



ANNUAL REPORT 2014



A SAFE WORLD

CONTENTS

2 DATA AND FACTS

- 2 Total revenue
- 3 Employees
- 4 Key financial data
- 5 Performance data
- 6 International expansion
- 8 History

10 A SAFE WORLD



24 REPORTS AND COMMITTEES

- 24 Committees
- 25 Report of the Chairman of the Supervisory Board
- 26 Report of the Chairman of the Management Board
- 28 Management Board DEKRA SE

30 FROM THE BUSINESS UNITS

- 32 DEKRA Automotive
- 36 DEKRA Industrial
- 40 DEKRA Personnel

44 INFORMATION ABOUT THE COMPANY

- 44 DEKRA Management Team
- 46 DEKRA sustainable
- 48 DEKRA engaged
- 50 DEKRA worldwide
- 52 DEKRA Services



Highlight DEKRA Automotive
on page 32–33



Highlight DEKRA Industrial
on page 36–37



Highlight DEKRA Personnel
on page 40–41

A SAFE WORLD

DEKRA has a clear and ambitious picture for the future: We will live in a safe world. Be it on the road, at work or at home, we are committed to meeting this basic human need by ensuring safety. As we pursue that objective, we are also looking forward to the 100th anniversary of DEKRA in the year 2025. By that time, we will have achieved our vision “to be the global partner for a safe world”.

PROFILE

On the road, at work or at home – when it comes to safety, millions of people all around the world rely on DEKRA's expertise. A leading provider of expert services for the past 90 years, DEKRA fulfils its corporate mission of improving safety with absolute impartiality and independence. DEKRA employs around 35,000 people in more than 50 countries on all five continents and is synonymous with innovative services in the fields of safety, quality and environmental protection.

The three main business units – DEKRA Automotive, DEKRA Industrial and DEKRA Personnel – cover twelve strategic segments. These include Vehicle Inspection, Expertise, Automotive Solutions, Homologation & Type Approval, Claims Services, Industrial & Construction Inspection, Material Testing & Inspection, Product Testing & Certification, Business Assurance, Insight (Consulting), Training & Education and Temporary Work.

BUSINESS UNITS



DEKRA AUTOMOTIVE	2012	2013	2014
Total revenue in million euros	1,170.9 ²⁾	1,236.9 ^{1),2)}	1,327.7 ¹⁾
Employees (as of Dec. 31)	12,023	14,299	15,110

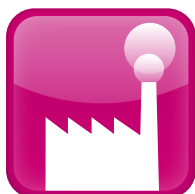
¹⁾ Total revenue does not include sales of around 120 million euros (previous year: 110 million euros) relating to industrial services provided by DEKRA Automobil GmbH across its network of German sites.
²⁾ The prior-year figures have been restated due to structure changes.



Highlight DEKRA Automotive
on page 32–33

DEKRA AUTOMOTIVE

Our extensive range of automotive-related services form the core of our business at DEKRA. For years, we have been one of the leading providers of regular vehicle inspection services, expert appraisals, used car management and claims services in Germany, Europe and the wider world.



DEKRA INDUSTRIAL	2012	2013	2014
Total revenue in million euros	630.5 ²⁾	662.7 ^{1),2)}	702.2 ¹⁾
Employees (as of Dec. 31)	6,947	6,694	6,706

¹⁾ Total revenue includes sales of around 120 million euros (previous year: 110 million euros) relating to industrial services provided by DEKRA Automobil GmbH across its network of German sites.
²⁾ The prior-year figures have been restated due to structure changes.



Highlight DEKRA Industrial
on page 36–37

DEKRA INDUSTRIAL

In the space of a few years, DEKRA has established itself as a major provider of inspection services for industrial companies. With our client-oriented packages, we have achieved considerable success, e.g. in machinery and plant safety as well as environmental and health protection.



DEKRA PERSONNEL	2012	2013	2014
Total revenue in million euros	336,0	390,3	456,4
Employees (as of Dec. 31)	8.877	11.023	12.569



Highlight DEKRA Personnel
on page 40–41

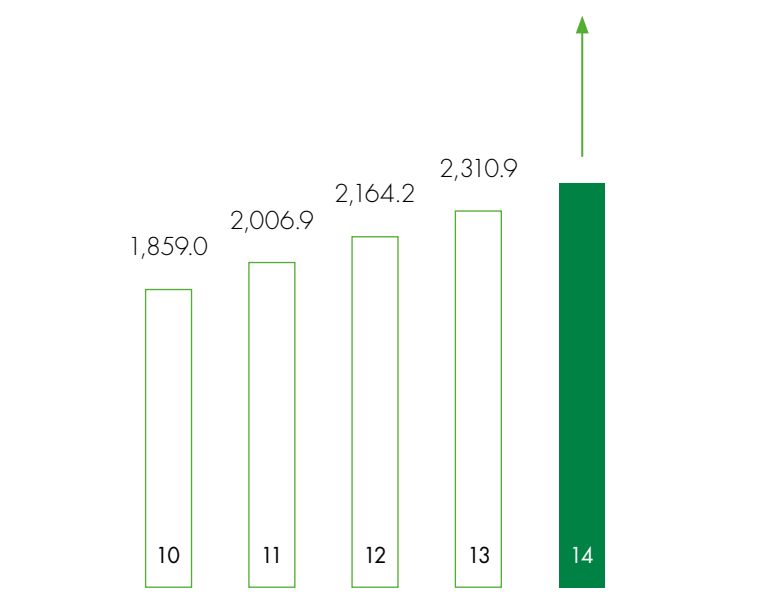
DEKRA PERSONNEL

With our comprehensive qualification and personnel services, DEKRA is now one of Germany's largest private training providers and ranks among the top ten temporary work companies. We also produce an array of publications for decision makers in the automotive and logistics industries.

TOTAL REVENUE
IN MILLION EUROS

Our prudent strategic posture and international expansion are clearly repaying rewards. In 2014, DEKRA saw revenue rise significantly for the eleventh year in a row. Growth was driven by all three business units, each of which strengthened its market position.

2,509.8

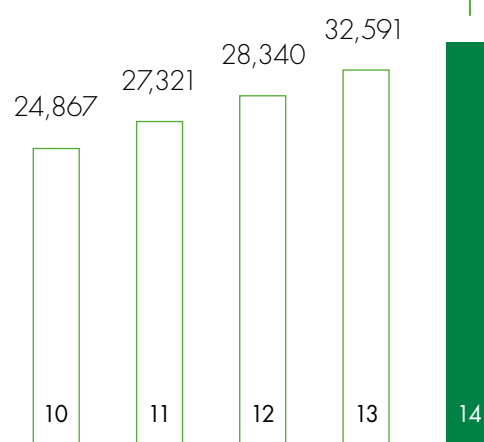


EMPLOYEES

AS OF 31.12.

DEKRA continues to create new jobs, adding another 2,400 employees during the year under review to reach a place among the top ten of corporate job creators in Germany. In addition, DEKRA was one of the top 100 employers in the engineering sector in 2014.

35,021



KEY FINANCIAL DATA

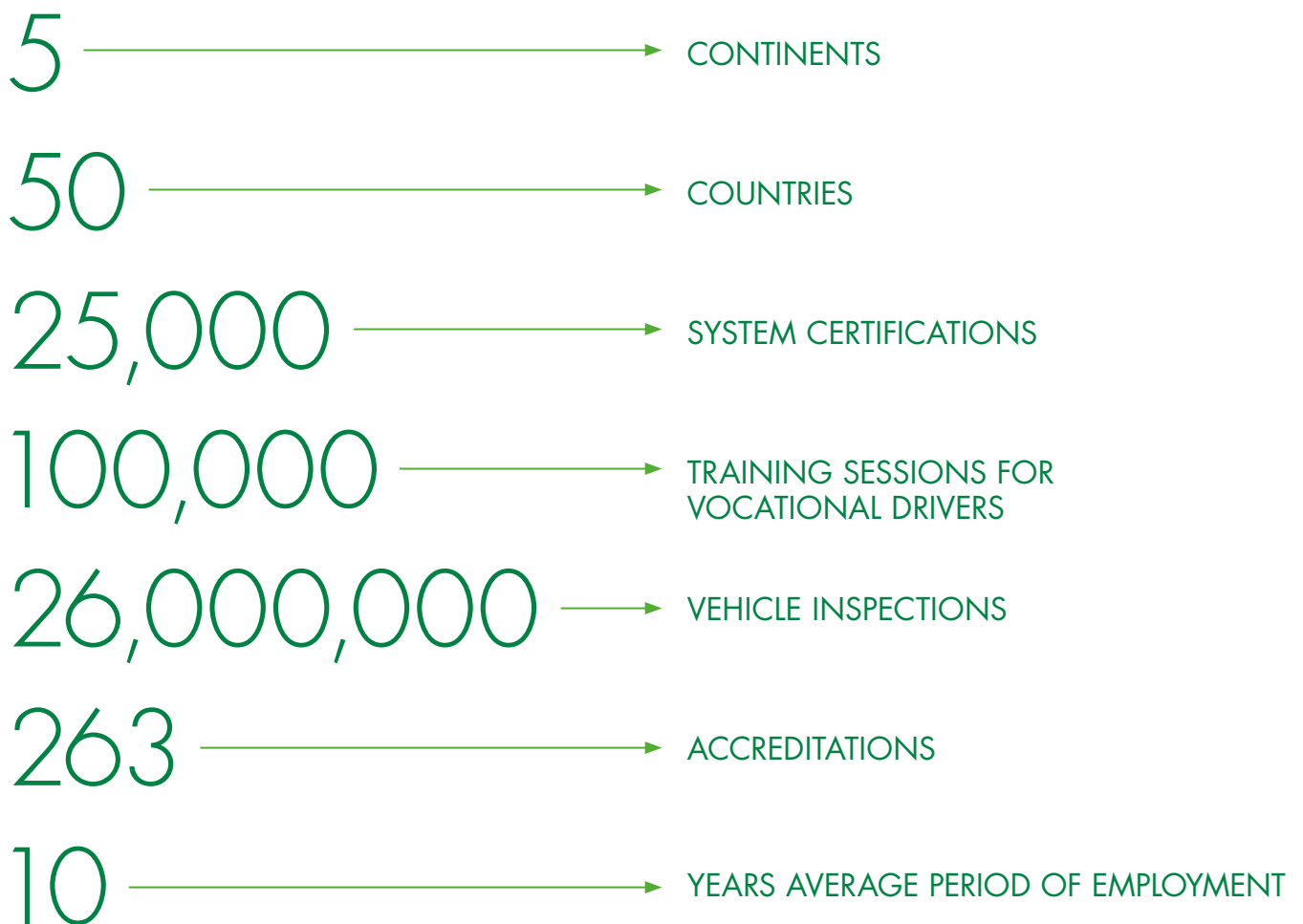
In the 2014 fiscal year, DEKRA recorded positive growth in both revenue and workforce. The operating margin was further improved, as were the proportion of sales abroad.

