



2024/2025 IMPACT REPORT

**Safety at the Centre of Surgery**  
*Building Safer Surgical Systems*

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## One year of progress towards safer surgical and anesthesia care

This past year was one of Lifebox's most ambitious yet. Together with our partners, healthcare providers, professional societies, institutions, and generous supporters, we achieved milestones at a scale never before possible.

Our Clean Cut program expanded to 11 new sites across six countries, improving surgical outcomes for thousands of patients. Through Clean-CS, our safety program focused on improving the safety of cesarean delivery, nearly 25,000 women benefited from safer cesarean care, along with their babies. Trial results were published in JAMA Network Open: complications dropped from 16% to 12%, providing powerful evidence that Clean Cut saves lives. In Ethiopia and Rwanda, nursing fellows led projects that cut hypothermia in children from 48% to 2% and reduced phlebitis rates to below 2%, proof of the impact that comes when nurses are empowered to lead.

We celebrated the distribution of our 37,000th pulse oximeter and rolled out the Smile Train-Lifebox Capnograph across 17 countries, closing critical monitoring gaps. More than 2,600 providers received training in infection prevention, teamwork, and safe anesthesia. And at the 9th All Africa Anesthesia Congress, we co-launched the Capnography Action Letter, uniting anesthesia societies from 66 countries in a call for safer surgery.

This remarkable progress was made during a year of positive change for Lifebox. With new leadership on our board and a new strategic plan, we are entering our next chapter with renewed purpose: to scale our impact, strengthen surgical systems, and ensure safer care for every patient, everywhere.

To our partners, supporters, and donors: thank you. Your commitment makes this work possible.

Together, we are saving lives.



*Thomas G. Weiser*

Thomas G. Weiser, MD, MPH  
Lifebox Chair



*Kris Torgeson*

Kris Torgeson  
Lifebox Global CEO

## 14 years of Lifebox



## 248 million patients having safer surgery

“Lifebox’s work is one I have been deeply connected to since the earliest days of the global surgical safety movement. Having helped develop the WHO Surgical Safety Checklist, I’m honored to lead the Global Governance Council now as we advance the next phase of building stronger, safer surgical systems worldwide.”

**-Tom Weiser, Lifebox Chair**

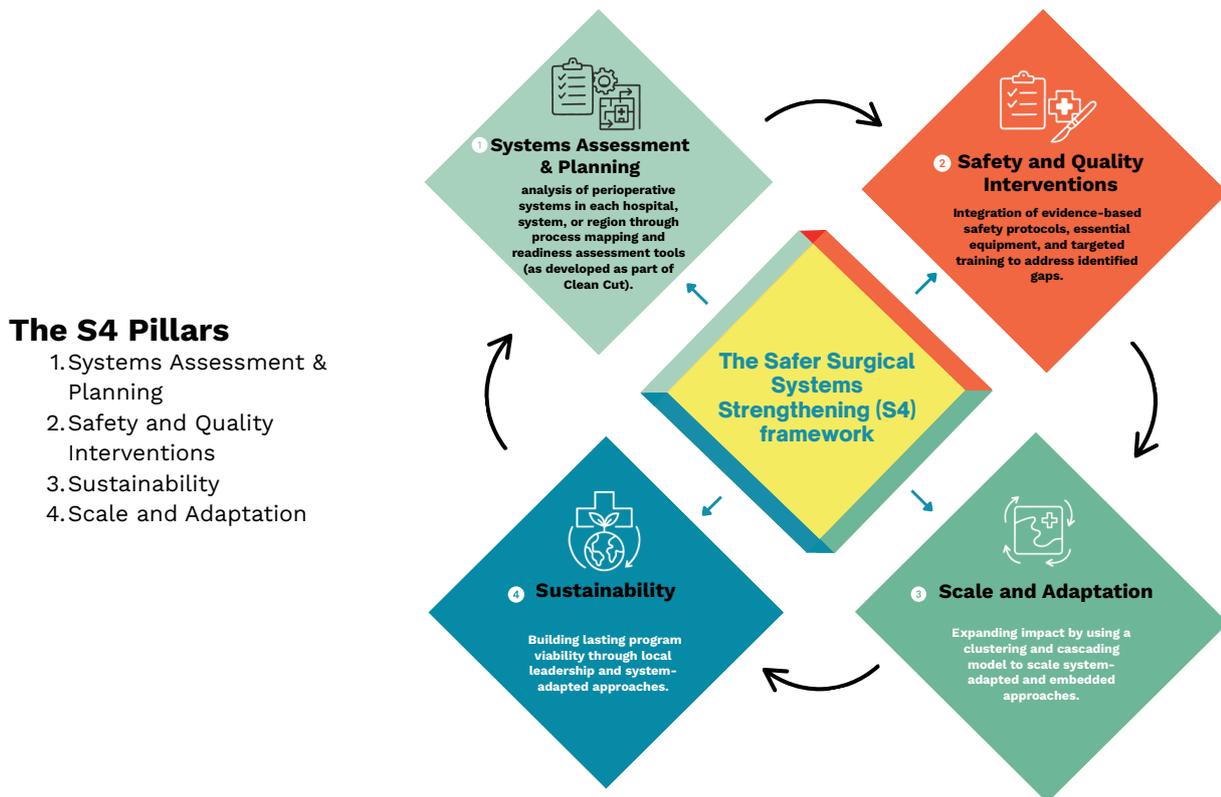
# Safer surgery and anesthesia, every time, everywhere

