

Annual Report 2014

Education  *Humanity Science*
nität Wissenschaft  *Fortbildung*
关怀  科学 教育 人性关怀 

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Chairman's Welcome

As the **Foundation for Oral Rehabilitation (FOR)** proudly completed its second year of operation in 2014, many of our planned initiatives – from the launch of important educational offerings like the **Treatment Histories** and **Safety Checklists** to outstanding **global Symposia**, a successful **scientific consensus meeting** and expansion into **four new regions**, have all come to fruition.

With **3,000** registered fellows and **92** globally-renowned contributing experts actively involved in some capacity – be it through FOR.org or educational events or scientific activities, **FOR continues to blaze a new trail in oral healthcare.**

FOR's continued **promise of uniqueness** comes from a merger of professionally motivated giving and sharing – guiding and caring attributes that we seek to bring to colleagues and patients alike. Ours is the **strong commitment to affirm the power and longevity of clinical scholarship** and a better world of teaching and learning and patient responsibility. We look forward to reaching new heights in 2015.



Prof. Dr. Friedrich W. Neukam
Chairman, FOR Board of Trustees

A handwritten signature in black ink, appearing to be 'F. Neukam', written in a cursive style.

The Foundation of Oral Rehabilitation

The Foundation for Oral Rehabilitation (FOR) is an **independent, international initiative** that unites professionals from various disciplines to **improve oral health care and support humanitarian leadership**. Since its inception in 2013, FOR's mission has been to help treat more patients in a humanitarian manner that best reflects **innovation** and the **highest standards** of scientifically based treatment.



During a FOR Symposium, clinicians participate in a hands-on workshop.

Mission Statement

- **FOR is committed** to improving oral healthcare worldwide.
- **FOR is a global network** of healthcare providers and scientists.
- **FOR's aim is** to improve the patients' well-being through scientific knowledge transfer, education and humanitarian efforts, paying close attention to young professionals and those working in underserved populations or communities.
- **FOR intends to provide** dental and medical professionals with innovative guidelines, digitally interactive tools and synoptic viewpoints.
- **FOR's building principle** is the credibility, independence and excellence of the experts involved.

The Foundation of Oral Rehabilitation

FOR Activities

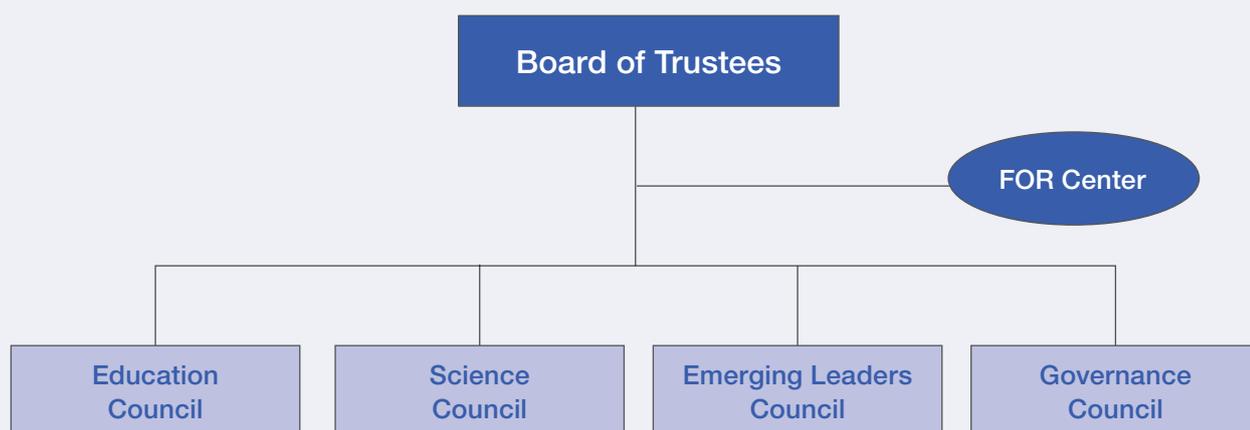
With specific objectives, FOR Activities are centered on three key areas: **Science, Education and Humanity**. By combining these three key activities with peer-to-peer knowledge sharing and engaging online content developed by some of the **world's most renowned clinicians**, FOR is leading the way in helping fellows employ **modern treatment concepts** in order to improve patient care.



