

2014

**Annual Report** 









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  - (The related statistical tables are available at the end of this report.)
- It should be noted that the data provided in this report corresponds to the overlapping Iranian calendar years of 1393. Since the Iranian calendar begins with the spring solstice, there is a three-month discrepancy with the Gregorian one. The financial balance sheet for the 2014 fiscal year can also be found at the end of this report.



#### A Message from the Chairman of the Board

Javad Karbassizadeh Esfahani

This passing year was a year full of success and achievements for MAHAK family. In 2014, the 1st International Pediatric Oncology Congress in memory of the late Professor Parvaneh Vossough, the 2nd National Congress of Support Services for Children Suffering from Cancer, and the 3rd International Congress of the Corporate Social Responsibility were held successfully. The outcomes of these conferences was reported in national and international fora to both experts and the general public. Moreover, these three conferences not only increased the knowledge and proficiency of MAHAK staff, but also provided the opportunity for MAHAK to illustrate its performance at both national and international level.

In 2014, MAHAK's 2012-2013 Operational – Developmental Project received the Gold Award from The International Project Management Association (IPMA). This project also received the silver medal of the Green Project Management (GPM) in 2014. Receiving these awards from two well-known international institutions illustrates that MAHAK's management system is predicated on international standards. As a priority objective, adopting and adhering to international standards along with being committed to MAHAK's main principles, has been at the forefront of decision making at MAHAK, an all-consuming effort, the success of which can be judged by receiving these two awards.

According to the second strategic plan of MAHAK (2012-2016), all activities that take place at MAHAK follow these four principles: transparency, accountability, integrity, and appreciation. Furthermore, information management and meticulous control of key performance indicators (KPIs) were a top priority for the board of directors in 2014. This resulted in effective division and allocation of resources by MAHAK and allowed us to provide better care for children with cancer and their families.

Up to this day, MAHAK puts a large amount of effort to operate in accordance with international standards. This will ensure that our activities and our standard of care for children with cancer is following globally recognized best practices as attested by receiving the IPMA and GPM awards. In 2014, MAHAK managed to identify several key performance indicators and the impact of our large-scale decisions were assessed according to these indicators. In addition, these indicators are used to determine whether the second strategic plans objectives were observed throughout all operations.

In 2014, MAHAK prepared itself for its 25th anniversary; hence, many of MAHAK's activities revolved around this topic. While trying to improve the quality and quantity indicators of our performance, MAHAK decided to hold the 2nd International Congress of Pediatric Oncology and the 4th International Conference of Social Responsibility. Moreover, another key mission of MAHAK for the upcoming year is to unify all supportive systems and to focus on balancing these systems process-based planning between Tehran and other cities. Through this integration of systems, we are trying to provide model specialized supportive system in other hospitals that are not specialized like MAHAK Pediatric Cancer Treatment and Research Center (MPCTRC).

Some other activities that are to take place at MAHAK in the upcoming year include: more effective communication with stakeholders, focusing on and identifying areas of social responsibility for attracting companies, inauguration of a pain medicine and palliative care ward at MAHAK, and continuing the construction of MAHAK's building No.2.

Undoubtedly, without your help and support, MAHAK would not be able to achieve the above-mentioned successes.





- Providing inclusive services to over 23,222 cases by 2014, MAHAK's main mission is to give support to and take care of the needs of children with cancer and their families, free of charge. These services are provided through MAHAK social work offices and medical centers throughout Iran.
- Medical services include medical diagnostics, medicine, hospitalization, operation, chemotherapy, radiotherapy, etc.
- Supportive services include: insurance coverage, educational programs, accommodation and transportation services.
- MAHAK also covers the costs of psychological services, recreational programs and assists the families with improving the quality of their living.
- Any child less than 16 years of age diagnosed with cancer can be covered by MAHAK's services. This is achieved with the presence of MAHAK's social workers within 32 public and university hospitals throughout the country with pediatric cancer wards in order to extend MAHAK's support services to all in need.
- ■MAHAK Hospital started its activity in 2007, and it is the one and only pediatric cancer treatment center in Iran and one of the largest centers of its kind in the Middle East. This hospital provides the cancer-stricken children with a complete array of diagnostic and treatment services (e.g. chemotherapy, radiotherapy, surgery, bone marrow transplant, stem cells, etc.) for free. This hospital, with the capacity of 100 beds, is able to deliver medical services to 50 out-patients as well.
- Considering the difficulties faced by families from other regions who come to Tehran for treatment of their children, MAHAK's two residential centers were constructed initially in SattarKhan area and then in DarAbad for out-patients and their families, family members of in-patients treated in MAHAK Pediatric Cancer Treatment and Research Center (MPCTRC), and those in other hospitals in Tehran under MAHAK coverage.
- As a non-governmental and non-profit organization, MAHAK relies exclusively on public donations of all kinds for its operations. Therefore, no commercial operations are planned and its annual budget comes from public and humanitarian donations exclusively.

