49.2
10	28,158	49.4
11	29,376	52.9
12	30,462	54.9

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 return 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 run comprehensive collaborations with the German army.

Number of university donor drives

2009–2014





**100 % of monetary donations are used
to support the fight blood cancer**

Rather than being financed by the healthcare system, the cost of registering new donors falls entirely to DKMS. Each new registration costs 40.30 € and is financed in part by the monetary donations we receive. The remainder, which amounted to approx. 9.9 million € in 2014, is counterfunded with revenues generated by DKMS itself.

Statute ^{S2}

DKMS's mission is ...

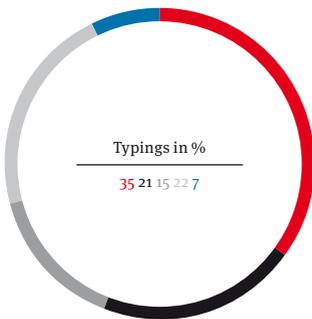
... to build up and expand the database and update donor details.

Example: Expanding and maintaining the database

Facts and figures			2014
No. of registered donors	Cost in € k	% of total expenditure	
3,686,052	8,354	9	

The quality, backup and efficient administration of donor data are a top priority at DKMS. We go to great lengths, both financial and organizational, to keep data quality high and make improve our database continuously.

Optimizing donor searches through high resolution typing in the database	2014
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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

At the end of 2014 more than 2.8 million of the approx. 3.7 million DKMS donors on the database were typed in high resolution in eight, ten or twelve HLA characteristics (tissue characteristics).

One example of the way we ensure high-quality donor data is **high resolution typing**. This offers a critical advantage for donor searches: it establishes from the start whether a donor matches a specific patient in every relevant tissue marker. DKMS has been typing new donors in this way for several years and consequently has a very large share of high resolution tissue profiles.

In 2014 almost 227,000 donors underwent prospective high resolution typing to speed up donor searches for the benefit of patients.

Finding matching tissue markers faster

The Hap-E-Search online software developed at DKMS allows donors with matching tissue markers to be found very quickly. Remarkably, the software works on the basis of a haplotype-based search algorithm.

A range of projects is helping us optimize the depth and quality of our typing. One example is the Replacement Donor Program. Each time a donor is called in to help a patient, this program locates an additional replacement donor with the closest possible match to prevent multiple requests from being issued to the same donor.

All DKMS quality projects involve regular contact with registries, search units and HLA labs all over the world.

Straight to the donor – faster

The accuracy of donor addresses is a high priority at DKMS because precise information allows donors to be informed quickly if their stem cell donation is required for a patient.

Verifying contact details is just one of the reasons why DKMS launches an annual mailing to all of its registered donors, via mail and email, wherever donors have provided an email address. Over the last few years, the number of postal mailings has fallen, as email is the less costly option. In 2014 we sent out 1,699,426 letters by post. Of those, 39,128, or 3%, were followed up by changes to names and addresses. Over the last few years, DKMS has been able to reduce this percentage steadily.

To make sure donors can be accessed when needed, outdated addresses on our database are updated with the help of residents' registration offices. This sometimes involves payment of a fee – but 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.

Cost of updating addresses	2014
General data administration	139,737 €
Donor mailshot 2014	98,348 €
Other	37,575 €
Total	275,660 €

Statute ^{S3}

DKMS's mission is ...

... to promote science and research into hematopoietic stem cell transplantations with non-related donors and blood cancer in general.

Example: Science and research

Fact and figures			2014
Reserves for scientific projects in € k	Cost in € k	% of total expenditure	
14,671	1,832	2	

DKMS supports numerous research projects in the fight against blood cancer by providing expertise as well as funding. Project aims include the optimization of stem cell transplantations for various diseases of the hematopoietic system and for 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 early 2013 means DKMS now has a designated department providing significant support for research in the field of stem cell transplantations and in the fight against blood cancer. A network for clinical studies is also to be built up in cooperation with other institutions, both domestically and overseas.

Statute ^{S4}

DKMS's mission is ...