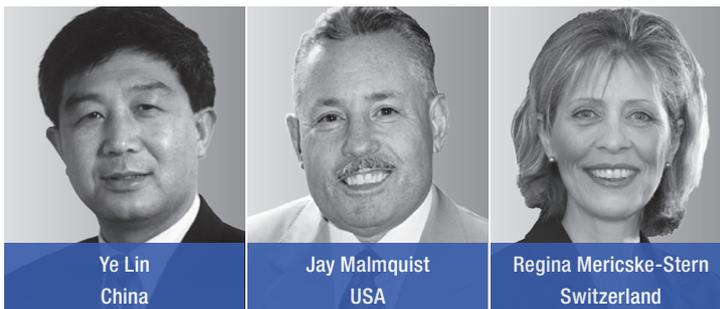
Clinical demonstration during FOR DACH Symposium

- **FOR Science** helps participants stay at the forefront of innovation and advancements in the field of clinical practice for the benefit of patients.
- **FOR Education** explores new formats and groundbreaking learning environments that support professionals in their pursuit of optimal treatment options for patients.
- **FOR Humanity** supports and initiates humanitarian engagements and builds a global community of professionals who personify courage, passion and generosity.
- **FOR** intends to provide medical and dental professionals with innovative guidelines, digitally interactive tools and synoptic viewpoints which are steeped in the credibility, independence and excellence of the experts involved.

The Organizational Structure of FOR



FOR Board of Trustees as of December 2014



The Organizational Structure of FOR

FOR Leadership



Prof. Dr. Friedrich W. Neukam,
FOR BoT Chair

As the Foundation for Oral Rehabilitation (FOR) entered its first full year of operation, the Foundation for Oral Rehabilitation welcomed Professor Dr. Friedrich W. Neukam from Germany as the new Chair of the foundation's Board of Trustees (BoT).

Elected in July 2014 during the annual Board of Trustees Meeting in Marina Del Rey, California, Neukam also serves as the Chairman of the FOR DACH (Germany, Austria and Switzerland) Council.

In addition to his duties within FOR, Prof. Neukam is a globally-renowned maxillo-facial surgeon and scientist, often lecturing on such diverse topics as tumors and pre-prosthetic surgeries, cleft lip and palate reconstructions, implantology and bone augmentation.

A former president of the German Society of Implantology (DGI), former secretary general and president of the European Association of Osseointegration (EAO), and former editor-in-chief of the Journal of Oral and Maxillofacial Surgery, Neukam has received degrees from both the universities of Mainz and Hanover in Germany.

Since 1995, he has served as the director of the Clinic for Maxillo-Facial Surgery at the University Hospital in Erlangen-Nuremberg.



Ursula Stocker
FOR Center Executive Director

Lending support to FOR's daily operations, Ursula Stocker joined FOR as the new Executive Director FOR Center in September 2014.

In her new role, Ursula works closely with the FOR Board of Trustees, the local FOR councils, sponsors and international experts on shaping and further executing the global activities of FOR in the areas of Education, Science and Humanity.

The Organizational Structure of FOR

FOR Governance Council

Under the **leadership of Prof. Dr. Friedrich Neukam**, the Governance Council met three times in 2014, and oversaw two meetings involving the entire Board of Trustees. At these meetings, the Board of Trustees was able to **visualize the strategic direction of the organization**, thereby allowing them to carefully allocate resources to activities of highest importance.

In total, FOR saw significant activity in 2014 with the **Education Council, Science Council, the Emerging Leaders Council and the Governance Council**, all overseeing events and programs that continue to support FOR's mission.



FOR Governance Council members Drs. William Becker, Jay Malmquist and Friedrich Neukam (Chair) assemble for a meeting in California.

FOR Governance Council Members



Dr. Friedrich Neukam (Chair)



Dr. Jay Malmquist



Dr. William Becker

“The professional, cultural and geographical diversity among members along with our shared commitment in staying at the forefront of advanced patient care is what propels this foundation forward.

We look forward to continuing our fruitful working collaboration among the local councils and committees.”

