

DEKRA SE



COMPANY REPORT 2012



COMMITTED TO
SAFETY

ON TRACK

DEKRA stayed on course in 2012 and continued to work on implementing the <<DEKRA 2015>> strategy. Our activities were geared towards improving our client-centred structures, along with developing profitable processes and the ongoing training of our employees. Ten strategic acquisitions enabled us to tap into new areas of expertise and drive international expansion in growth markets. We will continue to benefit from the growing demand in our markets in the future, thanks to our experience and the quality of our services.

OUR SUCCESSES

Revenue up by around **8** % to **2.2** billion euros.

Income before taxes up by **4** % to **111** million euros.

Business operations outside Germany account for **36** %.

1,000 new employees recruited.

DEKRA SE

REVENUE IN 2012: EUR 2,164.2 MILLION



DEKRA AUTOMOTIVE

REVENUE IN 2012: EUR 1,159.3 MILLION



DEKRA INDUSTRIAL

REVENUE IN 2012: EUR 642.1 MILLION



DEKRA PERSONNEL

REVENUE IN 2012: EUR 336.0 MILLION

RANGE

With a wide range of personnel services and integrated solutions in the training and education and temporary work sectors, DEKRA occupies a unique position in Germany. We are one of the largest private training providers in the country.

ON TRACK

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OUR SUCCESSES

Revenue up by around

Income before taxes up by

Business operations outside C

1,000



	2010	2011	2012
Revenue IN MILLION EUROS	322.8	330.8	336.0
Employees (AS OF DEC. 31)	7,894	8,814	8,877

Our services are also increasingly in demand throughout the rest of Europe. In addition, we produce a range of publications for the transport and logistics industry in association with high-profile partners.

DEKRA SE

REVENUE IN 2012: EUR 2,164.2 MILLION



DEKRA AUTOMOTIVE

REVENUE IN 2012: EUR 1,159.3 MILLION



DEKRA INDUSTRIAL

REVENUE IN 2012: EUR 642.1 MILLION

POTENTIAL

Inspection services for industry clients represent huge potential for DEKRA. Machinery and plant safety in the process industries and health, safety and environmental protection in the construction sector are just some of the fields in which we operate successfully with client-centred, end-to-end solutions.

ON TRACK

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OUR SUCCESS

Revenue up

Income before

Business op



	2010	2011	2012
Revenue IN MILLION EUROS	497.6*	549.4*	642.1
Employees (AS OF DEC. 31)	5,902	6,192	6,947

* The prior-year figures for the service lines have been restated due to structure changes.

10

We also provide product testing, certification, sustainability management and high-end consulting services. With our highly professional staff, exceptional flexibility and outstanding service quality, we are continuing to advance into new growth areas around the world.

DEKRA SE

REVENUE IN 2012: EUR 2,164.2 MILLION



DEKRA AUTOMOTIVE

REVENUE IN 2012: EUR 1,159.3 MILLION

EXPANSION

DEKRA is expanding as provider of specialist automotive services. We are the global market leader in vehicle inspection and the number one for expertise and used car management in Germany and Europe. We are also a major claims services specialist in Europe.

ON TRACK

DEKRA stayed on course in 2012 and continued to work on implementing the <<DEKRA 2015>> strategy. Our activities were geared towards improving our client-centred structures, along with developing profitable processes and the ongoing training of our employees. Ten strategic acquisitions enabled us to tap into new areas of expertise and drive international expansion in growth markets. We will continue to benefit from the growing demand in our markets in the future, thanks to our experience and the quality of our services.



	2010	2011	2012
Revenue IN MILLION EUROS	1,025.1*	1,109.9*	1,159.3
Employees (AS OF DEC. 31)	10,681	11,912	12,079

* The prior-year figures for the service lines have been restated due to structure changes.

In addition, we provide other expert services such as homologation, type approval and mystery shopping in many countries. We are continuing to expand our own network and that of our franchisees worldwide.

