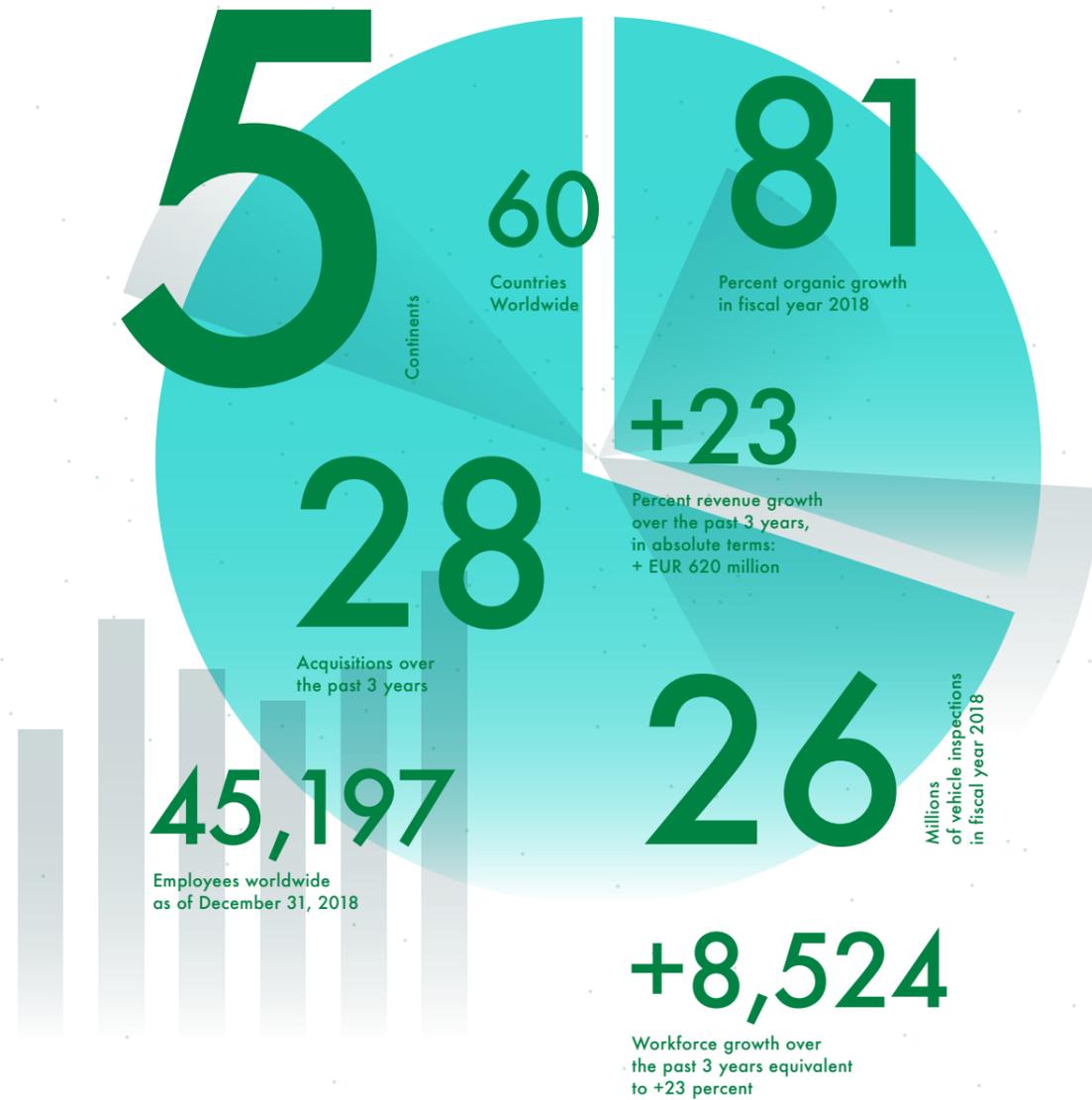


WINNING



TOGETHER

DEKRA
at a glance



WINNING

Annual Report
2018 – 2019

TOGETHER

Key Performance Indicators

DEKRA
Indicators

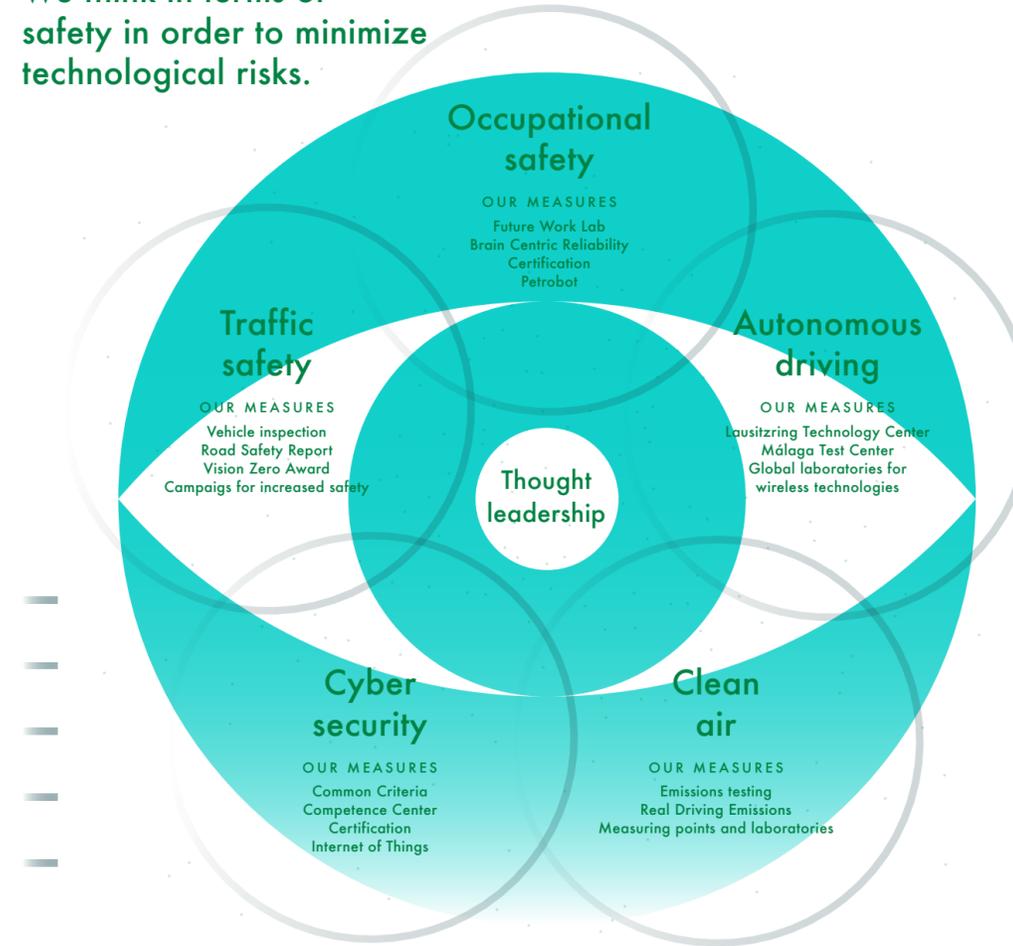
KEY DATA OF DEKRA SE	2016	2017	2018	
Revenue and Income				
Revenue	in EUR million	2,903.6	3,134.8	3,340.5
of which Automotive	in EUR million	1,501.3	1,557.5	1,638.6
of which Industrial	in EUR million	851.4	896.4	940.0
of which Personnel	in EUR million	520.9	650.1	735.2
of which Other	in EUR million	30.0	30.8	26.7
Adjusted earnings before taxes (EBT)	in EUR million	200.9	228.9	227.9
Adjusted earnings before interest and taxes (EBIT)	in EUR million	220.6	236.1	242.3
Adjusted EBIT margin	in %	7.6	7.5	7.3
Investment and cash flow				
Investments	in EUR million	81.2	89.2	123.7
Cash flow from operating activities	in EUR million	209.3	104.3	94.0
Balance sheet				
Total assets	in EUR million	2,091.3	2,090.2	2,267.0
Non-current assets	in EUR million	1,226.2	1,239.4	1,350.9
Current assets	in EUR million	865.1	850.7	916.0
Equity	in EUR million	543.5	635.5	748.8
Equity ratio	in %	26.0	30.4	33.0
Employees				
Number as of 31/12.		39,357	44,057	45,197
Personnel expenses	in EUR million	1,832.4	2,021.6	2,189.4
AUTOMOTIVE				
	in EUR million	1,501.3 ¹	1,557.5 ¹	1,638.6 ¹
Vehicle Inspection	in EUR million	916.6	955.2	1,007.0
Expertise	in EUR million	302.1	318.1	322.8
Automotive Solutions	in EUR million	178.0	188.8	198.0
Homologation & Type Approval	in EUR million	30.4	29.7	37.8
Claims Services	in EUR million	39.0	36.4	43.1
Other Income	in EUR million	35.2	29.3	29.9
INDUSTRIAL				
	in EUR million	851.4 ²	896.4 ²	940.0 ²
Industrial & Construction Inspection	in EUR million	378.0	405.8	429.6
Material Testing & Inspection	in EUR million	155.1	160.4	159.8
Product Testing & Certification	in EUR million	164.2	177.0	188.3
Business Assurance	in EUR million	76.5	82.2	91.0
Insight	in EUR million	74.9	71.0	71.3
Other Income	in EUR million	2.7	0.0	0.0
PERSONNEL				
	in EUR million	520.9	650.1	735.2
Training & Education	in EUR million	185.5	197.3	205.7
Temporary Work	in EUR million	335.4	452.8	529.5
OTHER				
	in EUR million	30.0	30.8	26.7

1 - Total revenue does not include revenue of around EUR 186 million (2017: EUR 169 million, 2016: EUR 150 million) from industrial services provided by DEKRA Automobil GmbH for regional German projects.
2 - Total revenue includes revenue of around EUR 186 million (2017: EUR 169 million, 2016: EUR 150 million) from industrial services provided by DEKRA Automobil GmbH for regional German projects.

Infographic

Thought leadership

We think in terms of safety in order to minimize technological risks.



We provide the basis for all people worldwide to move without fear and hazard-free in an ever faster and more automated future. Tens of thousands of DEKRA experts work for a safe life without serious injuries and death or data abuse.
Whether on the road, at work or at home.

WINNING

Annual Report
2018 – 2019

TOGETHER

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New corporate structure

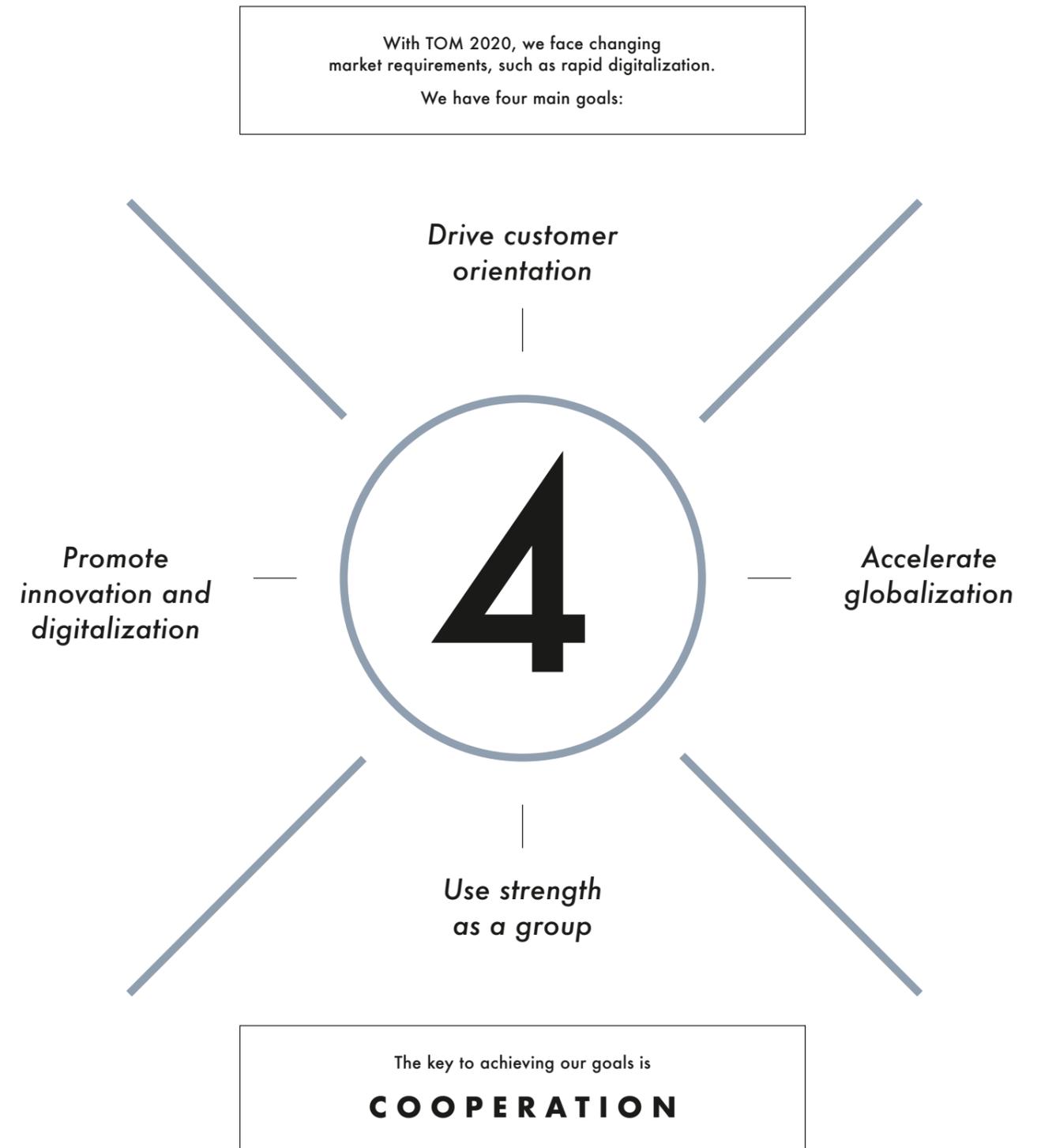
04 – TOM 2020
06 – 8 Regions
08 – Service Divisions

WINNING — TOGETHER

WINNING — TOGETHER

New corporate structure

With the Target Operating Model 2020 (TOM 2020), DEKRA has geared its corporate structure to future growth. With eight Service Divisions and eight regions, comprehensive expertise have been networked since 2019 on a global scale. This allows DEKRA to respond even more effectively to the needs of markets and customers.