- Since promoting research activities advances the knowledge of early detection and treatment of childhood cancer, various researches are conducted by our medical team and our partners such as Gustave Roussy Institute in France, Avicenna Research Institute in Shahid Beheshti University and Royan Institute in Iran.
- Being ranked in the global top ten among over 260 non-governmental organizations benchmarked by the Société Generale de Surveillance (SGS) for NGO benchmarking, gaining the consultative status with the United Nations Economic and Social Council (ECOSOC), receiving Quality Silver Trophy from GIC International Institute, the Gold award from the International Project Management Association (IPMA) and also the silver plaque of GPM represents MAHAK's compliance with international standards related to NGOs.
- MAHAK's core principles include transparency, accountability, appreciation and integrity.
- Maintaining the dignity of children and their families, preventing the creation of a sense of pity, providing facilities and treatment to all patients and their families without any discrimination, adhering to our supporter's trust and participation and dedication to the values of transparency and accountability are the most important ethical principles at MAHAK.



### The First International Pediatric Oncology Congress at MAHAK

The 1st International Pediatric Oncology Congress in memory of the late Professor Parvaneh Vossough, one of the foremost global authorities in pediatric hematology-oncology and the chairperson of MAHAK Board of Trustees, was held on May 15 – 17, 2014 at MAHAK.

MPCTRC, Iranian Society of Pediatric Hematology and Oncology (ISPHO) and German Society held this congress jointly for Pediatric Oncology and Hematology (GPOH). A number of Iranian physicians from all over the country along with 11 leading medical specialists and professors from abroad, with the goal of sharing the latest findings and experiences in the field, attended this event.

Dr. Ursula Creutzig, Dr. Dirk Reinhardt and Dr. Rita Beier from Hannover Medical School, Germany, Dr. Christine Maria Peters from St. Anna Children Hospital, Vienna, Austria, Dr. Theodore Anatole Girinsky and Dr. Odile Marie Faure Oberlin from Institut Gustave Roussy, France, Dr. Andrea Giovanni Maria Biondi from University of Milano-Bicocca, Milan, Italy, Dr. Jacqueline Cloos from VU University Medical Center, Amsterdam, Netherlands, Dr. Meinolf Suttorp from Dresden University Children Hospital, Germany, Dr. Monika Maria Fuhrer from Munich University Children Hospital, Germany, and Dr. Ravindranath Yaddanapudi from Michigan Children Hospital (USA) formed the specialists group that attended this congress. In addition, a number of national specialists attended our congress in order to learn more about the scientific findings in the field of pediatric oncology.



mahak-charity.org



# Receiving the Gold Award from the International Project Management Association (IPMA)

MAHAK's Two Year Operational — Developmental Project, was selected as a finalist in the field of 'Internationally Funded Humanitarian Aid Project (IFHAP)', and has been recognized as the gold winner for Project Management Achievement Award at the IPMA's Award Gala on 30th September in Rotterdam, the Netherlands. MAHAK has been the first and only NGO around the globe to ever become a finalist in the category of IFHAP.

# Sustainable Project of the Year 2014 Silver Winner Awarded to: MAHAK - the Society to Support Children Suffering from Cancer

# Receiving the Silver Medal of the Global Sustainability Project (GPM)

MAHAK's humanitarian project received the silver medal of the GPM Global Sustainability Project from The Green Project Management Organization. The Green Project Management viewed the sustainability of the United Nations Global Compact's ten principles as a measure for this award.