As we enter our fifteenth year, Lifebox is launching an ambitious new strategic plan to scale up our global work to make every surgery safe.

The 2025-2030 Lifebox Strategic Plan follows the patient journey through the entire surgical process, seeking to improve safety and quality of care every step of the way. By strengthening critical aspects of surgical systems, we aim to improve surgical and anesthesia safety for over 4 million patients by 2030, with a special focus on women and children.

We will strengthen surgical systems across the entire patient journey by building leadership, teamwork, and quality improvement capacity among healthcare professionals. By scaling proven programs in anesthesia safety, infection prevention, and perioperative teamwork, Lifebox will drive measurable, system-wide improvements in surgical care.

## S4 Framework for Safer Surgical Systems



### Lifebox Strategic Plan 2025–2030

## Safer surgery and anesthesia, every time, everywhere

### Our strategic goal

Strengthen surgical systems and improve outcomes for **4 million surgical patients** through evidence-based patient safety and quality interventions across **200 facilities** in **20 countries** by 2030.



“ Existing protocols in our hospital have been updated to ensure that they are duly observed and carried out in a timely manner. Our patients have benefitted in many ways from the clean cut program”

**-Dr Edgardo Iraheta, Surgeon,  
Mario Catarino Rivas Hospital  
Honduras**

## Scaling impact: Clean Cut expands to 11 sites across six countries

This year marked a major step forward for Clean Cut, our surgical infection reduction program that continues to transform operating rooms and save lives in some of the world's most under-resourced health systems. With implementation in 11 new sites across six countries; Rwanda, Sierra Leone, Malawi, the Democratic Republic of Congo, India, and Honduras, Clean Cut is strengthening surgical outcomes and saving lives across Sub-Saharan Africa, South Asia, and Central America.

One of the year's most significant milestones was the progress of the Clean Cut for Caesarean Section (Clean-CS) program. In 2024 alone, Clean-CS directly improved care for 6,996 mothers and indirectly benefitted another 17,798 women, reaching nearly 25,000 women in total. A major highlight was the publication of our trial results in JAMA Network Open, providing peer-reviewed evidence that Clean-CS improves cesarean delivery outcomes in Ethiopia. These findings reinforce what we see in practice every day: Clean Cut saves lives and strengthens surgical care for mothers.

Across countries, Clean Cut continues to prove that strengthening surgical systems not only prevents infections but also saves mothers, babies, and patients in need of safe surgery. From reducing surgical site infections to strengthening safety protocols and expanding to new specialties, Clean Cut continues to drive measurable, meaningful change. As we scale to even more hospitals and countries, we remain committed to building stronger surgical systems and safer care for every patient, everywhere.

### 3 Clean Cut adaptations to address different challenges to surgical patient safety



#### Clean Cut for Cleft:

Research study with Smile Train for improved perioperative care for children undergoing cleft surgery



#### Clean Cut for Long Bone Fracture:

Reduce rates of wound infection through safer orthopedic surgery



#### CLEAN-CS:

A randomized trial to improve the safety of cesarean sections

## A breath of safety: Scaling access to lifesaving capnography

Launched in 2020, the Smile Train–Lifebox Safe Surgery and Anesthesia Initiative builds on a strong partnership dedicated to one goal: ensuring every child and patient undergoing surgery has the safest possible care. By combining innovation, training, and research, we’re elevating the quality and safety of cleft and pediatric surgery worldwide.