Prof. Dr. Friedrich Neukam

FOR Local Focus

After the launch of FOR **China in 2013**, FOR continued **expansion in 2014**, focusing on **three new regions**, including DACH (Germany, Austria, and Switzerland), North America and Japan.



FOR BOT Chairman, Prof. Dr. Friedrich W. Neukam addressing the audience at the inauguration of FOR DACH.

FOR DACH

The launch of FOR DACH (Germany, Austria, Switzerland) in Munich, Germany featured over 50 speakers from ten different countries and offered more than 600 dental clinicians, fellows and scholars the opportunity to network and improve their skills via hands-on courses and master classes taught by some of the world's most renowned dental experts. Event highlights also included a forum dedicated to young and upcoming speakers (the Interactive FORum) as well as an impressive evening event, a tour through the BMW Welt museum's iconic cars.



FOR BOT member Dr. Jay Malmquist introduces the science component of FOR at the FOR North America inaugural.

FOR North America

In July 2014 FOR motored into North America and welcomed more new fellows to its online network.

The introduction of FOR in North America, held in concert with a four-day Symposium, treated attendees to master sessions featuring Dr. Sascha Jovanovic on Soft Tissue Management, Dr. Chandur Wadhvani on Peri-implantitis and Dr. Yoshihiro Goto's presentation on amelogenesis imperfecta.

During each session, Drs. Jay Malmquist, Charles Goodacre, David Gelb, and Bill Becker served as moderators for panel discussions and fielded questions supplied by the audience via social media links.

FOR North America's launch indicated the organization's desire to reach outside of Europe in order to attain true global outreach.

FOR DACH Council Members



Dr. Friedrich Neukam (Chair)



Dr. Christian Lex



Dr. Georg Mailath-Pokorny



Dr. Regina Mericske-Stern



Dr. Georg Watzek

FOR North America Council Members



Dr. Jay Malmquist (Chair)



Dr. William Becker



Dr. Charles Goodacre

FOR Local Focus



FOR Board of Trustee Member, Dr. Shohei Kasugai introduces FOR's guiding principles in Tokyo.

FOR Japan

Becoming the local focus representing the Asia Pacific region in September 2014, FOR Japan launched in Tokyo during an energizing three-day Symposium. Introduced to an audience swelling to 2,200 participants, Prof. Neukam introduced FOR while Prof. Kasugai highlighted FOR's objectives and activities planned in Japan. Participants benefitted from a master class featuring Dr. Eric Rompen on Soft Tissue Management and Esthetics, as well as a hands-on training with Dr. Iñaki Gamborena on Immediate Implant and Loading. During a session devoted to young clinicians, Dr. Rompen also conducted a lecture on presentation. Other notable topics included Diagnostics, Treatment Planning and Patient Communication with Drs. Peter Wöhrlle and Kenji Higuchi; and Failing Dentition and the Transition to Edentulism with Dr. Paulo Malo.



FOR China Chair, Dr. Ye Lin addresses the crowd at the opening of the FOR China Symposium in Hangzhou, China.

FOR Japan's launch signals another step towards providing regional fellows and experts new opportunities in which to showcase their research and network within the local dental community.

FOR China

FOR China continued to grow in 2014, launching a new FOR China website in Chinese. By the end of the year, the site had already registered 557 participants. Additionally, the launch of FOR China in 2013 established the FOR tradition of presenting two symposia per year in China. The first of two symposia for the year came to Hangzhou on May 8-9, 2014 and a second one in Guangzhou on November 18-19, 2014. Both events focused on Immediate Placement and Esthetic Restoration.

FOR Japan Council Members



Dr. Shohei Kasugai (Chair)



Dr. Kazuyoshi Baba



Dr. George Sekine



Dr. Kietsu Shin

FOR China Council Members



Dr. Ye Lin (Chair)



Dr. Xin Wang (Honorary Chairman)



Dr. Feilong Deng



Dr. Yuanliang Huang



Dr. Jiansheng Huang



Dr. Bin Shi



Dr. Yingliang Song



Dr. Huimin Wang



Dr. Dayi Wu



Dr. Yanmin Zhou



Dr. Yu Zhang Academic secretary

Global Council Activity Report

FOR.org remains a **key portal** through which the Foundation achieves its objectives to not only disseminate **knowledge** on **advanced treatment modalities** for patients, but also allows for **peer-to-peer learning** and knowledge exchange.