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

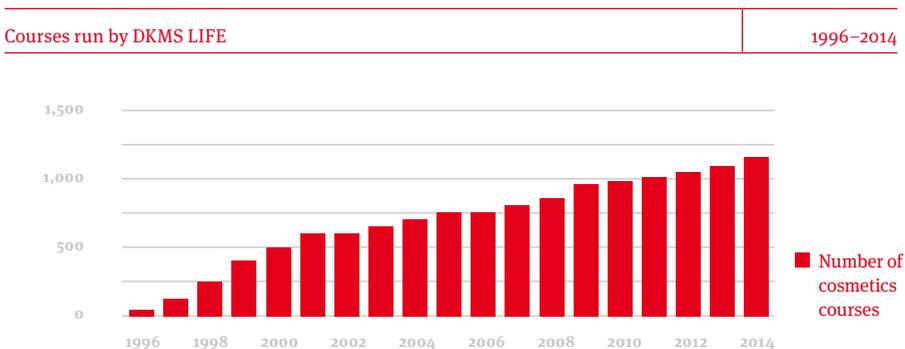
Example: Patient programs

Fact and figures			2014
No. of cosmetics seminars since DKMS LIFE was founded	Cost in € k	% of total expenditure	
>13,285	331	0.4	

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 changes in their appearance caused by medical treatments. Free of charge cosmetics seminars for women, offer professional advices on facial care, cosmetics and head coverings.

Across Germany DKMS LIFE organized 1,148 such courses in 2014. Since it was founded, back in 1995, over 115,000 patients have attended more than 13,000 classes in 240+ institutions.

DKMS LIFE is funded solely by charitable donations and receives the financial support and services it needs to carry out its activities in accordance with the charter of the DKMS German Bone Marrow Donor Center. **In 2014 funding totalled 212,361 €.**



Statute ^{S5}

DKMS's mission is ...

... the procurement and supply of stem cells for transplantation in blood cancer patients.

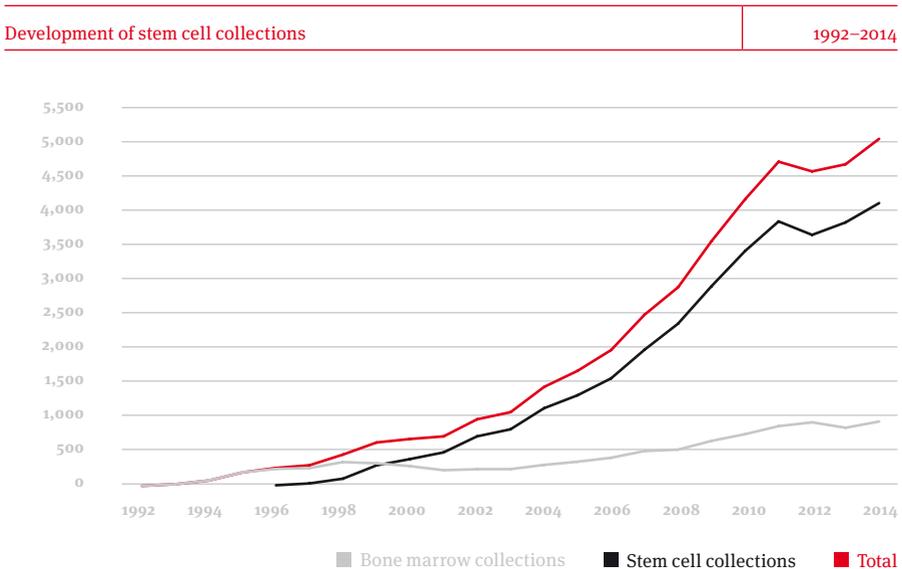
Example: Donor searches and stem cell collection

Facts and figures			2014
No. of collections in 2014	Cost in € k	% of total expenditure	
5,068	35,824	38.2	

Since 1991, when DKMS was founded, to the end of 2014, we arranged for a total of 42,733 stem cell donations for blood cancer patients around the world.