# The Third International Congress of Corporate Social Responsibility at MAHAK

The 3rd International Congress of the Corporate Social Responsibility which was held by MAHAK, the Society to Support Children Suffering from Cancer, was planned to coincide with the International Childhood Cancer Day. This congress was a joint effort between MAHAK and the Tehran Chamber of Commerce. The main focus of the conference was 'Sustainable Development' and was held with the presence of chairman of the UN Global Compact, head of Presidential Office and Chief of Staff, the United Nations resident representative in Iran, Secretary General of the Iranian Committee of the International Chamber of Commerce, high ranked International Project Management Association (IPMA) officials, professors and pundits and members of MAHAK's board of trustees and directors.

# The Second National Congress of Support Services for Children with Cancer

The 2nd National Congress of Support Services for children suffering from cancer and their families: was held on October 23-24 at MAHAK. The goal of this Congress was to raise awareness about the impact of support services for children with cancer and to share experiences and expertise with colleagues in these fields. MAHAK, as a pioneer in making available scientific and technical methods pertaining to children with cancer in Iran, is striving to implement these types of events to bring further awareness and scientific information to those committed to serving the society.



#### The Third International Congress on 'Pediatric Pain Management'

The 3rd international congress on 'Pediatric Pain Management' was held on 5-6th of February 2015 at MPCTRC. The main topics that were covered are:

Different pain syndromes, interventional pain management techniques, sonography, ozone therapy, psychiatric approach, palliation and surgical methods for pediatric cancer pain.



#### **Participation in International Conferences**

In pursuit of its noble mission of 'We Care - We Share', MAHAK consistently strives to have a proactive participation in the regional and international meetings, conferences, workshops, and congresses which are held in the field of cancer throughout the globe to share knowledge and achievements in the fields of research and treatment of all cancer types affecting children. In this vein MAHAK's representatives have participated in the following conferences during 2014:

46th Congress of International Society of Pediatric Oncology (SIOP) in Canada - Annual Conference of International Confederation of Childhood Cancer Parents Organization (ICCCPO) in Canada - 8th Asia SIOP/ICCCPO Congress in South Korea - 26th Annual Meeting of the International BFM Study Group in Czech Republic - 7th International Experience Exchange of Patients Organizations (IEEPO) in Germany





#### MAHAK Website Ranked Top at Iran Web Festival

After being ranked the first non-governmental website at Iran web festival by an expert jury, MAHAK also obtained the award of best website by public voting.

Among 47 groups only 3 groups that already have been chosen by judges gained the public vote. MAHAK was among these three. MAHAK's motive to enter this festival voluntarily is solemnly to evaluate its own website from both the expert jury and public view.



#### A Message from MAHAK Children who asked Carlos Dunga to send this message to the world before the Football World Cup in Brazil

Adel Ferdosipour, the popular Iranian host of the '90th Minute' TV sport program along with Carlos Dunga, former Brazilian captain and coach, projected the cancer children on the opening show for the World Cup. In a program called "A message from Iranian children diagnosed with cancer to children with cancer all around the world", MAHAK children asked other kids with cancer to fight valiantly with the conviction that: "cancer is not an end to their childhood". MAHAK children asked Carlos Dunga to send this message to the world during the largest global event: "kids, we shall all fight cancer so effectively that by defeating it by 2018, we will win the next cup."



# Unveiling of the New MAHAK Donation Box, at the Sixteenth Annual "Breaking of the Donation Box" Bazaar

On the Sixteenth annual "breaking of the donation box" bazaar at MAHAK charity, which was held on October 9-10 2014, the new donation box was unveiled in the presence of the media, supporters, volunteers, artists, athletes, members of the Board of Directors, and Board of Trustees. The donation box is one of the oldest and simplest methods to help children suffering from cancer and their families. MAHAK has always made changes according to current circumstances and performances, in order to fully complete its mission of supporting children with cancer and their families while being committed to deliver the best quality services at the lowest cost in the most efficient manner. The new donation box has multiple important new features including: recyclability, low-cost production, light weight, and ease of transportation.