With 3,000 registered users and 92 globally-renowned contributing experts, the website functions as an entry point to the scientific and humanitarian initiatives that the Foundation undertakes.



FOR's offerings are available on desktops, laptops, tablets and mobile devices

Since the website's launch, FOR.org has launched 150 Expert Video Insights and 60 Treatment Histories. Establishing the infrastructure and building the content continues to require significant amounts of work, including procurement of digital video archives and digital images of patient treatments, a review process to prepare materials for web dissemination, and a feedback mechanism to establish areas for improvement.

Facts at a Glance

- **3,000** registered website users at FOR.org
- **92** globally-renowned, contributing experts
- **10** events including a Consensus Meeting centered on "The optimum number of implants".
- **4** locales: China, DACH (Germany/Austria/Switzerland), North America and Japan.
- **150** Expert Video Insights
- **60** Treatment Histories
- **4** Forums devoted to discussion, advice and professional networking
- **8** Multi-lingual Safety Checklists for Mobile Apps

FOR.org's Online Interaction

Analysis of user interaction at for.org and also via social media through the end of 2014 has been encouraging. Detailed analytics presented in Figures below show overall interaction levels in terms of both website and social media engagement.

	2013	2014
Total Number of Page Views	114,783	170,508
Total Number of Visitors	21,965	23,027

Top 10 Visiting Countries – 2014

1. United States
2. Switzerland
3. Brazil
4. Japan
5. China
6. Italy
7. Spain
8. France
9. Germany
10. Portugal

FOR on Social Media – (Facebook) 2014

Number of Fans	2,452
Avg. number of daily interactions	52
Total number viewed posts	255,701
Gender Breakdown	60% male 40% female
Most engaged Age Group	25-45 (45%)
FOR Group for Emerging Leaders Members	3,000

Global Council Activity Report

FOR Science Council

Under the leadership of **Dr. Daniel van Steenberghe**, the Science Council published an updated version of the **popular Safety Checklists app**, advanced effort in creating **evidenced-based Treatment Guidelines** for edentulous patients, and conducted its first scientific Consensus Meeting in Mainz, Germany.

Safety Checklists

FOR's Safety Checklists provide a preventive "safety net" for both dental experts and staff, and cover all of the key points clinicians need to consider during patient consultation in order to help reduce complications and



failures due to human error. Version 1.2 of the app featured content translated into French, German, Japanese, Arabic, Spanish and Portuguese.

FOR Science Council Members



Dr. Daniel van Steenberghe (Chair)



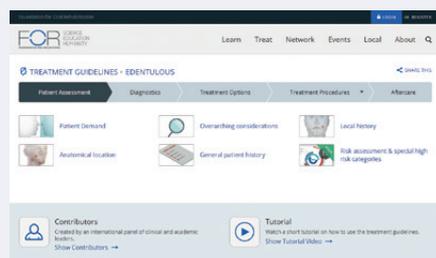
Dr. Friedrich Neukam



Dr. Jay Malmquist

Treatment Guidelines

In addition, the Science Council forged ahead with efforts to create evidence-based Treatment Guidelines for the Edentulous Patient, scheduled for release in January 2015. Importantly, the Treatment Guidelines will be accessible through FOR's web portal. Drawing upon the scientific acumen



and clinical experience of expert clinician-scholars, a series of planning workshops continued in 2014 to ensure Treatment Guidelines publication in 2015.

"It is a first-and-foremost goal of FOR to improve the patient safety and predictability of treatment."

Dr. Friedrich Neukam

Global Council Activity Report

FOR Science Council

FOR organized its **first Consensus Meeting** at the **University of Mainz** in Germany from March 27-28, 2014.

A two-day event, FOR invited an international team of eight globally-renowned experts to expound upon the different aspects of edentulous jaw rehabilitation, focusing in particular, on two major topics: patient-centered management and the optimal number of implants needed for the treatment of edentulism.