New corporate structure

Re

8 Regions – increased safety

With the new regional structure, we are accelerating our global growth and our claim to be “the global partner for a safe world”. The eight regions and the new central sales organization provide comprehensive, customized solutions for our services.

North America

3 percent share of sales
552 employees

South America

1 percent share of sales
282 employees

ns

WINNING — TOGETHER



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WINNING — TOGETHER

North-West Europe

10 percent share of sales
2,976 employees

Germany

59 percent share of sales
22,130 employees

East & South Asia

3 percent share of sales
1,485 employees

South-West Europe

16 percent share of sales
8,239 employees

Central East Europe & Middle East

5 percent share of sales
7,807 employees

Southern Africa & Oceania

3 percent share of sales
1,726 employees

New corporate structure

Ser

8 Service Divisions – increased safety

The eight new Service Divisions focus on developing and optimizing our services to provide our customers with even better service in the future. In the course of digitalization and increasing networking, the Service Divisions are working on the safety solutions of tomorrow and reaffirming our role as Thoughtleaders for safety.

Vehicle Inspection

All periodic and non-periodic vehicle inspections

Claims & Expertise

All services related to expert opinions and claims settlement as well as Fleet Operations and Remarketing

Product Testing

All services related to product testing and certification as well as homologation and type testing services

Industrial Inspection

All services relating to inspections of buildings, facilities, machinery and infrastructure, including materials testing & inspection

Consulting

All consulting services and services related to asset integrity management and occupational, environmental and health protection

Audits

All services related to audits and system certifications

Training

All services related to training and qualification

Temp Work

All personnel services: Personal Management, Solution Management, Event & Logistic Management, Human Resources Management

vi

ces

Winning together

- 10 – Editorial - Stefan Kölbl
- 12 – Safe from the ground up
- 16 – Management Team





STEFAN KÖLBL
 Chairman of the Management Board
 DEKRA e.V. and DEKRA SE, CEO

Together, we create
 the best solutions

Team spirit is part of DEKRA's corporate culture and a key success factor. But in a world of technological change, the exponential expansion of knowledge and digital networking, we are facing new challenges in this regard as well.

DEKRA will therefore consistently network the knowledge and experience of the people in the company. Because together they create the optimal solutions, designed to meet changing and growing customer expectations.

The timing of this step could not be better: After 15 years of continuous growth, DEKRA is a strong company in every respect – economically sound, globally positioned, with high competence and acceptance in all business areas.

At the beginning of the 2019 fiscal year, we continued to expand our organization to include the Automotive, Industrial and Personnel business units, with the target operating model (TOM 2020) instead of the previous structure: Today, our global service offering is structured in eight Service Divisions and eight regions. In this way, we network our competences on a global scale, and can better meet the needs of our markets and customers. This applies to traditional business areas such as vehicle inspection, but above all, enhances the potential that digitalization opens up for us.

Thanks to the new basic organization, we will be able to fulfill our mission of providing safety even better in future and continue to grow sustainably.

I firmly believe: Thanks to our new basic organization, we can better fulfill our statutory mission of safety in the future and continue to grow sustainably. Our organizational development is also an important step towards realizing our vision of becoming the global partner for a safe world in the three key areas of life on the road, at work and at home by 2025.

With TOM 2020, we have created the conditions for continuing our long-term growth in 2019 and beyond. To that end, we will further develop the content of our services and offer them in around 60 countries on all continents. Safety is a basic human need, which is why we are also enthusiastic about it in 2019. That's how we win together.

Winning together

Safe from the ground up

WINNING — TOGETHER

Today, DEKRA is a broad-based expert organization with expertise in the three key areas of life on the road, at work and at home.

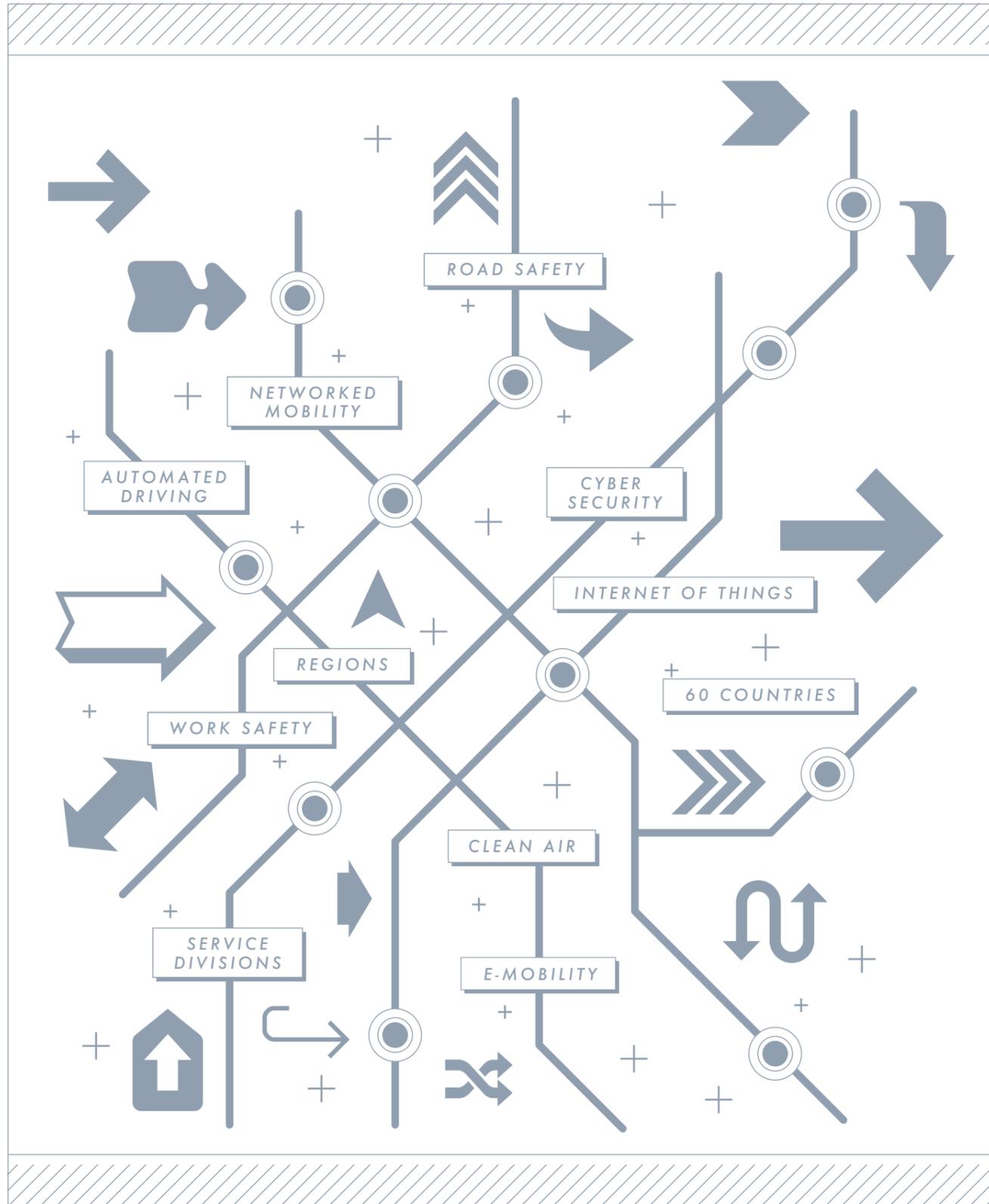


Thoughtleaders IN safety

Since its founding in 1925, DEKRA has been a successful corporate endeavor in the name of safety. Winning together is our own tradition. Already from the beginning, our self-image grew from being a Thoughtleader in safety - at that time mostly with strong relation to the vehicle safety due to the strongly increasing motorization of road traffic in the 1920s. In the following decades, we developed the vehicle testing firm into a broad-based expert organization with competence in the three key areas of life on the road, at work and at home.



WINNING — TOGETHER



Winning together

Systematically
EXPANDING
areas of expertise

DEKRA has systematically expanded its expertise, especially in the past 15 years of growth, and has opened up many new markets both in Germany and internationally. We recognized the safety megatrend early on. This allowed us to quickly establish ourselves as a leading supplier in growth markets such as industrial, material and product testing. Furthermore, we systematically expanded our fleet management business as well as organizational and process safety.

In view of the digital transformation of the economy and society today, one focus of our strategic focus lies in safety issues relating to networked mobility. We are Thoughtleaders in areas such as cyber security and wireless connectivity. We are currently building the largest manufacturer-independent test center for automated driving in Europe in the new Federal States at the Lausitzring in Klettwitz near Dresden.

Transformation
INTO A
global player

DEKRA has transformed itself over 15 years of steady and healthy growth: from a company with a focus on Germany, France and other European countries, to a globally successful group with activities in around 60 countries. Its ascent to global player since the beginning of the 2000s is reflected in selected key figures:

- Sales more than tripled
- Number of employees quadrupled
- Number of employees outside Germany increased over 19-fold
- Market entry in more than 30 new countries
- Foreign sales grew almost 21 times over
- Over 100 acquisitions
- One billion Euro from new services

Excellently
positioned

Following its transformation into a global player, DEKRA stands in an excellent position to sustainably participate in and continue to grow in the safety and digitalization megatrends. With our new organizational structure and orientation, the Target Operating Model 2020 (TOM 2020), we have set the course for the future. We will exploit our multi-faceted opportunities. With the new structure of eight Service Divisions and eight regions, we are creating a global network of experts and expertise. Through interaction and collaboration across national and professional boundaries, we use technology change to foster an inspiring and technology-friendly environment internally, and to develop digital business models.

Innovative
solution provider

We are moving from a position of being experts on specific products and services to being a provider of innovative solutions. For our customers, we reduce the complexity resulting from rapid technological development and increasing regulatory requirements. Thanks to our clear understanding of their needs, we become the safety partner on a global scale.

Winning together
— our team stands —

And to learn how we already network expertise to the benefit of our customers, see page 20.

Management Team

Winning

DEKRA Management Team

DEKRA has grown steadily over the past 15 years. With the passion of a dedicated Management Team, in the future we will continue on our path of growth.



together

WINNING — TOGETHER

WINNING — TOGETHER

Winning together

DEKRA
Management Team



- | | | | |
|---|---|--|---|
| <p>1 _FRÉDÉRIC SCHMITT
Head of Region North-West Europe,
Executive Vice President
DEKRA Group</p> <p>2 _TONI PURCARO
Head of Region Central East Europe
& Middle East, Executive Vice
President DEKRA Group</p> <p>3 _YVONNE BOLACH
Executive Vice President
DEKRA Group, Accounting</p> <p>4 _JÖRG MANNSPERGER
Executive Vice President
DEKRA Akademie Group Germany</p> <p>5 _LOTHAR WEIHOFEN
Executive Vice President
DEKRA Group, Service Division
Consulting</p> <p>6 _ROMAN ZADROZNY
Executive Vice President
DEKRA Group, Service Division
Audits</p> <p>7 _BERT ZOETBROOD
Head of Region South America,
Executive Vice President
DEKRA Group</p> | <p>8 _FERNANDO HARDASMAL
Executive Vice President
DEKRA Group, Service Division
Product Testing</p> <p>9 _ERIC A. LABE
Head of Region North America,
Executive Vice President
DEKRA Group</p> <p>10 _SOPHIE DOMINJON
Head of Region South-West Europe,
Executive Vice President
DEKRA Group</p> <p>11 _STEPHAN HEIGL
Executive Vice President
DEKRA Group, Communications
& Brand Management</p> <p>12 _JOAKIM WIKEBY
Executive Vice President
DEKRA Group, Service Division
Industrial Inspection</p> <p>13 _WOLFGANG LINSENMAIER
Member of the Management Board
DEKRA SE, CFO, HR and IT</p> <p>14 _STEFAN KÖLBL
Chairman of the Management
Board DEKRA e.V. and DEKRA SE,
CEO</p> | <p>15 _CLEMENS KLINKE
Member of the Management Board
DEKRA SE, COO,
Regions and Sales,
Head of Region Germany</p> <p>16 _DIETMAR METZGER
Executive Vice President
DEKRA Group, Service Division
Training</p> <p>17 _IVO RAUH
Member of the Management Board
DEKRA SE, CTO,
Services and Innovation</p> <p>18 _JANN FEHLAUER
Executive Vice President
DEKRA Automobil GmbH Germany</p> <p>19 _SUZANA BERNHARD
Executive Vice President
DEKRA Group, Service Division
Temp Work</p> <p>20 _ULRICH ROTHFUCHS
Executive Vice President
DEKRA Group, Legal,
Compliance & Data Protection</p> <p>21 _STAN ZURKIEWICZ
Head of Region East & South Asia,
Executive Vice President
DEKRA Group</p> | <p>22 _GUIDO KUTSCHERA
Executive Vice President
DEKRA Automobil GmbH Germany</p> <p>23 _DR. KERIM GALAL
Executive Vice President DEKRA
Group, Strategy & Innovation</p> <p>24 _MIKE WALSH
Head of Region Southern Africa
& Oceania, Executive Vice
President DEKRA Group</p> <p>25 _WIM TER VOERT
Executive Vice President
DEKRA Group, Service Division
Claims & Expertise</p> <p>26 _KAI VARNAI
Executive Vice President
DEKRA Group, HR</p> <p>27 _NICOLAS BOUVIER
Executive Vice President
DEKRA Group, Service Division
Vehicle Inspection</p> <p>28 _MARK THOMÄ
Executive Vice President
DEKRA Group, Marketing & Sales</p> <p>29 _MARCEL VOGELMANN
Executive Vice President
DEKRA Group, Controlling</p> |
|---|---|--|---|

WINNING — TOGETHER

Stories

- 20 – The testing app from the Arctic Circle
- 28 – Robot cars overtake racers
- 36 – Climbing skills under control
- 44 – Mobility – organized intelligently



WINNING — TOGETHER

The testing app

from the
Arctic Circle

The testing app from the Arctic Circle

Innovations are everywhere – even on the edge of the Arctic Circle. In Finnish Lapland, DEKRA's test engineer Tiina Vakkala and her team are working on a web application that could revolutionize the inspection of industrial plants.