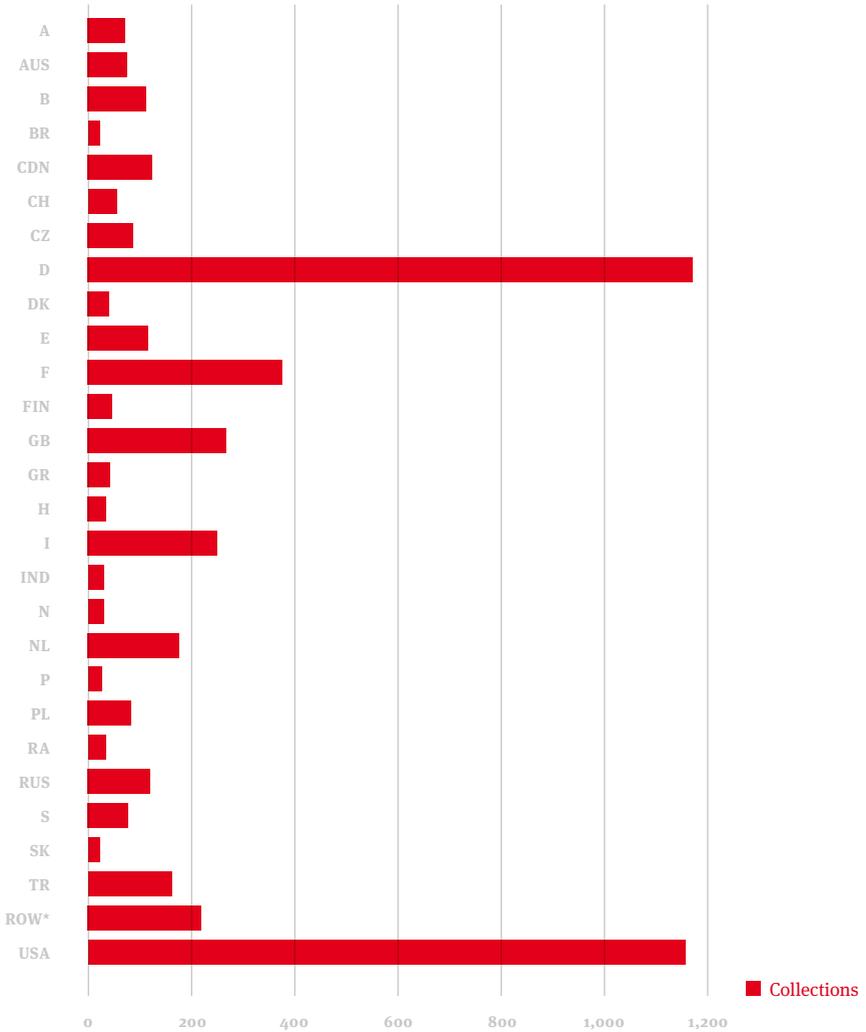
In 2014 peripheral stem cell collections accounted for 82% of them. Bone marrow collections made up 18%.

Peripheral stem cell collection was pioneered by DKMS in 1996 and has since become the most common form of collecting stem cells for transplantation to blood cancer patients throughout the world.



Stem cell collections for patients around the world

In 2014 over 75% of stem cell and bone marrow donations organized by DKMS were once again for patients in other countries.



* Rest of the world

Worldwide system of solidarity

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

For this reason, an international solidarity-based network enables searches for stem cell donors to extend across national borders and donations to be organized between countries, if needed.

According to a report by the World Marrow Donor Association (WMDA), German stem cell registers led the international rankings by far in 2014. Around the world, 16,655 stem cell donations were arranged in total; of those, 6,806 (40.9%) came from Germany, the majority – 5,068, to be precise – organized by DKMS.

In other words, the DKMS German Bone Marrow Donor Center arranged more than 30% of stem cell donations around the world in 2014.