KEY DATA DEKRA SE		2012	2013	2014
REVENUE AND INCOME				
TOTAL REVENUE	IN MILLION EUROS	2,164.2	2,310.9	2,509.8
SHARE OF INTERNATIONAL REVENUE	IN %	35.7	36.2	37.6
ADJUSTED EBIT*	IN MILLION EUROS	147.2	162.7	174.8
ADJUSTED EBIT MARGIN*	IN %	6.8	7.0	7.0
ADJUSTED EBT*	IN MILLION EUROS	120.3	139.1	149.2
STATEMENT OF FINANCIAL POSITION				
TOTAL ASSETS	IN MILLION EUROS	1,541.3	1,635.8	1,810.8
EQUITY	IN MILLION EUROS	356.4	401.2	374.9
EQUITY RATIO	IN %	23.1	24.5	20.7
EMPLOYEES				
NUMBER AS OF 31.12.		28,340	32,591	35,021

* Adjustments for non operating effects.

PERFORMANCE DATA

DEKRA profits from its global ability to meet the high demand for safety services. Whether on the road, at work or at home, DEKRA is one of the top five expert service providers in the world, enjoying leadership positions in key inspection and qualification segments.



INTERNATIONAL EXPANSION

DEKRA took its first steps outside the German market in 1988 when it began operating in France and Italy. Since then, the company has become a global leader in testing, inspection and certification services. DEKRA continues to strengthen that position through organic growth and strategic acquisitions.



SWEDEN ÅF-Kontroll

DEKRA purchases ÅF-Kontroll in Sweden to become the number one choice for power plant inspection services in Scandinavia and a leading provider for the energy sector.



JANUARY
FEBRUARY
MARCH
APRIL
MAY
JUNE
JULY
AUGUST
SEPTEMBER
OCTOBER
NOVEMBER
DECEMBER

2010



USA Magoo's Automotive Consultants

In North America, DEKRA strengthens its automotive business with the acquisition of Magoo's Automotive Consultants in California. Employing over 4,000 inspectors, Magoo's provides valuation, damage and warranty reports.

JANUARY
FEBRUARY
MARCH
APRIL
MAY
JUNE
JULY
AUGUST
SEPTEMBER
OCTOBER
NOVEMBER
DECEMBER

2011



FRANCE AutoContact

DEKRA acquires Bordeaux-based AutoContact, one of Europe's leading specialists in used car management. DEKRA is now European leader in this segment.



UNITED KINGDOM Chilworth Global

DEKRA purchases Chilworth Global, an explosion protection company with laboratories in the UK and US plus subsidiaries in Europe and India. Chilworth specialises in material testing as well as consulting and training services for the process industries.



USA

Behavioral Science Technology

DEKRA acquires US consulting company Behavioral Science Technology (BST). Renowned for its expertise, BST specialises in total process and organisational safety for hazardous industries, catering for every level from management to production.

JANUARY
FEBRUARY
MARCH
APRIL
MAY
JUNE
JULY
AUGUST
SEPTEMBER
OCTOBER
NOVEMBER
DECEMBER

2012



DENMARK

TUC Group

In Denmark, DEKRA gains a majority holding in the TUC Group and thus an excellent foothold in the Scandinavian training market. Key specialities include vocational driver training and recruitment services.



AUSTRALIA

Russel Consulting International

DEKRA acquires Russell Consulting International (RCI) in Australia and expands its services for industrial clients in the highly challenging areas of safety, occupational health and safety, and sustainability.

JANUARY
FEBRUARY
MARCH
APRIL
MAY
JUNE
JULY
AUGUST
SEPTEMBER
OCTOBER
NOVEMBER
DECEMBER

2013



SOUTH AFRICA

Raysonics

With the acquisition of Raysonics, DEKRA strengthens its position in South Africa and neighbouring countries. The market leader in non-destructive material testing, Raysonics provides services for clients in industries such as energy and petrochemicals.



NEW ZEALAND

Vehicle Testing New Zealand

In New Zealand, DEKRA gains a majority holding in the local market leader, Vehicle Testing New Zealand (VTNZ). As a result, DEKRA is ideally positioned for further expansion in automotive testing in the rapidly growing Asia-Pacific region.



JANUARY
FEBRUARY
MARCH
APRIL
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JUNE
JULY
AUGUST
SEPTEMBER
OCTOBER
NOVEMBER
DECEMBER

2014



NETHERLANDS

Plurel

DEKRA acquires Dutch company Plurel to expand its offerings for the rail industry. DEKRA is now a leading player in the testing, inspection and certification of rolling stock in Europe.



USA

RCI Safety

In a move that strengthens its consulting business, DEKRA acquires US company RCI Safety. In doing so, DEKRA adds software-based solutions to its existing offerings in the area of organisational and process safety.

HISTORY

DEKRA is now celebrating 90 years in the service of safety. What started with the car has expanded to include a diverse range of safety-related fields in the areas of transport, the workplace and the home. Thanks to the ongoing commitment of our highly qualified employees, DEKRA is now a global provider of safety services.



1925 1926 1927 1928 1929 1930 1931 1932 1933 1934 1935 1936 1937 1938 1939 1940 1941 1942 1943 1944 1945 1946 1947 1948 1949 1950 1951 1952 1953

1925

In Paragraph 2 of the DEKRA Articles of Association, our founders state that the fundamental purpose and objective of the company shall be the advancement of safety:

» The aims of the Association are as follows:

- Development of safety regulations in general,
- Promotion of technical and road safety for motor vehicles,
- Promotion of vehicle ownership,
- Development of motorised transportation,
- Corresponding developments in respect of other plant and machinery,
- Support for and promotion of research in these areas. «

In the early 20th century, the transition to motorised transport is well under way and road safety is rapidly emerging as a major challenge. The industrialist Hugo Stinnes, together with a number of other businessmen, develops the idea of a voluntary technical monitoring service for motor vehicles. On 30 June 1925, the Deutsche Kraftfahrzeug-Überwachungs-Verein e. V. (German Motor Vehicle Inspection Association) – “DEKRA” for short – is registered in Berlin.



2000

The 75th anniversary is an auspicious occasion for DEKRA. Following a strategic reorientation in the mid-1990s, the company is beginning to reap the rewards of diversification beyond the core business of vehicle testing. Now employing around 9,200 people, DEKRA generates revenue of 1.7 billion Deutschmarks (approx. 850 million euros) in the 2000 fiscal year.

The company establishes a foothold in promising growth markets, including product and system certification, material testing and fleet management. DEKRA is now represented in almost all European countries and is ideally positioned for further expansion. In fact, DEKRA is about to embark on a growth trajectory that continues to the present day.

2015

90 years after the founding of DEKRA, we are more committed than ever to our corporate mission of advancing safety – not only in transportation but also at work and at home.

For example, we are now helping the industry to improve production safety through material testing and inspection. We are also advancing safety in consumer electronics through product testing and certification. And with our professional training services, we are promoting health and safety at work.

As we plan for the future, we are also looking forward to our 100th anniversary in 2025. By then, we aim to have achieved our goal of becoming the global partner for a safe world.

1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027





“We will be the global partner for a safe world.”

Safety is one of the most basic human needs, as essential as the air we breathe. It is extremely important, especially in our highly developed world, that we never take safety for granted. As one of the world's leading providers of expert services, DEKRA has been working for a safer world since the company was founded in 1925. Over the years, our expertise has made a significant contribution to reducing the risk of accidents and injuries.

Today, as we celebrate our 90th anniversary, we are about to embark on an important new phase in our history. To help us do that, we have taken the corporate mission laid down by our founders and adapted it to the strategic challenges of the next ten years. Whether on the road, at work or at home, the experts at DEKRA are optimising safety in every area of our lives. In the years ahead, we aim to fulfil our mission on an increasingly global scale. Hence our vision for 2025, our 100th anniversary: “We will be the global partner for a safe world.”

A handwritten signature in black ink, which appears to read "Stefan Kölbl".

Stefan Kölbl

Chairman of the Management Board DEKRA e.V. und DEKRA SE

CREATING SAFETY

IN ALL AREAS OF LIFE.



> ON THE ROAD



> AT WORK



> AT HOME

At DEKRA, safety is in our DNA – as it has been since the very beginning. In the early days, we focused on improving the safety of commercial vehicles. Before long, we were also providing passenger vehicle inspections, expert appraisals, vehicle testing, technical examinations and training.

We subsequently applied the expertise gained from working in road safety to other important areas with social relevance. Through strategic acquisitions in particular, we have diversified enormously and expanded into international markets.

Today, we promote safety in the three fundamental areas of the human environment: on the road, at work and at home. Not just in Germany but in more than 50 countries on all five inhabited continents.

ON THE ROAD

DEKRA is contributing to the continuous reduction in fatalities and injuries from road traffic accidents. As one of the original signatories to the European Road Safety Charter, we are also a major driving force at the political level. In addition, we are committed to improving safety for other modes of transport. Since 2014, DEKRA has been one of the leading European providers of testing, inspection and certification services for rolling stock. We also contribute to air transport safety through the training of security personnel.

1.24 MILLION

people worldwide died in road traffic accidents in 2013. Countries with the highest number of fatalities included China (220,000), India (196,000), Brazil (35,000) and Russia (35,000).

50%

of all road traffic fatalities are pedestrians, cyclists or motorcyclists.

THE NO. 1

cause of death among 15- to 29-year-olds is a road traffic accident.

10 DEATHS

per 100,000 inhabitants: the risk of dying in a road traffic accident is lowest in Europe. Africa has the highest incidence at 24 deaths per 100,000 inhabitants.

