



**MAKING YOU
FEEL GOOD**

DEKRA AG
HANDWERKSTR. 15
D-70565 STUTTGART
PHONE +49.7 11.78 61 0
FAX +49.7 11.78 61 29 12



DEKRA e.V.

DEKRA AG

KEY DATA DEKRA AG IN MILLION EUROS	2008	2009
Total sales	1,595.8	1,710.0
Income before taxes	99.9	101.7
Return on sales in %	6.3	6.0
Employees (as at Dec. 31)	20,121	21,925

DEKRA is one of the world’s leading providers of expert services, with around 22,000 employees in over 50 countries dedicated to ensuring safety, quality and environmental protection. As a wholly owned subsidiary of DEKRA e.V., DEKRA AG is responsible for the Group’s operational activities. Its broad and innovative service portfolio is delivered by three business units: DEKRA Automotive, DEKRA Industrial and DEKRA Personnel.



DEKRA AUTOMOTIVE

DEKRA is an expanding provider of specialist automotive services. We are market leader at both national and international level in regular vehicle inspections and expertise for private and commercial customers, as well as a major claims settlement specialist in Europe. DEKRA Automotive also provides expert services such as used car management, homologation, type approval and consulting in many countries, serving the entire automotive sector. We are expanding our own network and that of our franchisees worldwide.

	2008	2009
Sales IN MILLION EUROS	947.9	1,024.5
Employees (as at Dec. 31)	8,650	9,884



DEKRA INDUSTRIAL

Industrial inspections services represent a huge potential growth area for DEKRA. Buildings and Facilities, Machinery and Plant Safety, Health, Safety and Environment (HSE), Energy and Process Industries, Systems Certification and Product Testing and Certification are all fields in which we operate extremely successfully with customer-focused end-to-end solutions. Thanks to our professional, motivated staff, high degree of flexibility and outstanding service quality, we are making strong inroads into additional growth fields and key markets to deliver international success.

	2008	2009
Sales IN MILLION EUROS	340.4	379.2
Employees (as at Dec. 31)	4,715	5,241



DEKRA PERSONNEL

A broad spectrum of personnel services rounds off the DEKRA portfolio for the automotive and industrial segments. Our integrated services from the Qualification, Temporary Work, and Out- and Newplacement service lines give the company a unique market profile in Germany. DEKRA is one of the biggest private independent training bodies in Germany, and our services are also highly successful in other European countries. The transport and logistics sector benefits from publications that we produce in association with big-name partners.

	2008	2009
Sales IN MILLION EUROS	305.4	305.3
Employees (as at Dec. 31)	5,820	6,422

DEKRA coped well with the international economic and financial crisis, with our strategic focus on growth markets proving beneficial. Group sales and income before taxes again increased. The DEKRA network was extended and new activities added. Our most important asset is the trust placed in us by our customers and business partners. Our expertise will allow us to continue playing a significant role in the global market for innovative expert and quality services.

KEY ACHIEVEMENTS IN 2009:

GROUP SALES BOOSTED TO MORE THAN **1.7 BILLION EUROS**

PROPORTION OF SALES GENERATED OUTSIDE GERMANY INCREASED TO **28 PERCENT**

1,200 NEW EMPLOYEES FROM ACQUISITIONS INTEGRATED

INDUSTRIAL INSPECTIONS BUSINESS SIGNIFICANTLY EXPANDED

CONTENTS

REPORTS AND COMMITTEES	2	Highlights 2009
	3	Report of the Chairman of the Supervisory Board
	4	Report of the Chairman of the Management Board
	6	Report of the Management Board
	9	Committees of DEKRA e.V. and of DEKRA AG

2 – 9

COMPANY ACTIVITIES	10	Making you feel good is what matters to us
	18	Business Units
	18	DEKRA Automotive
	21	DEKRA Industrial
	24	DEKRA Personnel
	27	DEKRA Service Lines
	28	DEKRA Management

10 – 29

CONTACT	30	Overview of countries
	32	Addresses
		Imprint

30 – 32

HIGHLIGHTS 2009

THE **VOLCHI GROUP**, BRAZIL'S LEADING APPRAISALS PROVIDER, BECOMES PART OF DEKRA. **JANUARY**

DEKRA ENTERS THE **SUSTAINABILITY MANAGEMENT** MARKET. **FEBRUARY**

THE **DEKRA ROAD SAFETY REPORT** CONFIRMS THAT DRIVER ASSISTANCE SYSTEMS HELP TO PREVENT TRUCK ACCIDENTS. **MAY**

FRENCH DEKRA SUBSIDIARY NORISKO IS RENAMED DEKRA INDUSTRIAL S.A. IN LINE WITH DEKRA'S **GLOBAL SINGLE BRAND STRATEGY**. **JUNE**

THE **JOB MARKET REPORT** REVEALS THAT MANY COMPANIES ARE URGENTLY SEEKING QUALIFIED STAFF DESPITE THE ECONOMIC DOWNTURN. **JUNE**

DEKRA MEDIENAKADEMIE RECEIVES OFFICIAL RECOGNITION FROM THE BERLIN SENATE AS A **UNIVERSITY OF APPLIED SCIENCES**. **JULY**

DEKRA OPENS THE FIRST OF 45 STATE-OF-THE-ART AUTOMOTIVE TEST CENTRES IN **SOUTH AFRICA**. **AUGUST**

DEKRA INDUSTRIAL GMBH IS CREATED TO MERGE DEKRA'S INDUSTRIAL INSPECTIONS EXPERTISE ACROSS GERMANY. **SEPTEMBER**

THE TAKEOVER OF CLAIMS SERVICES UKRAINE EXTENDS DEKRA'S **CLAIMS SETTLEMENT NETWORK** IN EUROPE TO 17 DEKRA COMPANIES AND 20 PARTNERS. **OCTOBER**

DEKRA ACQUIRES DUTCH COMPANY **KEMA QUALITY B.V.** TO STRENGTHEN ITS INTERNATIONAL POSITION IN PRODUCT TESTING AND MANAGEMENT CERTIFICATION. **NOVEMBER**

MOVING SAFELY IN THE RIGHT DIRECTION

Ladies and gentlemen, members,
customers and friends of DEKRA,

Every successful business needs a solid foundation and a clear strategy. 85 years ago, DEKRA's founders promised – and delivered – safety services “anytime, anywhere”. Ten years ago, we updated this promise to “Innovative safety services – anytime, anywhere”, which remains the guiding principle of our attractive new service products. Today we are a highly successful enterprise and all our employees are rightly proud of our modern promise: “DEKRA. On the safe side.” Our company is sure to make you feel good about life.