Distribution of stem cell donations by continent

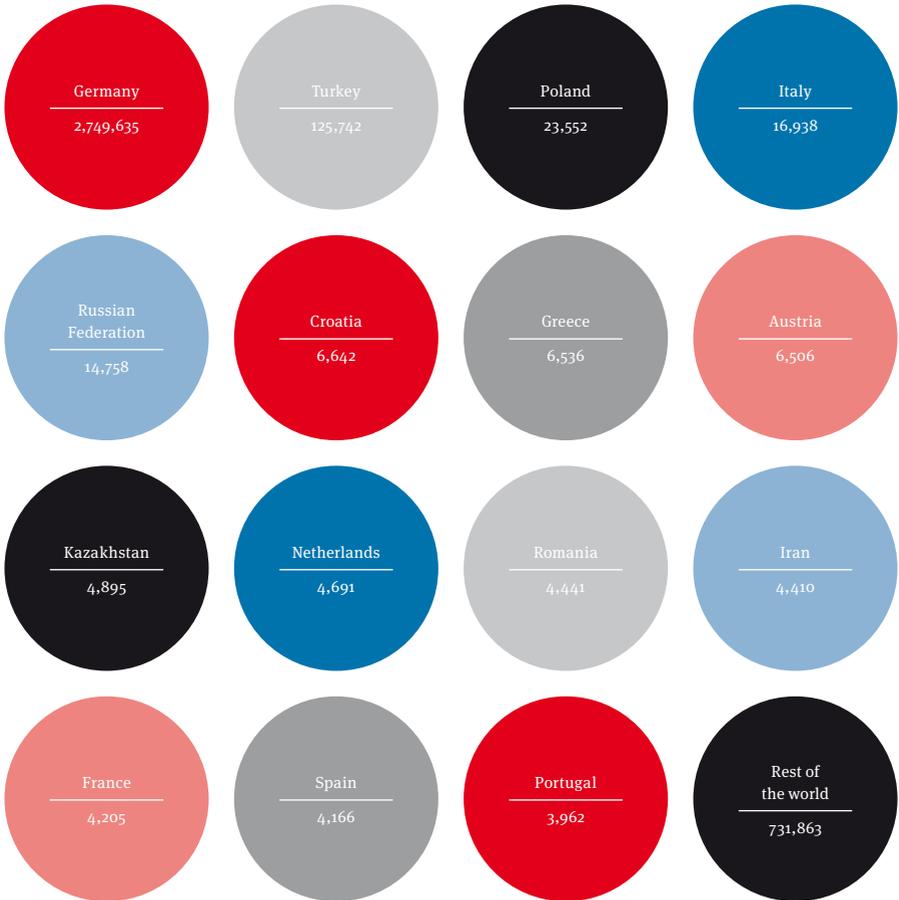
from \ to	Africa	Asia	Europe	North America	Oceania	South America	Total
Africa	7	0	4	0	0	0	11
Asia	0	2,925	152	103	16	1	3,202
Europe	22	312	6,964	1,838	147	96	9,379
North America	6	96	827	2,639	57	76	3,701
Oceania	0	0	13	7	107	0	127
South America	0	4	27	7	1	202	241
Total	35	3,342	7,987	4,594	328	375	16,655

Source: WMDA Report 2014

30.4%

In 2014, the DKMS German Bone Marrow Donor Center's share in the global market amounted to 30.4%, with a total of 5,068 collections.

Distribution of donors in DKMS database by country of origin



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 make it even more diverse, DKMS is setting up specific programs at its various locations to contact and register members of every ethnic group living in Germany.

Statute ^{s6}

DKMS's mission is ...

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

Example: Internationalization

Facts and figures			2014
No. of new donors from partner organizations	Cost in € k	% of total expenditure	
431,946	12,736	13.6	

Internationalization is essential for expanding the genetic diversity in the database. This is because each ethnic group has its own typical tissue marker combinations. A patient will be unlikely to find a donor from outside their own group.

For this reason, DKMS has been active across national borders for several years, using the funds it has collected to support the establishment of models for donor acquisition and database development in various countries.