DEKRA SE

REVENUE IN 2012: EUR 2,164.2 MILLION



DEKRA SE

As one of the world's leading providers of expert services, DEKRA serves private and corporate clients in more than 50 countries worldwide. Over 28,000 employees are dedicated to ensuring safety, quality, and environmental protection around the globe. DEKRA SE is a wholly owned subsidiary of DEKRA e. V. and responsible for the Group's operational activities. Its innovative service portfolio, delivered by the three Business Units DEKRA Automotive, DEKRA Industrial and DEKRA Personnel, encompasses 12 strategic service lines. These include Vehicle Inspection, Expertise, Claims Services, Industrial & Construction Inspection, Material Testing & Inspection, Product Testing & Certification, Consulting, Training & Education and Temporary Work.

KEY DATA DEKRA SE IN MILLION EUROS	2010	2011	2012
Total revenue	1,859.0	2,006.9	2,164.2
Income before taxes	104.9	106.0	110.7
EBIT	121.6	128.4	128.5
Employees (AS OF DEC. 31)	24,867	27,321	28,340

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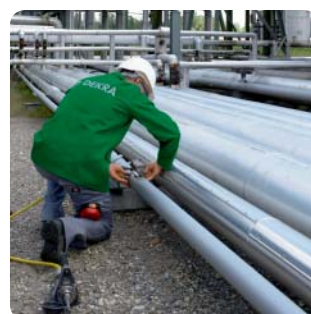
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IMPRINT

APRIL



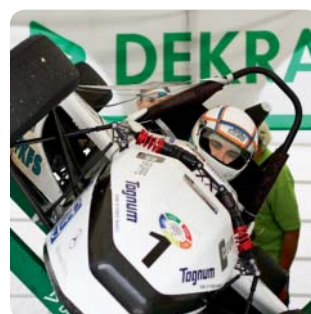
JANUARY



JULY



AUGUST



OCTOBER



HIGHLIGHTS 2012

JANUARY

DEKRA significantly expands its portfolio of non-destructive testing services in Germany by acquiring INCOS GmbH Ingenieurbüro, a testing company based in Ingolstadt. INCOS employs around 130 highly skilled staff.

FEBRUARY

DEKRA boosts its international position in materials testing with the acquisition of the Palme Group in Turkey. The company, which has its registered office in Ankara and a workforce of around 60 highly skilled employees, is a specialist in non-destructive testing. It uses sophisticated technology to inspect pipes and welding seams for cracks and leak tightness.

MARCH

The fifth Road Safety Report is published. DEKRA's Road Safety Report 2012 looks at the interaction between humans and technology on the road and examines it from the perspective of accident research, traffic psychology and testing technology. The report uses data gathered from Germany and other selected European countries to pinpoint where the greatest optimisation potential lies.

APRIL

DEKRA acquires Californian firm Behavioral Science Technology, Inc., a specialist safety consultancy. BST employs around 200 people and is now part of the Consulting service unit within the Business Unit DEKRA Industrial, where the focus is on services relating to international safety and sustainability consultancy.

JULY

Room for expansion: The mayor of Stuttgart joins the Chairman of the Management Board Stefan Kölbl in the ground-breaking ceremony for the extension to the DEKRA headquarters in Stuttgart-Vaihingen. The extension is scheduled for completion in September 2013 and will have a gross floor area of 7,000 sqm and include a state-of-the-art test centre for trucks and cars.

AUGUST

As the official technical partner of the 2012 Formula Student Germany competition, DEKRA tests the safety of the racing cars and makes contact with up-and-coming engineers. The competition at the Hockenheimring circuit sees 109 student teams from 25 countries compete against each other with racing cars they have designed and built themselves.

SEPTEMBER

In the new DEKRA centre in Hamburg, DEKRA's services in the Business Units Automotive, Industrial and Personnel are all brought together under one roof for clients. The building's 3,000 sqm of floor space incorporate a test centre, offices and ancillary areas.