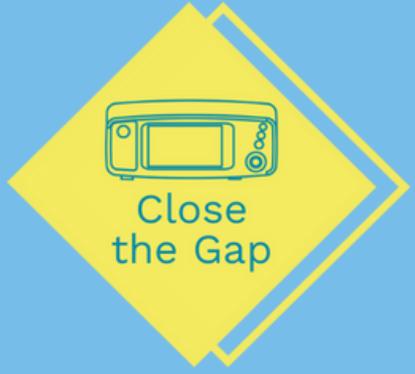
One of our most impactful innovations is the Smile Train–Lifebox Capnograph, a critical device that monitors breathing during anesthesia and can mean the difference between life and death. Since its launch, we have equipped over 400 operating rooms across 17 countries with this lifesaving tool.

In 2025 alone, 275 capnographs were delivered to hospitals in countries including Nigeria, Malawi, Tanzania, Cambodia, Uganda, Papua New Guinea, Vietnam, Burundi, Guinea, Liberia, Madagascar, Gabon, Kenya, and Sierra Leone. Every device was accompanied by hands-on training, ensuring providers not only received the equipment but also the skills to use it effectively.

**275**

Smile Train–Lifebox  
Capnographs  
distributed





“Capnography is important in my work, but I do not use it as often as I would like because of limited availability of the capnography device in the emergency room. Having access to capnography devices means that I would easily identify esophageal intubation and it will also help me monitor and assess the quality of my cardiac compressions and improve where needed.

**-Kemigisha Asiimwe,  
Senior Emergency Resident,  
Makerere University**

## A milestone in monitoring: 37,000 pulse oximeters delivered

This year, Lifebox reached a powerful milestone with the distribution of our 37,000th pulse oximeter. The pulse oximeter, listed as the only piece of equipment on the WHO Surgical Safety Checklist, is vital for monitoring patients during anesthesia and surgery. Yet thousands of operating rooms worldwide still lack this essential device, leaving patients at unnecessary risk.

Every Lifebox pulse oximeter is more than equipment, it is a lifeline that helps anesthesia providers act quickly when lives are on the line. This year we delivered 1169 pulse oximeters to hospitals around the world, ensuring safer surgeries for thousands of patients.

This achievement would not have been possible without the support of Smile Train and our global partners. Together, we are advancing safer anesthesia and surgical care, one pulse oximeter at a time.

# 37000

Pulse oximeters  
distributed

“Without a pulse oximeter, anesthesia providers are blind. We have no idea if the children are receiving adequate oxygen.”

**-Dr. Mwemezi Kaino,  
Anesthesiologist,  
Kenya**



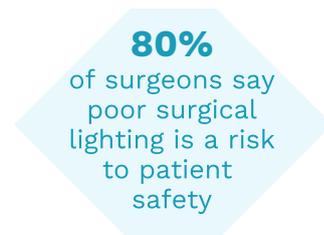
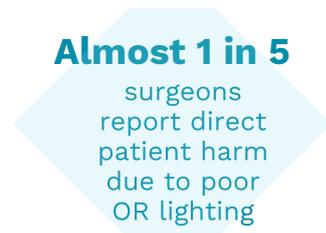
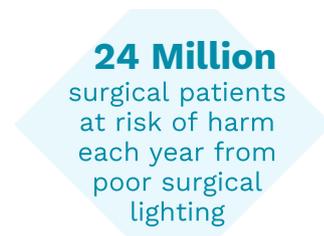
## Lighting the way to safe surgery

Every year, 24 million patients are put at risk because their surgeon doesn't have enough light to operate safely. Imagine undergoing a life-saving operation while the room is plunged into shadow, a staggering reality faced in hospitals around the world.

The Lifebox Light was created to change this. Designed for durability and long-lasting performance, it gives surgeons the reliable visibility they need to operate safely, even in the most resource-limited settings. For patients, it means a safer procedure. For providers, it's the difference between working with inadequate lighting OR For providers, it transforms low-visibility conditions into a well-lit, confident operating environment

Thanks to the generosity of our partners and supporters, 837 Lifebox Lights were delivered to operating rooms in 2025. Each one represents lives safeguarded, surgical teams better equipped, and families spared the devastating consequences of unsafe surgery.