Who would have thought that Lapland would be so loud? The rolling mills roar, the exhaust blows and heavy-steel rollers drive to their destination on automated cars accompanied by loud warning tones. Equipped with earmuffs and safety clothing, DEKRA's test engineer Tiina Vakkala and Juha Raitanen, an expert in non-destructive testing of materials, set to work in the cold rolling mill of the Outokumpu Stainless Oil plant in Tornio, Finland. Every three months, the chemical pipelines and storage tanks in the cold rolling mill must be checked. Using a map on her smartphone, the engineer navigates to the first destination. Here, her gaze wanders over a labyrinth of pipes, pumps and valves until she discovers what she was looking for: a small QR code sticker. While Raitanen unpacks his ultrasound machine to measure the wall thickness of the hydrofluoric acid tube, Vakkala scans the code with her cell phone. A window for the measuring point appears on the display. Here, Vakkala can not only view the data of prior inspections, but also immediately save the newly measured value. They are already setting out for the next measuring point.

Before VALTO360, inspections were an analog affair.

PAPERLESS CHECKING

"When I go to Outokumpu, I don't need paper and pencil anymore – and the customer gets his results delivered digitally," says Vakkala. This is possible through an app called VALTO360 (see infographic). "Before VALTO360, inspections were an analog-only matter. We had simple spreadsheets and the customer had to wait at least a week for results." The app, which runs on any smartphone or tablet, allows measurement results to be captured digitally on the spot. But what makes VALTO360 so special is its 360° panoramic images:

The testing app from the Arctic Circle

As with Google Street View, systems can be captured and mapped using special cameras. The tester can thus move virtually through the system on his/her mobile phone and receive measurement points and instructions that he/she can compare with the real environment. This makes work immensely easier, especially on large sites – as in the 14-hectare cold rolling mill in Outokumpu with around 850 measuring points. “When testing, we are usually on our own – there is no map yet. That made it almost impossible for us to change the tester,” says Vakkala.

Customers also benefit from the app: Not only do they receive their results faster, but they can also extend the program to include individual applications.

CUSTOMIZED

The 36-year-old Finn has long had the vision of a digital assistant. “But what I imagined was just not commercially available,” she says. For this reason, Vakkala rolled up her sleeves and developed VALTO360 together with the agency Systems Garden. The app not only makes life easier for testers, but also benefits customers. Not only do you receive your results faster, but you can also extend the app individually. “Moreover, we continue to develop VALTO to incorporate additional customer needs,” says Vakkala. In Lapland alone, there is massive interest: Three customers are already using VALTO360, while the fourth is being set up.

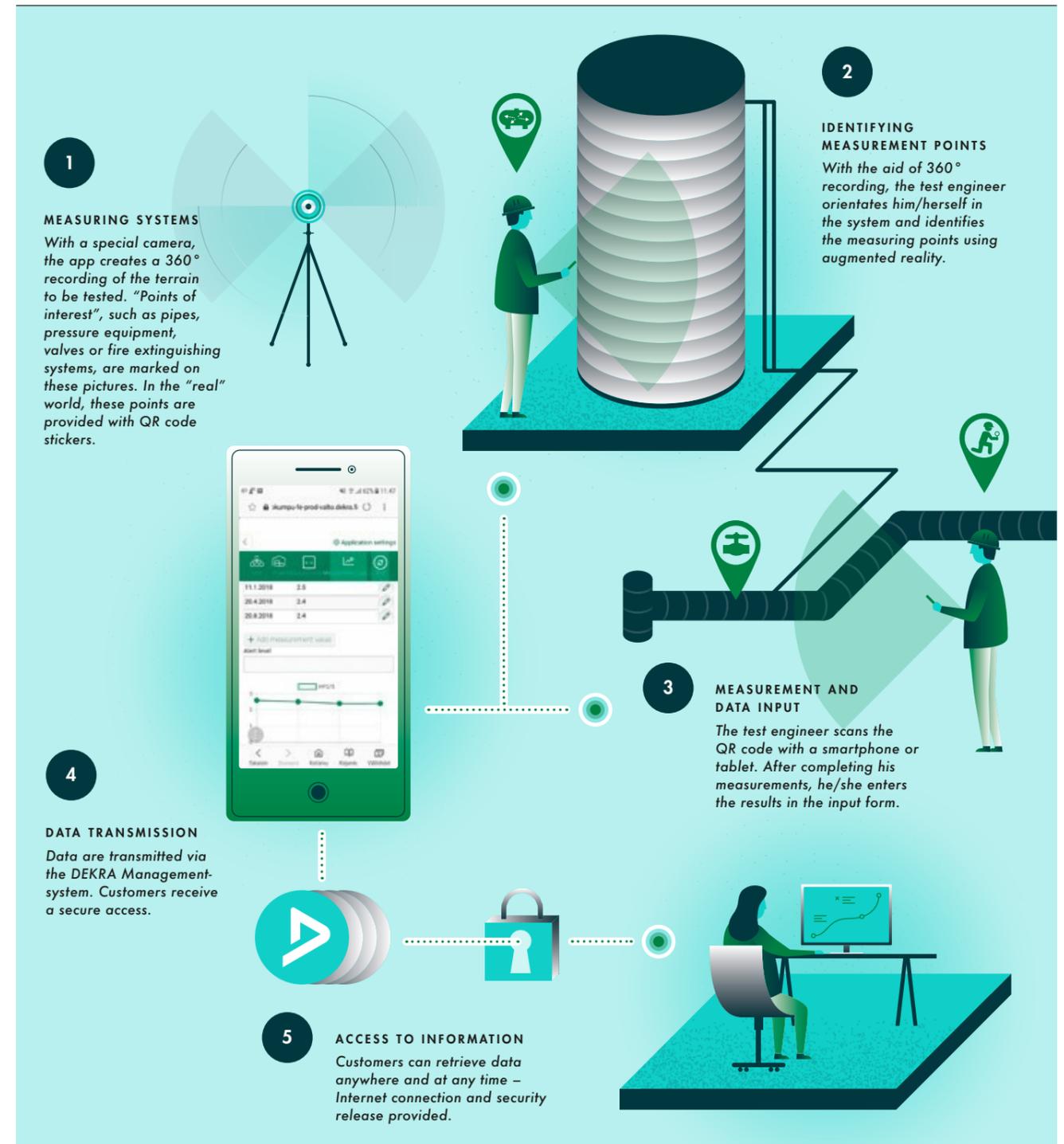
AUGMENTED REALITY:
WITH THE HOLOLENS IN THE STEEL MILL

VALTO360 has also caught the attention of the headquarters in Stuttgart. The large office of Andreas Grasse and Sebastian Rolf is an oasis of calm compared to the Finnish cold rolling mill. Grasse and Rolf are part of the “Digital Innovation Lab”. Their Mission: To promote and push forward IT-technological innovations at DEKRA. “In March 2018, we were in Finland to come up with new ideas for the app in an international workshop,” explains Grasse. There, he used one of his “favorite toys”: The HoloLens, or so-called “mixed reality glasses”, which are controlled by language and head movement. In the future, it could become a terminal for VALTO360. The tester receives all the information – e.g. measuring points – directly into his/her field of view and can control the glasses via gestures. “There is also the option of connecting a colleague

Infographic

The app at work

Gone are the days of simple spreadsheets. The VALTO360 application digitizes the inspection of industrial plants and the customer receives its data in real time.