The group, comprised of team members with dental, medical, engineering and physiology backgrounds, concluded that for a fixed prosthesis in the edentulous maxilla or mandible, four or six implants are appropriate as long as the placement does not necessitate major bone grafting procedures.

Their investigations of literature, along with quality of life considerations, biometrics, and jaw function, prosthodontics and randomized controlled trials evaluations led to a compilation of reports that were distributed and debated among experts at the Consensus Meeting.

More in-depth findings and analysis are available in the European Journal of Oral Implantology, Volume 7/Supplement 2, summer 2014.

A second Consensus Meeting has been kicked initiated and will take place in October 2015 in Mainz.



The group of experts from left to right: Drs. Gerry Raghoebar, Bernhard Pommer, Claudia Dellavia, John Brunski, Wilfried Wagner, Daniel van Steenberghe, Emeka Nkenke, Massimo Del Fabbro, Bilal Al-Nawas, Regina Mericske-Stern, and Georg Watzek.

Consensus Meeting Members



Dr. Daniel van Steenberghe



Dr. Gerry Raghoebar



Dr. Bernhard Pommer



Dr. Regina Mericske-Stern



Dr. Georg Watzek



Dr. Claudia Dellavia



Dr. John Brunski



Dr. Wilfried Wagner



Dr. Emeka Nkenke



Dr. Massimo Del Fabbro



Dr. Bilal Al-Nawas

“The decisive advantage of FOR’s offerings is in their online availability, that they are web-based and offer worldwide access to all FOR fellows. This has a key impact in countries where direct access to print media or other knowledge resources is not always available.”

Daniel van Steenberghe

Global Council Activity Report

A Hub for Learning and Collaboration: FOR.org

The **cornerstone** of the Foundation is its **online platform**, which emphasizes a modern approach to learning and is a unique go-to place for complete patient Treatment Histories, covering planning through to follow-up and complication handling. **New patient Treatment Histories are added regularly.**



Clinicians interactive during hands-on workshop during a Symposium in Germany

FOR's Forums offer a community comprised of graduates, clinicians and researchers eager to share and discuss cases, best practices and events of interest.

FOR's Educational Offerings Expert Video Insights

With 150 videos available, ranging from such popular topics as edentulism to esthetics, FOR's expert Video Insights are excellent resources for clinicians interested in discussing patient care options, science and even controversial topics.



Dr. Chandur Wadhvani investigates the interaction between cementation and peri-implantitis, and the missing link with science.



Dr. Sascha Jovanovic uses clinical treatment examples to discuss soft and hard tissue augmentation protocols, techniques and materials.

Global Council Activity Report

FOR Education Council

Under the leadership of **Dr. Charles Goodacre**, in 2014, the Education Council oversaw the publication of a variety of learning tools. The **Expert Video Insights library now contains 150 videos and 60 patient Treatment Histories** have been posted at for.org.

Treatments Histories

With 60 case histories available in FOR's library, all Treatment Histories are designed to provide young clinicians with a step-by-step guide to treatment planning, preparation, as well as both standard and alternative approaches to procedures.

Soft tissue management: single tooth rehabilitation

Dr. David Garcia Baeza shares photos of a patient showing signs of resorption after a veneer treatment of a tooth #21 (FDI)/ #9 (US). The entire case history is available in FOR's Treatment Histories.



Soft Tissue 1 and Soft Tissue 2
(Photos courtesy of Dr. David Garcia Baeza)

Bimaxillary full arch rehabilitation on four implants

Before and after photos of a 64-year-old male patient who complained about the poor masticatory performance of his partial removal dentures in the upper and lower jaw.



Bimaxillary 1 and Bimaxillary 2
(Photos courtesy Dr. Enrico Agliardi)

FOR Education Council Members



Dr. Charles Goodacre (Chair)



Dr. Ye Lin



Dr. Shohei Kasugai



Dr. Jay Malmquist



Dr. William Becker



Dr. Friedrich Neukam

“In addition to an important increase in the use of scientific evidence to support the concepts and clinical procedures taught to students, educators are recognizing the importance of developing resources that can enhance both didactic learning and the three-dimensional visualization skills of students, both of which are important to developing a complete professional.”