And we're just getting started. Together, we're working toward our goal of equipping 1,200 surgeons across ten countries with this essential tool. Every Lifebox Light brings us closer to a future where no patient's safety is compromised by something as basic as a lack of light.



## Nursing Leadership for Surgical Excellence (NLSE): Building capacity, improving outcomes

Across many low- and middle-income countries, perioperative nurses are the backbone of surgical care. But too often, they lack opportunities to grow as clinical leaders and lead improvements in patient safety. The Nursing Leadership for Surgical Excellence (NLSE) program is changing that. The NLSE program is a five-phase program building the capabilities (knowledges, skills and confidence) of perioperative nurses to lead change and perioperative care. Through focused training, mentorship, and quality improvement research, the program builds the capacity of perioperative nurses and supports nurses to identify problems, test solutions, and improve care in their hospitals with weekly mentorship continue to track patient outcomes and adherence to new practices.

In 2024, the first phase of the NLSE program was completed in three major Ethiopian hospitals: Tikur Anbessa Specialized Hospital, St. Paul's Hospital Millennium Medical College, and St. Peter's Specialized Hospital. Nine nurse fellows led quality improvement projects that trained 142 additional perioperative nurses, spreading better practices across surgical teams.

Beyond measurable outcomes, the program helped identify new gaps in perioperative care, introduced practical tools, standards, practice, and supplied essential equipment like OR heaters, digital thermometers, and blood pressure monitors, to help the cost effective and realistic interventions. Fellows developed protocols, standards and checklists that are now integrated into daily care routines and hospital electronic medical records system, embedding change for the long term.

All nine fellows from the first cohort graduated with fellowship and CPD certificates. Encouraged by this success, NLSE expanded in late 2024 to Rwanda in partnership with the University of Global Health Equity apart from the same three Ethiopian hospitals



## NLSE: Building capacity, improving outcomes



The NLSE project has empowered nurses by unlocking their potential, building skills, and fostering confident leadership. It is more than a program. It is a movement that equips nurses to provide excellent patient care, elevate professional standards, and achieve nursing excellence in all aspects.”

**-Tesfaye Belete,  
Facility mentor at SPHMMC**



The NLSE training has been truly transformative in my career as a nurse by instilling the confidence to champion change. Our work on preventing hypothermia proves an empowered nurse their patients to a safer patients outcomes. this is how we cultivate competent nurses and achieve significant good patients out come and minimal complication.

**-Sr Misrak Hailu,  
NLSE Fellow, TASH**



“Nurses are critical to maintaining smooth operations. Surgeons cannot operate without a nurse; anaesthesiologists cannot intubate without a nurse’s assistance; cleaners cannot ensure that the hospital is clean and infection-free without the guidance of nurses. Our vigilance ensures sterile instruments, adherence to protocols, and a patient-centric focus.”

**-Belinda Githuku,  
NLSE Mentor**

## Strengthening surgical teams for safer surgery

This year, Lifebox exceeded its target for Safer Surgery and Anesthesia Education by successfully reaching 2,657 providers across our key focus regions, surpassing our goal by an impressive 245%. Of those trained, 1,646 healthcare providers participated in in-person or blended learning training interventions, while an additional 1,011 providers engaged in online courses and virtual instructor-led training. The in-person and blended learning sessions were delivered through a range of tailored workshop formats designed to meet the needs of healthcare providers in diverse settings. Additional healthcare providers were trained across various other perioperative safety topics.

1,646

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1,011

providers engaged in online courses and virtual instructor-led training.

### Training highlights

- 334 HCPs trained via Capnography workshops
- 161 HCPs trained via Pulse oximetry workshops
- 187 HCPs trained via Surgical safety checklist implementation workshops
- 490 HCPs trained via Teamwork and communication workshops
- 165 HCPs trained via Infection prevention and control (IPC) workshops



## AAAC 2024 highlight: Advancing global access to capnography

The 9th All Africa Anaesthesiology Congress (AAAC) was held from 13–19 September 2024 in Johannesburg, Republic of South Africa, bringing together over 550 anesthesia professionals, partners, and stakeholders from across the globe. Lifebox had a strong presence at the congress, represented by five team members and joined by partners from Smile Train and leading anesthesia experts, creating a vibrant platform for engagement, collaboration, and advocacy.