OCTOBER

DEKRA presents the DEKRA Award in recognition of exemplary projects in the fields of health, the environment and safety. The numerous high-quality applications and the outstanding solutions offered by the winners provide answers to important questions facing our economy and society in the future.

NOVEMBER

Approximately 90% of temporary workers are satisfied with their current form of employment. That is the conclusion reached in an anonymous survey carried out by DEKRA Arbeit Group, which questioned around 1,000 of its temporary workers in Germany aged 18 to 65.

COMMITTEES

PRESIDENTIAL BOARD DEKRA e.V.

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

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

MANAGEMENT BOARD DEKRA e.V.

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

SUPERVISORY BOARD DEKRA SE

Thomas Pleines (Chairman), [Munich](#)
Dipl.-Ing. (FH) Heinrich Breitbach
(Deputy Chairman), [Offenbach^{1\)}](#)
Marcus Borck, [Bühl^{3\)}](#)
Patrick Defour, [Lapte, France^{3,4\)}](#)
Prof. Dr. Sabine Fließ, [Möhenesee](#)
Nicolas Gibaudan, [Avignon, France^{3,5\)}](#)
Jean-Luc Inderbitzin,
[Doulevant-le-Château, France^{3\)}](#)
Dipl.-Wirtsch.-Ing. Arndt Günter Kirchhoff,
[Attendorn](#)
Jörg Leiser, [Ettlingen^{1\)}](#)
Dipl.-Ing. (FH) Wilhelm Oberfranz,
[Munich^{2\)}](#)

Monika Roth-Lehnen, [Wuppertal^{1\)}](#)
Peter Tyroller, [Stuttgart](#)
Dr. Wolfgang Weiler, [Coburg](#)

¹⁾ employee representatives

²⁾ employee representatives –
representation of senior managerial staff

³⁾ employee representatives –
appointed by the trade unions

⁴⁾ until 2 November 2012

⁵⁾ since 2 November 2012

MANAGEMENT BOARD DEKRA SE

Stefan Kölbl (Chairman),
[Leinfelden-Echterdingen](#)
Roland Gerdon, [Stuttgart](#)
Clemens Klinke, [Boffzen](#)
Mark Thomä, [Stuttgart^{6\)}](#)
Ivo Rauh, [Essen^{7\)}](#)
Jörg Mannsperger, [Stuttgart](#)

⁶⁾ until 31 March 2012

⁷⁾ since 1 April 2012

REPORT OF THE CHAIRMAN OF THE SUPERVISORY BOARD

Ladies and gentlemen,
members, clients and partners,

Our business model of safety testing, certification and a wide range of other services means that we are excellently positioned in the market. The more there is to protect, and the more complicated circumstances become, the greater the increase in demand for safety. This demand can only be met by a reliable and reputable service provider – such as DEKRA.

Ensuring safety is DEKRA's key mission, which it has fulfilled for nearly 90 years with expertise, dedication and passion. Thanks to these strengths, DEKRA recorded another year of growth in 2012. This success can be attributed to the completion of the service portfolio and further international expansion. The Management Board prioritised both of these activities during the reporting year as part of the company's <<DEKRA 2015>> strategy. Ten acquisitions further strengthened DEKRA's global position. The company now also operates in Denmark, Singapore and India. Its existing presence in the USA and Sweden was expanded and the company also tapped into new fields of expertise in materials testing, inspections, and product and system certification.

More than a third of DEKRA's revenue was generated in over 50 countries outside Germany, and activities in eight of the company's 12 strategic service lines are carried out on a global level. The move in recent years into new areas experiencing dynamic growth has also shown itself to be the right course of action. As a result, DEKRA is now in a position to carry out product testing and certification for global markets. Maintaining a flexible and client-centred approach throughout the organisation is an important prerequisite for future growth. Our regional and country managers drive all DEKRA business activities in their respective markets, making them ideally placed to take advantage of the growth opportunities that arise from the global trend towards outsourcing of testing, inspection and certification services. Success in Germany and abroad also depends to a significant extent on whether qualified employees can be attracted and retained. The company's attractiveness as an employer to engineers, junior employees and professionals was therefore a key item on the DEKRA management's agenda in 2012.