518 BILLION

is the estimated annual cost to the global economy in US dollars of road traffic accidents. Depending on country, that amounts to an average of between 1 and 2% of domestic GDP.

5 MILLION

lives are expected to be saved worldwide through the "Decade of Action for Road Safety" launched by the World Health Organization (WHO) in 2011. The European Road Safety Charter aims to halve the number of road accident victims in EU member states by 2020.

AT WORK

Safety at work is a major priority for employers. DEKRA helps to provide that safety in a number of ways. Firstly, we enable manufacturers to operate more safely through services such as material testing and plant and machinery inspection. Secondly, we help companies to establish a comprehensive and behaviour-oriented safety culture. Improved organisational and production processes actively serve to reduce risks in the workplace.

15 SECONDS

Every 15 seconds someone in the world dies from an accident at work or a work-related illness. Annually, that amounts to some 2.3 million deaths. A further 270 million people are injured in accidents at work.

1.25 TRILLION

is the estimated annual cost to the global economy in US dollars of work-related accidents and illnesses. That is equivalent to approximately 4% of global GDP.

NO. 1

in the ranking of the world's safest and most competitive economies is Finland, followed by the United States and Sweden. The worst performers are Indonesia, Russia and Zimbabwe.

50%

of the approximately 9,000 companies in the MSCI All Country World Index (ACWI) are now certified to international standards such as those issued by the OSHA (Occupational Safety & Health Administration). That number has increased greatly in recent years and proves that many companies are boosting their commitment to safety.



AT HOME

DEKRA is also working to improve consumer confidence in the safety of household products. Our product testing and certification services are impartial, independent and compliant with European and international standards. Using state-of-the-art laboratories in Europe and Asia, we test a wide range of tools, garden products, sports goods, toys and consumer electronics for electrical safety, chemical safety and functionality.

8,000 PEOPLE

die each year in Germany alone as a result of household accidents. A further 2.8 million are injured. Approximately 40% of accidental deaths and 33% of accidental injuries occur in the home.

75%

of all accidents requiring hospital treatment in the EU occur in the home, during sport or during other leisure activities.

424,000 PEOPLE

worldwide die each year as the result of a fall. Elderly people over 65 are most vulnerable. More than 37 million falls are so severe they require hospital treatment.

3.1 MILLION

premature deaths worldwide are caused by air pollution. More than half of these deaths occur in developing countries.

10 CHEMICALS

pose a major threat to health according to the World Health Organization (WHO). These include arsenic, asbestos, benzene and dioxins. WHO is promoting the safer management and use of these chemicals through the International Programme on Chemical Safety (IPCS).

ENSURING SAFETY ON PRINCIPLE.

At DEKRA, the benchmark for our business performance are strong revenue and income figures. But when it comes to our daily work, the measurement we use is the level of our contribution to human safety. Within the next ten years, we aim to strengthen our role as a leading promoter of safety worldwide.

It's an ambitious goal, but one we have every chance of achieving. The seven proven principles that underpin our corporate strategy and operational decisions provide the necessary springboard.

Applying these principles will allow us to create a safer world and consolidate our position as a global safety leader.

"Since 2004, DEKRA saw revenue and income rise continuously. As a result, we have created thousands of new jobs in Germany and worldwide. This is our understanding of sustainable and healthy growth."

Roland Gerdon, Chief Financial Officer of DEKRA e.V. und DEKRA SE

GROWTH

DEKRA continues to grow, thereby offering secure and attractive career options.

ECONOMIC SUCCESS

We generate the funds we require to invest in new services and markets.

INNOVATION

We maintain a corporate culture that promotes new ideas.

CUSTOMER-FOCUS

Everything we do is focused on the safety needs of our clients.

PEOPLE-FOCUS

We continuously invest in vocational training and career opportunities for our employees.

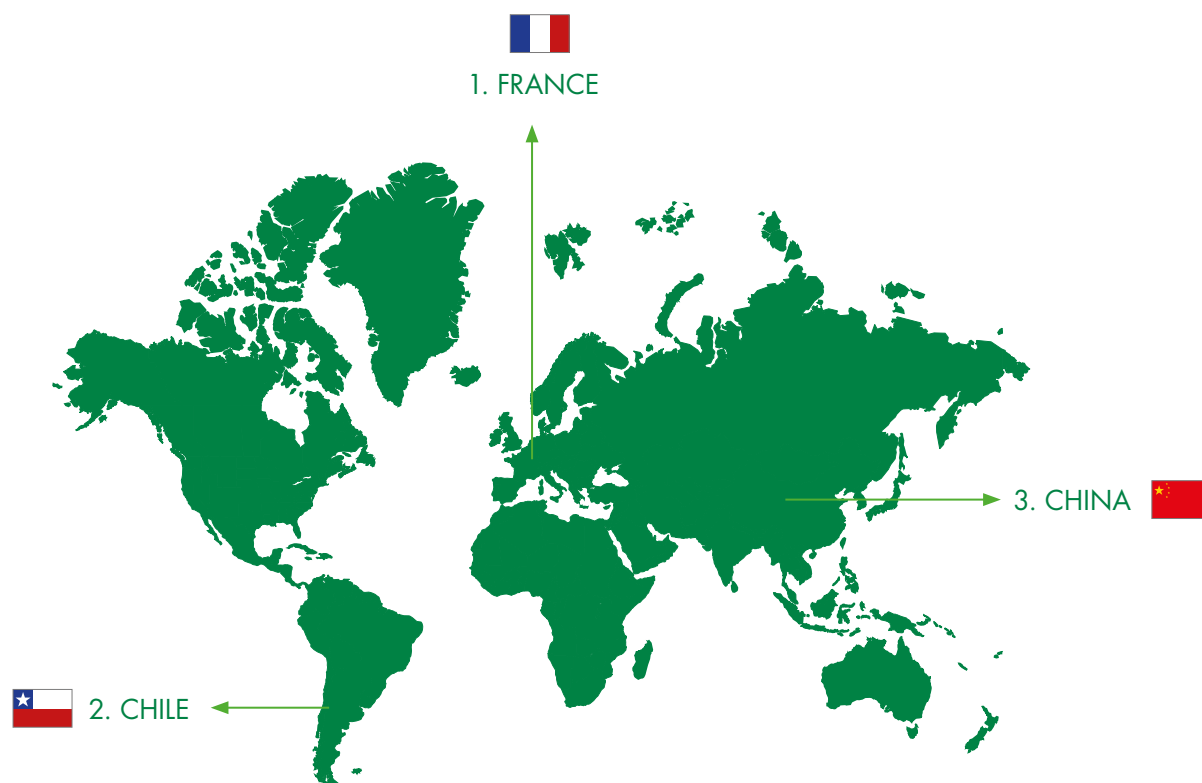
GLOBALISATION

We are committed to expanding our business internationally.

INTEGRATION

We are quick to integrate new employees and companies into the DEKRA family.

ENSURING SAFETY FOR PEOPLE.



Three international success stories with major social relevance.

Safe journeys, a healthy workplace and reliable products – three fundamental areas of the human environment where safety is all-important. The risks in each one are many and varied. To reduce them, governments seek to improve legislation while international bodies develop new regulations and continually upgrade safety standards.

The demand for greater safety is a global phenomenon, from the industrialised nations of the West to the emerging economies of Asia, Africa and South America. DEKRA is helping to shape this trend, as the three examples on the following pages illustrate.



FÉDÉRATION INTERNATIONALE DE L'AUTOMOBILE (FIA)

"We have already greatly improved road traffic safety through the ongoing development of safety technologies like crash tests and airbags. But with new advanced safety systems, we have the potential to save many more thousands of lives in the future."

Jean Todt, President of the FIA (Fédération Internationale de l'Automobile)

The FIA sees safety in motorsport and general road traffic safety as two sides of the same coin. This is why it launched the "FIA Action for Road Safety" campaign in 2011. The Federation advocates for safety at the highest level in discussions with national governments and international organisations, and has the support of 237 member clubs worldwide as well as some of the biggest names in Formula 1 such as Lewis Hamilton and Sebastian Vettel.

FIA President Jean Todt is the driving force behind the initiative. Taking advantage of his wide-ranging technical expertise and international contacts, the former rally champion and Ferrari boss actively campaigns for road traffic safety around the world, working with both private and institutional partners. In addition to the important lobbying and educational work, Todt and the FIA are also working to set standards that aim to further enhance safety in motorsport.

The FIA Institute for Motor Sport Safety & Sustainability is working closely with DEKRA in this regard. For instance, in collaboration with the company Tecpro and the FIA, DEKRA carried out testing for high speed barriers – with impact speeds of over 200 km/h never before seen on the market. The challenging tests resulted in new barrier technology, which is used on many race tracks around the world today – improving safety for the drivers and spectators alike.





ASOCIACIÓN CHILENA DE SEGURIDAD (ACHS)

“Over the last few years, Chile has shown an extraordinary improvement in safety standards. The next challenge is to create an established culture of safety across the country. And DEKRA Insight is an important support for achieving this.”

Miguel Zapata, Safety Strategy Director at ACHS

2013 was a year of celebration for Asociación Chilena de Seguridad (ACHS), a non-profit association that represents half of Chile's workforce, a country of around 45,000 companies. ACHS's objective was to reduce the accident rate from 5.4% as of 2011 to an unprecedented 4% by 2014. This goal was achieved in July 2013, meaning that over 30,000 more workers would be spared injury every year.

The foundation for this achievement was a long-term and comprehensive strategy.

The whole company, from the board of directors to more than 1,000 health and safety professionals worked together with DEKRA Insight on the implementation of a new safety management model. The focus of the strategy was on standardising operations and achieving continuous improvement in the methodologies applied at their associated companies.

By the end of 2012, ACHS called on the services of DEKRA Insight's organisational safety experts to support the strategic plan and broaden the services and methodologies offered to member companies.

DEKRA Insight, a service unit within DEKRA Industrial, trained 17 ACHS

consultants in its sophisticated safety methodology. This expertise has since been shared with ACHS's 35 associated companies from multiple industries, including mining, steel, farm-fishing, forestry, and retail. These companies have a total workforce of around 30,000.