During the congress, Lifebox launched the Capnography Action Letter and hosted targeted sessions focused on galvanizing global action to expand access to capnography. These activities aimed to elevate capnography within anesthesia standards, share evidence on the global capnography gap, and foster collaboration among anesthesia societies, industry partners, NGOs, and donors to accelerate adoption in low-resource settings.

The Capnography Action Letter launch resulted in approximately 300 signatories from 22 anesthesia societies across 66 countries, alongside 16 regional and one international media coverage. Through a jointly hosted Lifebox–Smile Train booth and technical sessions, Lifebox also generated new interest in capnography devices and training from practitioners and societies in 11 countries, reinforcing its leadership in advancing safer anesthesia care worldwide.



## Lifebox in the news

In 2024, Lifebox secured 32 media coverages across 8 countries, significantly amplifying our voice on safer surgery and anesthesia. A major highlight was the 9th All Africa Anesthesia Congress in Johannesburg, where Lifebox, Smile Train, WFSA, and SASA convened a press conference to launch an Action Letter on capnography. The event generated 17 media stories and strengthened our call for capnography as an essential monitoring standard in low-resource settings.

Lifebox’s work to close the global capnography gap was profiled in Global Health NOW through “Anesthesia Without Capnography: ‘Like Flying Blind’” by Dr. Zipporah Gathuya, which underscored the life-saving impact of the Smile Train–Lifebox Capnograph and called for systemic change. Another notable feature was Belinda Karimi’s op-ed, “Theatre Nurses: The Unsung Heroes in Surgical Safety,” which highlighted the critical yet often overlooked role of perioperative nurses in keeping patients safe.

These stories elevated frontline voices and reinforced Lifebox’s role as a leading advocate for safer surgery and anesthesia worldwide.



# Lifebox research

Lifebox delivers evidence-based, high impact, and scalable programs that are backed by peer-reviewed research. This year seven articles were published on Lifebox's work, from mapping population access to essential surgical care in Liberia and exploring the use of a surgical headlight, to evaluating postoperative care after pulse oximetry training.

**Abstract**  
Background  
The global surgery movement aims to provide equitable surgical care in low- and middle-income countries (LMICs) and attempts to address a wide range of issues around the lack of access and poor quality. In response, the African McGraw-Hill Surgery Fellowship was established in Ethiopia to train a multidisciplinary team of healthcare professionals. We conducted this study to evaluate the outcomes of this training program.

**Methods**  
A qualitative study was conducted to evaluate the implementations and outcomes of the first three cohorts of the McGraw-Hill Surgery Fellowship. Interviews with fellows, mentors, and program staff revealed valuable insights into the program's strengths and challenges.

**Results**  
Key findings include positive feedback on the program's curriculum highlighting its multidisciplinary nature. Challenges were noted in maintaining schedules, communication with healthcare facilities, and budget constraints, suggesting the need for improved program management. The fellowship's impact was evident in altering participants' perceptions of teamwork and enhancing their research and leadership skills. Follow-up related quality improvement projects impacting surgical practices positively. However, challenges, such as hospital resistance and the COVID-19 pandemic, affected program implementation.

**Conclusion**  
Despite various challenges, the program's unique approach combining multidisciplinary training and local mentorship proved promising. It fosters a culture of teamwork, equips participants with essential skills, and encourages them to become advocates for safe surgery. As surgical quality champions emerge from this fellowship, there is optimism for lasting positive impacts on surgical care in LMICs.

**A novel global safe surgery mentorship program using a multidisciplinary team approach in World Journal of Surgery- May 2024**  
**Samuel Negash, Nichole Starr, Samuel Mesfin, Thomas G. Weiser, Tihitena Mammo Negussie**

**Qualitative drivers of postoperative prophylactic antibiotics use and resistance in Ethiopia in BMC Health Services Research**  
**Samantha Steeman , Maia R. Nofal, Ibrahim Heyredin , Hailemichael Asmamaw , Assefa Tesfaye, Alex Zhuang, Natnael Gebeyehu, Sylvia Bereknayi Merrell, Thomas G. Weiser, and Tihitena Negussie Mammo**