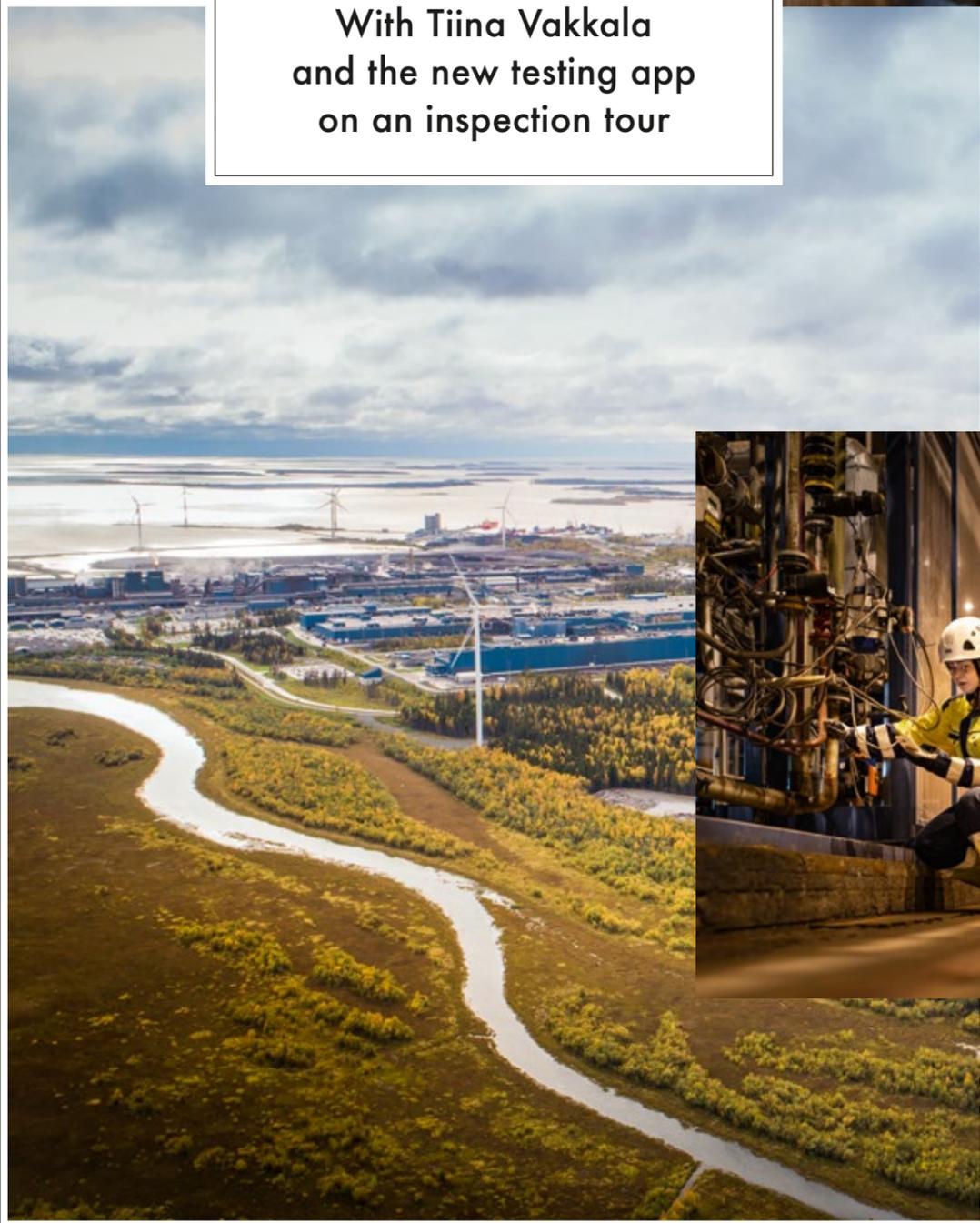


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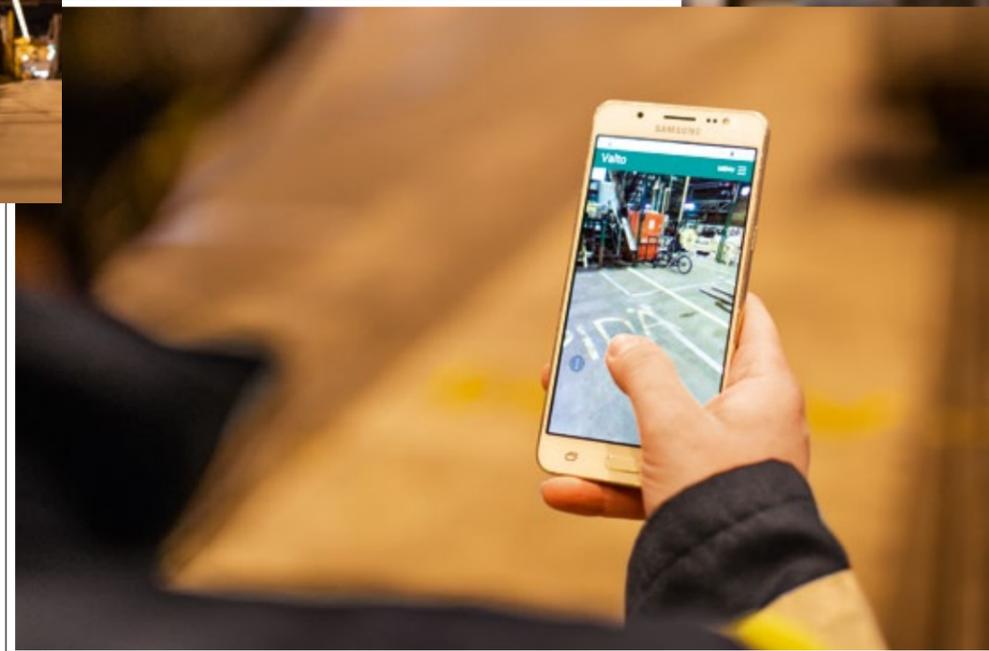
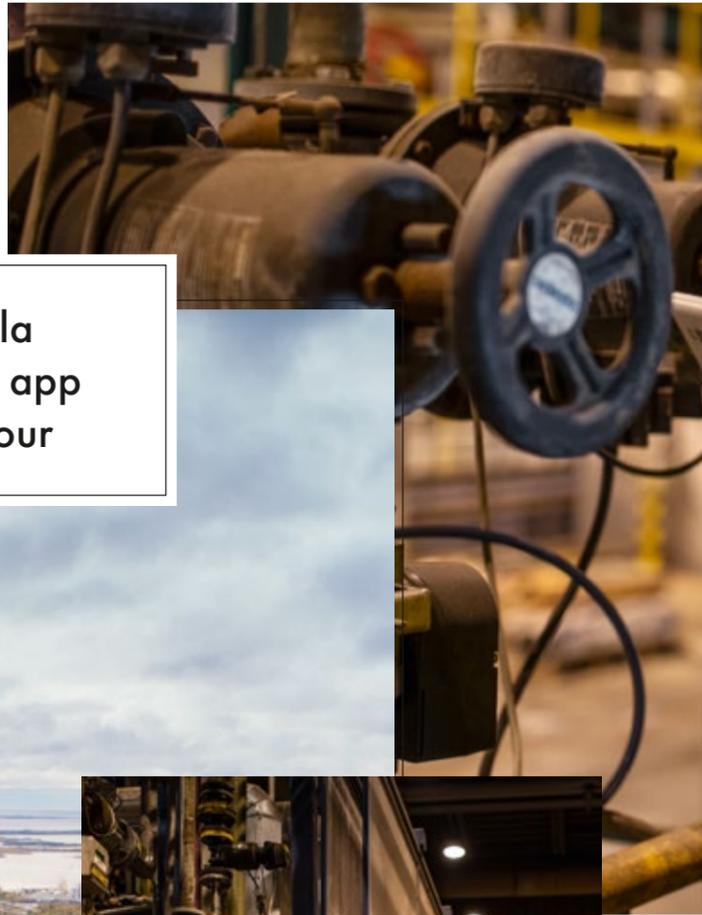
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The testing app from the Arctic Circle

With Tiina Vakkala and the new testing app on an inspection tour

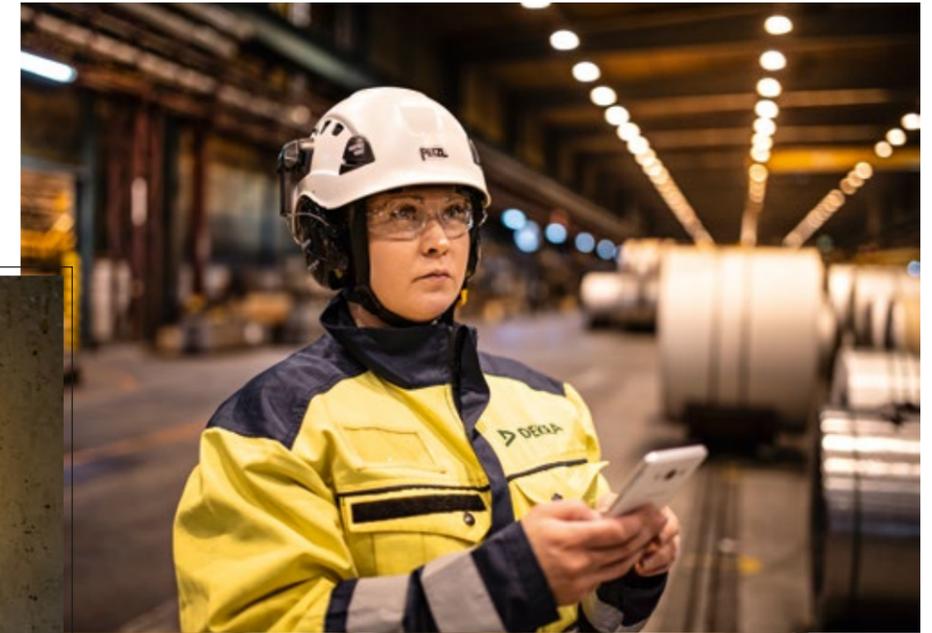


View from the top: The factory area of Outokumpu Stainless Oil in Torino covers 600 hectares. There are 50 kilometers of pedestrian and cycle paths on the complex.



Easier orientation: Using a "Google Street View" like feature, test engineers can easily navigate the layout.

Direct jump: Engineers scanning the QR code with the mobile phone will see the corresponding input form to enter measured values.



3

Questions for Joakim Wikeby

Executive Vice President
DEKRA Group, Service Division
Industrial Inspection



From Finnish Lapland to the whole world: The demand for VALTO360 is already high. Joakim Wikeby, Service Division Industrial Inspection, speaks on the other plans to launch the web application – and explains what its service division can do to help.

VALTO360 attracts great interest from Scandinavian customers. How do you assess demand in other regions?

J.W.

Internally, we have already received requests from many countries. But VALTO360 will be offered first to our existing customer base in Scandinavia – and will continue to grow from that point.

What would be the next steps to market VALTO360 in other countries?

J.W.

First of all, the app has to be flexible enough to integrate different data sources or systems – and it must adapt easily to different services. If we want VALTO360 to be commercially successful in other countries, we need to involve the key people in the regions as early as possible.

To what extent is TOM 2020 helping to drive this innovation?

J.W.

The focus of the Service Division is to a large extent on innovation and technical development. Innovative projects such as VALTO360 benefits from this, because the global distribution of this new service is expected to be more advanced than before.

from outside to the HoloLens. This person would then see the same on his/her computer screen in the office as the tester on site. Together, they can then discuss a problem or share hints," explains Grasse.

The program runs on any standard terminal – Internet access and security clearance provided.

THERE IS MAJOR CUSTOMER INTEREST
IN THIS DEVELOPMENT

Grasse and Rolf are convinced that VALTO360 will be met with great interest also among customers across the Finish border. This is already the case in Sweden: Jörgen Backersgård, Director of Business Innovations at DEKRA, works with his team to connect VALTO360 with another application called SAFEHUB – a so-called "Field Service Management-Software". It is a platform that enables test engineers, among other things, to plan their work, execute it efficiently, and communicate with customers and the backoffice. "As we combine VALTO360 and SAFEHUB, we greatly increase the value of both systems," says Backersgård. The market launch is only scheduled to take place in Scandinavia, as the strong market position and customer base of DEKRA facilitate introduction. "The first contacts with customers are extremely positive. I believe that we will have over 500 customers within a few years", Backersgård states convincingly. At times, Tiina Vakkala is somewhat surprised at the enormous interest her web application has stirred: "I'm thrilled that VALTO360 has been so well-received," she says. "It's fun to keep developing the app and provide new solutions to customers. I'm curious to see where the journey may lead us."

Robot cars overtake

racers

Robot cars overtake racers

DEKRA turns the former racing run in Lausitz, in the next few years, into one of the world's largest inspection and test centers for automated and networked driving. The company brings together know-how from the Group and the expertise of partners such as Deutsche Telekom.

"DTO 10 is now on the Grand Prix circuit." The radio in Norbert Kohlenbrenner's hand is rustling as he waits for a confirmation. A warning sign appears in the side window of his black station wagon: Attention! Racing & Test operation. Danger of death! The route supervisor answers: "Confirmed." Kohlbrenner, head of the test track operation at Lausitzring, drives his company car the last few meters to the driveway. Then briefly accelerates to stop at the long curve of the tri-oval, into the "Hörlitzer Eck" – dedicated to the inhabitants of Hörlitz, who live within earshot of the legendary "EuroSpeedway Lausitz", as the Lausitzring was also called.

The beginning of a new era: Largest inspection and test track for automated and networked driving moves to the pole position.

The race track is legendary because international competitions have been held on this tarmac for almost 20 years – from the DTM to the Superbike World Championship and Formula 3 through to the RedBull AirRace. At the end of 2017, the Lausitzring found a new use. DEKRA acquired the premises to the adjacent Technology Center (DEKRA Technology Center). Since then, Kohlenbrenner refers to his daily routine as "test operation with racing character". Because DEKRA turned a racetrack into a test track. During the week, around 200 DEKRA employees inspect vehicles up to the type approval – from Pedelecs to tanks.

For DEKRA, the location is ideal for offering all test procedures at a single spot: Engine test stands, exhaust castors for emissions and energy consumption measurements, halls for safety crash tests, or special asphalt tracks for noise measurements. In Germany, there is no comparable area in terms of dimensions.

Robot cars overtake racers

Even across Europe, the location with its approximately 540 hectares, which roughly corresponds to over 700 football fields, is unparalleled. On weekdays, up to 200 different vehicles are tested here. On some weekends a year, events such as the DTM race are held.

DEKRA has been at the Lausitzring since 2003. Initially as a tenant, later as a lessee of the test oval, and today as the owner of the entire facility. Over time DEKRA, has invested a high double-digit million amount, created many jobs and a flagship project for the region. The present is now called: Safety instead of glowing asphalt.

Digital structural change: The 5G partnership with Deutsche Telekom enables the mobility of the future.

THE DRIVER BECOMES A PASSENGER

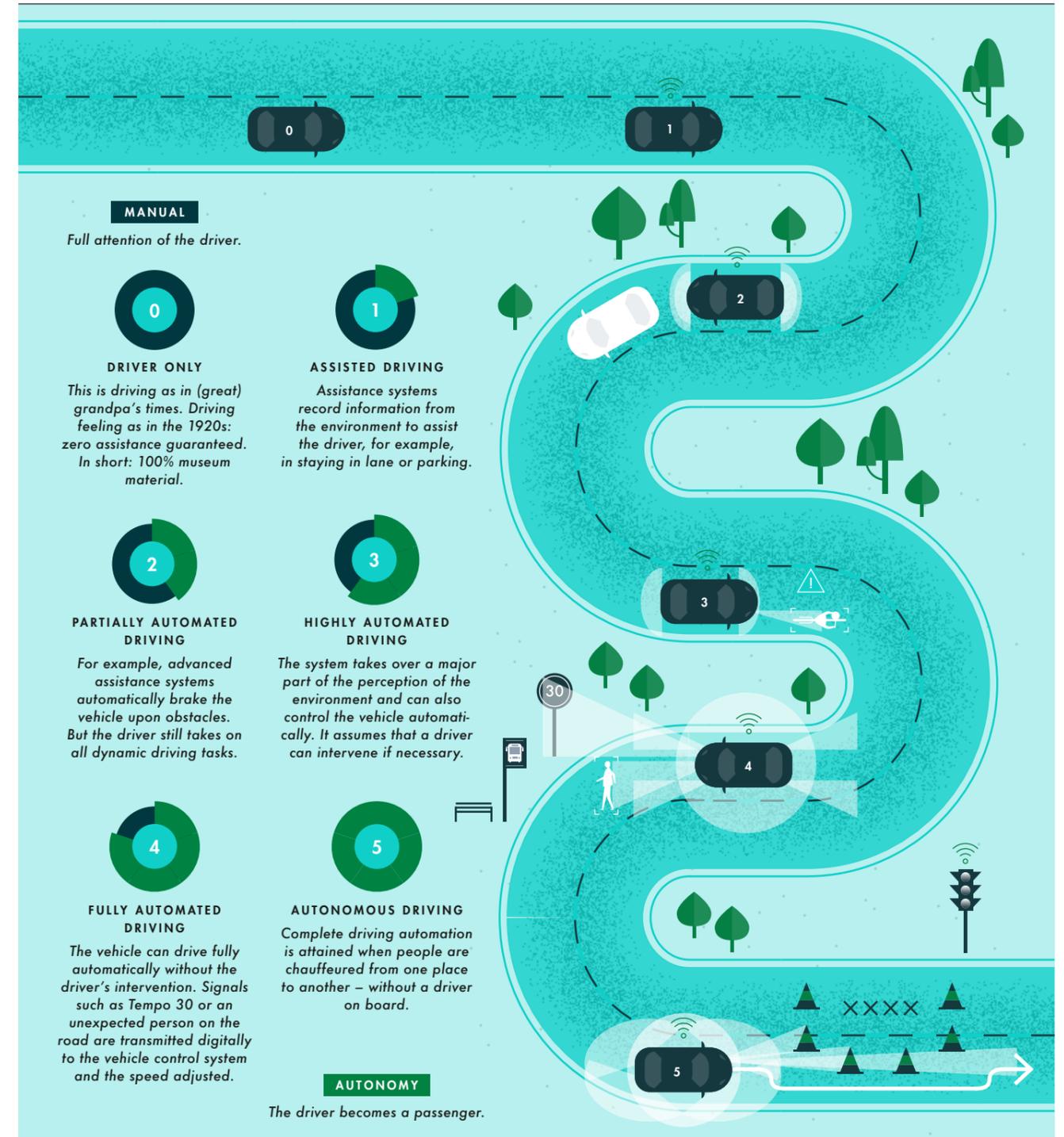
In the coming years, the company plans a giant step into the mobility of the future. The entire site will be upgraded to a test center for automated and networked driving. DEKRA is working closely with Deutsche Telekom to harness the new communication technology – a powerful 5G network – across the site. This standard allows DEKRA and the customer, to test the mobility of the future on a track proven for 20 years. It won't take long for self-driving cars to lap around the Lausitzring. The long straights serve as "overland scenarios". As for the racing oval, it becomes the "highway scenario". What is more, each surface can be converted into a "city scenario". In Lausitz, DEKRA combines its extensive know-how with that of partners to bring self-driving vehicles safely onto the streets in the coming years. Vehicles that, in the best of cases, require no driver whatsoever. Vehicles that turn drivers into passenger.