## A Message from the CEO

Arasb Ahmadian

This report has been created with the purpose of adhering to MAHAK's main principles: transparency and accountability. We hope that our report will show the results of the love and responsibility felt by our large MAHAK family in providing support to children with cancer and their families.

In our last two biennial reports (2010-2011, 2012-2013), we initiated reporting on key performance indicators (KPI), which allowed us to provide information on changes between 2013 and 2014 to the stakeholders of MAHAK. This report, unlike our previous biennial reports, is an annual report with the same purpose of providing accurate and up-to-date information to our stakeholders. Furthermore, in order to provide a report to all our stakeholders, we will provide separate versions of the report, one in Farsi and the other in English.

In continuing the introduction of this report, which includes MAHAK strategic and operative program as well as the budget plans, we will delve into more detailed information.

This includes: our developmental plan, our resource provision and allocation systems, and the outcomes of MAHAK performance in 2014. It is safe to mention that the above is assessed through our KPIs and exhibited in comparison to the 2013 statistics.

It is with great hope that with the arrival of MAHAK's 25th anniversary in 2015, we will continuously provide our annual reports along with five-year reports which will contain the outcomes of our long-term strategic plans.

In conclusion, all the hard works of our MAHAK family, in contributing to MAHAK's achievements and pursuing our 2014 goals, is greatly appreciated. We hope that this valuable movement will continue on the basis of social capital, not only to reduce the discomfort of the battle against cancer experienced by children and their families, but also to encourage more people to participate in humanitarian activities.



## **Strategic Program**

MAHAK's Two Year Operational – Developmental Plan for 2014-2015 was the basis of MAHAK's activities in 2014, and its report has been developed with respect to this two-year program. This program is the fifth executive program designed to fulfill the strategic objectives of the organization, and was initiated in conjunction with the second five year plan (2012-2016). MAHAK's executive program includes 4891 tasks of which 42% are current activities executed on periodic basis, and 58% are project-related geared towards the development of new activities and organizational capabilities. The expected progress of this program until the end of 2014 was 50%, which was fortunately achieved.

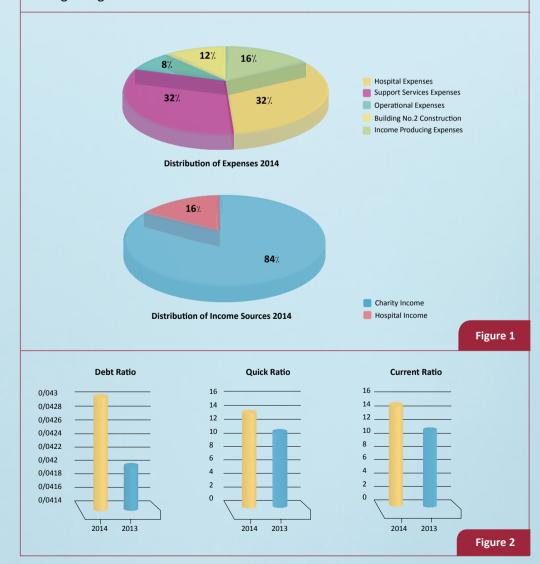
#### **Developmental Plan**

- One of MAHAK's fundamental projects is 'Organizational Reform' project that is defined in three main fields: designing, implementing, and establishing of the net cost accounting systems, and integrating information management systems of the organization. At the end of 2014, 52 procedures are identified and designed and passed on to the executive team after receiving the approval of the CEO and Board of Directors. The second phase of this project is the evaluation of the integrity of the processes and executive operations. This takes place in order to modify the present situation and identify the indicators of the processes which will be performed in 2015. Net cost accounting system is developed in order to determine the 'real' costs of the services and generate information for the supporting decision-making systems. For this purpose, a new accounting coding is defined using a cost sharing software and simultaneously consulting with the advisors and experts in this field. We have started to use this accounting coding experimentally, after the CEO and Board of Directors approved it. Regarding the IT infrastructures, we have started to integrate the existing softwares using connector software.
- MAHAK's physical development plan is currently underway by constructing our building No.2. According to recent reports, this project which began in April 2013 is estimated to be 53.25% completed by end of March 2014. In 'A Day with MAHAK' ceremony, which was held in February 2014, MAHAK supporters donated 38 Billion Rials for completing this project. The total financial resource of this project, from the beginning until the end of March 2014, is 270 billion Rials.