Even in 2009, the year of the economic crisis, DEKRA achieved its objectives, grew significantly and achieved respectable results. All three business units – Automotive, Industrial and Personnel – made a positive contribution to this performance.

DEKRA is now one of the world's leading providers of expert services and is constantly extending its position. The company is already the global market leader in automotive services. The Industrial unit is still in its infancy, but delivered strong double-digit growth, and DEKRA Personnel's thriving qualification and temporary work solutions represent a service portfolio that is unique within the industry.

In December 2009, the Presidential Board of DEKRA e.V., DEKRA's highest supervisory body, and the Supervisory Board of DEKRA AG appointed new Management Boards at DEKRA e.V. and DEKRA AG. With these personnel changes, combined with the motivation and commitment of our staff, the company will be able to drive forward its growth strategy even more effectively.

On behalf of the Presidential Board and the Supervisory Board, I would like to thank everyone at the company for their hard work. I wish the new management team and all employees every enjoyment



PROF. DR.-ING. GERHARD ZEIDLER
BORN 1936, HAS BEEN PRESIDENT OF THE PRESIDENTIAL BOARD OF DEKRA E.V. AND CHAIRMAN OF THE SUPERVISORY BOARD OF DEKRA AG SINCE JANUARY 2006. FROM 1996 TO THE END OF 2003, HE RAN THE GROUP AS CHAIRMAN OF THE MANAGEMENT BOARD OF DEKRA AG AND WAS CHAIRMAN OF THE MANAGEMENT BOARD OF DEKRA E.V. UNTIL THE END OF 2005.

and success in their endeavours. My thanks also go to our members, customers and partners for your continued trust. We will not disappoint you in the year ahead.

Best regards,

Prof. Dr.-Ing. Gerhard Zeidler
President of the Presidential Board of DEKRA e.V.
Chairman of the Supervisory Board of DEKRA AG

CLEAR STRATEGY DELIVERS GLOBAL SUCCESS

Despite the considerable turbulence affecting international markets in fiscal 2009, DEKRA was able to buck the overall industry trend by disciplined implementation of our strategy and focusing all business units on profitable growth markets. This is reflected in the key financial figures for 2009. Group sales rose by 7.2% to 1.710 billion euros, and there was a further increase in income before taxes to 101.7 million euros.

We successfully continued our global expansion strategy and established a foothold in many new markets. For many years, we have pursued this course based on a healthy mix of acquisitions and organic growth.

In fiscal 2009, DEKRA made good progress on three strategic fronts: international expansion, growth in existing business segments and increasing professionalisation within the Group.

Internationally, DEKRA now employs over 22,000 staff and operates in more than 50 countries. With a presence in 28 countries, we are the undisputed market leader in automotive services, and the world's number three with regard to our overall portfolio. We considerably boosted our activities outside Europe in 2009. After France, Brazil is now DEKRA's second largest foreign automotive market.

We expanded our presence in South Africa in readiness for stepping up our activities in the host country of the 2010 World Cup. The acquisition of KEMA Quality and our joint venture with Chinese certification body WIT has given DEKRA a respected presence in the industrial inspections sector in China. We will continue our international expansion in 2010 and enter new markets in Europe and the rest of the world.

We further expanded our service portfolio in the past fiscal year, particularly in the industrial inspections sector. Two acquisitions in Finland and Sweden have enabled us to enhance our expertise in the testing and inspection of power stations. We also have high expectations with regard to international growth of the second largest acquisition in DEKRA's history, Dutch testing and certification service provider KEMA Quality B.V.

The addition of electronic product testing and certification to our service portfolio represents a decisive step towards our objective of becoming an international full service provider. With innovative services that ensure quality for our customers, we are ideally equipped for continued profitable expansion.

Alongside pursuing strategic expansion, we have also continued to adapt and professionalise our internal structures. We have taken action on a number of fronts to meet the challenges presented by new cultures, workflows and systems. We are constantly striving for business excellence in our internal structures and thus support close cooperation between our companies across national borders and business unit boundaries. In this respect, we are committed to bringing our internal processes into line with capital market expectations across all areas. One noteworthy milestone is this Annual Report, which for the first time has been prepared in accordance with IFRS standards.

Overall, DEKRA has significantly strengthened its business base and tapped into new customer groups and markets via innovative services. I am confident that our dynamic growth policy will continue to yield benefits in the forthcoming fiscal year and deliver high levels of profitability.



Stefan Kölbl
Chairman of the Management Board



STEFAN KÖLBL

BORN 1967, BECAME CHAIRMAN OF THE MANAGEMENT BOARDS OF DEKRA E.V. AND DEKRA AG IN JANUARY 2010. HE JOINED THE COMPANY IN 2000 AND WAS SUBSEQUENTLY APPOINTED MANAGING DIRECTOR OF DEKRA AKADEMIE GMBH AND DEKRA INTERNATIONAL GMBH. IN 2006, HE BECAME HEAD OF DEKRA'S ENTIRE AUTOMOTIVE OPERATIONS OUTSIDE GERMANY.

ENTERING NEW GROWTH MARKETS WITH EXPERT KNOWLEDGE AND A SOLID FINANCIAL BASE

DEKRA showed its strength in the face of an economically challenging market in 2009 and continued to focus on quality. A healthy balance sheet enabled us to fund our dynamic expansion strategy. DEKRA achieved strong growth in 2009, both organically and as a result of four carefully chosen acquisitions. Overall, we were able to significantly accelerate our international expansion.

DEKRA is presenting this 2009 Annual Report for the first time in accordance with International Financial Reporting Standards (IFRS). As a globally active group, switching our financial reporting to IFRS will improve the quality of information we provide and our comparability at international level. It will also enable access to the international capital markets.

We increased our equity to 246.6 million euros, and the equity ratio is now more than 22%. DEKRA has no net debt and possesses sufficient liquidity to finance further expansion projects in the future. Furthermore, we are operating in profitable growth markets with good long-term prospects, coupled with a focus on lean structures and efficient processes.

All business units continued their growth trajectories in the reporting year. This is reflected by the number of staff employed, with an increase in permanent employees of nearly 4%, in contrast to the overall economic trend.