When Kohlenbrenner finishes his lap around the course of the Lausitzring, he turns off onto a small side street: "DTO 10 has left the Grand Prix circuit," he says into his radio. He drives past the former paddock, whose 55 boxes are rented out to manufacturers from around the world to test their innovations on the DEKRA grounds for hours or days. On the freshly paved, blue-black shimmering surface directly in front of it. Here is just an SUV braking with a screeching noise. Sensors and cameras connect to innumerable cable strands. Who is testing? Secret. What is being tested? Secret.

Infographic

The five stages of automation

The journey is the destination – and the journey is still far away from the 100 percent vehicle-driven locomotion (Level 5) without a steering wheel.



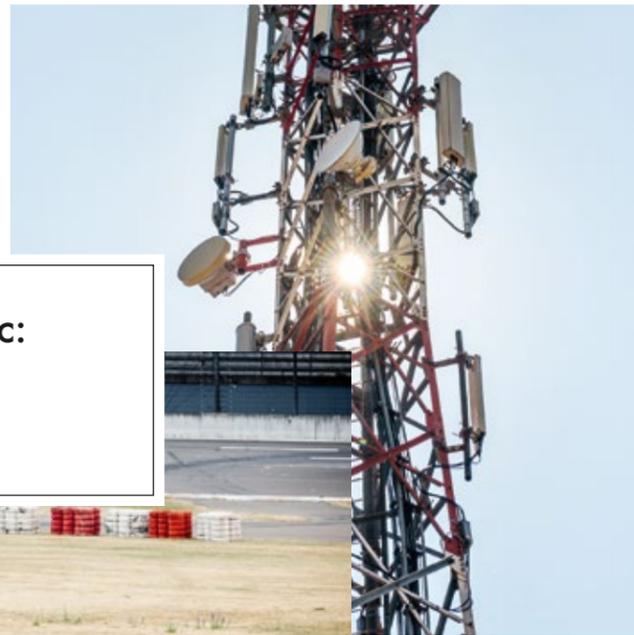
Robot cars overtake racers

Shielded from the public:
Automated driving
in the endurance test



The computer acts as the passenger. Tests prove whether the car evades the cyclist in time or decelerates reliably. Because only maximum safety creates trust in new technology.

DEKRA has been at the Lausitzring since 2003. Initially as a tenant, later as a lessee of the test ovals, and now as owner. Because safety calls for testing.



The whole area is screened. If you enter, you have to tap the mobile phone camera. Where once the public could drive to the auditorium, security guards now watch over a locked gate, embedded in a 2.20-meter high chain-link fence fitted with opaque tarpaulin. It encloses the whole area. If a prototype is announced, only a handful of employees will be admitted. This also includes Managing Directors – no exceptions are made.

*A clear vision: Safely shaping
the mobility of the future. This means:
Testing, testing, and testing.*

SIMULATION OF DIFFERENT SCENARIOS

“This is the overland course,” says Kohlenbrenner while the car runs rumbling over a wide road, where years have already eaten into the asphalt. He drives past a muddy motocross track and on a circular surface, on which the DEKRA examiners check the handling and braking behavior of a vehicle. Kohlenbrenner leaves behind a noise measuring section and travels along the ABS measuring section, which is coated with three coverings to simulate black ice, dryness and rain. Then we reach the gate.

It opens automatically and to reveal the racing oval behind it. Two miles of parallel runs that meet in 42-degree steep curves. Unique in Germany – and therefore just right for DEKRA. “This is our highway route. In tests, we can reach speeds of over 200 kilometers per hour and simulate ascending and descending sections,” explains Kohlenbrenner.

Overland courses, large surfaces for city scenarios, motorway routes, the 5G network; in Klettwitz, DEKRA has a clear vision in mind: to make future mobility safe. The person responsible for this vision is Volker Noeske. His office is located right next to the test tracks, on the first floor of the DEKRA Technology Center. Here, we find the nearly 1.90-meter tall site manager in front of the pictures on his wall. On one you can see him measuring a DTM racing car with millimeter precision using a 3D arm. DEKRA has also been responsible for the technical acceptance of DTM cars for many years.

On his window sill, there is a yellow test flag with the signatures of all the DTM racing drivers. “Manufacturers and drivers initially wondered what we found from DEKRA in our tests,” says Noeske with a smile. But it quickly became clear to everyone involved that DEKRA was the safety and fairness guarantee.

3

Questions for
Volker Noeske
Head of DEKRA Technology Center
in Klettwitz



Strong team for networked driving – said Volker Noeske about DEKRA’s international test network. How close is the connection with the colleagues in Málaga, Spain?

What is being tested in Malaga?

V.N.

In Málaga, DEKRA is developing know-how for connected driving in Klettwitz and on other routes on which DEKRA collaborates, such as in China. The Spanish location is our laboratory version. Together, we are a strong networked driving team. Today, we are testing automated driving. That is, the entire sensor system is in the vehicle itself. In the future, it’s going to be about networking. The vehicle also communicates with the environment. With the guardrail, the traffic light, other road users, etc. In Malaga, this communication technology is being tested.

Where do you gain the experience?

V.N.

In Málaga, colleagues have been testing Wi-Fi components, Bluetooth connections, smartphones and mobile phones for approval for many years. Meanwhile, also-called on-board units. These are the brains of the vehicles that communicate inside and outside. Special attention is also paid to cyber security.

How close is the connection of the locations?

V.N.

There are two strands in Klettwitz and Málaga, which have become even more integrated in 2019. In order to build the test track for automated and networked driving in Klettwitz, we need more software engineers and communication engineers, according to the Spanish model.

COMMUNICATION IN REAL TIME

Noeske has been at it for long time. Since 2008, the 48-year-old manages the site. Therefore, he also looks after the expansion of the 5G network: “With Telekom, we will place radio masts here to offer the latest mobile communications standard and related services.” 5G is fundamental to autonomous driving. Vehicles can communicate in real time with their environment. So far, response time for information processing was too long. Everything changes with 5G. Noeske: “Among other things, it allows “precise positioning”, which allows locating vehicles with an accuracy of two centimeters”.

Precision through progress: 5G allows precise positioning down to 2 centimeters.

Self-driving cars can be “automated”. That means the car itself scans the surroundings. It uses its own safety systems including radar, lidar or camera. DEKRA is checking automated driving cars today in Klettwitz. Today’s systems still present certain limitations. When snowing, for example, cameras can no longer recognize the white lane marking. The car can no longer stay on lane independently. Fortunately, “precise positioning” is weather independent. The system is however dependent on external communication. The next step: Cars drive and then network. They continuously exchange information with the environment – communicating “vehicle-to-everything”. The vehicle communicates with crash barriers, traffic lights and other road users. It even knows about the child who plays behind the next corner beforehand, although its own sensors do not reach that far. Simply because an oncoming car shared the information.

HUMAN SOURCES OF ERRORS

“Man is the biggest source of errors in traffic,” says Noeske. “Autonomous driving allows us to avoid this source of error and get closer to Vision Zero. No more accidental deaths and only a few seriously injured.” 5G can help in that respect: To do this, DEKRA equips the infrastructure with sensors that communicate via the 5G Telekom network. Every scenario, whether city, country, highway, metropolis or village can be built on the site. “Today, Schipkau, tomorrow Shanghai. Wherever works. Around 70 percent of the mobility scenarios of the future can already be tested by DEKRA today. The remaining 30 percent can be mapped with the know-how of the DEKRA connectivity experts from Málaga and the Telekom cooperation. “We combine our knowledge – for the benefit of all partners and for the safety of autonomous driving,” says Noeske, the master of the (Lausitz) ring.

Climbing skills

*under
control*

Climbing skills under control

60 meters above the ground and 380,000 volts in the immediate vicinity: Occupational safety and routine processes have the highest priority here. An advanced safety culture can minimize risks – and DEKRA experts can help achieve this.

When Christian Stolberg goes to work, it's time to climb. He climbs 60 meters high on a steel lattice mast. After each step, he must re-hook his safety rope. Only then will he proceed. Whilst the power line he must work on is switched off, 380,000 volts crackle through the wires on the other side, a mere ten meters away. He hears the humming of the highest voltage running through German power grids and feels its vibrations.

*When working at extreme heights,
all safety rules must be observed.*

Thus it's no surprise that the overhead line installers of Cteam Consulting & Anlagenbau from Ummendorf in Baden-Wuerttemberg are extremely meticulous about their safety. The theme is always present and an important part of the briefing of the 26-man squad. Briefing at the construction site and Cteam's construction depot in Biblis, route construction manager Ernst Lueger describes the work required and the hazards involved: falling parts, damaged tools and live components. All safety rules when working at heights must be observed. There is a translation for the Croatian team members.

This is standard operating procedure. Not quite today though. Andreas Geiger from DEKRA's Assurance Services and his colleague Thomas Fischer did not just attend an introductory meeting and instruction. They will accompany Cteam's crew throughout the day at the construction site and look at the safety precautions taken in practice. This is followed by an assessment of the safety and mindset of the building site's personnel, along with cultural aspects.

Climbing skills under control

CERTIFIED SAFETY CULTURE

The background to the audit is the five-level Safety Culture Ladder (SCL), a certifiable standard for corporate safety culture. One of the four German transmission system operators, TenneT, uses SCL as a measure to increase the safety awareness of its workforce and that of contractors such as Cteam, and ultimately achieve the highest safety rating. Cteam is based in the Upper Swabian district of Biberach and employs a total of 455 people, 269 of which are involved in overhead line construction. Both DEKRA safety experts support the company in optimizing the structures and also to improve its ranking position.

“TenneT is the driving force. The company wants to come in at level four, the second best category. To do this, suppliers must reach level three”, explains Benjamin Gick, project manager at DEKRA Assurance Services. Suppliers who control their safety structures are not just line builders. The entire business spectrum is required. Consultants also observe work on wind turbines or on cable railways. “We are not engaged because we really seek to uncover something,” says DEKRA’s Andreas Geiger. Instead, he sees his task as figuring out how safety is experienced inside the company, and how it can be further developed together.

Experiencing safety in the company and developing structures together.