#### **Financial Indicators**

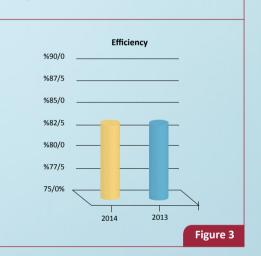
According to the approved budget of 2014, the total amount of receipts and payments was 1279 and 835 billion Rials, with an adverse deviation of 2.2% and 14%, respectively. 444 billion Rials has been allocated for stabilizing and operating the organization under high risk circumstances. Figure 1 shows the revenue and expenditure distribution in 2014.

'Current ratio' is one of the fundamental financial indicators, which measures the ratio of the current capital to the current debts of the organization. 'Quick ratio' is another financial index that is related to the ratio of the current cash assets to the current debts of the organization. The values of current ratio and quick ratio in 2014 was 14.7 and 14.04, respectively. The values have increased 4.2% and 4.3% respectively, in comparison to 2013. In this period, the 'Debt Ratio', which shows the total amount of debts to the total amount of assets, was 0.043, which has increased 2.4%. The amount of these three indices affirms the appropriate economic might of MAHAK in 2014. Figure 2 shows the comparison of these indicators in the two-year period of beginning of 2013 to the end of 2014.





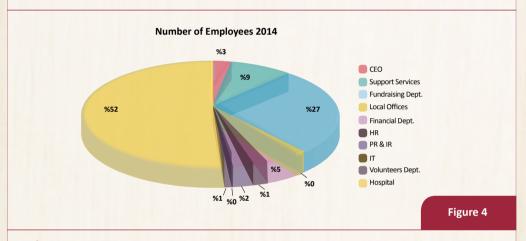
Efficiency is the most significant key performance indicator, which highlights the portion of total income allocated to children with cancer and their families. In 2014, this key ratio used by International rating agencies for NGOs stood at 83.6%, a 0.1% increase from the 2013 financial year. International benchmarking has set this amount for international organizations around 75%. This serves to illustrate that MAHAK managed to expend only 16.4% of total revenues for 2013 on operational and developmental activities. Figure 3 shows the comparison of this index for years 2013-2014.



#### **Human Resources Indicators**

#### ■ Staff

In the area of human resources, the number of paid staff faced a 17% increase in 2014 compared to the previous year, and reached 694. In this year, MAHAK's hospital with 358 employees (52%) and the Volunteers Department with 4 employees (less than 1%) had the maximum and minimum number of human resources, respectively. The rate of paid staff turnover as a vital operational index stood at 14% in 2014, showing a 1.1% decrease compared to 2013. Figure 4 depicts the distribution of the human resources in different departments of MAHAK in 2014.



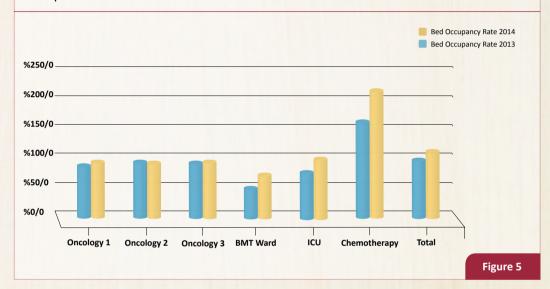
#### ■ Volunteers

The volunteers at MAHAK spent 116,426 hours working for the organization in 2014, an increase of 18.7% compared to 2013. The total value of the output by the volunteers was 8.1 billion Rials, an increase of 2.7% since 2013. The volunteering index measures their working hours in relation to combined working hours of the whole organization. The amount of this index was 7.4% which declined 2.1% with respect to the previous year. The reason for this decrease is related to the new volunteer management strategy which is mainly focused on identifying the real needs of the departments and allocating the appropriate services to the volunteers based on their expertise. It is expected that this index would increase in the following years. The volunteers' precise ratio indicator is an index that shows ratio of financial value of volunteers' contribution to the total financial value created in the organization. This index was 4.8% in 2014 and it has declined 1.1% compared to 2013. The decrease in the amount of this index in addition to the decrease in volunteering index reveals that the number of volunteer staff of the organization has dropped while the level of their expertise has increased.