TOY & JUVENILE PRODUCTS ASSOCIATION (TJPA)

"As manufacturers of toys for the entire world, we have an enormous responsibility towards children. That is why we promote safety by means of strict standards and independent testing partners."

May Liang, Vice-President and Secretary General

About 70% of the toys sold in the world come from China. In Europe, approximately 90% of all toys imported from non-EU countries come from the People's Republic. In total, exports in 2014 reached roughly USD twelve billion. With more than 4,500 member companies, the TJPA is the nationally and internationally respected voice of the Chinese toy industry.

Much like the TJPA, DEKRA also pursues a clear objective – parents and children should be able to rely on the safety of toys from China. For this reason, products are tested not only to ensure that they function correctly and are electrically safe, but also for carcinogenic substances, for example. In its chemical laboratories in Shanghai and Guangzhou, DEKRA conducts tests in accordance with the relevant provisions of the EU Toy Safety Directive, the EU REACH chemical regulation and the American CPSIA legislation.

Initial testing of end products is essential, but process safety and quality management in manufacturing are just as important. **DEKRA therefore helps German companies to manufacture safely in China.** DEKRA also regularly passes on its knowledge with regard to a comprehensive understanding of safety to Chinese testing laboratories and quality management institutions. DEKRA expertise is also required at political level when it comes to harmonisation of standards in Asia, the EU and the USA.

COMMITTEES

PRESIDENTIAL BOARD DEKRA e.V.

Thomas Pleines
(President), [Munich](#)
Dipl.-Wirtsch.-Ing. Arndt Günter Kirchhoff,
(Vice-President²⁾), [Attendorn](#)
Prof. Dr. rer. pol. Gerhard Fels
(Vice-President), [Bergisch Gladbach](#)¹⁾
Prof. Joachim Bitterlich, [Berlin](#)¹⁾
Thomas Edig, [Stuttgart](#)²⁾
Günther Fleig, [Stuttgart](#)
Ulrich Graf, [Bäch, Switzerland](#)
Rolf-Peter Hoenen, [Coburg](#)¹⁾
Dipl.-Ing. Bernd Tönjes, [Marl](#)
Peter Tyroller, [Stuttgart](#)
Prof. Dr. Wolfgang Weiler, [Coburg](#)²⁾

¹⁾ until 29 April 2014²⁾ since 29 April 2014

ADVISORY BOARD DEKRA e.V.

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(Chairman), [Ludwigsburg](#)
Prof. Dr.-Ing. Gerhard Zeidler
(Deputy Chairman)
(Honorary President of the Presidential
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Secretary of State Dr. h.c. Rudolf Böhmeler,
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Christian Buchel, [Paris, France](#)
Fred B. Irwin, [Frankfurt/Main](#)
Dr. Eckart John von Freyend, [Bad Honnef](#)
Mathias Krage, [Hanover](#)
Dr. techn. Georg Pachta-Reyhofen,
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Robert Rademacher, [Cologne](#)
Prof. Dr. Hermann Requardt, [Erlangen](#)
Dr. Harald Schwager, [Speyer](#)
Stefan Strick, [Hürth](#)
Dr. jur. Axel Theis, [Baierbrunn](#)
Prof. Dr. Thomas Weber, [Stuttgart](#)

MANAGEMENT BOARD DEKRA e.V.

Stefan Kölbl (Chairman),
[Leinfelden-Echterdingen](#)
Roland Gerdon, [Stuttgart](#)

SUPERVISORY BOARD DEKRA SE

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Hartwig Meis
(Deputy Chairman⁴⁾), [Warendorf](#)^{1),3)}
Dipl.-Ing. (FH) Heinrich Breitbach
(Deputy Chairman), [Offenbach](#)^{1),2)}
Marcus Borck, [Bühl](#)¹⁾
Prof. Dr. Sabine Fließ, [Möhnesee](#)
Nicolas Gibaudan, [Suzette, France](#)¹⁾
Jean-Luc Inderbitzin,
[Doulevant-le-Château, France](#)¹⁾
Wilfried Kettner, [Dermbach](#)^{1),3)}
Dipl.-Wirtsch.-Ing. Arndt Günter Kirchhoff,
[Attendorn](#)
Jörg Leiser, [Ettingen](#)^{1),2)}

Dipl.-Ing. (FH) Wilhelm Oberfranz,
[Munich](#)
Monika Roth-Lehnen, [Wuppertal](#)¹⁾
Peter Tyroller, [Stuttgart](#)
Prof. Dr. Wolfgang Weiler, [Coburg](#)

¹⁾ employee representatives²⁾ until 21 October 2014³⁾ since 21 October 2014⁴⁾ since 2 December 2014

MANAGEMENT BOARD DEKRA SE

Stefan Kölbl (Chairman),
[Leinfelden-Echterdingen](#)
Roland Gerdon, [Stuttgart](#)
Clemens Klinke, [Boffzen](#)
Ivo Rauh, [Stuttgart](#)
Jörg Mannsperger, [Stuttgart](#)

REPORT OF THE CHAIRMAN OF THE SUPERVISORY BOARD

**Ladies and gentlemen,
members, clients and partners,**

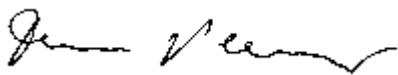
Safety and security are fundamental human requirements. As Wilhelm von Humboldt wrote in 1792, “Without security, there can be no freedom.” DEKRA is committed to meeting that need in the field of technical safety – as it proved once again in the 2014 fiscal year. The evidence can be seen in the company’s stable and healthy growth as reflected in the figures for the year. Revenue, profit and employee numbers have all seen further increases.

These achievements are partially the result of organic growth based on the company’s strong position in established markets. In addition, DEKRA improved its access to high-growth markets through strategic acquisitions and international expansion, e.g. in material testing, plant safety and rail transport. The key to these developments is the company’s consistent focus on its corporate mission of maximising safety – a mission DEKRA has pursued for the past 90 years through a diverse range of expert services, initiatives and projects.

The growing demand for safety is a major trend that is set to gather pace in the years ahead, especially in emerging markets. DEKRA is continuously and systematically preparing for these new demands in the fields of testing, inspection and certification services. During the 2014 fiscal year, and with the full support of the supervisory bodies, the Management Board refined its corporate mission and adapted its strategic posture to promote greater safety in three key areas of life: on the road, at work and at home.

Given the positive global outlook in the core automotive business, investment has been shared between the DEKRA Automotive business unit and the more recently established segments covered by DEKRA Industrial and DEKRA Personnel. As a result, we can look forward to a continued period of healthy and stable growth.

On behalf of the Presidential Board and Supervisory Board, I would like to thank all the members of DEKRA e. V. as well as our clients and partners for their continued confidence and support. I am also particularly grateful to all DEKRA employees for everything they have done for the company. Their commitment and expertise are the absolute foundation for the continued success of DEKRA.



Thomas Pleines
President of the Presidential Board of DEKRA e. V.
Chairman of the Supervisory Board of DEKRA SE



Thomas Pleines

Thomas Pleines, born in 1955, was appointed President of the Presidential Board of DEKRA e. V. and Chairman of the Supervisory Board of DEKRA SE in 2011. A lawyer by profession, he was Chief Executive Officer at Allianz Versicherungs AG in Munich from 2006 until 2010.

“We are about to enter
a new stage in the history
of our company.”



Stefan Kölbl
Chairman of the Management Board of DEKRA e.V. and DEKRA SE

REPORT OF THE CHAIRMAN OF THE MANAGEMENT BOARD

Ladies and gentlemen,

DEKRA was originally founded in Berlin on 30 June 1925. Over the past 90 years, we have dedicated ourselves to ensure safety. Today, this issue is becoming increasingly important in every part of the world. According to the International Monetary Fund (IMF), the testing, inspection and certification sectors are growing at an annual rate of around 5%. In the 2014 fiscal year, DEKRA played a significant role in fulfilling the fundamental need for safety. During this period, we increased our revenue by 8.6% to more than 2.5 billion euros. As such, DEKRA is growing faster than the market. Our adjusted EBIT also improved to 175 million euros. The size of our workforce increased by more than 2,400 employees – due to a combination of new acquisitions and the creation of new jobs. Today, there are approximately 35,000 staff in more than 50 countries on all five continents helping DEKRA to fulfil its mission to ensure safety.

In 2014, we maintained our growth across a broad range of sectors. Thanks to positive results from all three business units, this was our eleventh year of growth in succession. DEKRA Automotive continued its expansion in the global vehicle inspection sector. By handling approximately 26 million inspections annually, DEKRA remains the world leader in this core business segment, as it has been for a number of years. In the high-growth region of Asia-Pacific, DEKRA subsidiary Vehicle Testing New Zealand (VTNZ) achieved a record result last year. Total revenue from automotive services grew by 7.4% to 1.33 billion euros. An additional 120 million euros came from industrial inspections conducted through the DEKRA network in Germany.

DEKRA Industrial also continued to grow despite challenging conditions in many parts of Europe. Revenue rose by 5.9% to 702 million euros. With the acquisition of Dutch company Plurel, DEKRA is now one of the leading European providers of inspection services for rolling stock. Another development in the Netherlands was the opening of a high-tech lab complex for product testing and certification. In the growing North American market, we strengthened our consulting and software expertise for organisational and process safety with the acquisition of US company RCI Safety. In the DEKRA Personnel unit, DEKRA Academy has extended its qualification options for foreign care staff in German hospitals. The DEKRA Arbeit Group expanded its business with major industrial clients and is now one of the top ten temporary employment companies in Germany. Our total revenue from training, education and personnel services increased by 16.9% to 456 million euros.

In the interconnected global economy, where stringent safety requirements affect all areas of life, consumers and businesses need a capable partner with proven international reach. To meet those expectations, we have adapted our corporate mission to address the challenges of the next ten years. By the year 2025, we aim to achieve our goal of being “the global partner for a safe world”. DEKRA is set to continue its growth thanks to the unique expertise and commitment of our employees, the continued confidence of our clients and the excellent cooperation with our supervisory bodies and social partners. I would like to take this opportunity to thank them all warmly for their support.



Stefan Kölbl
Chairman of the Management Board DEKRA e.V. and DEKRA SE

MANAGEMENT BOARD DEKRA SE



Stefan Kölbl



Roland Gerdon

“Different markets, same



Ivo Rauh



Jörg Mannsperger



Clemens Klinke

goal: safety.”