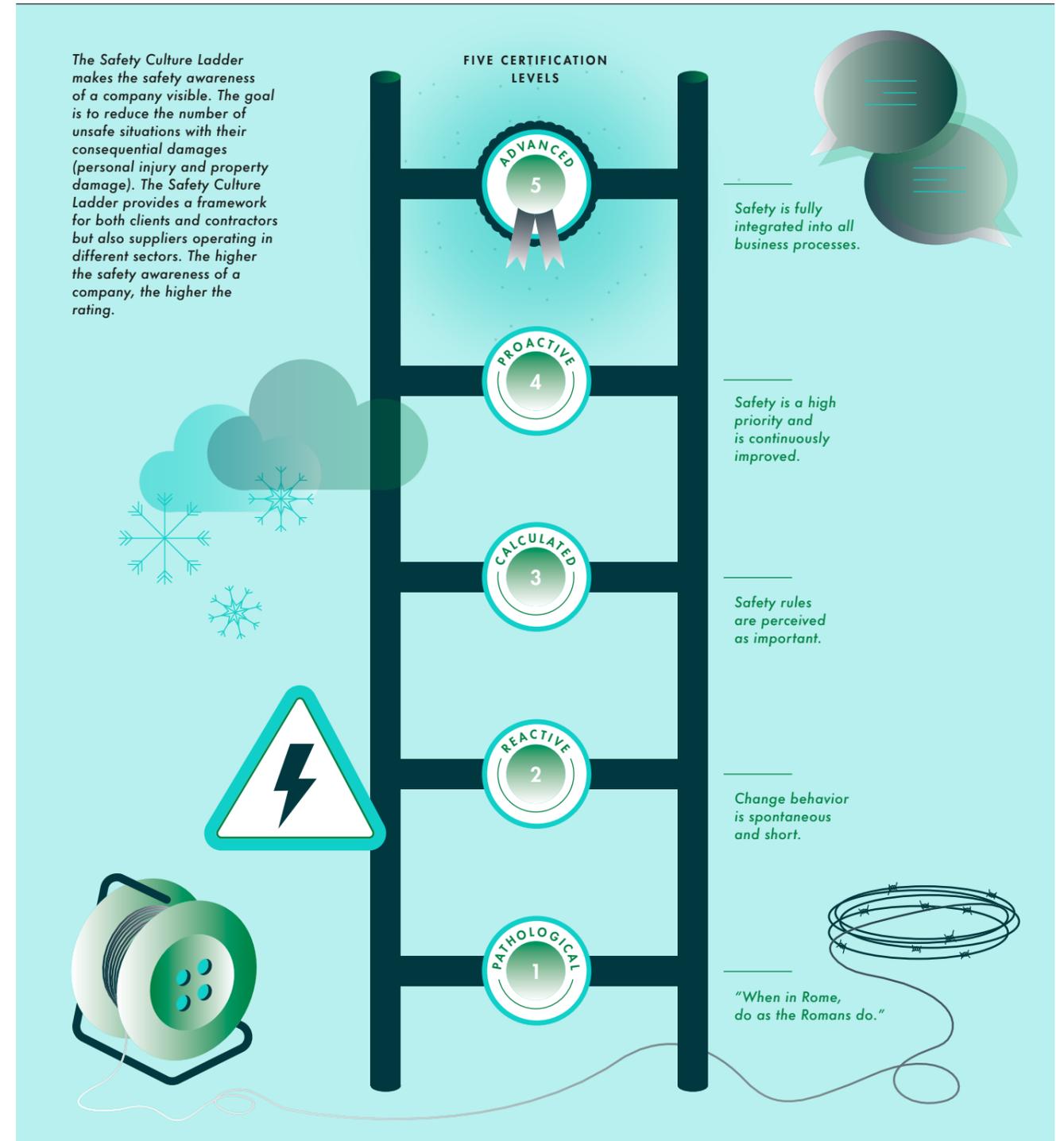
WHATEVER THE WEATHER

The same as it was on this day. Cteam’s project task is to upgrade two 380-kilovolt six-kilometer circuits with new conductors. The gigantic insulators must also be replaced. Light-blue plastic elements replace the brown ceramic insulators. The masts on which the overhead line engineers work reaches 50 to 70 meters high, i.e. two church towers on top of each other. Men carry heavy tools and bear safety equipment on their bodies, which alone weigh about 30 kilograms. It does not seem to bother them that it’s freezing down on the ground that day. Several layers of clothing, windproof jackets and goggles make up for that. The climbers – many come from Austria – are in a good mood, and everyone agrees. This job is fun. Work is done whatever the weather. They will only stay on the ground when there is ice and strong wind gusts.

Infographic

Working together for greater safety

The Safety Culture Ladder is a certifiable standard for measuring safety awareness at work and understanding of safe working practices in corporate environments.



Climbing skills under control

Paying attention to each other is paramount

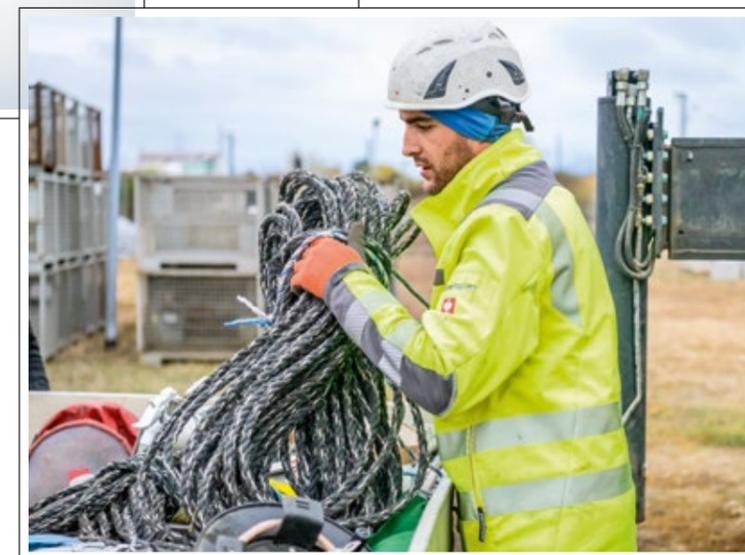


Auditor and client: On-site inspections provide safety experts with key insights. Safety training is mandatory.



Vital safety check: All work equipment is tested before use.

Whether upward up or downward: The heavy safety equipment - weighing up to 30 kilograms - is always on hand.



3

Questions for Lothar Weihofen

Executive Vice President DEKRA Group,
Service Division Consulting



How can companies reduce the number of accidents even further? Lothar Weihofen, Executive Vice President DEKRA Group, Service Division Consulting, comments: Corporate culture is the key to greater safety.

Why do workplace accidents still occur?

L.W.

For many companies, the actual drivers behind health and safety are the desire for compliance and customer requirements. But in the minds and hearts of management and employees, the understanding of safe and healthy working is probably insufficient. Safety is a guarantor for reliable work processes and satisfied employees.

How can corporate culture improve safety?

L.W.

Systematically developing a business further through behavior and understanding about the context of trust and responsibility preparedness of all management and employees has a measurable effect on performance.

Where can we make improvements?

L.W.

Experienced safety shows in dropping accident rates and absence rates. We have measured success with many customers also with concrete values. Improvements in safety, behavior-based quality or accident rates of 25 to 50 percent are generally realistic targets.

MINDFUL COOPERATION

SCL experts conduct the first round of inspections in the construction warehouse. Any damaged tools are locked away here in boxes. Heavy cable drums are secured with wedges to prevent them rolling away. And Thomas Fischer likes that. But what about the Croatian staff, do they really pick up all the hints? No problem: Some speak good German and pass on the information to their colleagues. What is more, the company offers German language courses. Route Construction Manager Ernst Lueger: "If I'm not sure if a colleague has got that right - I'll drive out and have a look."

Bringing major potential hazards under control: But small things may also lead to accidents.

Michael Schürle is Head of Integrated Management System at Cteam, responsible for quality and EHS. He points out that the entry training for new employees has been extended from three days to one week. Respecting each other mutually was a matter of course for the men and also a task of their managers. The team also receives a bonus if it remains work accident-free for half a year. And: The biggest potential dangers like electricity and height are not the problem. They have that under control. For example, unsecured climbing is a reason for dismissal at Cteam. It's rather the little things that lead to accidents: One stumbles over a tool, the other engages without a glove in a wire reel.

A few minutes later, it becomes clear which details can be decisive. The fitter on mast 14 has roped off material, including a carrying sling. This has too much "slippage" and can no longer be used. To ensure this is the case, an employee makes that part unusable with a knife. Actually, all actions of an exemplary nature. But he does so with a knife of which the safety expert disapproves. Is there no other option, a bolt cutter, or maybe a pair of scissors? Everyone gives it a thought.

PRACTICE-BASED APPROACH

At the closing meeting conclusion, Andreas Geiger's and Thomas Fischer's conclusions are entirely positive: "People here know what they are doing, they feel safe, and there is no nervous hustle and bustle on the job site." Needless to say, Cteam's management is glad to hear such assessment and also draw a positive balance. Finally, a close-to-reality observation on site proves far more effective than theoretical standardization rules.

Mobility –



organized intelligently

Mobility – organized intelligently

For the mobility start-up MOIA, DEKRA provides drivers, takes over fleet management, analyzes driving behavior and thus ensures greater safety. What began as an adventure for both companies is an established market offering today.

DEKRA has been a partner of MOIA, the mobility start-up from Volkswagen, since the summer of 2017. MOIA seeks to design mobility on-demand – with its characteristic shuttle buses. Customer call and pay these vehicles via app. They are cheaper than a taxi and more flexible than the bus. The idea behind it: An algorithm bundles similar bookings into ideal routes. The shuttles pick up customers on the way and drop them off as desired to increase the vehicle utilization and allow MOIA to lower inner-city traffic. At the same time, customers reach their destinations comfortably – without change over. This is how the ride-pooling principle works.

MOIA tested its concept for eight months in Hanover with great acceptance. Since the summer of 2018, the service is commercially available as a good complement to public transport. There from the beginning: DEKRA Arbeit. “We recruited and trained the drivers for the shuttles. We also took over the vehicle administration,” reports Managing Director Suzana Bernhard, who has been managing the DEKRA subsidiary for 15 years.

*One driver, several guests, similar destination.
Inexpensive and safe – that’s how
ride-pooling works.*

DEKRA’s range of services for MOIA also includes vehicles maintenance and care, writing expert reports, regulating damages, and driver-scheduling. Meanwhile, the MOIA fleet in Hanover has grown to 75 vehicles and 160 drivers. “It’s interesting to support a new initiative,” says Bernhard. But also an immense challenge: Because, as the strategic partnership between both companies took off, each development step was one into the unknown – the idea was completely new, and the cooperation consisted in “a constant update”, as Bernhard calls it today. “That can only happen when there is mutual loyalty and both parties stand on equal terms,” she says.

CHALLENGING ROSTER

In hindsight, the problems we had appear banal, even if they seemed insurmountable challenges at the time. The creation of the roster is a good example, because, for Bernhard, it was an equation with many unknowns: How many employees do we need to start? What will be the shuttle utilization rate? How large will our demand be? Since there are no fixed travel times as with regular buses, there are hardly any fixed stops. “We felt that the roster was changed around 100,000 times. On the starting day alone we changed it five times,” Bernhard describes the challenge at the time.

But driver selection came before rostering. Needless to say, they had to be reliable, friendly, and safe behind the wheel. Maybe students? No, they have exam period and lectures. How about pensioners? No, the shuttle is 100% digitally operated. Drivers tap everything on a smartphone display. “We underestimated both. Having an affinity to technology is a prerequisite for the job,” says Bernhard. “Just as is absolute reliability.” It quickly becomes clear that MOIA may only consider a fixed driver base. Drivers who just love the job.

No sooner said than done: All 160 drivers who are in action in Hannover today are specially trained and have proven their suitability with numerous certificates. DEKRA Arbeit ensures that MOIA customers reach their destination safely, comfortably and reliably.

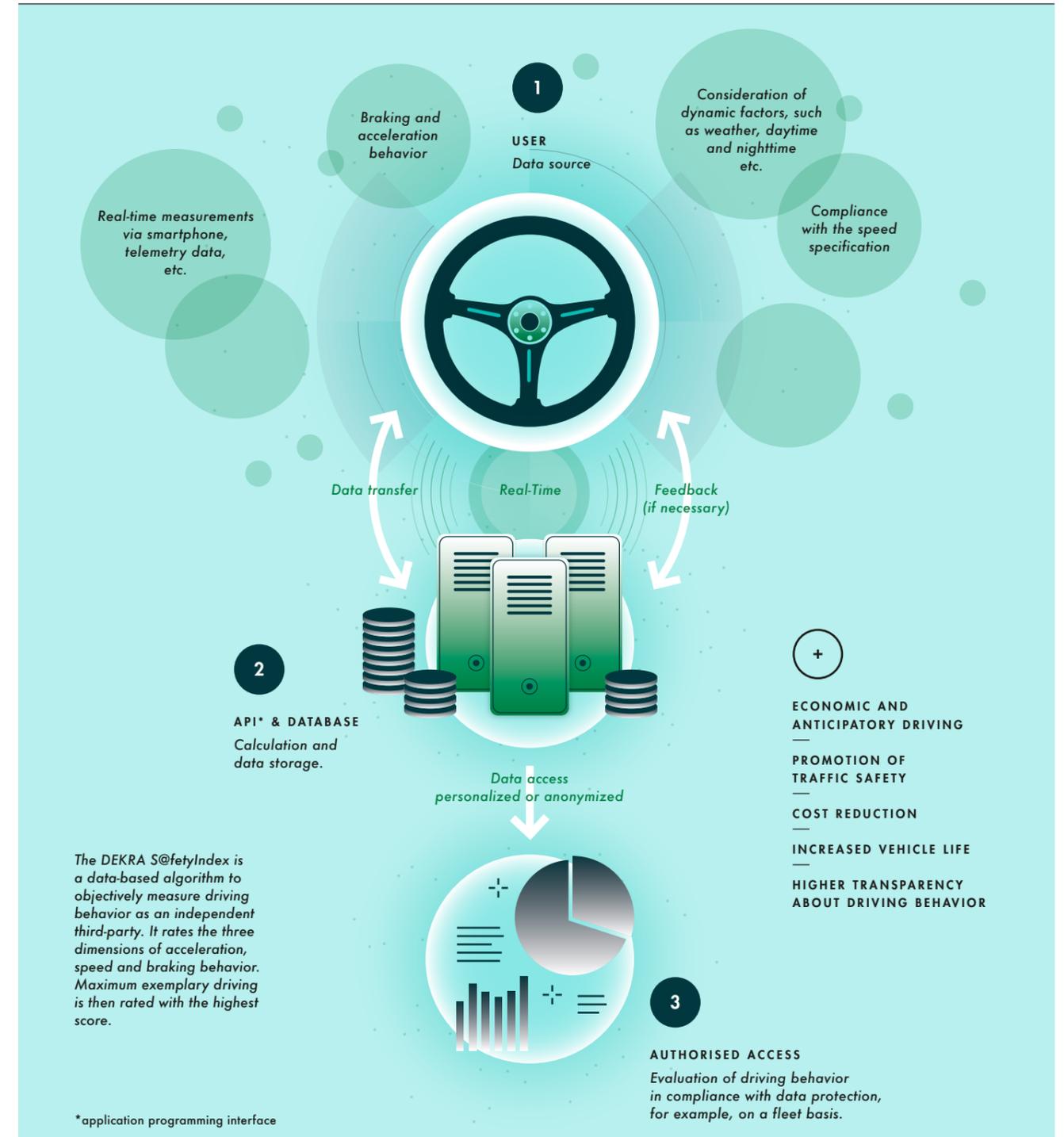
Modern mobility: Shuttle buses with electric drive. Already routine in Hanover and soon in Hamburg too.