Dr. Charles Goodacre

Global Council Activity Report

FOR Emerging Leaders Council

The Foundation for Oral Rehabilitation (FOR) continues to commit resources designed to energized young leaders. In March 2014, fifteen dental clinicians participated in FOR's Emerging Leaders **Presentation Skills Workshop in Feusisberg, Switzerland.**

Created and led by the Emerging Leaders Global Council co-chairs, Drs. Eric Rompen and Bernard Touati, this workshop introduced participants to state-of-the-art PowerPoint® and Keynote® techniques, as well as in-depth analysis of presentation format, content, speaking style and the integration of scientific content. Additionally, participants benefited from expert counsel on such topics as digital photography with FOR expert Dr. Egon Euwe from Italy, as well as the hidden mysteries of body language with celebrated presentation expert Tom Mucciolo from the United States.

Members of the group in Feusisberg represented such diverse places as Spain, Portugal, Italy, France, Denmark and Germany. The participants earned entry into the workshop by submitting their presentations to a six-person panel of experts via FOR's website back in December 2013.

Emerging Leaders Global Council Members



Dr. Eric Rompen (Co-Chair)



Dr. Bernard Touati (Co-Chair)



Dr. Nicole Winitsky



Ms. Asa Sjöholm



Dr. Egon Euwe



Dr. Jose Navarro



Dr. Keng Mun Wong



Dr. Saj Jivraj



Assembled are FOR's young clinicians and mentors during day one of the Presentation Skills Workshop in Feusisberg, Switzerland

“The interactions between the clinicians and mentors facilitate learning, and in the end it is the patient who benefits most from these activities.”

Dr. Bernard Touati

FOR Humanity

FOR recognizes outstanding individuals who advance the cause of **human welfare**. Their range of achievement – from **Per-Ingvar Brånemark’s Bauru Institute** to Bertrand Piccard’s humanitarian leadership in the **fight against NOMA** – are persuasive reminders that their role modeling guides our professional lives in significant ways.



Dr. Bertrand Piccard visits NOMA patients in Sub-Saharan Africa.

Winds of Hope

A Goodwill Ambassador for the United Nations, Dr. Bertrand Piccard was awarded the Foundation’s first FOR Humanity Award in New York in 2013, in recognition of his efforts as President of the “Winds of Hope” humanitarian foundation. His work continued in 2014, working to fight against a big disease with a little name, a disease that impacts the lives of thousands each year throughout Sub-Saharan Africa.

The NOMA Project

Although the disease’s origin remains largely unknown, scientific evidence seems to suggest that the condition is caused by a deficiency of the immune system as a result of malnutrition and poor sanitation. The disease develops within a few days from gingivitis, becoming ulceronecrotic, to an unnoticed edema of the cheek, and then causing irreversible disfiguration of the patients by necrosis of the facial soft tissues. The mortality rate is high, and goes largely unrecorded because victims hide out of shame.

The International NOMA Federation, founded by “Winds of Hope” held its meeting in Ferney-Voltaire, France on September 26-27, 2014.

The Federation united the efforts of all the bodies actively involved in the battle against NOMA, focusing primarily in the African countries most impacted: Benin, Burkina Faso, Cameroon, Ethiopia, Mali, Niger, Nigeria, Congo (DRC), Senegal and Togo.

FOR You: How Associate Fellows Benefit from FOR

FOR offers a broad range of benefits available to its associate fellows who are registered on the FOR.org platform. These benefits all directly support **FOR's mission**, which is to help treat more patients in a **humanitarian manner** that reflects innovation and the **highest standards of scientifically based treatment**.

The **FOR network** targets clinicians from all disciplines interested in learning and incorporating modern treatment concepts and education tools. It not only offers resources, but also encourages **experts around the world** to **share their experiences and connect with peers**.

Registered Associate fellows have exclusive access to a broad range of valuable benefits created to help them stay at the **forefront of innovation** and keep current on the **latest treatment options** available for their patients.