The Management Board reinforced DEKRA's position as one of the world's leading providers of expert services with a series of strategic decisions and targeted measures in 2012. The Presidential Board and Supervisory Board gave their constructive and critical support to this process and will continue to promote the long-term economic success of the company in the future.

On behalf of the Presidential Board and the Supervisory Board, I would like to thank the members of DEKRA e.V., as well as all the clients and partners of DEKRA SE for their trust. I would also particularly like to thank our employees for their successful efforts and commitment in their work for DEKRA – in order to make Germany and the world a safer place.

Yours sincerely,



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



Thomas Pleines

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


Stefan Kölbl

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

Ladies and gentlemen,

As a result of ongoing expansion in recent years, DEKRA continues to hold a top position as one of the world's leading providers of expert services. We were able to expand our robust international position even further in 2012. We achieved further growth both organically and through acquisitions. Sales rose by 7.8% to 2.16 billion euros. We increased our income before taxes by 4.4% to 110.7 million euros – while also investing strongly in personnel, sales and innovation. DEKRA now generates around 36% of its business outside Germany. Our successes nationally and internationally led to our workforce increasing by 1,000 to around 28,300 employees in the reporting year.

We saw revenues grow by 4.5% to reach 1.2 billion euros in our core market, the services provided by the Business Unit DEKRA Automotive. DEKRA Automobil GmbH in Germany contributed significantly to this success with sales of 888 million euros. DEKRA is the world's largest vehicle inspection provider, carrying out 23 million tests a year. We also remain the number one in Germany's test sector, with a 34% market share.

Strong growth in industrial services

The Business Unit DEKRA Industrial proved to be a key driver of growth in the 2012 fiscal year. Our business with industry clients increased by 16.9% to 642.1 million euros. The expansion of our innovative services and five new acquisitions gave a sustained boost to our position in key markets – for example in testing, inspection and safety services for large-scale industrial facilities in the oil and gas industry and in the energy sector. Going forward, we see substantial growth potential for our industrial testing services in Europe and around the world.

REPORT OF THE CHAIRMAN OF THE MANAGEMENT BOARD

The Business Unit DEKRA Personnel improved its market position slightly. Revenue rose by 1.6% to 336.0 million euros. DEKRA Arbeit Group attracted more big-name clients for its temporary recruitment services and concluded corresponding framework agreements. DEKRA Akademie felt the impact of the reduced number of job market initiatives in the public education sector. Business with corporate clients performed very well. Against the backdrop of new EU regulations for the aviation industry, we are helping to establish high safety standards for personal security screening at airports.

In view of our ongoing international expansion, we made significant investments in improving global awareness of the DEKRA brand in 2012. We returned to Formula 1 as a sponsor, and since 2012 have been the exclusive partner of the German Touring Car Championship for the technical approval of vehicles, a system first introduced in 2003. We also extended our sponsorship of German Football Association referees for another three years. All three of these activities communicate our corporate values of impartiality, expertise and independence at both the national and international level. They also help to boost our profile and appeal as a service provider and employer.

Efficient processes and direct access to services

Overall, the 2012 fiscal year was characterised by the ongoing implementation of our <<DEKRA 2015>> strategy programme. We are safeguarding our flexibility with efficient processes despite continuous growth, and ensuring our client-centred structures offer a more direct route to DEKRA's services. We continued with our strategy of DEKRA centres in which our clients can access our broad range of services under one roof. After Shanghai, São Paulo and Bratislava in the previous year, we brought together our services in new DEKRA centres in Hamburg and Warsaw. In our home market of Germany, we are now leveraging our powerful position nationwide for the benefit of our industry clients. Since January 2013, we have been providing regular industrial inspections via our extensive national network of DEKRA Automobil GmbH branches.