**Long-Term Sustainability of Peri-Operative Infection Control Practices: Implementation of "Clean Cut," a Checklist-Based Quality Improvement Program in India in Mary Ann Liebert, Reshma Ambulkar, Aditya R. Kunte, Akanksha Sarangi, Sudhir Nair, Tihitena Negussie, Isabela Lima, and Mansi Tara**



**Impact of WHO's Surgical Safety Checklist-Based Program on Cleft-lip and Palate Repair Outcomes —The CLEAN CLEFT Program**  
**Getaw Alamnie, Manuella Timo, Sedera Arimino, Mekonen Eshete, Abraham Gebreegziabher, Fikre Abate, Hillena Kebede, Felicity Mehendale, Manuela Ehua-Koua, Olivier Moulot, Roumanatou Bankole, Nichole Starr, and Tihitena Negussie Mammo.**



**Factors associated with successful implementation of Clean Cut: a perioperative surgical site infection prevention quality improvement programme—a cohort study of lowresource hospitals in BMJGlobal Health**  
**Maia R Nofal, Natnael Gebeyehu, Nichole Starr, Assefa Tesfaye, Sedera Arimino, Sara Taye Haile, Tihitena Negussie Mammo, Thomas G Weiser**



**A Prospective Quality Improvement Program to Reduce Prolonged Postoperative Antibiotic Prophylaxis in Ethiopia**  
**Maia R. Nofal, Assefa Tesfaye, Natnael Gebeyehu, Misgana Negash Masersha, Ibrahim Hayredin, Kinfemichael Belayneh, Benti Getahun, Nichole Starr, Kaleb Abebe, Yonas Sebsebe, Senait Bitew Alemu, Tihitena Negussie Mammo, and Thomas G. Weiser**



**A Perioperative Quality Improvement Program for Cesarean Delivery in Ethiopia A Stepped-Wedge Cluster Randomized Clinical Trial' in JAMA Open- August 20, 2024**  
**Tihitena Negussie Mammo, Mekdes Daba Feysa, Maia R. Nofal, Natnael Gebeyehu, Matiyas Asrat Shiferaw, Assefa Tesfaye, Tesfaneh Fikre, Habtamu Woldeamanuel, Senait Bitew Alemu, Kate Miller, Sara Taye Haile, Thomas G. Weiser.**



## Our 2024/2025 financials

Each year Lifebox provides a global overview of its audited financial accounts by presenting the combined accounts of Lifebox Foundation UK and Lifebox Foundation USA. The combined accounts provide a full financial picture of our funding sources and how donations are being used. Our individual audited financial reports are publicly available and can be found on our website. Lifebox's fiscal year runs from April 1 to March 31.

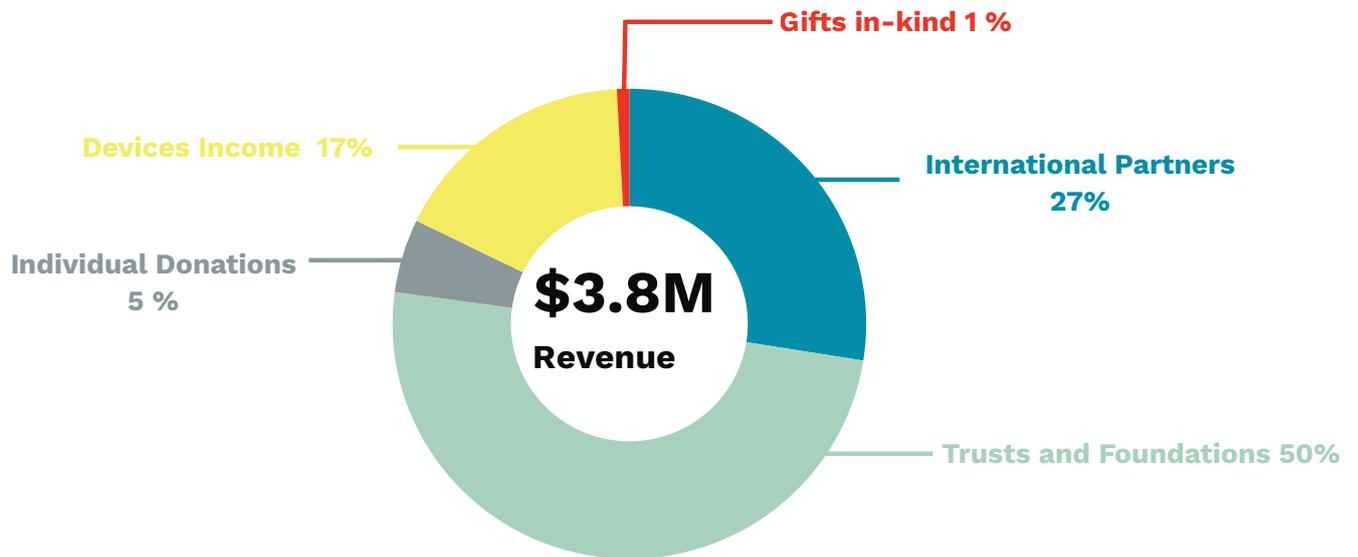
Operating revenue	2024/25	2023/24	Changes
International partners	\$1,052,377	\$1,291,335	\$-238,958
Trusts and foundations	\$1,899,908	\$2,656,995	\$-757,087
Individual donations	\$193,783	\$236,415	\$-42,632
Devices sales	\$647,876	\$199,460	\$448,416
Gifts in kind, including pro bono support	\$32,375	\$-	\$32,375
Investment income	\$80	\$-	\$80
Currency movement	\$-	\$-	\$-
<b>Total revenue</b>	<b>\$3,826,399</b>	<b>\$4,384,205</b>	<b>\$-557,806</b>