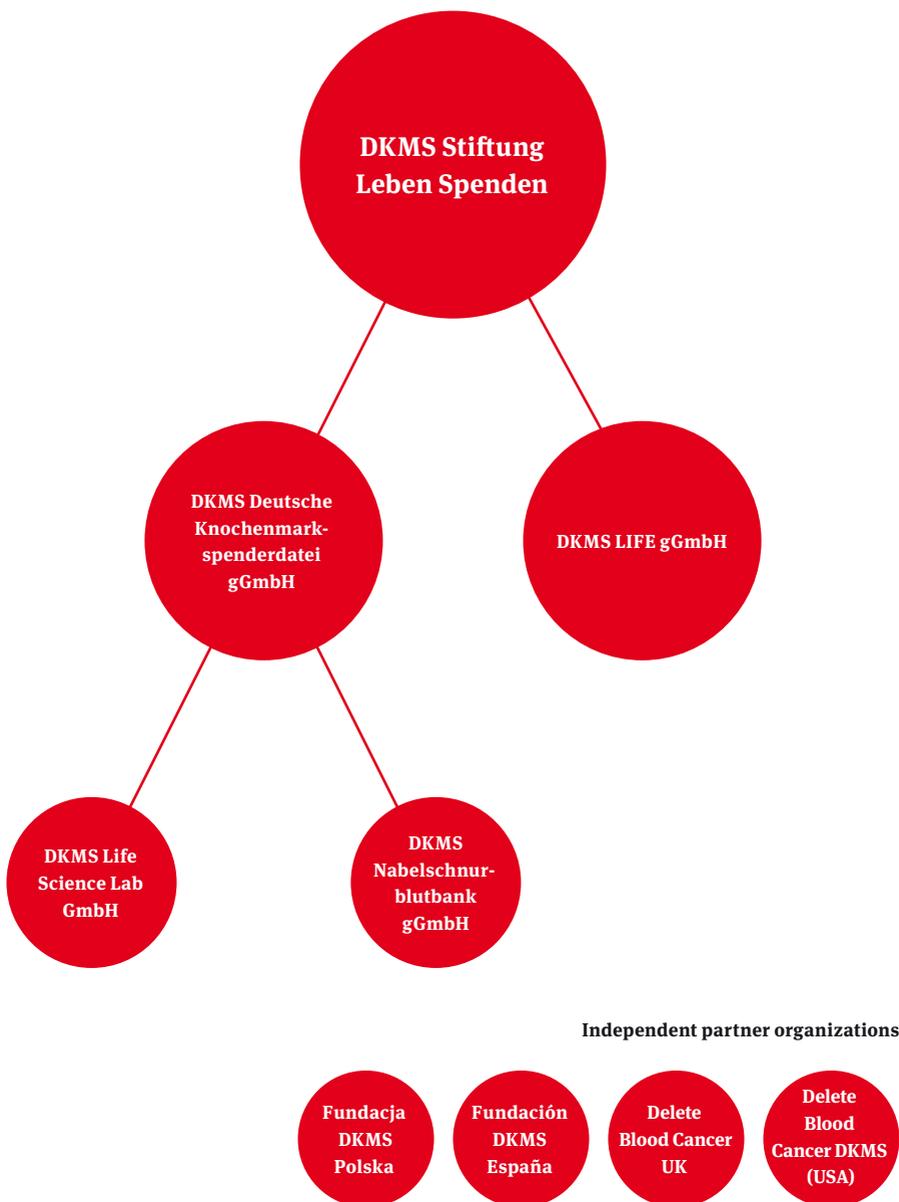
The organizations concerned include independent overseas partner organizations of DKMS. Currently these are Delete Blood Cancer Americas, Delete Blood Cancer UK, Fundación DKMS España and Fundacja DKMS Polska.

Case study: Delete Blood Cancer UK

	2013	2014	Total
Newly registered potential stem cell donors per year	22,992	66,237	89,229
Stem cell donations arranged per year	0	42	42
Financial support from DKMS gGmbH (in €)	1,470,884	2,846,861	4,317,744

Delete Blood Cancer UK received not only financial support but also expertise and services from DKMS.

DKMS family organization chart



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		2014
Cost in € k	in % of total expenditure	
3.418	3,8	

Blood cancer can affect anyone. But every healthy individual who becomes a stem cell donor has the potential to help a patient survive. It's a simple message and DKMS is trying to spread it as widely as possible to give even more blood cancer patients a second chance at life.