Laying the foundations for further growth

Economic and regulatory conditions will remain challenging in many markets over the course of this year. But there will also be exciting opportunities for growth which we will be able to exploit thanks to our work in 2012 on streamlining our processes and structures, strengthening our existing areas of expertise, opening up new sectors and also improving our access to important international markets.

I would like to thank all our employees for their commitment. I would also like to thank our clients for the trust placed in DEKRA, which we will continue to earn by delivering demonstrable value in the future. My thanks also go to our supervisory bodies and social partners for their constructive support.



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



From left to right: Jörg Mannsperger, Clemens Klinke, Stefan Kölbl, Roland Gerdon, Ivo Rauh

THE MANAGEMENT BOARD

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

»We are working hard on our internal processes and structures with the objectives of our <<DEKRA 2015>> strategy clearly in focus. We aim to continue inspiring our clients with innovative services in the future.«

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

»Success in highly competitive markets calls for a committed, highly-skilled workforce. That is why we are investing heavily in training our employees and in enhancing the attractiveness of DEKRA as an employer.«

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

»Vehicle testing alone makes us the number one in the world for automotive services. This position and our broad product portfolio provide an excellent basis to develop additional market potential.«

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

»DEKRA has succeeded in becoming a leading provider of industrial inspection services within just a few years. We are ideally positioned for further growth thanks to our focused portfolio.«

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

»As a leading private training partner and international recruitment agency, we are leveraging our expertise and excellent contacts to seize the opportunities available in Europe.«



A woman with blonde hair, wearing a grey coat and blue jeans, is running from left to right. She is smiling and looking down. The background is a modern building with large glass windows, which is blurred to suggest motion. The word "LIVE" is overlaid in large, white, sans-serif capital letters.

LIVE

WE BUILD THE FOUNDATION
FOR A CAREFREE LIFE.



HOW MUCH

SAFETY DOES THE WORLD NEED?



Prof. Dr. Henning Kagermann

Prof. Dr. Kagermann, you work at the cutting edge of technological progress. Will driverless cars, commercial space travel and robot surgeons soon be part of our daily lives?

Prof. Dr. Kagermann: Today, many of the ideas we associate with science fiction are not a problem in terms of technology. But there are still a number of hurdles to overcome – from costs to scalability, providing the supporting infrastructure, safety issues and the legal framework. Yesterday's sci-fi authors would be amazed if they were to visit the research facilities of today, but there is still some way to go before any of this is part of our everyday lives. Let's take the example of driverless cars: We already have the technological basis for this, namely cyber-physical systems. Cars contain hundreds of embedded chips and will soon be equipped with Internet capabilities as standard. Navigation systems already guide us to our destinations and monitor the current traffic situation. We're thus not far from driverless cars becoming a reality.

What do you see as the biggest challenges for new technologies, given constantly rising traffic volumes, both of people and goods, and demographic trends?

Prof. Dr. Kagermann: The trend in the areas mentioned is towards intelligent interconnection of things, data and services via information and communications technology (ICT). Anyone travelling either on business



1

Mobility

With navigation systems and Internet capabilities already in place, driverless cars are close to becoming a reality.

2

Technology

Thanks to intelligent technologies, we will be able to reach our destinations faster and more reliably.

3

Safety

In order to expand the existing safety infrastructure, we need expert organisations.



or for pleasure will reach their destination faster and more reliably thanks to these intelligent technologies. Transport infrastructure can be planned with significantly greater precision in terms of actual demand, and traffic control improved. Meanwhile, smart living – which involves interconnected smart homes – will be particularly beneficial for older people, enabling them to remain independent for longer.

Trends of this kind create huge challenges for business, science and politics. I'd like to highlight one of these challenges in particular: We need to be careful that the digital divide doesn't widen. The split here is between "digital natives" and "digital immigrants". The former were born into an interconnected world and take ICT for granted, while the latter need to actively engage with the digital world. Comprehensive technical education and an even greater emphasis on these skills in further education and training, as well as user-friendly interfaces, are important ways of ensuring that these new technologies are accessible to everyone.