Operating expenses	2024/25	2023/24	Changes
Program expenses	\$2,386,392	\$3,047,996	\$-661,604
Development	\$315,081	\$279,777	\$35,304
Awareness-raising	\$195,802	\$185,486	\$10,316
Operations & governance	\$1,042,124	\$717,209	\$324,915
<b>Total expenses</b>	<b>\$3,939,399</b>	<b>\$4,230,468</b>	<b>\$-291,069</b>
<i>Surplus/Deficit</i>	<i>\$-113,000</i>	<i>\$153,737</i>	<i>\$-266,737</i>

Composition of net assets	2024/25	2023/24	Changes
Unrestricted funds	\$2,407,396	\$1,511,953	\$895,443
Currency reserve	\$-	\$-	\$-
Restricted funds	\$-2,531	\$940,532	\$-943,063
<b>Total net assets</b>	<b>\$2,404,865</b>	<b>\$2,452,486</b>	<b>\$-47,621</b>

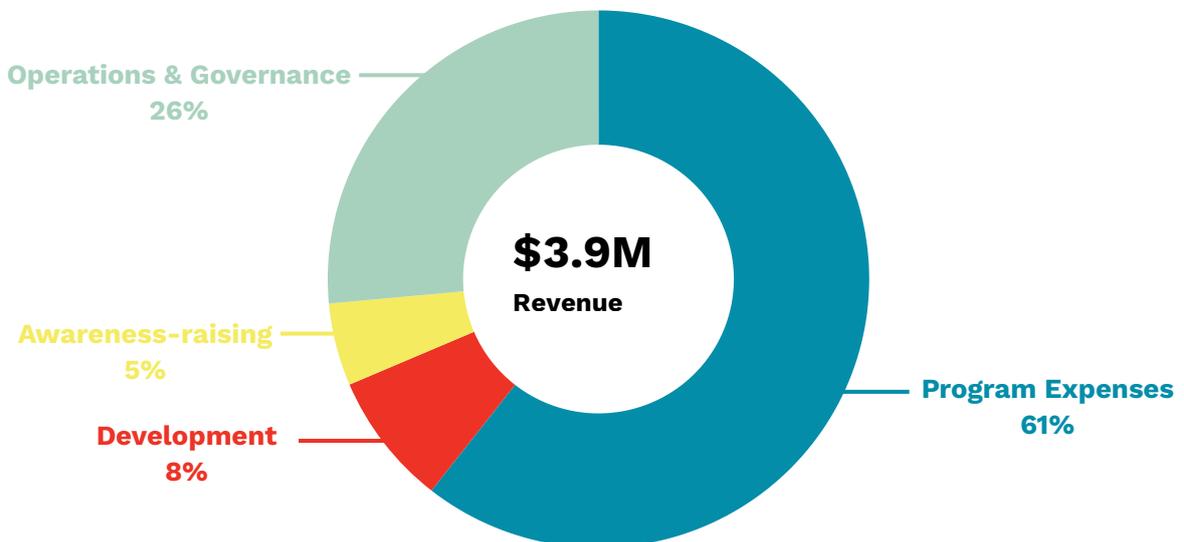
## Revenue

Analysis of revenue



## Spend

Analysis of expenditure



Note: These are the consolidated Lifebox annual accounts from audited Lifebox Foundation USA (including Lifebox Ethiopia) and audited Lifebox Foundation UK for the period April 1, 2023 to March 31, 2024.