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

Marketing: Prominence/popularity of DKMS*

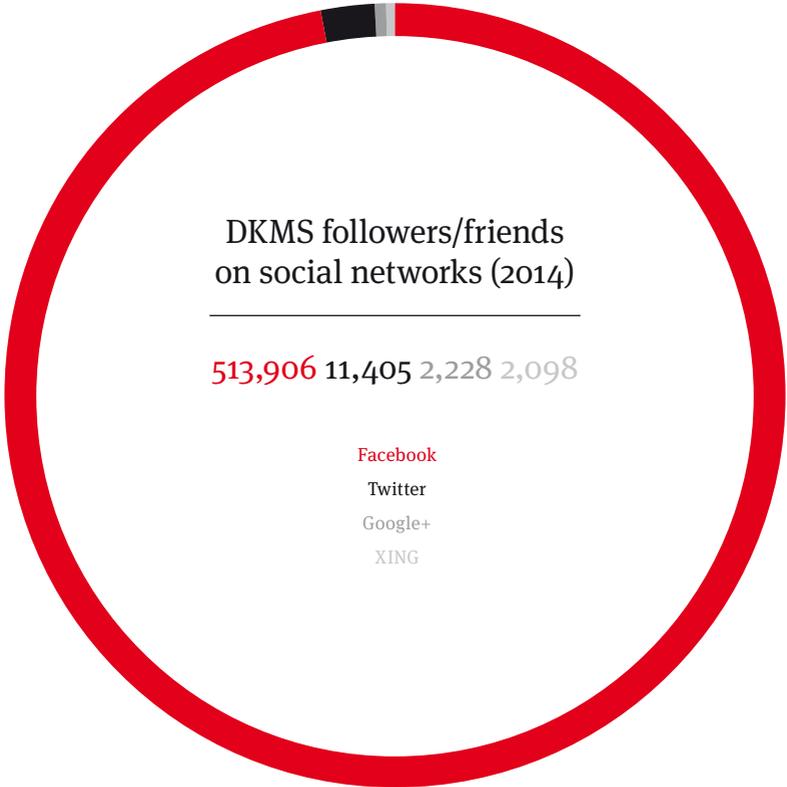
62 % | **familiar**

73 % | **likeable**

81 % | **trustworthy**

72 % | **contemporary**

* Figures conducted from a representative market research study by IMAS International GmbH in May 2015.



**DKMS on all channels:
social media**

More and more new donors are finding out about us from the internet and social media platforms, such as Facebook and Google+. In 2014 an average of 500,868 people a day viewed DKMS's German Facebook page, with online registrations adding 363,770 new names to our 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

31.12.2014

Assets	2014 (in € k)	2013 (in € k)
A. Fixed assets		
I. Intangible assets	1,923	2,185
II. Tangible assets	2,285	1,378
III. Financial assets	1,961	1,921
Total	6,169	5,484
B. Current assets		
I. Receivables and other assets	20,469	24,032
II. Securities	1,183	1,198
III. Cash and balances with credit institutes	64,710	49,420
Total	86,362	74,650
C. Accruals and deferred income	501	272
Total assets	93,032	80,406

Liabilities	2014 (in € k)	2013 (in € k)
A. Equity capital		
I. Subscribed capital	1,000	1,000
II. Revenue reserves	80,445	69,515
III. Balance sheet profit	750	500
Total	82,195	71,015
B. Provisions	5,538	4,071
C. Accounts payable	5,299	5,320
Total liabilities	93,032	80,406

Income Statement

	2014 (in € k)	2013 (in € k)
1. Income	105,360	99,854
1.a Income from cost reimbursements	80,324	76,565
1.b Other operational income	25,036	23,289
2. Expenses	-93,681	-78,236
2.a Personnel costs	-16,860	-14,049
2.b Expenses for freelance staff	-206	-177
2.c Write-downs	-957	-541
2.d Other operational expenses	-75,859	-63,906
2.e Interest profit	230	443
2.f Taxes	-29	-6
3. Annual net profit/loss	11,679	21,617
4. Withdrawals from revenue reserves	44,080	27,666
5. Adjustments to revenue reserves	-55,009	-48,783
6. Balance sheet profit	750	500

In 2014 **income from cost reimbursements** went up, primarily because more stem cell donations were made. **Other operational income** also grew, thanks to an increase in financial donations. At the same time, **HR costs** rose, reflecting the increase in our average headcount (including the management board) from 216 in 2013 to a total of 260 in 2014, with more specialists joining our ranks. The number of permanent employees rose to 184, compared with 154 in 2013.

Across the year DKMS also benefited from the assistance of 60 student assistants and staff from voluntary organizations (compared with 57 the previous year), as well as two apprentices and two trainees.

The development of **other operational expenses**, including compensation for donors' lost earnings and the cost of follow-up examinations, was mainly influenced by the 3,989k € rise in medical expenditure for donors and the considerable increase in expenditure by a total of 6,894k € on the development of foreign databases such as those in the US and UK.

Income by source

Income from cost reimbursements consists primarily of fees for typing and collection services. These can be divided into the following key areas:

Income by source	2014	
	2014 (in € k)	2013 (in € k)
Cost refunds	80,324	76,565
Peripheral stem cell collections	58,135	55,568
Bone marrow collections	13,559	12,572
CT typing	5,893	5,437
Leukapheresis	1,614	1,517
High resolution typing	1,090	1,398
DR patient typing	33	73
Other income	25,036	23,289
Donations	13,606	11,633
Database operation fee	4,378	4,226
Donations in kind	564	489
Other income	6,427	1,668
Release of provisions	61	5,273
Cost refunds by geographical markets		
Germany	16,642	16,511
Overseas	63,682	60,054

Income from cost reimbursements primarily consisted of fees for typing and cell collection. The number of stem cell collections carried out rose from 4,697 in 2013 to 5,068 in 2014.