How will people's relationship with technology change?

Prof. Dr. Kagermann: Technology is already all around us, but the technology we use must remain in a supporting role – people need to maintain their autonomy. That's why we always consider things from the point of view of the user and society, rather than just the engineer's perspective, when developing new technology. Technology can be used to develop applications which make everyday life easier and more convenient. Let's consider the world of work, for example: Who wouldn't want to be freed from boring routine tasks in order to concentrate on what's "really important"? Cloud computing is already opening up new ways of organising work.

Is our use of technology leading to increased risk? What do you expect from expert organisations in this regard?

Prof. Dr. Kagermann: Safety is a vital precondition for new technologies to gain acceptance. That's why it's always one of the most pressing issues with any big technological breakthrough. Systems are becoming ever more closely interconnected and complex, which makes them more susceptible to attack. The nature of risk assessment will change accordingly, with cyber security having an important role to play. Whether used in intelligent transport systems or smart energy systems, cyber-physical production systems are tightly networked structures which need to be safeguarded against unauthorised external access in order to protect individuals, companies, public institutions and entire systems. There is already a security infrastructure in place, but it needs to be further enhanced, which calls for interdisciplinary expert organisations.

+20 PERCENT

is the amount by which car traffic in Germany is set to grow by 2020.

2025

By this date at the latest, driverless cars should be part of our daily lives.

Prof. Dr. rer. nat. Dr.-Ing. e.h.

Henning Kagermann (born in 1947) studied mathematics and physics at Braunschweig and Munich, where he completed his professorial thesis on theoretical physics in 1980. He was a lecturer in physics and business informatics at the universities of Braunschweig and Mannheim until 1992. From 1991 to 1998, he was a member of the SAP AG management board, serving as CEO from 1998 to 2009. Since 2009, he has been president of acatech, Germany's National Academy of Science and Engineering.



WE SIMPLIFY COMPLEXITY SO
THE WORLD CAN ENJOY SAFE GROWTH.





158

Number of people born every minute.
As a result, the current **global population** will increase from 7 billion to 9.6 billion by 2050.

34

Percentage increase in **truck traffic** in Germany by 2020. This forecast is representative of a comparable trend in many countries around the world.

70

billion US dollar is the value of the market for products and services related to **mobile learning** worldwide in 2020.

4.2

trillion US dollar – volume of **e-commerce transactions** in the G20 countries in 2016.

6.4

billion – the number of people who will be living in cities by 2050 as a result of **urbanisation**. This is equivalent to around 70% of the world's population. The current proportion is approximately 50%.

2016

From this year onwards, **in-vehicle Internet access** will be a key factor for the majority of clients in established markets when buying a new car.

150,000

Number of vacancies for vocational drivers that will need to be filled in Germany over the next 10 years. The personnel requirement in the transport and logistics industry is increasing as a result of growing global trade flows.

MEGATRENDS WILL SHAPE

TOMORROW

The future is often here
before we know it

People prepare for the future to ensure it doesn't take them by surprise. But it often arrives sooner than they expect, because many developments are gradual and thus go largely unnoticed.

It is crucial for companies to recognise change as something that delivers new business opportunities. Not only does this call for professional market research and a sound strategy, it also requires a good sense of timing. DEKRA demonstrated all of these in 2005 when it entered the industrial inspections field in France. In subsequent years, the trend towards deregulation throughout wider society also gradually led to the opening up of previously closed inspection markets in Germany. We were able to take advantage of this for our work in the field of human safety in relation to technology and the environment. Industrial inspections are now one of the main pillars of our success – in Germany and around the world.

Similar paradigm shifts are becoming apparent in other parts of the economy and society. In education, mobile learning is growing rapidly in importance. The world of work is becoming ever more flexible, as teleworking demonstrates. Mobility is likewise on the threshold of a new era. It is becoming more sustainable and interconnected, and the role of the driver is being redefined. DEKRA is closely monitoring these trends and will grow in step with them.