# We'd like to thank all our partners for their generous support

Lifebox's work is made possible by the commitment of our global network of donors, partners, clinicians, and supporters. Every contribution plays a vital role - from long-term partners and regular supporters to first-time and occasional donors. Together, this breadth of support provides the stable foundation that allows us to plan effectively, invest in systems strengthening, and respond to emerging needs. At a time when health systems in many countries continue to face significant pressure, your generosity helps protect patients and strengthen frontline care. Whether through flexible funding, multi-year commitments, or individual gifts, your trust enables us to innovate, respond, and scale our impact. We thank you for your continued partnership and for the confidence you place in our work.

This financial support is matched by the strength of the collaborations that underpin our programs. Lifebox's impact is rooted in long-term partnerships across anesthesia, surgery, nursing, academia, and health systems. By working alongside professional associations, universities, and hospital teams, we co-design locally led solutions that strengthen surgical systems and embed sustainable improvements.

In 2025, these partnerships played a critical role in advancing perioperative safety, expanding access to safe surgery, and supporting national scale-up of programs including Clean Cut, capnography expansion, and nursing leadership development.

## **Clinical and Technical Partnerships**

Our clinical and technical partners collaborate with Lifebox to co-develop tools, training programmes, and standards that improve surgical and anesthesia safety:

- Smile Train, co-leading the Safe Surgery and Anesthesia Initiative to strengthen the safety and quality of paediatric and cleft surgery globally
- Ethiopian Society of Anaesthesiologists
- Ethiopian Association of Nurses
- Ethiopian Association of Paediatric Surgeons
- Rwanda Association of Nurse Anaesthetists
- Hospital partners across Ethiopia, Rwanda, Malawi, and other program countries

## **Academic and Research Partnerships**

Strong evidence and continuous learning are central to Lifebox's approach. Our academic collaborations support research, evaluation, and long-term capacity building:

- University of Global Health Equity
- Addis Ababa University
- Surgical and anesthesia faculty contributing to program development, implementation, and evaluation



## Global Governance Council

The Lifebox Global Governance Council brings together decades of clinical, research, and resource management experience to govern Lifebox's global team and safer surgery vision.



**Abebe Bekele MD, FCS (ECSA), FACS, MAMSE**



**Alex Haynes, MD, MPH**



**Andreu Maldonado Segler**



**Faye Evans, MD**



**Judy Khanyola**



**Kate Harrington**



**Miliard Derbew, MD**



**Mohan Sancheti**



**Nobhojit Roy, MD, MPH**



**Rob McDougall, MBBS**



**Salome Maswime, MD  
GGC Vice Chairperson**



**Susannah Schaefer**



**Thomas Weiser, MD, MPH  
GGC Chairperson**



**Tola Sunmonu-Balogun**



**William Berry MD, MPA,  
MPH**

## Global Governance Council Emeritus members

The Lifebox Global Governance Council brings together decades of clinical, research, and resource management experience to govern Lifebox's global team and safer surgery vision.



**Atul Gawande MD, MPH**  
Co-founder and  
Immediate Past Chair



**Alexander  
Hannenberg, MD**  
Emeritus Trustee



**Alan Merry, MB, ChB**  
Emeritus Trustee



**Angela Enright, MB**  
Emeritus Trustee



**Deborah Lotterman, MA**  
Emeritus Trustee



**Isabeau Walker, MD**  
Emeritus Trustee



**Iain Wilson, MD**  
Emeritus Trustee



**Jason Yeung, MPH**  
Emeritus Trustee



**Pauline Philip, DBE**  
Emeritus Trustee



**Susana del Carmen  
Abrego Tobar, MD**  
Emeritus Trustee

## Our founders

Lifebox was founded in 2011 by four of the world's leading medical professional and academic organizations.





## 2025 ANNUAL REPORT

For more information contact us at [info@lifebox.org](mailto:info@lifebox.org)

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