The importance of qualified staff to DEKRA can hardly be overstated. Careful selection and proactive personnel management via training programmes ensure a high level of performance and service. Our development programmes focus on highlighting the complexity and global nature of our business and are aimed at maximising individual potential.

DEKRA Automotive extends worldwide market leadership

At the start of 2010, we ceased to treat our operations in Germany and abroad as separate organisational units and brought all automotive activities under control of the DEKRA Automotive business unit.

DEKRA Automotive contributes over 1 billion euros to total sales. Beyond state-regulated testing activities, there is a growing demand for independent expert services, such as used car management for car dealerships and fleet operators, mystery shopping and international claims services.

We increased sales of our automotive testing services by 8% in the 2009 reporting year and were able to extend our dominance of the global market. The vehicle testings, expertise, claims services and other expert services performed by foreign subsidiaries now contribute more than 20% to total sales of the business unit.

With the acquisition of the Volchi Group, Brazil is now DEKRA Automotive's second largest foreign market after France.

DEKRA's portfolio of offerings in its two domestic markets, Germany and France, is already virtually identical. Although there are national differences in regular vehicle testing around the world, we can adapt our IT tools to local conditions for tests, expertise and, in particular, used car and fleet management, and thus deploy them extremely efficiently.



From left:

JÖRG MANNSPERGER

MEMBER OF THE MANAGEMENT BOARD DEKRA AG
HEAD OF BUSINESS UNIT DEKRA PERSONNEL

ROLAND GERDON

MEMBER OF THE MANAGEMENT BOARD
DEKRA E.V. / DEKRA AG
PERSONNEL DIRECTOR DEKRA AG

STEFAN KÖBL

CHAIRMAN OF THE MANAGEMENT BOARD
DEKRA E.V. / DEKRA AG

CLEMENS KLINKE

MEMBER OF THE MANAGEMENT BOARD DEKRA AG
HEAD OF BUSINESS UNIT DEKRA AUTOMOTIVE

MARK THOMÄ

MEMBER OF THE MANAGEMENT BOARD DEKRA AG
HEAD OF BUSINESS UNIT DEKRA INDUSTRIAL

”

CAN I REALLY TRUST
MY GARAGE?

ARE THE STAFF PROPERLY QUALIFIED?

IS THAT USED CAR REALLY IN A ROADWORTHY
CONDITION?

IS THE LAND CONTAMINATED WITH
POISONOUS SUBSTANCES?

HOW CAN I PROTECT MYSELF AGAINST
SHODDY BUILDING WORK?

DOES THE IMPORTED PRODUCT COMPLY
WITH OUR STANDARDS?

WHO CAN HELP ME TO SAVE ENERGY?

WHAT MUST I BE AWARE OF WHEN
HANDLING CHEMICALS?

”

MAKING YOU FEEL GOOD IS WHAT MATTERS TO US

Without peace of mind, concerns quickly spread. Inadequate information, lack of expertise, inexperience or poor advice leave consumers feeling worried and alone. Providers of goods and services also need qualified staff and the ability to make the right corporate decisions with confidence.

The more the world shrinks, the more blurred its parameters become. Safety standards, for example, vary greatly from country to country. Product and service quality often come a poor second after price, and the same fate also befalls factors such as durability and environmental sustainability or health and safety aspects.

From decades of experience, DEKRA understands the worries and concerns of consumers and manufacturers, which is why we develop perfectly tailored solutions that both serve and protect. We have also actively positioned the company as a partnership-oriented yet objective source of support and advice. We bring our core strengths of expert knowledge, vision and independence to bear on complex processes.

You can rely on DEKRA to make you feel good about life.

FEELING GOOD IS
DRIVING A CAR YOU KNOW TO BE SAFE

Every summer, Marie and Jean enjoy trips in their classic car. It reassures them to know that the technical test conducted by DEKRA gave it a clean bill of health. Like millions of other people around the world, they can have complete confidence in their vehicle. DEKRA tests motor vehicles from the UK to the US and beyond – including South Africa, where this year 1,500 buses checked by DEKRA will safely ferry hordes of football fans from all over the world to stadiums in Pretoria and Johannesburg to see the 2010 World Cup.

**TOTALLY
RELAXED**



FEELING GOOD IS
DRIVING A CAR YOU KNOW TO BE SAFE

Every summer, Marie and Jean enjoy trips in their classic car. It reassures them to know that the technical test conducted by DEKRA gave it a clean bill of health. Like millions of other people around the world, they can have complete confidence in their vehicle. DEKRA tests motor vehicles from the UK to the US and beyond – including South Africa, where this year 1,500 buses checked by DEKRA will safely ferry hordes of football fans from all over the world to stadiums in Pretoria and Johannesburg to see the 2010 World Cup.



**TOTALLY
RELAXED**



DEKRA AUTOMOTIVE

Global vehicle inspections: DEKRA carries out some 22 million vehicle inspections every year in 14 countries.

Expertise and evaluations: DEKRA produces over one million damage reports and vehicle valuations every year.

Accidents in Europe: DEKRA is a motor claims settlement specialist covering the whole of Europe.

Used car management: DEKRA supports leasing companies and car dealerships by managing the entire vehicle return process (nationally and internationally), right through to resale.

FEELING GOOD IS CUDDLING YOUR TEDDY WITHOUT A SECOND THOUGHT

Emily and Larissa know absolutely nothing about polycyclic aromatic hydrocarbons: all they want is their teddy bears to be cuddly so they can give them a good hug. So it's just as well that DEKRA's product testing laboratories in Europe and China examine toys for harmful plasticisers. Only soft toys that can be used without fear of harm receive a quality mark. DEKRA also analyses materials and products with regard to protection of natural resources and the environment. Emily and Larissa are sure to continue enjoying their toys for years to come.



**COMPLETELY
CAREFREE**



FEELING GOOD IS CUDDLING YOUR TEDDY WITHOUT A SECOND THOUGHT

Emily and Larissa know absolutely nothing about polycyclic aromatic hydrocarbons: all they want is their teddy bears to be cuddly so they can give them a good hug. So it's just as well that DEKRA's product testing laboratories in Europe and China examine toys for harmful plasticisers. Only soft toys that can be used without fear of harm receive a quality mark. DEKRA also analyses materials and products with regard to protection of natural resources and the environment. Emily and Larissa are sure to continue enjoying their toys for years to come.



**COMPLETELY
CAREFREE**



DEKRA INDUSTRIAL

Reliable facilities: Whether it's a power station in Sweden or a refinery in Algeria, DEKRA delivers safety.