Stefan Kölbl

Chairman of the Management Boards of DEKRA e. V. and DEKRA SE

Stefan Kölbl has been Chairman of the Management Boards of DEKRA e. V. and DEKRA SE since 2010. An economist by profession, he worked as a management consultant before joining DEKRA in 2000.

Roland Gerdon

Member of the Management Board of DEKRA e. V. and DEKRA SE

Roland Gerdon is Personal Director and part of the Management Board of DEKRA SE since 2003. In 2006 he joined the Management Board of DEKRA e. V. He is responsible for financial strategy, human resources and IT.

Clemens Klinke

Member of the Management Board of DEKRA SE,
Head of the DEKRA Automotive Business Unit

Clemens Klinke joined the Management Board of DEKRA SE in 2010 and serves as Technical Director for the DEKRA Group. Trained as a mechanical engineer, he also heads the DEKRA Automotive business unit.

Ivo Rauh

Member of the Management Board of DEKRA SE,
Head of the DEKRA Industrial Business Unit

Ivo Rauh joined the DEKRA SE Management Board in 2012. A qualified industrial engineer, he previously held managerial posts in industry and the service sector. Ivo Rauh also heads the DEKRA Industrial business unit.

Jörg Mannsperger

Member of the Management Board of DEKRA SE,
Head of the DEKRA Personnel Business Unit

Jörg Mannsperger joined the Management Board of DEKRA SE in 2010 and has headed the DEKRA Personnel business unit since 2009. A lawyer by profession, he previously held managerial positions in the publishing industry.

“We act future oriented and grow globally.”

DEKRA is made up of three business units that are leaders in their respective fields. From automotive services through industrial inspections to qualification and personnel services, our expertise is always relevant.

All three units are increasingly profiting from our global orientation and ongoing international expansion. And with our entrepreneurial spirit and innovative services, we are already looking to the markets of the future.



Further details available at: www.dekra-vision2025.com

**DEKRA AUTOMOTIVE**

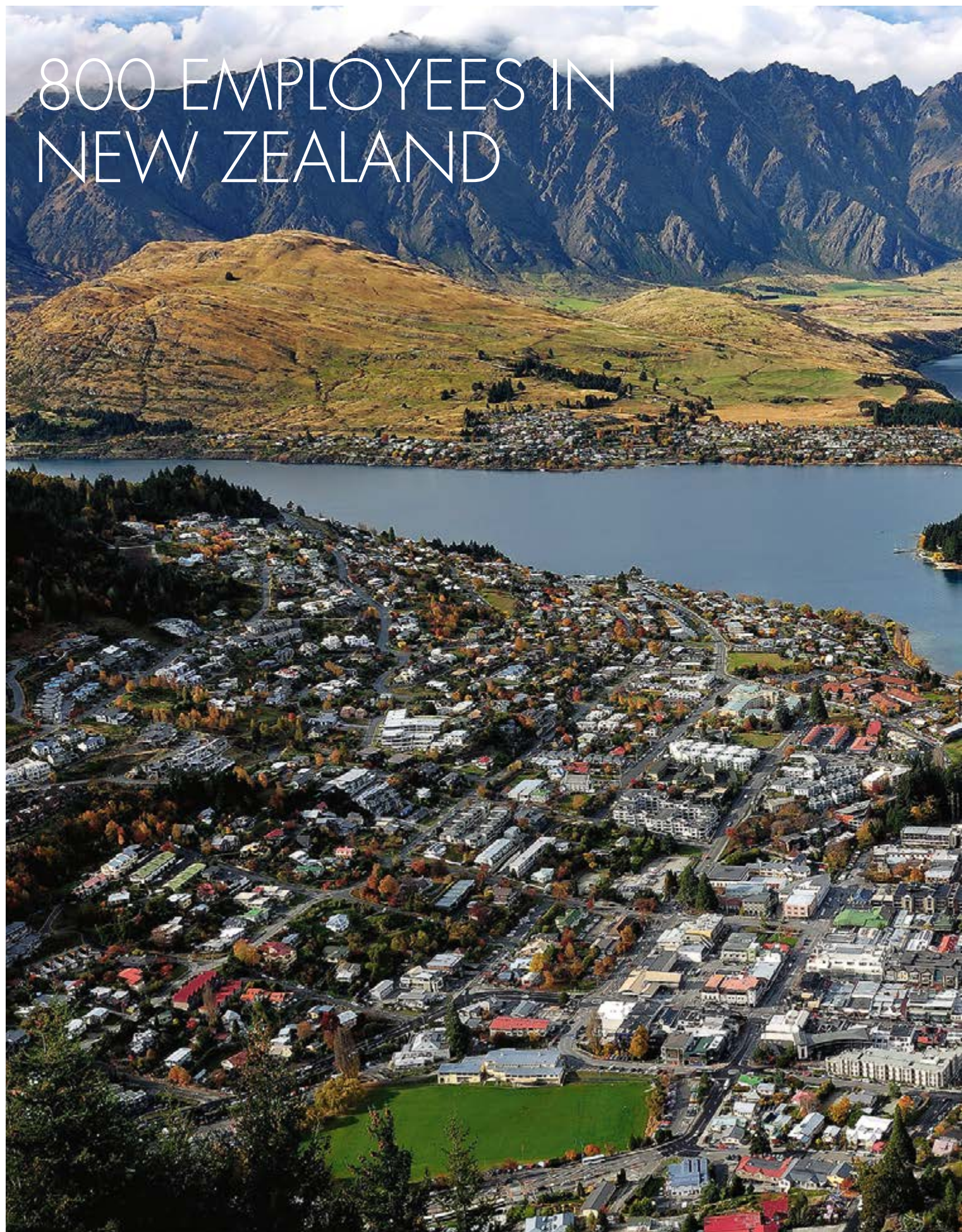
NEW ZEALAND: 800 EMPLOYEES

**DEKRA INDUSTRIAL**

NETHERLANDS: 14,000 SQUARE METRES

**DEKRA PERSONNEL**

GERMANY: 100,000 PROFESSIONAL DRIVERS



800 EMPLOYEES IN NEW ZEALAND



DEKRA AUTOMOTIVE

> Investing in safety: from May 2015, DEKRA will be the sole provider of car, motorcycle and HGV licence testing to New Zealand's 4,509,900 inhabitants.

"Safer Journeys" is the title of New Zealand's national road safety strategy. The goals are to optimise vehicle safety while improving the standard of driver training. DEKRA is helping with both. Acquired in 2013, Vehicle Testing New Zealand (VTNZ) is not only the local market leader in vehicle inspection, it has also been tasked with all practical driver testing for cars, trucks and motorcycles nationwide. In its tender application, VTNZ cited its well-developed network of test centres, its existing experience with driving theory testing and its dedicated project team with support from DEKRA in Germany.

 Further details available at: www.dekra.de/en

DEKRA AUTOMOTIVE

The DEKRA Automotive business unit was able to strengthen its market leadership despite fierce competition from other providers. During 2014, revenue rose by 7.4% to around 1.33 billion euros. This was bolstered by a further 120 million euros from regularly scheduled industrial services provided through DEKRA Automobil GmbH in Germany.

DEKRA Automobil GmbH has been providing regularly scheduled industrial services in Germany since 2013. This has enabled us to rapidly expand our offerings in this sector through our nationwide network of branches. The 2014 fiscal year saw significant growth in machinery and plant safety services. A number of new clients were acquired in this segment, including one of the country's leading suppliers of lifts and escalators. In addition, DEKRA has established itself as a partner to industrial companies for the Legionella testing required by the new German regulations on drinking water.

Successful in Germany

In the core business area of automotive services, DEKRA Automobil GmbH in Germany saw revenues grow by around 3% to 1.03 billion euros. With a market share of around 34% and approximately 11 million vehicle inspections annually, DEKRA is the clear segment leader in Germany. In the area of driver licencing, DEKRA conducted its ten millionth practical test and participated in the introduction of the electronic test record. DEKRA has also been tasked with a number of other test procedures by various authorities, including the fishing licence test in Saxony and the local knowledge test for taxi drivers in Berlin.

German expertise continued to play an important role in our global expansion during 2014. Many government authorities in Europe and elsewhere rely on DEKRA Automobil GmbH for driver licencing. For example, recently acquired company Vehicle Testing New Zealand (VTNZ) won the tender for driver testing from the New Zealand Ministry of Transport with the aid of key expertise from DEKRA in Germany.

VTNZ is also a prime example of our ongoing expansion in vehicle testing. The market leader in New Zealand, VTNZ achieved record results with its 80 test centres and approximately 800 employees. In North America, DEKRA has increased the number of test centres to around 50. These are spread across five US states: California, Utah, Texas, Georgia and North Carolina. Our US clients now include one of the country's leading dealers in pre-owned commercial vehicles, for whom we provide safety inspections on heavy-goods vehicles nationwide.

More test centres in Sweden

DEKRA is also making good progress in Sweden, where it has been accredited as an expert organisation since the market was deregulated in 2011. In 2014, the number of test centres was increased by more than 50% to a total of 38. In the process, DEKRA took a major step towards the ultimate goal of creating a nationwide network for this important Scandinavian market. Worldwide, the total number of vehicle inspections rose to 26 million. Accordingly, DEKRA remains the world's leading provider of vehicle testing services.

26 million

Vehicle Inspections

With a total of 26 million vehicle inspections, DEKRA is both the world market leader and a major contributor to global road safety.



In our after sales business with automotive manufacturers and brand dealers, DEKRA made two key acquisitions that enable us to provide a wider range of services across a larger geographical area: in our second home market, France, we added the Paris-based consulting and training specialist Comequal, while in the UK we acquired TTL Automotive, a specialist provider of process optimisation and personnel management services for dealerships. In the growing North American market, we expanded our business with European and American car manufacturers, for example in the used car management segment.

“2014 was another good year. Once again, we succeeded in opening up new markets for our automotive services.”