#### **MAHAK Services Indicators**

#### ■ Treatment Services: MAHAK Pediatric Cancer Treatment and Research Center (MPCTRC)

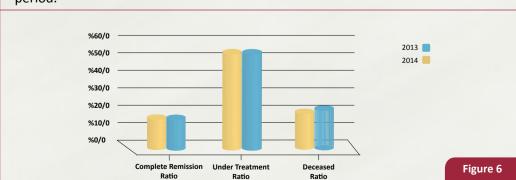
The number of patients admitted to MAHAK hospital and the 'bed occupancy rate' coefficient have increased 16.4% and 16%, respectively. In 2014, chemotherapy (with 218.2%) and transplantation ward (with 73%) had the maximum and minimum value of "hospital bed occupancy" coefficients, respectively. Figure 5 shows the two-year comparison of this coefficient.





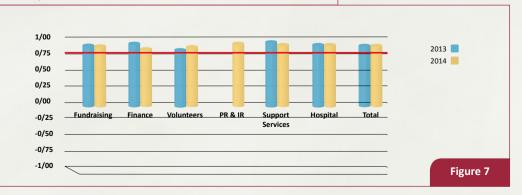


The statistics show that the cost of treatment and care per person has risen from 26 million Rials in 2013 to 33 million Rials in 2014, which has increased 26.6%. In 2014, 2,075 new cases were supported by MAHAK. This value has increased 3% compared to 2013. The total number of children supported by MAHAK in 2014 was 23,222, which has increased 9.8%. The total number of deceased and the total number of complete remission cases has increased 6.3% and 10.1% compared to 2013. During this period, the total number of cases under treatment has increased 11.1%. The three ratios of complete remission, under treatment and deceased are the major coefficients for the supporting systems. The percentage of these coefficients in 2014 was 22.6%, 58.5%, and 18.9%, respectively. The ratio of complete remission and the ratio of deceased has faced a 0.8% decrease and a 0.1% increase, respectively, while under treatment ratio has decreased 0.7% compared to 2013. These numerical values show that the difference between these coefficients in years 2013 and 2014 are negligible. Figure 6 shows the comparison of these three indices for the two-year period.



## **Quality Indicators**

One of the most important aspects of fulfilling a plan is the quality of its execution – a fundamental requirement at MAHAK as a service-based organization. These services are delivered to two main groups: (1) Children suffering from cancer along with their families and (2) MAHAK supporters, donors and volunteers. The score of each department is defined with respect to the patients' evaluations. This score is a number within the interval of -1 to +1. The goal of MAHAK is to reach the score of 0.75 and higher. The total quality coefficient of MAHAK in 2014 was +0.92, which is similar to the previous year. In Figure 7, the quality coefficients of years 2013 and 2014 are shown for different departments of MAHAK. It should be noted that quality evaluation of Public and International Relation Department started in 2014.



## Balance Sheet 2014

	Assets	March 20,2015 (IRR)	March 20,2014 (IRR)
Current Assets	Cash and Banks	379,007,561,675	63,716,550,065
	Short-term Investments	453,800,000,000	328,960,000,000
	Accounts and Notes Receivable	103,491,680,769	47,814,638,319
	Misc. Accounts and Notes Receivable	22,573,522,753	13,528,420,177
	Inventories	38,325,715,128	42,171,103,886
	Prepayments	3,749,379,177	1,159,726,017
	Total Current Assets	1,000,947,859,502	497,350,438,464
N <sub>O</sub>	Fixed Assets	476,677,786,097	342,995,514,900
Non-current Assets	Intangible Assets	1,365,598,912	973,704,161
rren	Long-term Investments	66,000,000,000	99,500,000,000
t As	Other Assets	38,183,257,624	36,585,409,462
sets	Total Non-current Assets	582,226,642,633	480,054,628,523
	Total Assets	1,583,174,502,135	977,405,066,987