Products from the Far East: DEKRA product testing laboratories test toys before they leave China.

Use of chemicals: DEKRA examines products for harmful substances and gives importers, manufacturers and consumers peace of mind.

Sustainable building: DEKRA approves sustainable buildings from an environmental and economic perspective for investors, operators and owners.

FEELING GOOD IS HAVING A PERMANENT JOB AT LAST

Helmut, Jürgen and Wolfgang work for a large waste management company. They all have one thing in common: they were trained at DEKRA. Want to obtain a forklift truck licence, retrain for the waste management industry or qualify as a warehouse specialist? DEKRA has the right solution in the right place for everyone. Jürgen (centre) was out of work before he was retrained at DEKRA Akademie. DEKRA Arbeit then took him under their wing as a temporary worker. That was some time ago, though – he is now a permanent employee.



**SUPER
COOL**



FEELING GOOD IS HAVING A PERMANENT JOB AT LAST

Helmut, Jürgen and Wolfgang work for a large waste management company. They all have one thing in common: they were trained at DEKRA. Want to obtain a forklift truck licence, retrain for the waste management industry or qualify as a warehouse specialist? DEKRA has the right solution in the right place for everyone. Jürgen (centre) was out of work before he was retrained at DEKRA Akademie. DEKRA Arbeit then took him under their wing as a temporary worker. That was some time ago, though – he is now a permanent employee.



**SUPER
COOL**

DEKRA PERSONNEL

All professional driver needs catered for: DEKRA's www.berufskraftfahrer.eu portal is packed with information about all its solutions for professional driver qualification.

Fleet management: Fleet managers can update themselves at DEKRA on all safety and efficiency matters.

Study at DEKRA: The private DEKRA Hochschule Berlin offers Bachelor courses in media management, journalism and TV/film.

Placement-oriented temporary work: The DEKRA Arbeit Group hires out temporary staff with a view to placing them in permanent jobs. Some 18% succeed in obtaining full-time positions.

DEKRA AUTOMOTIVE BUSINESS UNIT

ROAD SAFETY
ACCIDENT RESEARCH
EXPERTISE
VEHICLE VALUATIONS
CRASH TESTS
SAFETY CHECKS
LOAD SECURING

The DEKRA brand guarantees motor vehicle safety and efficiency. Our experts develop innovative solutions for private and commercial customers. Thanks to ongoing international expansion of our services, we are leveraging globalisation opportunities to make a major contribution to improving the level of safety on our roads.

DEKRA AUTOMOTIVE SALES (IN MILLION EUROS) AND EMPLOYEES	2008	2009
Total sales	947.9	1,024.5
Employees (as at Dec. 31)	8,650	9,884
SERVICE LINES SALES (IN MILLION EUROS)		
Vehicle Testing	621.4	663.0
Expertise	202.9	218.6
Used Car Management	39.0	46.1
Homologation and Type Approvals	16.2	17.1
Consulting and Mystery Shopping	13.2	8.9
Claims Services	15.2	25.1
Other revenues	39.9	45.6



OUTSTANDING PERFORMANCE AS A
PARTNER TO THE AUTOMOTIVE SECTOR

As the global market leader in regular vehicle testing and automotive expertise, the DEKRA Automotive business unit makes a significant contribution to improving road safety and efficiency. Our business is a networked global operation that offers our customers innovative one-stop solutions. In 2009, sales for the business unit exceeded 1 billion euros for the first time.

Testing expertise maintains competitive edge
In Germany, DEKRA has consistently led the field in vehicle testing for many years, and slightly increased its market share to around 35%. We have a nationwide presence of over 500 DEKRA locations plus partnerships with some 40,000 car dealerships and workshops. Testing of electronic systems and components continues to expand. We are tackling the growing complexity of motor vehicles by putting improved training and qualification programmes in place for our test engineers.

We are helping to modernise driving tests, with new IT systems enabling the authorities and DEKRA test centres to work together more closely with regard to the practical driving test.

We remain the undisputed leader in European vehicle inspections. With a comprehensive network of subsidiaries and franchise systems, we are the main provider in France, the Czech Republic, Italy and Slovakia. Our biggest subsidiary, DEKRA Automotive S.A. in France, increased sales by 9.2%. We have also strengthened our presence in Africa: DEKRA Automotive Maroc S.A. expanded its network of inspection centres and franchisees and is the leading provider of vehicle inspections in this market. In South Africa, DEKRA Automotive Pty. Ltd. (SA) bolstered its network structure for mandatory tests of roadworthiness following changes of car ownership.



In the field of homologation and type approval, we have intensified our partnerships with manufacturers of vehicles and vehicle parts, including alternative drive systems. The network of DEKRA type approval centres in Germany, the Czech Republic, Slovakia, Italy, France and China enables efficient cross-border collaboration and fast knowledge exchange.

Specialist provider of expert services

As a partner to the automotive sector, DEKRA specialises in expert services supported by standardised processes. Examples include the DEKRA seal, DEKRA damage reports, used car management and mystery shopping.

Although expertise volumes in Germany were affected by fewer incidences of extreme weather conditions, sales volumes in used car management increased. Despite growing competition, DEKRA is the market leader in this area, thanks in part to its innovative IT systems such as DEKRA CarOperator and FleetOperator. DEKRA once again benefited from its comprehensive geographic coverage in the field of analytical expertise.

International performance was pleasing. DEKRA Claims and Expert Services International N.V. consolidated its market position as one of Europe’s leading claims settlement organisations. The network now comprises 18 countries plus partnerships in 22 countries. DEKRA is also currently developing integrated solutions for expertise and claims settlement services together with the Dutch Bartok group, which was acquired in 2008. In Brazil, the newly acquired Volchi Group was extremely successful. This specialist in vehicle identification, theft analysis and vehicle valuation was rapidly integrated into the Group. DEKRA Expertises Portugal has expanded its automotive expertise by opening a new technology centre north of Lisbon in Leiria, where individual vehicle components can be tested under laboratory conditions.

“Continuous development of our service offering is helping us to extend our global market leadership. As a one-stop provider, we are clearly differentiated from the competition.”

Clemens Klinke, Management Board member of DEKRA AG and head of the DEKRA Automotive Business Unit

Initiatives for greater safety

Non-profit safety campaigns help to increase awareness of road safety issues. As part of the SafetyCheck initiative, some 15,000 young drivers had their vehicles tested free of charge at DEKRA locations in Germany. With the SafetyPlus campaign, we are raising support for the use of safety-enhancing electronic components in commercial vehicles.