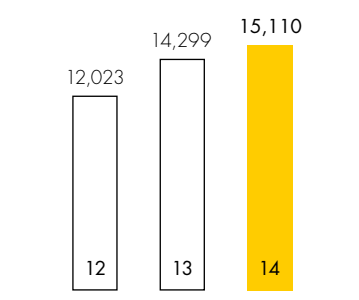
Clemens Klinke, Member of the Management Board at DEKRA SE and Head of the DEKRA Automotive Business Unit

DEKRA AUTOMOTIVE	2012	2013	2014
Total revenue in million euros	1,170.9 ²⁾	1,236.9 ^{1), 2)}	1,327.7 ¹⁾
Employees (as of Dec. 31)	12,023	14,299	15,110
SERVICES Revenue in million euros			
Vehicle Inspection	708.2	741.3	808.3
Expertise	265.7	285.9	277.1
Automotive Solutions	112.3 ²⁾	116.8 ²⁾	139.1
Homologation & Type Approval	23.2	26.5	25.6
Claims Services	34.0	33.7	38.9
Other revenues	27.5	32.7	38.7

¹⁾ Total revenue does not include sales of around 120 million euros (previous year: 110 million euros) relating to industrial services provided by DEKRA Automobil GmbH across its network of German sites.

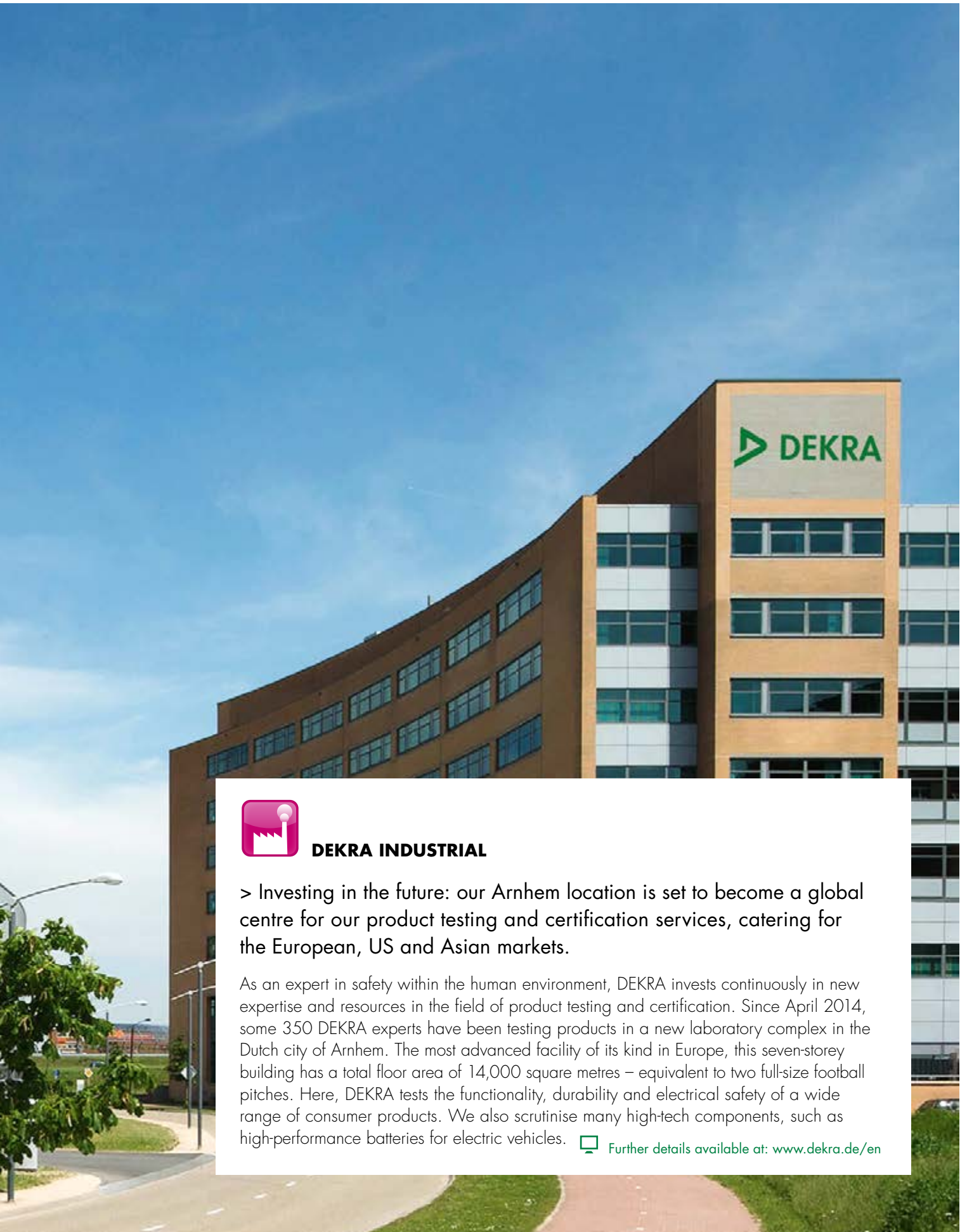
²⁾ The prior-year figures have been restated due to structure changes.

EMPLOYEES DEKRA AUTOMOTIVE



NEW 14,000 SQUARE METRES FACILITY IN THE NETHERLANDS





DEKRA INDUSTRIAL

> Investing in the future: our Arnhem location is set to become a global centre for our product testing and certification services, catering for the European, US and Asian markets.

As an expert in safety within the human environment, DEKRA invests continuously in new expertise and resources in the field of product testing and certification. Since April 2014, some 350 DEKRA experts have been testing products in a new laboratory complex in the Dutch city of Arnhem. The most advanced facility of its kind in Europe, this seven-storey building has a total floor area of 14,000 square metres – equivalent to two full-size football pitches. Here, DEKRA tests the functionality, durability and electrical safety of a wide range of consumer products. We also scrutinise many high-tech components, such as high-performance batteries for electric vehicles.



Further details available at: www.dekra.de/en

DEKRA INDUSTRIAL

DEKRA Industrial acquitted itself well in what was a relatively difficult economic environment. Revenue grew by 5.9% to 702.2 million euros. This figure includes 120 million euros for regularly scheduled industrial inspections conducted by DEKRA Automobil GmbH through its nationwide network in Germany. The most buoyant markets in 2014 were North America, Asia and South Africa. Growth was particularly strong in the areas of consulting, product testing/certification and material testing.

For the DEKRA Industrial business unit, the 2014 fiscal year was marked by solid organic growth and a number of strategic acquisitions. In addition to expanding our service portfolio, we improved our position in high-margin markets and as a partner for multinational clients.

With the acquisition of Dutch company Plurel, we increased our range of offerings for the rail transport industry. Plurel specialises in the testing, inspection and certification of rolling stock, with services ranging from material and wear testing through mechanics and calibration to signalling and control. As a result of this acquisition, DEKRA is now one of the leading players in the European rail sector. We have also gained a presence in the Benelux countries as well as France and the UK.

Wider range of offerings for international clients

In the area of material testing and inspection, DEKRA strengthened its position internationally through the strategic acquisition of Visatec. A market leader in Germany, Visatec develops video systems and remotely operated vehicles used primarily for the inspection of nuclear and conventional power stations as well as in the oil and gas industry. Headquartered in the Allgäu region in southern Germany, Visatec also operates abroad, for example in Hungary, Brazil and the United States. This acquisition increases our expertise in plant engineering and the development of special test equipment.

In consulting, DEKRA strengthened its position through the acquisition of RCI Safety, a leading provider of organisational and process safety solutions. Based in the United States, the company's software expertise complements our existing resources at BST and Chilworth. These three companies – BST, Chilworth and RCI Safety – now operate under the DEKRA Insight brand, serving the global market from 19 locations in 16 countries. Clients include multinational industrial companies across a wide variety of sectors. To support our global expansion, we have also opened an office in Oman and strengthened our presence in China.

20% share of the certification market

DEKRA has also consolidated its position in the product testing and certification market. In 2014, we increased our share of the global certification sector to around 20%. The objective now is to build on that position of strength. To help us cater for this market, we opened a state-of-the-art laboratory in the Dutch city of Arnhem. With these innovative test facilities and our additional testing services, we plan to expand this area of our business, with one target industry being the automotive sector. From the new facility in Arnhem, we will manage all our product testing and certification services for clients with international operations in what is a steadily growing market.

Top 1

most modern testing
laboratory in Europe

In Arnhem DEKRA owns
first-class testing equipment.



Another important element in our current growth strategy is the Asia-Pacific region. These markets are traditionally dominated by testing and certification services for products destined for global export. There is also growing demand – in China, for example – for the testing and certification of electric vehicle components as well as plant and process safety services. As a leading provider of electric mobility services, DEKRA is working closely with both vehicle manufacturers and regulatory authorities in China. Typical requirements include the testing of battery technologies and the national recharging infrastructure.

“In the 2014 fiscal year, we continued to strengthen our market position in terms of both content and reach through targeted acquisitions.”

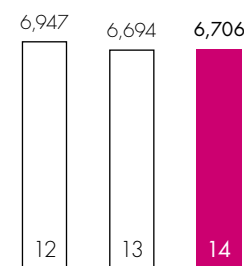
Ivo Rauh, Member of the Management Board at DEKRA SE and Head of the DEKRA Industrial Business Unit

DEKRA INDUSTRIAL	2012	2013	2014
Total revenue in million euros	630.5 ²⁾	662.7 ^{1), 2)}	702.2 ¹⁾
Employees (as of Dec. 31)	6,947	6,694	6,706
SERVICES Revenue in million euros			
Industrial & Construction Inspection	341.5	336.5	348.8
Material Testing & Inspection	112.5	127.1	133.5
Product Testing & Certification	74.3	77.4	84.4
Business Assurance	54.3 ²⁾	58.5 ²⁾	66.5
Insight (Consulting)	43.0 ²⁾	58.3 ²⁾	66.0
Other revenues	4.9 ²⁾	4.9 ²⁾	3.0

¹⁾ Total revenue includes sales of around 120 million euros (previous year: 110 million euros) relating to industrial services provided by DEKRA Automobil GmbH across its network of German sites.