DRIVING WITH E-MOBILITY PROFILE

The pilot project in Hanover was a success and the foundation for further cooperation. In the spring of 2019, MOIA will also be offering its mobility-on-demand service in Hamburg. With a difference: In the Hanseatic city, shuttles are fully electrified. DEKRA Arbeit is a partner on board and responsible for driver training. “We did not think good employees could be the biggest challenge,” says Bernhard. “But the driver market in Hamburg is empty.” Hamburg is regarded as a think tank for new mobility. Many providers are here with their innovative solutions – and compete for good drivers.

DEKRA S@fetyIndex

DEKRA S@fetyIndex as the leading standard for assessing safe driving behavior.



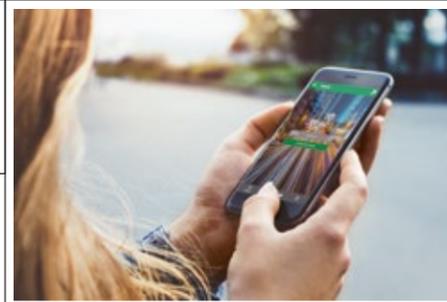
Mobility – organized intelligently

Together on the way
with your own chauffeur:
Revolution Ridepooling



Mobility of today and tomorrow: Let yourself be driven to your destination in good company.

And so that everything is not only relaxed and inexpensive, but also extremely safe, there is the DEKRA S@fetyIndex.



That's why DEKRA Arbeit in Hamburg is pursuing a new strategy: It trains drivers itself. In a 13-day training course, would-be drivers learn how to handle electric shuttles. Further prerequisite include: Driver's license, P-certificate for passenger transport, certificates of physical and mental fitness, eye test, functional and performance test, and police certificate of good conduct. If all formal and documentary requirements are met, would-be drivers are put through the DEKRA Academy. "That's our big advantage," explains Bernhard. "We have expertise in the automotive sector, personnel services and qualification. We network this knowledge for the benefit of customers."

On DEKRA's own test track in Hamburg, this has become something formal: "Suitability passenger transport and passenger ticket (for shuttle service drivers with electric vehicles)". In 104 lessons, participants develop a basic understanding of battery-powered technology, talking about environmental issues, and maintaining and taking good care of the energy source. Social competences also play a central role. As a service provider, dealing professionally with customers is important. This includes using a polite language, but also adopting reasonable appearance. Naturally, MOIA candidates at the wheel must also: Driving style, braking behavior and anticipatory driving are put to the test. Finally, local knowledge is conveyed: Where is the nearest hospital and by which is the current district?

*Anyone can drive a shuttle.
However: Sitting at the wheel only seems
enticing after extensive training and testing.*

INCREASED SAFETY THROUGH
DRIVING BEHAVIOR ANALYSIS

Recently, DEKRA has extended the safety topic for MOIA with an innovative element: the "DEKRA S@fetyIndex". Underlying this is an algorithm that measures driving behavior neutrally and objectively. To do so, the algorithm assesses three dimensions: Acceleration, braking behavior and compliance with speed limits. If the shuttle driver accelerates and brakes ahead of time, and keeps under the specified speed limit, the index awards him/her the highest score. Conversely, if the driver drives too fast and brakes excessively, for example, he/she receives a reduced score.

"Ninety percent of accidents happen because of human error", explains Valentin Löwenstein, responsible for DEKRA Digital for Business Development. "We want to take countermeasures by displaying driving behavior in anonymized manner at the fleet level or with the driver's consent, taking data protection into account." DEKRA Digital, just one year old, is a new and agile unit whose

3

Questions for Suzana Bernhard

Executive Vice President DEKRA Group,
Service Division Temp Work



A strong partner for new mobility – Suzana Bernhard on the reasons behind DEKRA's success among the providers.

DEKRA seeks to continue its growth and network more closely. What exactly does that look like in everyday life?

S.B.

MOIA's innovative mobility concept is a good example of this. The reason why we are a strong partner to the Volkswagen subsidiary lies in the networking of our broad knowledge to the benefit of MOIA. Of course, this is about our core competence of automotive safety. To this end, we can add our expertise in qualification as well as in the personnel service, and finally our know-how in the digital topics of mobility.

How does MOIA benefit especially from DEKRA's work?

S.B.

For example, thanks to the close cooperation with the DEKRA Academy, by our ability to develop further education and training. Due to our excellent networking, we are able to respond to challenges at any time and provide tailor-made solutions.

In addition to MOIA, does DEKRA cooperate with other mobility service providers?

S.B.

Exactly, after the merger of Car2Go and Drive Now, DEKRA Arbeit has assumed responsibility for fleet logistics. That's 4,500 vehicles in Berlin, Hamburg, Dusseldorf and Cologne. There is great potential for car sharing internationally. In the area of ridepooling we support, amongst others, CleverShuttle and IOKI.

everyday life revolves around digital innovations around safety. The agile team has adapted its algorithm specifically to MOIA's requirements. Löwenstein explains the parameters as follows: "Our idea is for a customer to get on with their laptop, work, ride comfortably and safely – without having to constantly hold on to their equipment and get shaken up – and get out easily. If you drive your shuttle like this, you will achieve a high level of customer satisfaction."

"DEKRA S@fetyIndex": smart and innovative algorithm for more safety and enjoyment.

In the pilot phase, DEKRA Digital will receive anonymized and randomized data from vehicles of the MOIA fleet in Hanover. Since February, the team has been feeding these acceleration, braking and speed values into their algorithm and creating the S@fetyIndex. In the future, abnormal driving behavior should be used to adapt driver training for MOIA drivers to specific scenarios, and to make good drivers even better. For example, anticipatory driving before traffic lights. "That's the next step. Now it is time to complete the pilot phase successfully. Then, we would also like to use our system commercially and MOIA will be a reliable and innovative safety partner in the future," says Löwenstein.

For customers who do not collect data via telematics systems, DEKRA Digital also develops a smartphone app with an integrated "DEKRA S@fetyIndex". The main attraction: In modern smartphones, all sensors are used to measure acceleration and speed – that's enough to calculate a score.

Currently, three parameters are integrated in the "DEKRA S@fetyIndex". However, the digital team developed the algorithm further with the support of mobility Innovation Department of the Fraunhofer Institute for Industrial Engineering and Organization: "Among other things, we want to calculate weather data and other safety-relevant data. Our thinking: When raining, the speed should also be adjusted," says Löwenstein. "Even equipment of individual vehicles could be interesting."

All this serves a mission: To increase safety through the use of digital technologies in everyday life, on the road, at work and at home. "DEKRA S@fetyIndex" is the first product of this mission – with it, DEKRA Digital seeks to positively influence future driving behavior. "Our vision is to develop a standard to assess driving behavior in a neutral and objective manner," says Löwenstein.

Expertise worldwide

39,983 Employees in Europe

Passionately committed

DEKRA is truly global. As a Thoughtleader for safety, we take responsibility in around 60 countries on all continents. Our employees are passionate about people's safety. For this, we have aligned our competences and structures consistently with the requirements of our business and private customers.

45,197 Employees worldwide

22,130
Germany

4,812
France

834
America

1,783
Africa

1,572
Asia

1,025
Australia and New Zealand

Company report

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IVO RAUH – Member of the Management Board DEKRA SE, CTO, Services and Innovation
 STEFAN KÖLBL – Chairman of the Management Board DEKRA e.V. and DEKRA SE, CEO
 WOLFGANG LINSENMAIER – Member of the Management Board DEKRA SE, CFO, HR and IT
 CLEMENS KLINKE – Member of the Management Board DEKRA SE, COO, Regions and Sales, Head of Region Germany

Dear Readers,

We can be very satisfied with 2018 fiscal year, and not only because it was the 15th consecutive year with increasing growth in employees, sales and earnings. At the same time, we also laid the foundations for a continuation of our successful course.

The tripartite business unit structure was abandoned in favor of a more market and customer-centric organization. Since January 2019, we have bundled our services in eight Service Divisions and eight regions. We use the power of the DEKRA Group for the benefit of our customers, and can offer more comprehensive and innovative solutions worldwide. In particular, with a view to the new opportunities offered by digitalization, we are networking our expertise and thus further expanding customer orientation.

Year 2018 has shown: The realization of our vision 2025, i.e. becoming a global provider for a safe world is progressing in leaps and bounds. One example is the construction of Europe's largest manufacturer-independent test and inspection track for the future of mobility, automated and networked driving.

As a result of this and further investments in test infrastructures for a global digital test network, DEKRA is well on the way to becoming the preferred partner for technical and organizational safety, even in Asia's growth markets.

In a nutshell: With the new basic structure, we will be able to fulfil our safety mission even better in the future. This ensures greater global safety and guarantees sustainable growth in the three key areas of life on the road, at work and at home.

THE MANAGEMENT BOARD

Dear Ladies and Gentlemen, Dear Customers and Partners,

A sports metaphor is in order: DEKRA has had a successful run over the past 15 years. This is because the company continued to grow steadily and healthily in the 2018 fiscal year.

Yet the prospects for continued success is anchored on solid foundations. And this can be attributed to the fact that the Management, Presidential and Supervisory Boards, along with the Management Team, all clearly recognize and exploit new market opportunities at an early stage. Thus, the corporate development of recent years has been characterized by the consistent expansion of competencies, strategic acquisitions and the internationalization of the business.

Be it automated driving, Industry 4.0 or cyber security, DEKRA engages in crucial future topics and has repeatedly distinguished itself as a pioneer in the industry. Both in traditional markets such as vehicle safety and in digital fields such as connectivity, DEKRA is valued as a partner worldwide.

In the 2018 fiscal year, DEKRA also set the course for the future from a position of strength. By further developing its organizational structure, DEKRA will be networking its competencies even better in the future for the benefit of its customers throughout the world. This maintains the growth momentum and enable the positive run to continue.

On behalf of the Presidential Board and the Supervisory Board, I thank all members of DEKRA e.V. as well as customers and business partners for their trust. My special thanks goes out to DEKRA employees for their great commitment.



THOMAS PLEINES
Chairman of the Presidential Board DEKRA e.V.,
Chairman of the Supervisory Board DEKRA SE



Committees

DEKRA E.V.

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Dipl.-Wirtsch.-Ing. Peter Tyroller *_ Stuttgart*
Prof. Dr. Wolfgang Weiler *_ Coburg*

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Roland Gerdon *_ Stuttgart¹*
Thomas Müllerschön *_ Emerkingen^{2,6}*

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DEKRA SE

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Laurent Masquet *_ Saint-Sulpice-et-Cameyrac, France⁹*
Dipl.-Ing. (FH) Wilhelm Oberfranz *_ Munich*
Dipl.-Wirtsch.-Ing. Peter Tyroller *_ Stuttgart*
Prof. Dr. Wolfgang Weiler *_ Coburg*

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Roland Gerdon *_ Stuttgart¹*
Clemens Klinke *_ Boffzen*

Ivo Rauh *_ Stuttgart*
Thomas Müllerschön *_ Emerkingen^{2,6}*
Wolfgang Linsenmaier *_ Freiberg am Neckar⁷*

- | | |
|-----------------------|---|
| 1 until May 16, 2018 | 5 Vice Chairman since November 08, 2018 |
| 2 from May 17, 2018 | 6 until December 31, 2018 |
| 3 until June 30, 2018 | 7 since January 01, 2019 |
| 4 since July 01, 2018 | 8 Employee Representative |

Organization structure

REGIONS

Germany	North-West Europe	North America	East & South Asia
Central East Europe & Middle East	South-West Europe	South America	Southern Africa & Oceania

SERVICE DIVISIONS

Vehicle Inspection	Product Testing	Consulting	Training
Claims & Expertise	Industrial Inspection	Audits	Temp Work

CORPORATE FUNCTIONS

Strategy & Innovation	IT	HR	Accounting
Marketing & Sales	Communications & Brand Management	Legal, Compliance & Data Protection	Controlling

Service portfolio

60 – Service Divisions



Eight new Service Divisions focus on the enhancement and improvement of our services, so that we can offer our customers even better services in the future. In the course of digitalization and increasing networking, the Service Divisions work on the safety solutions of tomorrow and reaffirm our role as Thoughtleaders for safety.