DEKRA INDUSTRIAL BUSINESS UNIT

PLANT SAFETY
ENERGY MANAGEMENT
CERTIFICATION
CHEMICALS LEGISLATION
PROPERTY REPORTS
ENVIRONMENTAL PROTECTION
PRODUCT TESTING

Industrial inspection requires both complex safety solutions and customer-specific services. DEKRA delivers one-stop solutions for a range of industries and companies. Our close-knit network in Europe, Africa, America and Asia creates synergies across national borders, enabling our experts around the world to create a safe environment for technology applications.



DEKRA INDUSTRIAL SALES (IN MILLION EUROS) AND EMPLOYEES	2008	2009
Total sales	340.4	379.2
Employees (as at Dec. 31)	4,715	5,241
SERVICE LINES SALES (IN MILLION EUROS)		
Buildings and Facilities	72.6	81.3
Machinery and Plant Safety	170.0	165.0
Health, Safety and Environment (HSE)	64.5	65.5
Energy and Process Industries	6.5	28.3
Systems Certification	25.3	29.1
Product Testing and Certification	0.5	6.2
Other revenues	0.9	3.8

LOCAL CUSTOMER CARE AT ITS FINEST

In recent years, DEKRA Industrial has firmly established itself in the market and is now the Group's second largest business unit. Its wide range of services include Buildings and Facilities, Machinery and Plant Safety, Health, Safety and Environment (HSE), Energy and Process Industries, Systems Certification, and Product Testing and Certification. Our national and international network makes DEKRA particularly attractive for customers operating across national borders. DEKRA Industrial increased sales in the reporting year by 11.4%.

Joining forces

France remains the business unit's biggest market. In June 2009, the NORISKO companies were re-named DEKRA Industrial S.A. in line with DEKRA's single brand strategy. Individual companies were also merged and six powerful business segments created. The streamlined structure and single brand enable increased customer recognition and market penetration.

In Germany, DEKRA consolidated its image as a one-stop provider and expanded its service portfolio. Here too, the company has laid the foundation for further growth by merging DEKRA Testing & Inspection GmbH, DEKRA Real Estate Expertise GmbH and DEKRA Umwelt GmbH into DEKRA Industrial GmbH. The new entity pools existing expertise in the fields of plant and equipment safety, energy efficiency, building quality and safety, HSE services and sustainability management, with the latter getting off to a very successful start.



Market share gains in Germany

The particularly high level of service offered by DEKRA Industrial has been well received in the market and sets us apart from the competition. New outline agreements with big-name customers highlight the appeal of the overall portfolio across all areas of activity. Since the lifting of monopoly restrictions in the German market, we have gained substantial market share. Our share of tank and filling station testing has already reached 20% in each case. DEKRA is one of the top three providers of non-destructive material testing.

“DEKRA Industrial offers its worldwide customers a comprehensive customer portfolio, professional advice and first-class service. We see it as our role to constantly seek out new ways of improving quality, reliability and safety.”

Mark Thomä, Management Board member of DEKRA AG and head of the DEKRA Industrial Business Unit

For fire and explosion protection or risk potential assessment, our customers can rely on us as an “approved inspection agency” for regular testing of machinery subject to mandatory inspection. The 2008 EU chemicals regulation REACH has produced additional orders and sales in HSE services. Consulting service volumes in the fields of sustainability, energy management and building inspection have increased significantly.

New certification services

The DEKRA Certification group acquired a significant number of new customers. In Germany, we strengthened our position in the product and personal certification segments. Acquisition of Dutch company KEMA Quality B.V. enabled the group to become a market leader in the testing and certification of medical devices, electrical products and components and management systems. The company has test laboratories in Germany, the Netherlands, China and Italy. With product flows becoming increasingly global, particularly with regard to electronic components, the market for product testing is seeing double-digit growth every year. A joint venture for systems certification was established with one of China's most respected certification companies.

At the start of 2010, KEMA Quality expanded its offering in Shanghai and Hong Kong. LED light manufacturers and dealers in Asia can now have their products tested locally for photobiological safety. A globally recognised certification programme is used that verifies conformity of electronic products with international standards. For manufacturers and dealers planning to export their products to Europe or elsewhere in the world, this certificate delivers considerable time and cost benefits.

Major expansion in power station sector

The acquisition of Swedish inspection service provider ÅF Kontroll AB in mid-March 2010 is a further milestone towards implementing DEKRA's strategy to position itself as the leading inspection service provider for the energy sector throughout Europe. Together with Finnish subsidiary DEKRA Industrial Oy, this move makes DEKRA the market leader in the power station sector in Scandinavia and significantly extends its presence in Northern Europe and important Eastern European growth markets.

ÅF Kontroll employs around 450 people and specialises in inspection and non-destructive material testing, mainly operating in the power station and major installations sector. The company is also accredited to test pressure vessels, lifts and machinery. ÅF Kontroll has 27 sites in Sweden, as well as branches in Norway, the Czech Republic and Lithuania.



DEKRA PERSONNEL BUSINESS UNIT

TRAINING
INTEGRATION
EMPLOYEE SECONDMENT
LEARNING CENTRES
ONLINE PORTALS
NEWPLACEMENT
ECO TRAINING

DEKRA combines expert knowledge with social expertise. Our integrated qualification and personnel services cover a broad spectrum of technical and business requirements. Working closely with our other business units, we help to make the job market more dynamic. We have a comprehensive network in Germany and are increasingly tapping into new markets in Western and Eastern Europe.



DEKRA PERSONNEL SALES (IN MILLION EUROS) AND EMPLOYEES	2008	2009
Total sales	305.4	305.3
Employees (as at Dec. 31)	5,820	6,422
SERVICE LINES SALES (IN MILLION EUROS)		
Qualification	173.2	201.7
Temporary Work	120.5	89.9
Out- and Newplacement	9.2	11.0
Other revenues	2.6	2.7



FLEXIBLE ONE-STOP SOLUTIONS FOR BUSINESSES AND EMPLOYEES

The DEKRA Personnel business unit is increasingly positioning itself as a provider of end-to-end HR concepts for companies and employees. Activities in the Qualification, Temporary Work, and Out- and New-placement service lines are constantly being expanded, enabling provision of flexible personnel solutions tailored to specific industries and offering job seekers exciting new prospects.