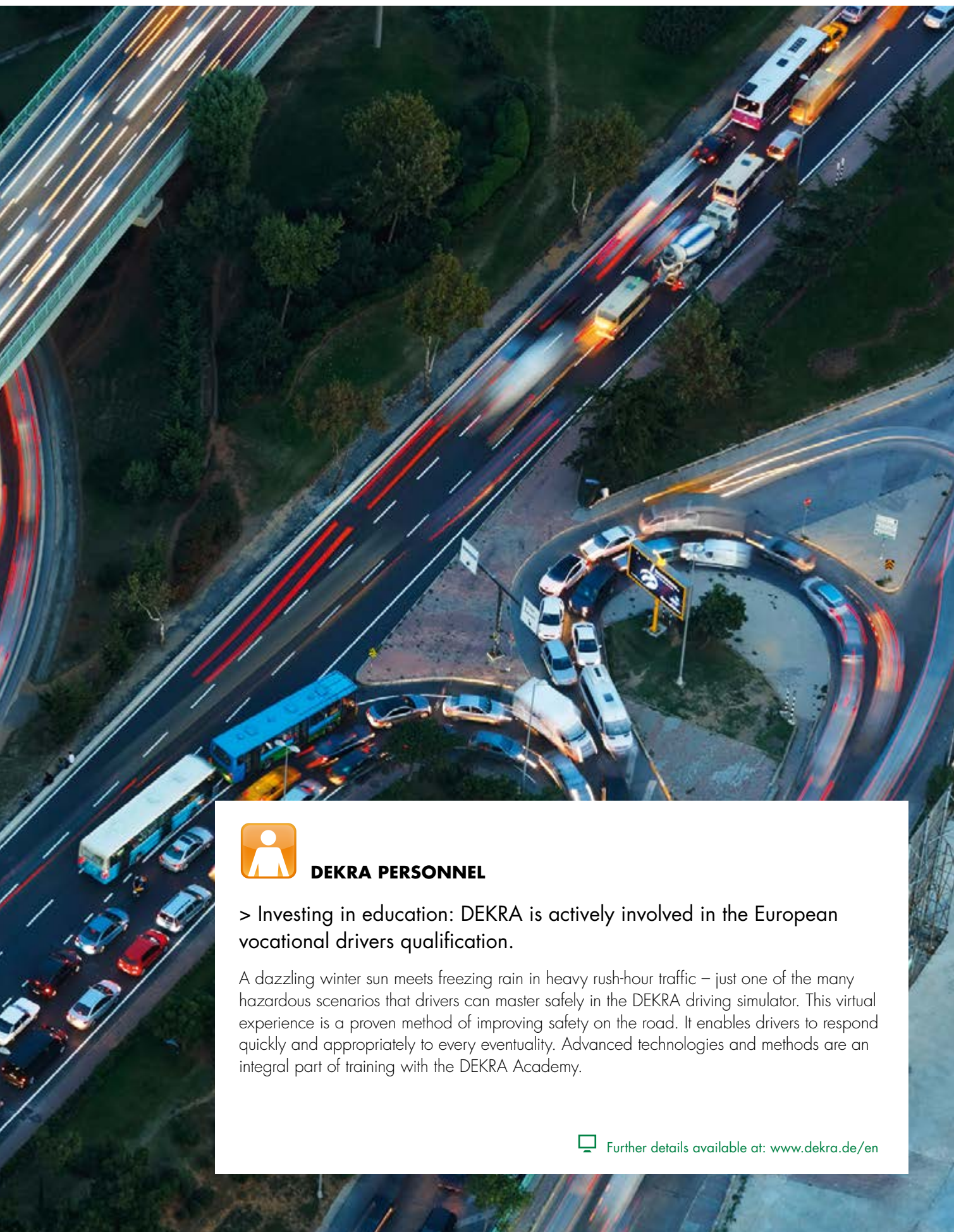
²⁾ The prior-year figures have been restated due to structure changes.

EMPLOYEES DEKRA INDUSTRIAL



100,000 PROFESSIONAL
DRIVERS ARE NOW READY
FOR THE CHALLENGES OF
EUROPE'S ROADS





DEKRA PERSONNEL

> Investing in education: DEKRA is actively involved in the European vocational drivers qualification.

A dazzling winter sun meets freezing rain in heavy rush-hour traffic – just one of the many hazardous scenarios that drivers can master safely in the DEKRA driving simulator. This virtual experience is a proven method of improving safety on the road. It enables drivers to respond quickly and appropriately to every eventuality. Advanced technologies and methods are an integral part of training with the DEKRA Academy.



Further details available at: www.dekra.de/en

DEKRA PERSONNEL

In the 2014 fiscal year, the DEKRA Personnel business unit saw revenue increase by 16.9% to 456.4 million euros. DEKRA Personnel consists of two service units: Training & Education and Temporary Work. Both contributed to this year's positive results and are extremely well positioned in their respective markets.

The DEKRA Academy recorded positive growth in its corporate and international business, and remains one of the largest private-sector training providers in Germany. There was strong demand for truck driver training as required by German legislation on vocational driver qualifications ("BKrFQG"). Approximately 100,000 drivers completed at least one module during 2014 – a rise of 50% over the previous year.

With state-of-the-art technologies playing an increasingly important role in training, DEKRA has introduced a dedicated learning management system. This "virtual academy" meets the growing demand from both the public and private sectors for online training options. The first set of courses for logistics specialists were introduced in Munich and Leipzig. Students benefit from a flexible system that includes self-learning modules as well as digital and web-based study.

Unique offering for foreign care workers

Another area of growing demand in Germany in 2014 was for qualified caregivers. DEKRA consolidated its already unique position in this market by offering a new training option that enables foreign caregivers to work in German hospitals. In addition to the established three-year course – available in Hungary, for example, since 2013 – there is now a twelve-month option with intensive vocational and language training. The new course was

launched in November 2014 in Serbia. In addition, DEKRA created a new subsidiary in Romania tasked with recruiting local caregivers and preparing them for work in Germany.

In Greece, we continued with our pilot project in the tourism sector based on the dual system of education and training. The project began in late 2013 and is supported by the German Federal Ministry of Education and Research. There is strong interest among school-leavers, and employers are pleased with the quality of trainees. Consequently, DEKRA has created a dedicated company to develop the project further.

Clear positioning as premium provider

In the 2014 fiscal year, the DEKRA Arbeit Group continued to reap the rewards of its clear positioning as a premium provider in the temporary employment market. Despite the restrictive regulatory environment, 2014 was yet another year of significant growth. This was achieved through two acquisitions as well as via organic growth at the 120 existing locations in Germany and abroad. DEKRA fared well, nationally and internationally, catering for major clients in the automotive and logistics industries. Existing contracts were either extended in duration or expanded to incorporate additional locations.

100,000

instructions

The DEKRA driving simulator trains vocational drivers for different everyday situations.



According to the industry benchmark Lünendonk List, DEKRA is now one of Germany's top 10 providers in the field of temporary employment and recruitment services. This strong market position was confirmed by a number of awards, including our selection as a "Top Personnel Service Provider for 2014" by Focus magazine in Germany. Focus compared more than 100 recruitment companies from the perspective of HR departments and prospective employees. Only those companies that rated particularly highly from both points of view were presented with this award.

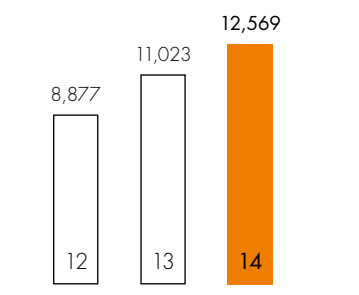
In 2014, one in three temporary workers recruited by DEKRA went on to receive a permanent position with the respective client. DEKRA is thus a prime example of how temporary employment can be a springboard to something more. Thanks to our excellent reputation in the marketplace, DEKRA is consistently able to recruit and deploy the qualified cover our clients need.

"Step by step, we are opening up new markets at home and abroad for our training and personnel services."

Jörg Mannsperger, Member of the Management Board at DEKRA SE and Head of the DEKRA Personnel Business Unit

EMPLOYEES DEKRA PERSONNEL

DEKRA PERSONNEL	2012	2013	2014
Total revenue in million euros	336.0	390.3	456.4
Employees (as of Dec. 31)	8,877	11,023	12,569
SERVICES Revenue in million euros			
Training & Education	144.2	155.4	160.5
Temporary Work	191.8	234.9	295.9



DEKRA MANAGEMENT TEAM

“Our mission: We ensure safety.”

The 20-strong management team is responsible for the strategic and operational management of DEKRA SE.



Stefan Kölbl
Chairman of the Management Board
DEKRA e.V. and DEKRA SE



Roland Gerdon
Member of the Management Board
DEKRA e.V. and DEKRA SE



Clemens Klinke
Member of the Management Board
DEKRA SE, Head of Business Unit
DEKRA Automotive



Ivo Rauh
Member of the Management Board of
DEKRA SE, Head of Business Unit
DEKRA Industrial



Jörg Mannsperger
Member of the Management Board of
DEKRA SE, Head of Business Unit
DEKRA Personnel



Mark Thomä
Senior Vice President Business
Development, M&A, Organisation
& Processes



Donald O. Nicholson
Chief Regional Officer
North America



Guido Kutschera
Managing Director
DEKRA Automobil GmbH



Wolfgang Linsenmaier
Managing Director
DEKRA Automobil GmbH



Dr. Gerd Neumann
Managing Director
DEKRA Automobil GmbH



Frédéric Schmitt
Managing Director
DEKRA Automotive Solutions



Marcel Blinde
Managing Director
Material Testing & Inspection



Colin Duncan
CEO BST
DEKRA Insight



Lothar Weihofen
Managing Director
DEKRA Certification Group



Bert Zoetbrood
Managing Director
DEKRA Certification Group



Suzana Bernhard
Managing Director
DEKRA Arbeit GmbH



Stephan Heigl
Director Communication
and Marketing



Ulrich Rothfuchs
Director Legal and Compliance



Kai Varnai
Director Human Resources



Dr. Kai Zercher
Director IT

DEKRA SUSTAINABLE

As we work to achieve lasting safety, our efforts are founded on confidence in DEKRA's expertise, impartiality and independence. That trust is earned through the integrity of our employees and of our corporate culture. In order to strengthen our sustainability – both strategic and operational – we devoted considerable resources in 2014 to developing the organisational framework for a sustainability management programme. **One of the key elements within that framework is our supply chain.**



SAFETY AND RESPONSIBILITY

> OUR POSITION

1. Our actions ensure safety – that is the guiding principle of our corporate strategy.
2. By providing our services, we are helping to fulfil society's basic need for safety.
3. The Management Board has taken steps to systematically embed safety within our organisation.