	Liabilities, Founders' Contribution and Net Assets	March 20,2015 (IRR)	March 20,2014 (IRR)
Current Liabilities	Accounts and Notes Payable	17,992,717,998	10,846,885,861
	Misc. Accounts and Notes Payable	30,270,575,663	28,912,821,897
biliti	Advances Received	20,016,438,356	1,444,424,658
es	Total Current Liabilities	68,279,732,017	41,204,132,416
	Total Liabilities	68,279,732,017	41,204,132,416
	Founders' Contribution and Net Assets	March 20,2015 (IRR)	March 20,2014 (IRR)
	Founders' Contribution	1,000,000	1,000,000
	Net Assets	1,514,893,770,118	936,199,934,571
	Total Founders' Contribution and Net Assets	1,514,894,770,118	936,200,934,571
	Total Liabilities, Founders' Contribution and Net Assets	1,583,174,502,135	977,405,066,987

With respect to the two major values of MAHAK which are accountability and transparency, all of the financial statements (until 20/03/2015) are presented on MAHAK's website. In addition, complimentary reports from an independent auditor and a legal inspector are provided for more clarity.





Table 1

Number of Patients under Support

year Number of	2011	2012	2013	2014	Percent Change 2013-2014
New cases	1,756	1,758	2,015	2,075	3 %
Cumulative No.	17,374	19,132	21,147	23,222	10 %

Table 2
Cumulative Number of Patients under Support

year Status	2011	2012	2013	2014	Percent Change 2013-2014
Deceased	4,469	4,732	4,937	5,246	6 %
Under Treatment	9,069	10,459	12,224	13,586	11 %
Complete Remission	3,836	3,941	3,986	4,390	10 %
Total	17,374	19,132	21,147	23,222	10 %

Table 3

Annual Occupancy
Rate in DarAbad
Residential Center

year Number of	2011	2012	2013	2014	Percent Change 2013-2014
Children	589	688	778	800	3 %
Children and companions housed	1,473	1,720	1,946	2,000	3 %

Table 4

Annual Occupancy
Rate in Sattarkhan
Residential Center

year Number of	2011	2012	2013	2014	Percent Change 2013-2014
Children	66	69	85	83	-2 %
Children and companions housed	132	138	213	183	-14 %

Table 5
Total Number of Annual
Patient Referrals Per Ward
at MPCTRC

\* Established in 2012

Hospital Admission	2011	2012	2013	2014	Percent Change 2013-2014
Oncology 1	4,323	4,394	4,864	5,266	8 %
Oncology 2	4,160	4,434	5,051	4,994	-1 %
Oncology 3	4,162	4,196	5,003	5,206	4 %
BMT ward *	0	920	1,000	1,534	53 %
ICU	1,068	1,095	1,096	1,460	33 %
Chemotherapy	5,022	4,102	5,492	7,287	33 %
Total	18,735	19,141	22,506	26,195	16 %

Table 6
Total Number of Annual
Patients Admitted to
MPCTRC by Disease Type

Year Type of Disease	2011	2012	2013	2014	Percent Change 2013-2014
ALL	2,221	2,457	2,777	3,033	9 %
AML	298	320	344	364	6 %
CML	50	54	59	64	8 %
HD	258	287	324	320	1 %
NHL	291	286	315	361	15 %
Retinoblastoma	193	201	233	245	5 %
Wilms' Tumor	215	226	277	316	14 %
Germ Cell	108	128	145	144	-1 %
Osteo Sarcoma	90	114	139	151	9 %
Rhabdomyosarcoma	152	164	170	189	11 %
CNS	629	644	711	845	19 %
Histiocytosis	98	97	105	128	22 %
Ewing Sarcoma	102	102	119	128	8 %
Other	329	367	447	522	17 %
Total	5,034	5,447	6,165	6,810	10 %