Professional training and education

With its focus on training, social integration support and providing initial qualifications, DEKRA Akademie GmbH performed particularly well, increasing sales by around 19%. Innovative, web-based study solutions attracted a lot of interest in the publicly funded training market and among businesses. Another focus was implementation of the EU directive for vocational drivers for the logistics industry. DEKRA Akademie launched a new service portal at the start of 2010 at www.dekra-berufskraftfahrer.eu, which contains information on industry developments for drivers and carriers and provides access to numerous training solutions tailored to their needs. The new website also has extensive details of the new German Professional Driver Qualification Act (Berufskraftfahrer-Qualifikations-Gesetz).

Another highlight was official recognition of DEKRA Medienakademie by the Berlin Senate as a university of applied sciences. Media students can now obtain internationally recognised Bachelor degrees at the renamed “DEKRA Hochschule Berlin”. DEKRA Akademie has thus developed into a one-stop provider of services ranging from short-term integration activities to university-level education. Acquisition of the Hungarian firm Megamos was a further step in the process of international expansion. DEKRA Akademie now benefits from an extensive presence in Hungary and is already one of the country’s biggest providers, just two years after entering the market.

“Complex technologies and management processes make qualified staff essential. DEKRA Personnel offers integrated solutions and provides customers with outstanding benefits and flexibility.”

Jörg Mannsperger, Management Board member of DEKRA AG and head of the DEKRA Personnel Business Unit

DEKRA Akademie is set to expand its portfolio further and will provide courses on quality and energy management as well as healthcare and nursing. Seminars on sustainable corporate management with corresponding certification are planned in conjunction with the DEKRA Certification group. International expansion will also continue.



Placement-oriented employee secondment

The DEKRA Arbeit group initially experienced a fall in orders, a trend witnessed across the entire temporary employment sector. To secure jobs and maintain its network of offices, the group and its foreign subsidiaries focused on efficiency improvements. The market then stabilised in the latter half of 2009 and resumed its upward trend. Increased sales development effort targeted at major customers led to the group gaining preferred provider status. Our Event and Logistic Services team obtained exclusive orders from big-name companies from the automotive and sports marketing sectors.

The DEKRA Arbeit group expects market growth in 2010 as the economy recovers. The proven concept of placement-oriented employee secondment will be increasingly applied to more highly qualified personnel. Since DEKRA Arbeit was established in 2000, more than 16,000 temporary staff have been placed in permanent jobs. During the same period, temporary work has been found for some 90,000 people across Germany.

Successful Internet portals

The business unit's personnel solutions are supplemented by specialist publications and online solutions for the commercial vehicle industry. The recession had an adverse impact on our joint venture Euro-Transport-Media Verlags- und Veranstaltungs GmbH (ETM), leading to a fall in revenues from advertising and events. In contrast, Internet activities performed well, with the portals www.fernfahrerclub.com and www.eurotransport-online.de proving successful for the publisher.

DEKRA SERVICE LINES

AUTOMOTIVE SERVICES



Vehicle Testing



Expertise



Used Car Management



Homologation
and Type Approvals



Consulting and
Mystery Shopping



Claims Services

INDUSTRIAL SERVICES



Buildings and Facilities



Machinery and Plant Safety



Health, Safety and
Environment (HSE)



Energy and
Process Industries



Systems Certification



Product Testing and
Certification

PERSONNEL SERVICES



Qualification



Temporary Work



Out- and Newplacement

THE DEKRA MANAGEMENT



Front row,
from left

DR. GERD NEUMANN MANAGING DIRECTOR DEKRA AUTOMOBIL GMBH, **DIETER ROTH** MANAGING DIRECTOR DEKRA AUTOMOBIL GMBH, **CLEMENS KLINKE** MEMBER OF THE MANAGEMENT BOARD DEKRA AG, HEAD OF BUSINESS UNIT DEKRA AUTOMOTIVE, **WOLFGANG LINSENMAIER** MANAGING DIRECTOR DEKRA AUTOMOBIL GMBH, **STEFAN KÖBL** CHAIRMAN OF THE MANAGEMENT BOARD DEKRA E.V. / DEKRA AG, **ROLAND GERDON** MEMBER OF THE MANAGEMENT BOARD DEKRA E.V. / DEKRA AG, **MARK THOMÄ** MEMBER OF THE MANAGEMENT BOARD DEKRA AG, HEAD OF BUSINESS UNIT DEKRA INDUSTRIAL, **JÖRG MANNSPERGER** MEMBER OF THE MANAGEMENT BOARD DEKRA AG, HEAD OF BUSINESS UNIT DEKRA PERSONNEL, **SUZANA BERNHARD** MANAGING DIRECTOR DEKRA ARBEIT GMBH