Vehicle Inspection



Performing periodic and non-periodic technical testing, as well as systematic emission tests for all kinds of vehicles.

OUR SERVICES

- Safety Inspection
-
- Vehicle Emission Test
-
- Licensing Services
-
- Franchise Services



We ensure a secure technical examination of increasingly networked and automated vehicles.

Claims & Expertise



Providing automotive and non-automotive claims services, vehicle appraisal and management services, as well as loss adjusting for all possible damages.

- OUR SERVICES
-
- Claims Handling
-
- Loss Adjusting
-
- Vehicle Appraisal Services
-
- Vehicle Management Services



We adjust more than 120,000 national and international vehicle claims per year.

With a smart combination of safety and connectivity testing, we're creating a future where products work well and communicate seamlessly with each other.



Product Testing



Testing and certifying consumer, industrial, automotive, information, and communication products, as well as medical devices.

- OUR SERVICES
-
- Cyber Security
-
- EMC & RF Testing
-
- Product Safety Testing
-
- Connectivity Testing
-
- Medical Device Services
-
- Product Certification
-
- Automotive Testing

Service portfolio

We are one of the leading providers of industrial inspections in Europe.



Industrial Inspection



Supplying full service for building, facility, machinery, and infrastructure inspections, including material testing & inspection.

OUR SERVICES

- Pressure Equipment Inspection & Welding Services
-
- Plant Safety Inspection & Environmental Inspection
-
- Fire Protection & Ventilation Systems Inspection
-
- Electrical Inspection
-
- NDT & Advanced NDT
-
- Mechanized Inspection
-
- Lifting Equipment, Cranes & Machinery Inspection
-
- Construction Control
-
- DT Labs Testing & Calibration

OUR SERVICES

- Process Safety
-
- Health, Safety & Environment (HSE) and Organizational Safety & Reliability
-
- Business Consulting
-
- Cyber Security & IT Solutions

Consulting



Aiming to lead the transformation of safety in the workplace, in business practices, in operations and processes, as well as in the dynamic and rapidly changing digital era.



We combine evidence-based science, cutting-edge technology, and internationally renowned expertise.

Audits



Offering independent audits, assessments and management system certifications according to international and national standards.

- OUR SERVICES
- Management System Certification
 -
 - Personnel Certification
 -
 - Customized Audits & Assessments



We have more than 200 system certification accreditations and perform audits more than 25,000 times a year.

For more than 40 years, we have been an educational partner of the commercial and public sector.



Training



Providing solutions and services in a wide range of training, expert migration, language, integration and education.

- OUR SERVICES
- Transport & Logistics
 -
 - Industry & Trades
 -
 - Environment, Health & Safety (EHS)
 -
 - Business, Administration & IT
 -
 - Personal & Professional Development
 -
 - Health & Social Services
 -
 - Hospitality & Well-being
 -
 - Agriculture
 -
 - Training Support



DEKRA Arbeit GmbH is one of the top six personnel service providers in Germany and one of the fastest growing personnel service providers in Europe.

Temp Work



Supporting solutions and services in a wide range of training, expert migration, consulting, integration and education.

OUR SERVICES

Classic temporary work

—
Recruitment

—
On-Site Management

—
Candidate Management

—
Individual Employee Solutions

—
Event Management

Social responsibility

- 70 – Sustainability
- 72 – Commitment
- 74 – Careers



Sustainability

WINNING — TOGETHER

Winning together means acting sustainably together. DEKRA continuously develops its contribution to sustainability in the economy, environment and society with internal and external partners. This happens on the one hand through the internal sustainability management, and on the other hand, through sustainability-related services, whereby DEKRA helps its customers to operate sustainably themselves.

Working together

DEKRA Sustainability Management is based on the successful teamwork of all employees. It is aligned with the company values and is based on the criteria of the German Sustainability Code (DNK or Deutscher Nachhaltigkeitskodex). Since May 2017, DEKRA officially complies with the DNK. This is also reflected in successful sustainability assessments such as Eco-

Sustainability is a core value for DEKRA. With its expert services, the company contributes to sustainable development and promotes global safety in key areas of life.

vadis, Drive Sustainability and Fira. The bi-annual DEKRA Sustainability Magazine also provides stakeholders with a more detailed overview of sustainability goals and progress.

Adding value together

Together with its partners – from suppliers to customers – DEKRA creates added value. Therefore, sustainability affects the entire value chain. DEKRA considers economic, social and ecological aspects in all upstream and downstream processes. Self-assessment and audits assess partners in the supply chain in terms of sustainability, quality and integrity. Employees of the purchasing departments train and make DEKRA aware of sustainability issues in the supply chain. With specific services around the environment and social responsibility – such as sustainable building (green build-

Teamwork is the basis for DEKRA sustainability management. This applies to the employees as well as to our partners in the supply chain.



ing) – DEKRA supports its customers worldwide in the area of sustainability and Corporate Social Responsibility (CSR).

Moving together

DEKRA is involved in cross-industry initiatives, expert groups and forums in the field of sustainability. At the annual Daimler Sustainability Dialog, for example, DEKRA discusses autonomous mobility in the context of ethics and sustainability. The Dialogue Forum on Social Responsibility of the German Football Association (DFB) supports the path to a sustainable European Championship in 2024. As part of the Forum Compliance & Integrity, DEKRA participates in new concepts for corporate social responsibility and human rights duties. Another example of DEKRA's commitment: As a partner of the Clean Mobility Center, a European innovation cluster for sustainable mobility, DEKRA is working on solutions for clean, intelligent and safe mobility.

WINNING — TOGETHER

C

Commitment

As a neutral, independent expert organization, DEKRA is committed to the safety of people in the key areas of life on the road, at work and at home.

Accident research

In the reporting year 2018, DEKRA Accident Research celebrated its anniversary: For over 40 years, experts have been analyzing real accident situations on the roads and deriving lessons for more traffic safety.

Never drive right past it

Turning trucks are a great danger for pedestrians and cyclists, because accidents are usually fatal. Therefore, DEKRA in 2018, under the slogan "Never drive right past it", launched an information campaign on the "blind spots" and is also a partner

Proper road behavior protects lives – for example, those of children, pedestrians or cyclists. Therefore, corresponding actions in 2018 were one of the focal points of DEKRA's initiatives.

in the campaign Turn-off Assistant by Federal Transport Minister Andreas Scheuer.

Road Safety Report

In 2018, the eleventh year of its publication, the DEKRA Road Safety Report (VSR) focused on the question of how the Vision Zero – which means reducing the number of road deaths to zero – could be accomplished. The report is well received by decision-makers in politics, associations and companies both nationally and internationally.

Award

For the third time, DEKRA has awarded the "DEKRA Vision Zero Award". The German city of Bad Homburg, eight years in a row without a single fatal accident in urban transport, has received this award in 2018.

DTM

Also in 2018, DEKRA experts took over the technical acceptance of the vehicles on the German Touring Car Masters (DTM). Thus, they are responsible for compliance with technical regulations. This year, the partnership celebrated its 30th anniversary.

Brains

The campaign "Safety needs brains" took place in 2018 for the 15th time. DEKRA experts distributed traffic-light red safety caps to first-graders in many of the 75 branches nationwide and explained the dangers and the correct behavior in road traffic.

Fair play

The successful partnership between the DFB referees and DEKRA has been extended for a further three years in 2018. Since 2003, referees have been wearing the DEKRA logo on their clothing.

Put your mobile phone away

The opening match of the Bundesliga season 2018/2019 focused not only on soccer, but also on traffic safety. DEKRA used the advertising space on the clothing of the referee for the public appeal "put your mobile phone away – your life matters", to point out the dangers of smartphone use while driving.

DEKRA Award

Together with Wirtschaftswoche, DEKRA has been organizing the DEKRA Award for many years. In 2018, top achievements in the service of safety were awarded. Criteria for the award include the degree of innovation, effectiveness and relevance, and acceptance of the presented solution.

As an expert in Road Safety, DEKRA is closely linked with motorsport. For exactly 30 years, we have been responsible for the technical acceptance of vehicles of the German Touring Car Masters.

30
JAHRE DEKRA & DTM



C

Careers at DEKRA

Challenging tasks, good prospects and an attractive environment define DEKRA as an employer.

Employee development

DEKRA has been on a growth path for 15 years now – in terms of sales, but also among its employees. They underlie the company's success in the 2018 fiscal year, more than 45,000 experts were employed. In the meantime, more than half of the core workforce work outside our home market of Germany.

Future-proof

DEKRA stands for future-proof jobs. As diverse as the tasks and services of the company are the competences of the employees. The spectrum ranges from test

DEKRA is growing and constantly looking for capable employees who are committed to taking on responsible tasks and contributing to provide safety in the world.

engineers, experts and industrial doctors to sales staff, controllers, IT experts, auditors and trainers, to project and process managers.

Appealing

Safe careers – that's what DEKRA offers its employees. The ability to contribute to the safety of people around the world proves extremely appealing for young talents as well as professionals. Not surprisingly, DEKRA succeeds year after year in attracting new dedicated experts in the areas of mechanical engineering, electrical engineering, process engineering, civil engineering, computer science, economics and industrial engineering.

Support and personal responsibility – according to this principle, DEKRA accompanies its employees on their career path. This also includes international assignments if there is a corresponding potential.



Appreciative

Connected by shared values, every employee engages in the DEKRA vision, the global partner for a safe world – in the worlds of transport, at work and at home – with know-how, responsibility and passion. For this purpose, DEKRA offers its employees a working environment in which they can feel at home and develop professionally. Exciting projects and tasks come with an appreciative atmosphere, flexible working time models as well as attractive remuneration and work-life balance.

Nurturing

DEKRA nurtures the expertise of its employees. As an expert organization, the regular and intensive professional qualification is a matter of course for DEKRA. Moreover, for example, with the International Advancement Program, young talent are prepared for international assignments and missions. DEKRA has also launched a worldwide management program, the Managerial Foundation Program (MFP), for all middle-level management.

Demanding

DEKRA demands entrepreneurial thinking and action, integrity and team spirit. The ability to act in a service-oriented and customer-oriented manner as well as to work independently is a daily prerequisite.

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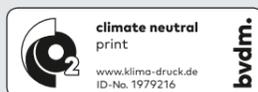
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DEKRA Highlights 2018



DEKRA grew in 2018 for the fifteenth consecutive year. This has been helped by innovative services, the consistent further internationalization and the strengthening of our position in young growth markets. Selection of major highlights.

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High

January DEKRA DIGITAL GMBH

DEKRA Digital GmbH was founded in January 2018 with the goal of developing new digital business models. It will serve as an incubator for ideas that will enhance safety through the use of new technologies and the opportunities offered by digitalization. Thus, DEKRA Digital GmbH is concentrating on a "SafetyApp" to analyze the driving behavior of car drivers and thus improve road safety.



2018

February DOCSTOP

DEKRA supports the association DocStop, which campaigns for the health of professional drivers. Among other things, DocStop has developed a network in the past ten years with around 750 doctors in Germany.

March ACCIDENT RESEARCH

DEKRA Accident Research is celebrating an anniversary. For 40 years, experts have been analyzing real accident situations on the roads and drawing lessons for increased traffic safety.

April UNITED STATES

The emission-checking company Jiffy Smog, based in Las Vegas, is part of the DEKRA family. With 24 stations in Nevada, the world's #1 vehicle testing is now represented in six US states.

May PROCESS EFFICIENCY

DEKRA opens a laboratory to monitor hazards arising from chemical reactions in Shanghai. With this new Chemical Reaction Hazard (CRH) Laboratory, the company now operates test facilities for process safety on three continents.

June ROAD SAFETY REPORT

DEKRA presents its ambitious Road Safety Report 2018. The focus this time are freight vehicles. The report shows that acting on the human, vehicle technology and infrastructure elements offers potential to further reduce the number of accidents and victims.



July 5G TEST FIELD

DEKRA and Deutsche Telekom built together the test and racetrack Lausitzring as a 5G test field for intelligent mobility. In a few years, cars and traffic lights will be designed to reliably exchange data over the 5G communication standard and make future traffic safer.

August PUT YOUR MOBILE PHONE AWAY

At the opening of the new Bundesliga season, in addition to soccer, the focus is on traffic safety. DEKRA, since 2003 partner of the DFB referees, uses the referees' shirt to convey the message: "Put your mobile phone away – your life matters" – and raises awareness of the risk of phone use while driving.



September CERTIFICATION SERVICE

DEKRA's Test Laboratory in Málaga (Spain) is authorized by the non-profit organization "Thread" to provide certification services. With this, DEKRA strengthens its position as a testing organization for devices in the Internet of Things of residential and commercial buildings.

October CHINA

The Chinese think tank China EV100 and DEKRA want to jointly shape the future of China's safety. At a meeting at DEKRA headquarters, both parties emphasized their willingness to tackle the challenges of automated and connected driving together.



November CYBER SECURITY

DEKRA extends its cyber security services with special focus on small and medium businesses. The IT monitoring system "Cyber SafeAlert" reports abnormalities, vulnerabilities and attacks in a timely manner.

lights

December DEKRA WORK SAFETY REPORT

Almost three out of ten SMEs present shortcomings as regards fire protection. This is the expert result of the forward-looking DEKRA Occupational Health and Safety Report 2018/2019. Many companies (28 percent) ignore the legally prescribed regular fire safety instructions. All employees must know how to prevent fires, what to do in the event of a fire, and the location of life-saving escape routes.





more on

www.dekra.com/winning-together