> OUR GOALS

1. In 2015, DEKRA will continue to define its vision for 2025 as part of the strategic process for the individual business units.
2. We will promote innovative services that ensure the highest levels of safety.



IMPARTIALITY AND INTEGRITY

> OUR POSITION

1. Compliance and quality management remained key priorities when integrating newly acquired companies.
2. We continued to adapt our reporting system due to increased demands in the areas of general safety, safety at work and data protection.
3. We conducted worldwide compliance trainings for our employees.

> OUR GOALS

1. Classroom training will be supplemented with e-learning modules in selected countries.
2. We are consistently implementing our standards of integrity and independence in our new markets.

As DEKRA continues to grow internationally, we remain committed to improving sustainability.



EMPLOYEES

> OUR POSITION

1. The integrated health management programme was developed in 2014 and implemented at via a range of measure.
2. A number of centralised and decentralised measures were introduced to promote the development of managerial and junior talent.

> OUR GOALS

1. We will continuously develop our safety at work and work protection policies.
2. We will also continue to expand our internal health management activities.
3. Using our global talent management programme, we will develop young talent.



ENVIRONMENT

> OUR POSITION

1. The newly created environmental protection unit systematically records the environmental impact of carbon emissions, energy consumption and paper use.
2. DEKRA continues to follow sustainable building standards when refurbishing company properties.

> OUR GOALS

1. We rise awareness of environmental issues among employees and management through workshops.
2. Environmental officers will be appointed within each group company to facilitate Group-wide collection of environmental data.

DEKRA ENGAGED

With our diverse range of expert services, DEKRA is working to optimise safety in three key areas: on the road, at work and at home. We are also committed to raising public awareness of important safety issues – especially among children, teenagers and young adults. As in previous years, we were involved in a number of initiatives in 2014. In the area of road safety, one of DEKRA's core concerns, our projects cater for school-age children and young drivers. In our development of young talent, we focused on safety-related issues in the world of motorsport. We have also been active in other forms of sport, where we continued our commitment to fair play.



ROAD SAFETY

> ROAD SAFETY REPORT

First published in 2008, the annual DEKRA Road Safety Report provides information and insights for government, business and industry bodies. The 2014 report, "Urban Mobility", has already attracted considerable interest.

> TO STAY SAFE, USE YOUR HEAD

Children are at particular risk on the road. Accordingly, we are committed to raising their awareness – and their visibility. In 2014, we distributed approximately 200,000 bright-red caps to schoolchildren. This brings to 1.9 million the number of road safety caps we've issued in schools since the programme began back in 2004.

> SAFETYCHECK

Created to promote safety among younger drivers, the Safety-Check campaign has now been running for eight years. DEKRA experts provided free safety checks on almost 16,000 vehicles.

> COMPULSORY HIGH-VIS VEST

In July 2014, Germany joined many other European countries in requiring that all vehicles carry at least one high-visibility vest. DEKRA helped out by providing free vouchers via motoring magazine AutoBILD.



PROMOTING YOUNG TALENT

> FORMULA STUDENT

This annual competition provides a unique opportunity for the next generation of engineers to prove themselves under genuine race conditions. In August 2014, 115 student teams from 24 countries competed at the Hockenheim circuit in Germany – with DEKRA as official technical partner.

> COOPERATION WITH UNIVERSITIES

DEKRA works closely with five universities in Germany as part of our HR development programme. The aim is to promote talent from within the company and secure that talent for the future. With a range of professional and financial incentives on offer, the hiring rate is currently over 90%.

> TRAINING AS AN EXPERT

In the many months it takes to train a test engineer or expert, candidates are familiarised with every area of specialisation, providing an excellent foundation for their future career. This also helps DEKRA because we recruit most of our managerial staff from within our own ranks.

“Providing a protective environment for children affected by war or natural disaster is a natural extension of our role as a global innovator in safety. We are very pleased to be able to support UNICEF in this way.”

Stefan Kölbl, Chairman of the Management Boards of DEKRA e. V. and DEKRA SE



SPORT

- > **GERMAN TOURING CAR MASTERS (DTM)**
2014 saw the 25th anniversary of our entry into the world's leading touring car championship as series sponsor and official technical partner. Our motorsport experts have a range of responsibilities at race weekends, including full technical inspection of all vehicles.
- > **FORMULA 1**
DEKRA has been a sponsor in Formula 1 for over 20 years. From 1992 to 2000, we were the principal cap sponsor for Michael Schumacher. Since 2004, we've supported Nico Hülkenberg. In 2015, the DEKRA logo will again have pride of place on the 27-year-old driver's cap.
- > **INTERNATIONAL MOTOR SPORTS ASSOCIATION (IMSA)**
As of the beginning of 2015, DEKRA is the official technical partner of IMSA, who are responsible for racing series in North America.
- > **GERMAN FOOTBALL REFEREES**
At DEKRA, our commitment to fair play also extends to sport. For the past eleven years, we have been the official referee sponsor for the German Football Association (DFB). This partnership is based on our shared values of impartiality, expertise and dependability.



Child-Friendly Space Peshkhabour/Irak, near the Syrian border (© UNICEF/Khuzaiie)

Child Friendly Spaces is a UNICEF programme to safeguard children in disaster zones. The aim is to create spaces where children feel safe to play, learn and create. Aid workers are on hand to assist the girls and boys as they recover from what are often traumatic events. In 2014, DEKRA supported Child Friendly Spaces with a donation of 100,000 euros.

DEKRA WORLDWIDE



DEKRA AUTOMOTIVE

Vehicle Inspection
Expertise
Automotive Solutions
Homologation & Type Approval
Claims Services



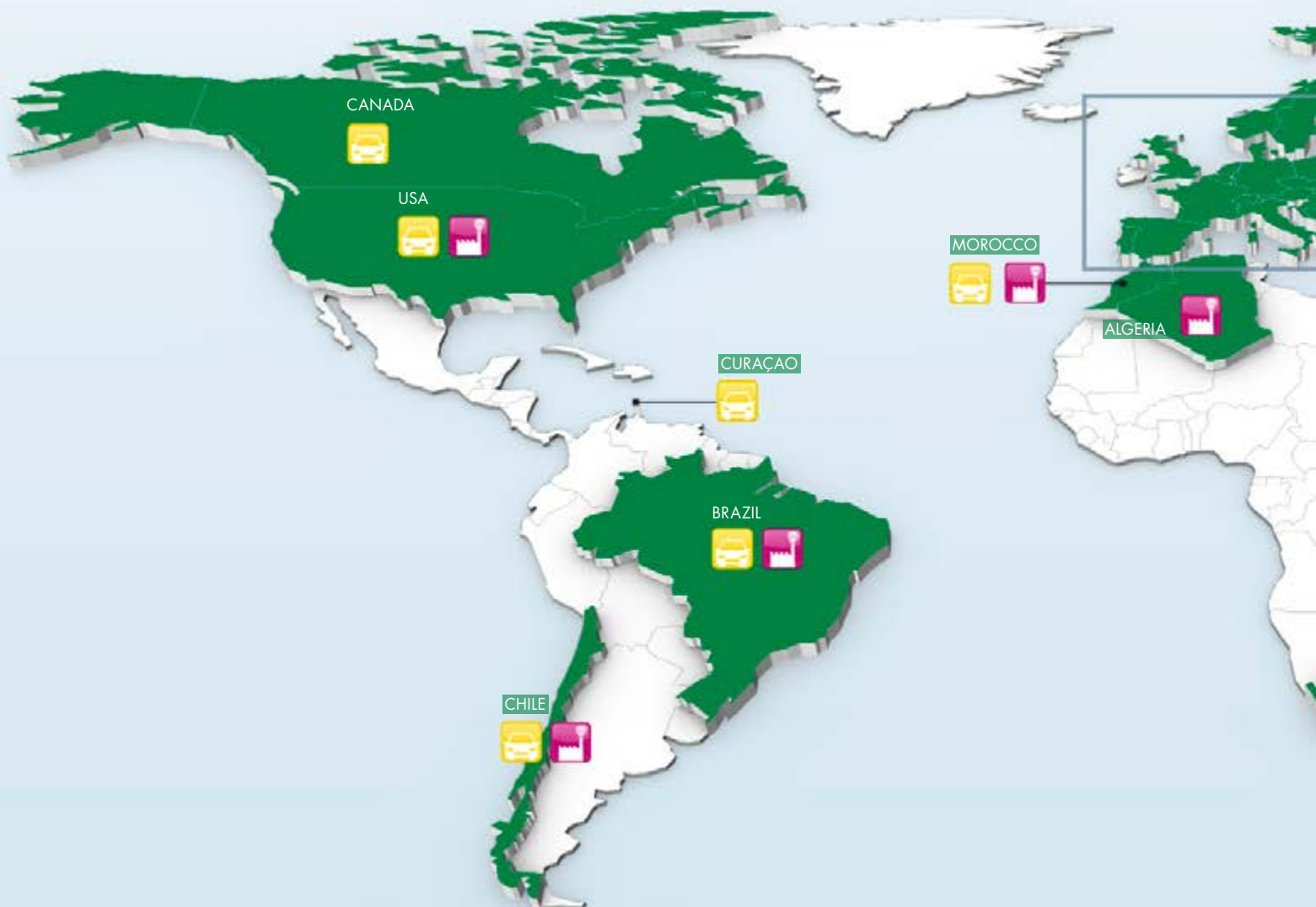
DEKRA INDUSTRIAL

Industrial & Construction Inspection
Material Testing & Inspection
Product Testing & Certification
Business Assurance
Insight (Consulting)



DEKRA PERSONNEL

Training & Education
Temporary Work





DEKRA SERVICES

AUTOMOTIVE SERVICES



Vehicle Inspection



Expertise



Automotive Solutions



Homologation
& Type Approval



Claims Services

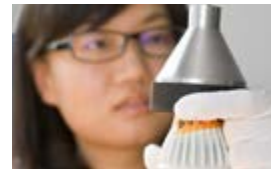
INDUSTRIAL SERVICES



Industrial & Construction
Inspection



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& Inspection



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Business Assurance



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PERSONNEL SERVICES



Training & Education



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