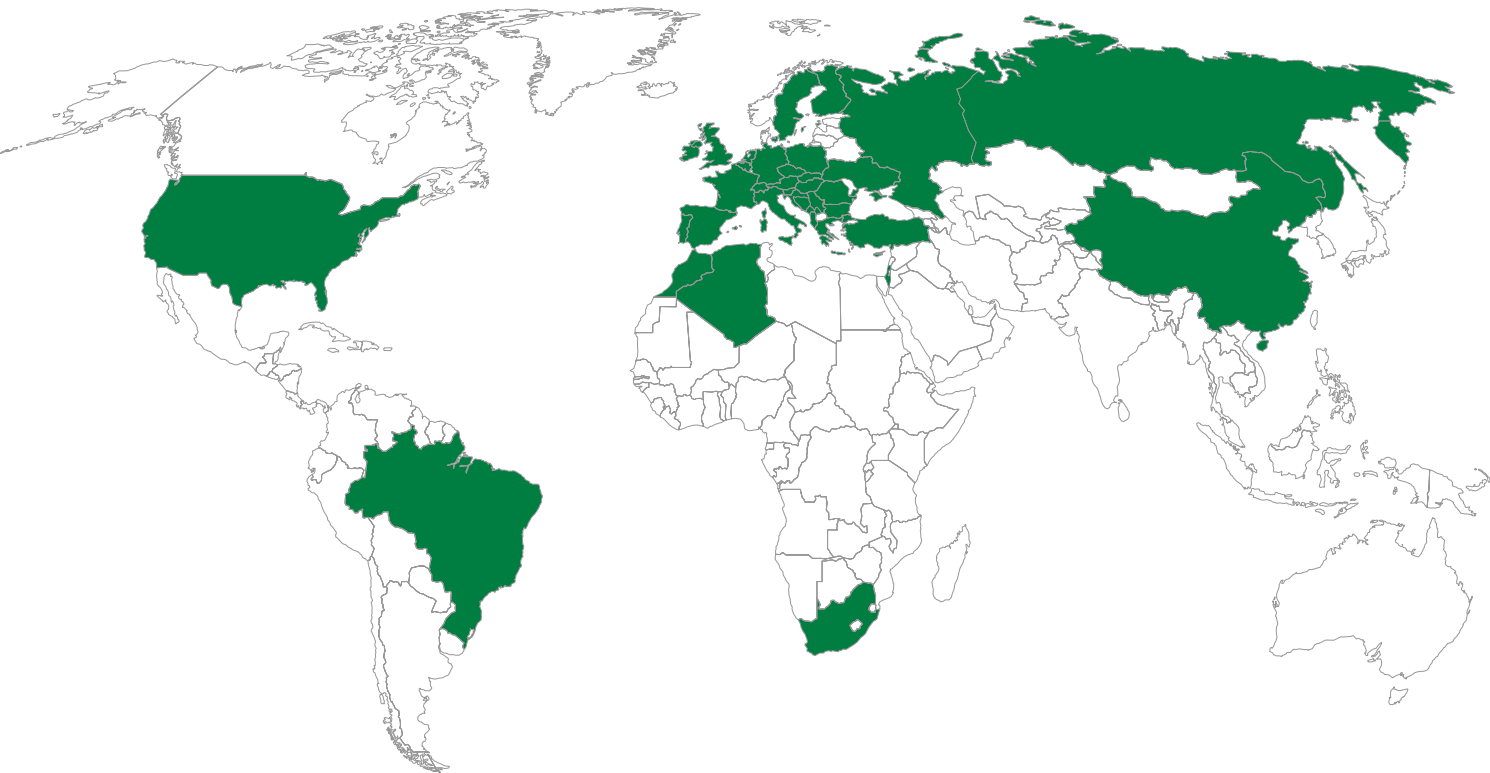
Middle row,
from left

CAREL KUIPER MANAGING DIRECTOR DEKRA CLAIMS AND EXPERT SERVICES INTERNATIONAL S.A., **VINCENT JACOBS** MANAGING DIRECTOR DEKRA CLAIMS AND EXPERT SERVICES INTERNATIONAL S.A., **AXEL NOACK** MANAGING DIRECTOR DEKRA AUTOMOTIVE S.A., **DR. ROLAND KRAUSE** MANAGING DIRECTOR DEKRA INTERNATIONAL GMBH, **DR. BERND STEISSLINGER** CHAIRMAN OF THE DIRECTORS BOARD DEKRA INDUSTRIAL GMBH, **DR. WALTER PELKA** MANAGING DIRECTOR DEKRA INDUSTRIAL GMBH, **LOTHAR WEIHOFFEN** MANAGING DIRECTOR DEKRA CERTIFICATION GMBH, **BERT ZOETBROOD** MANAGING DIRECTOR KEMA QUALITY B.V., **PIERRE BONTE** MANAGING DIRECTOR DEKRA INDUSTRIAL S.A.

Back row,
from left

STEPHAN HEIGL DIRECTOR COMMUNICATION AND MARKETING, **REINER LEBER** DIRECTOR IT DIVISION, **ULRICH ROTHFUCHS** DIRECTOR COUNSEL AND COMPLIANCE, **ERICH MÜLLER** DIRECTOR REPORTING AND CONTROLLING, **KAI VARNAI** DIRECTOR HUMAN RESOURCES

OVERVIEW OF COUNTRIES



EUROPE

GERMANY <ul style="list-style-type: none">» DEKRA e.V.» DEKRA AG» DEKRA Automobil» DEKRA Consulting» DEKRA Industrial» DEKRA Certification/KEMA Quality» DEKRA Akademie» DEKRA Arbeit» DEKRA Personaldienste» DEKRA International» DEKRA Claims & Expert Services International» EuroTransportMedia	<ul style="list-style-type: none">» DEKRA Certification/KEMA Quality» DEKRA Industrial» DEKRA Inspection» DEKRA Consulting HSE» DEKRA Systèmes	ITALY <ul style="list-style-type: none">» DEKRA Revisioni Italia» Consorzio DEKRA Revisioni» DEKRA Automotive Services» DEKRA Claims Services» DEKRA Certification/KEMA Quality
FRANCE <ul style="list-style-type: none">» DEKRA France» DEKRA Automotive» DEKRA Claims Services	TURKEY <ul style="list-style-type: none">» DEKRA Certification» DEKRA Industrial» DEKRA Claims Services	SPAIN <ul style="list-style-type: none">» DEKRA Expert» DEKRA Claims Services» DEKRA Certification» DEKRA Industrial» DEKRA Arbeit
	RUSSIA <ul style="list-style-type: none">» DEKRA RUSS» TRANSDEKRA» DEKRA Certification	POLAND <ul style="list-style-type: none">» DEKRA Polska» DEKRA Industrial» DEKRA Certification
	UNITED KINGDOM <ul style="list-style-type: none">» DEKRA Expert» DEKRA Claims Services	

EUROPE (Continuation)