► The teleworking trend

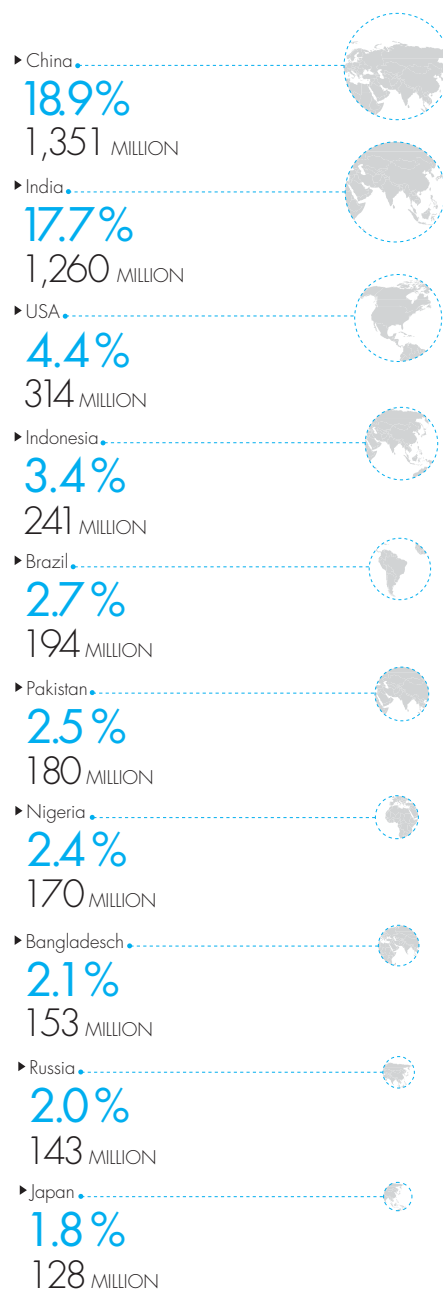


The proportion is largest in the emerging economies, such as India (82%) and Indonesia (71%). Germany is well below the average, at 12%.

Source: Survey by market research institute Ipsos.

► The 10 most populous countries

Proportion of world population in %



Source: DSW, data current at mid-2012.

WIN



WE ARE MAKING OUR CONTRIBUTION FOR THE BENEFIT
OF THE ENVIRONMENT, OUR CLIMATE AND SOCIETY.



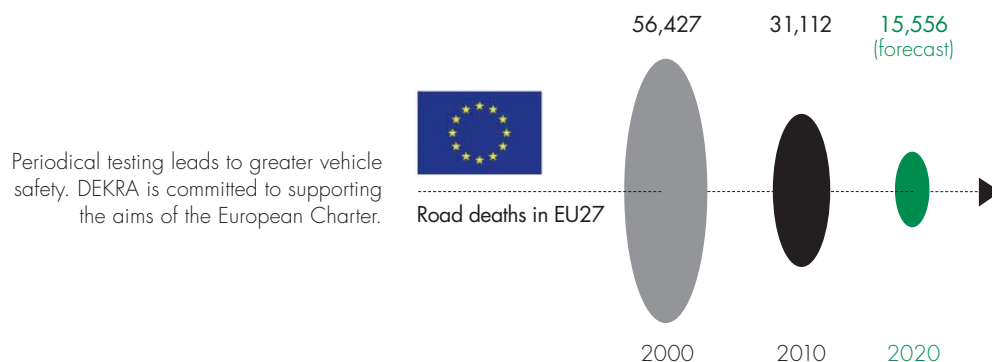
DEKRA'S ACHIEVEMENTS ARE VALUABLE

AND HIGHLY RELEVANT TO SOCIETY.