Reserves were initiated during a period of uncertainty surrounding the VAT liabilities of one typing service provider in 2012, 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		2014
	Expenses 2014 (in € k)	Share (%)
Donor recruitment	22,188	24 %
Database expansion and maintenance	8,354	9 %
Promotion of research and science	1,832	2 %
Patient programs	331	0 %
Search and collection	35,824	38 %
Internationalization	12,736	14 %
Education and awareness-raising	563	1 %
Publicity work and fundraising	3,518	4 %
General administration	8,443	9 %
Total	93,789	100 %

Total expenditure was broken down according to the various statutes set out in the DKMS charter 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 distributed across the various specialist divisions of DKMS gGmbH.

General administration, PR and fundraising costs include HR and material costs (partly on a pro rata basis) for management, administration and IT as well as the Press, Fundraising & Events and Advertising divisions. These costs accounted for 14.9 % of overall expenditure in 2014.

Use of reserves for projects in line with charter

Summary of projects by charter statutes 2014

Statute	No. of projects	01.01.2014 in € k	Appropriation in € k	Reclassification in € k	Reserve allocation in € k	31.12.2014 in € k
Donor recruitment	3	6,410	5,503	–	6,823	7,730
Register expansion and maintenance	3	9,868	2,769	–	4,936	12,035
Research and science	9	12,165	1,604	–93	4,203	14,671
Patient programs	1	200	200	–	–	–
Search unit and collections	3	454	109	–159	–	186
Internationalization	10	18,113	13,482	252	21,746	26,629
Education and awareness-raising	1	100	100	–	283	283
Gen. reserves	2	22,205	20,306	–	16,928	18,827
Reclassification into other reserves	1	–	–	–76	–	–76
Overall result	33	69,515	44,073	–76	54,919	80,285

Other revenue reserves 2014

	01.01.2014 in € k	Appropriation in € k	Reclassification in € k	Reserve allocation in € k	31.12.2014 in € k
Reserves from inheritances according to §62 para. 3 of the German Fiscal Code (AO)	0	6	76	89	159

Revenue reserves are used to finance future projects and help realizing planned investments to support the purposes set out in our statutes. The overview on the previous page distinguishes between reserves for tasks that deliver on DKMS statutes and more general reserves designed to secure business operations.

Statements on risk management

Risk management

Risk management allows DKMS activities that entail a degree of risk to be systematically analysed, evaluated, documented, communicated, managed and monitored. It is an integral part of DKMS's 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 operational activities as a non-profit organization.

DKMS's risk management measures are:

Risks from operational activities

Supervision of bodies

- Rules of procedure, including a detailed description of the tasks and competencies of bodies
- Half-yearly meetings with the management board of the parent company

Management circle

- Annual targets, which are agreed between the senior management, heads of division and employees, with constant monitoring of target achievement
- Bi-weekly management board meetings and regular management meetings to support internal coordination, optimization and risk assessment

Collaborations with external partners

- Written contracts to back up agreements
- Tax assessment and assessment of potential risks to DKMS's status as a non-profit organization

Financial risks

Investments

- Investment guidelines specifying the composition and structural restrictions (e.g. equity share) of investment portfolios
- Regular reporting, ad-hoc measures when risk structures change

Financial budgeting

- Annual budgeting including staffing and personnel cost planning for three fiscal years
- Half-yearly budget reviews with necessary adjustments as part of projections
- Monthly reporting on target-vs-actual performance, including analysis of key performance indicators

Cost management

- Expenses and costs guidelines with rules and limits for travel expenses, entertaining business contacts, gifts
- Supervision by accounting to ensure appropriate use of funds
- Limits on signatory powers for invoices for different employee groups
- Centralized purchasing

Donation management

- Cost-benefit evaluations of measures to bring in donations (e.g. mailshots)
- Assessment of legality of receipts issued for charitable donations

Financial statement

- Annual audit by an independent external financial auditor as part of the annual financial statement

DKMS Stiftung Leben Spenden (Foundation for Donating Life)

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

Dr. Dr. Christoph Glaser

John Hansen, MD

Prof. Dr. Dieter Hoelzer

Dr. Antonella Mei-Pochtler

Patrice de Talhouët

DKMS Deutsche Knochenmarkspenderdatei (German Bone Marrow Donor Register)

Management Board

Dr. Dr. Alexander Schmidt (CEO)

Sandra Bothur

Sirko Geist

DKMS – Annual Report 2014

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