ROMANIA <ul style="list-style-type: none">» DEKRA Certification	SWEDEN <ul style="list-style-type: none">» DEKRA Automotive» ÅF Kontroll
NETHERLANDS <ul style="list-style-type: none">» DEKRA Claims and Expertise» DEKRA Automotive» DEKRA Experts» DEKRA Keuringen» DEKRA Pre-Risk» DEKRA Certification/KEMA Quality» DEKRA Claims Services	AUSTRIA <ul style="list-style-type: none">» DEKRA Austria Automotive» DEKRA Claims Services» DEKRA Certification» DEKRA Industrial
GREECE <ul style="list-style-type: none">» DEKRA Hellas	BULGARIA <ul style="list-style-type: none">» DEKRA Automotive
SERBIA <ul style="list-style-type: none">» DEKRA Arbeit	SWITZERLAND <ul style="list-style-type: none">» DEKRA Claims Services» DEKRA Certification
PORTUGAL <ul style="list-style-type: none">» DEKRA Portugal Expertises» DEKRA Claims Services» DEKRA Certification	SLOVAKIA <ul style="list-style-type: none">» SLOVDEKRA» DEKRA Arbeit» DEKRA Certification
BELGIUM <ul style="list-style-type: none">» DEKRA Automotive» DEKRA Claims Servicess» DEKRA Certification	FINLAND <ul style="list-style-type: none">» DEKRA Industrial
CZECH REPUBLIC <ul style="list-style-type: none">» DEKRA Automobil» DEKRA Certification/KEMA Quality» DEKRA Claims Services» DEKRA Arbeit» ÅF Kontroll	BOSNIA-HERZEGOVINA <ul style="list-style-type: none">» DEKRA Arbeit» DEKRA Ekspert
HUNGARY <ul style="list-style-type: none">» DEKRA Expert» DEKRA Claims Services» DEKRA Certification» DEKRA Arbeit» DEKRA Albasafe Akademie» DEKRA Megamos Akademie» DEKRA Automotive	LITHUANIA <ul style="list-style-type: none">» ÅF Kontroll
	CROATIA <ul style="list-style-type: none">» DEKRA Ekspert» DEKRA Arbeit
	LUXEMBOURG <ul style="list-style-type: none">» DEKRA Claims Services
	UKRAINE <ul style="list-style-type: none">» DEKRA Claims Services» DEKRA Expert
	SLOVENIA <ul style="list-style-type: none">» DEKRA Ekspert

OVERSEAS

USA <ul style="list-style-type: none">» DEKRA America» DEKRA Emission Check» KEMA Quality
MOROCCO <ul style="list-style-type: none">» DEKRA Automotive» DEKRA Claims Services» DEKRA Industrial
ALGERIA <ul style="list-style-type: none">» DEKRA Industrial
ISRAEL <ul style="list-style-type: none">» KEMA Quality
SOUTH AFRICA <ul style="list-style-type: none">» DEKRA Industrial» DEKRA Certification» DEKRA Automotive
BRAZIL <ul style="list-style-type: none">» DEKRA Brasil Automotivo» DEKRA Expertises» Lincas Vistorias, Comércio e Serviços» Identicar Sistema de Identificação de Veículos S/C» Checkauto Serviços Automotivos
CHINA <ul style="list-style-type: none">» DEKRA Industrial» DEKRA China» DEKRA Certification/KEMA Quality

ADDRESSES

DEKRA e.V.		DEKRA AG	
Handwerkstraße 15 D-70565 Stuttgart Phone +49.7 11.78 61 0 Fax +49.7 11.78 61 22 40 E-mail info@dekra.com		Handwerkstraße 15 D-70565 Stuttgart Phone +49.7 11.78 61 0 Fax +49.7 11.78 61 22 40 E-mail info@dekra.com	
DEKRA AUTOMOTIVE			
DEKRA Automobil GmbH Handwerkstraße 15 D-70565 Stuttgart Phone +49.7 11.78 61 0 Fax +49.7 11.78 61 22 40 E-mail automobil@dekra.com		GKK Gutachtenzentrale GmbH Lindemannstraße 47 D-40237 Dusseldorf Phone +49.2 11.68 78 06 0 Fax +49.2 11.68 22 69 E-mail duesseldorf@gkk.de	
DEKRA International GmbH Handwerkstraße 15 D-70565 Stuttgart Phone +49.7 11.78 61 20 65 Fax +49.7 11.78 61 20 66 E-mail international@dekra.com		DEKRA Automotive S.A. 11–13 Avenue Georges Politzer – BP 152 F-78190 Trappes Phone +33.1.30 69 52 00 Fax +33.1.30 69 52 01 E-mail contact@dekra-automotive.fr	
		DEKRA Consulting GmbH Handwerkstraße 15 D-70565 Stuttgart Phone +49.7 11.78 61 25 21 Fax +49.7 11.78 61 22 02 E-mail consulting@dekra.com	
		DEKRA Claims & Expert Services International S.A. Lenneke Marelaan 12 B-1932 Sint-Stevens-Woluwe Phone +32.2.7 10 10 00 Fax +32.2.7 10 10 05 E-mail info@dekra-claims-services.com	
DEKRA INDUSTRIAL			
DEKRA Industrial GmbH Handwerkstraße 15 D-70565 Stuttgart Phone +49.8 00.1 33 32 22 Fax +49.8 00.1 33 32 23 E-mail industrial@dekra.com		DEKRA Industrial S.A. Parc d'activité Limoges Sud Orange 19 rue Stuart Mill BP 308 F-87008 Limoges Cedex Phone +33.5 55.58 44 45 Fax +33.5 55.06 12 80 E-mail contact@dekra-industrial.fr	
KEMA Quality B.V. Utrechtseweg 310 Business Park Arnhems Buiten P.O. Box 5185 NL-Arnhem, 6802 ED Phone +31.26.3 56 20 00 Fax +31.26.3 52 58 00 E-mail customer@kema.com		ÅF Kontroll AB Frösundaleden 2 S-169 99 Stockholm Phone +46.10.5 05 00 00 Fax +46.10.5 05 13 10 E-mail info.inspection@afconsult.com	
DEKRA PERSONNEL			
DEKRA Akademie GmbH Handwerkstraße 15 D-70565 Stuttgart Phone +49.7 11.78 61 36 01 Fax +49.7 11.78 61 36 94 E-mail service.akademie@dekra.com		DEKRA Arbeit GmbH Handwerkstraße 15 D-70565 Stuttgart Phone +49.7 11.78 61 32 03 Fax +49.7 11.78 61 32 08 E-mail info.arbeit@dekra.com	
		DEKRA Personaldienste GmbH Mergenthalerallee 79–81 D-65760 Eschborn Phone +49.61 96.47 01 90 Fax +49.61 96.47 02 00 E-mail eschborn@dekra-pd.de	
Euro Transport Media Verlags- und Veranstaltungs GmbH Handwerkstraße 15 D-70565 Stuttgart Phone +49.7 11.78 49 80 Fax +49.7 11.7 84 98 24 E-mail info@etm-verlag.de			

IMPRINT

DEKRA e.V.
Communication and Marketing
Handwerkstr. 15
D-70565 Stuttgart

Phone +49.7 11.78 61 28 76
Fax +49.7 11.78 61 29 12

Concept and Design
HGB Hamburger Geschäftsberichte
GmbH & Co. KG, Hamburg

Photography
Gaukler Studios GmbH, Filderstadt

Lithography
Hirte GmbH & Co. KG,
Hamburg

Printed by
Bechtle Druck&Service GmbH & Co. KG,
Esslingen a.N.