Associate Fellow benefits:

- Gain full access to the educational resources on FOR.org and learn about the latest advances in patient care
- Download FOR's Safety and Treatment Checklists – mobile and PDF
- View more than 150 Expert Video Insights
- Access more than 60 Treatment Histories
- Access the latest Treatment Guidelines
- Download FOR's first digital textbook: Single Implants and Their Restoration
- Enjoy reduced fees at FOR Symposia and FOR related events
- Join and participate in a global network of experts and peers via forums
- Simply make new friends

Financial Audit & Review 2014

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Bericht der Revisionsstelle zur eingeschränkten Revision an den Stiftungsrat der

Foundation for Oral Rehabilitation, Luzern

Als Revisionsstelle haben wir die Jahresrechnung (Bilanz, Erfolgsrechnung und Anhang) der Foundation for Oral Rehabilitation für das am 31. Dezember 2014 abgeschlossene Geschäftsjahr geprüft.

Für die Jahresrechnung ist der Stiftungsrat verantwortlich, während unsere Aufgabe darin besteht, diese zu prüfen. Wir bestätigen, dass wir die gesetzlichen Anforderungen hinsichtlich Zulassung und Unabhängigkeit erfüllen.

Unsere Revision erfolgte nach dem Schweizer Standard zur Eingeschränkten Revision. Danach ist diese Revision so zu planen und durchzuführen, dass wesentliche Fehlaussagen in der Jahresrechnung erkannt werden. Eine eingeschränkte Revision umfasst hauptsächlich Befragungen und analytische Prüfungshandlungen sowie den Umständen angemessene Detailprüfungen der bei der geprüften Einheit vorhandenen Unterlagen. Dagegen sind Prüfungen der betrieblichen Abläufe und des internen Kontrollsystems sowie Befragungen und weitere Prüfungshandlungen zur Aufdeckung deliktischer Handlungen oder anderer Gesetzesverstösse nicht Bestandteil dieser Revision.

Bei unserer Revision sind wir nicht auf Sachverhalte gestossen, aus denen wir schliessen müssten, dass die Jahresrechnung nicht Gesetz, Stiftungsurkunde und Reglement entspricht.

KPMG AG

Rolf Hauenstein
Zugelassener Revisionsexperte
Leitender Revisor

Regula Tobler
Zugelassene Revisionsexpertin

Zürich, 3. Juni 2015

Beilage:

- Jahresrechnung (Bilanz, Erfolgsrechnung und Anhang)

Financial Audit & Review 2014

Balance

in CHF	31.12.2014	31.12.2013
Assets		
Cash and Cash Equivalents	1,475,834	814,956
Prepaid Assets	5,840	507,025
Assets	1,481,674	1,321,981
Liabilities		
Short-term Payables and Services	4,350	137,410
Accrued	353,109	93,361
Borrowing	357,459	230,771
Endowment	1,000,000	1,000,000
Profit Carried Forward	91,210	-
Net Income	33,005	91,210
Equity	1,124,215	1,091,210
Liabilities	1,481,674	1,321,981

Income Statement

in CHF	31.12.2014	31.12.2013
Earnings		
Donations Income	3,378,310	1,914,519
Revenue from Subscription Fees	6,216	5,213
Interest Income	85	41
Currency Gains	53,743	22,298
Total Income	3,438,354	1,942,071
Expenditure		
Effort for Global Education	-1,980,569	-897,533
Donations Expenses	-185,154	-89,041
Effort for BoT	-552,465	-289,045
Computer Science Expense	-423,253	-308,609
Interest Expense	-197,067	-240,769
Administrative Expenses	-1,853	-957
Currency Exchange Losses	-43,880	-2,696
Exchange loss (from translation of the functional currency)	-21,108	-22,211
Total Expenses	-3,405,349	-1,850,861
Profit for the Year	33,005	91,210

Notes to the Financial Statements

Translation of Foreign Currencies

The functional currency of the Foundation for Oral Rehabilitation is the euro. For statutory reporting, the conversion of the euro into CHF uses the following principles: Shareholders' equity is translated at historical rates. All other balance sheet items are converted at the closing rate. Conversion of income statement items are done using average exchange rates. All unrealized gains and losses are reset in the income statement.

FOR

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Education  Humanity *Science* 
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教育 人性关怀  科学 教育 人性

JOIN FOR MAKE A DIFFERENCE