Vehicle testing

DEKRA is the world's largest vehicle testing provider, carrying out 23 million vehicle tests each year. In Germany alone, our engineers inspect around 2,500 cars and trucks every hour, thereby making an important contribution to vehicle safety. This is confirmed by figures from the Federal Highway Research Institute and the Research Association for Automotive Technology, which show that the risk of a vehicle causing an accident increases with the time elapsed since it was last tested. Experience from other countries underlines the relevance of vehicle testing for road safety. The number of road fatalities falls within a few years when a country introduces mandatory periodical vehicle testing.

Promoting vehicle safety is part of DEKRA's mission. Around the world, we advocate the deregulation of testing markets and the application of German quality standards in the testing process. At a European level, we support the further arrangement of testing regulations. We hope that our commitment will help the European Road Safety Charter to achieve its aim of cutting the number of road deaths by 50% by 2020, compared to 2010.



ACHIEVEMENT BENEFITS

Air freight security

After the attacks of 11 September 2001, safety regulations governing international air transport were tightened dramatically, partly by way of new EU regulations. DEKRA trains and advises companies in relation to the new requirements for air freight transport. We ensure that safety levels really do increase.

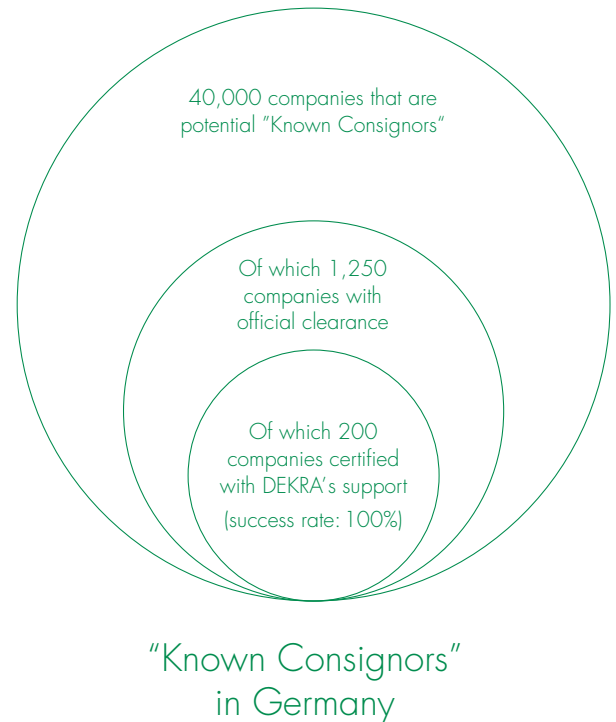
An important aspect is ensuring the supply chain is secure right up to when the goods are loaded onto the aircraft. That means producers, packaging firms, warehouse companies and forwarding agents must all be able to verify that the goods have been handled in a secure environment and by trained personnel. That applies in particular to "Known Consignors", i.e. freight companies that handle air cargo.

An air security programme is the basis for appropriate certification, describing the processes in the company, the departments involved, the transport systems and, most importantly, the security arrangements and way in which quality assurance ensures sustainability. DEKRA's specialists are familiar with the details of the procedure for obtaining approval from the German Federal Aviation Office, as well as having the process and organisational expertise required to put theory into practice.

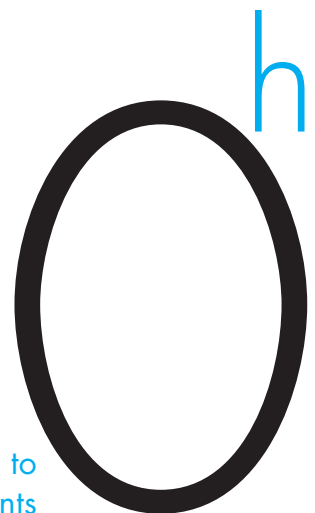
Non-destructive testing of materials

An abstract concept quickly becomes concrete when it involves the safety of people working in large-scale industrial facilities, or those who live near them. This topic is also relevant to the business success of companies in the chemical, oil and gas industries and for the energy sector.

Production facilities and power plants need to be safe for people and the environment. Pipes and weld seams are therefore inspected regularly for cracks and leak tightness using X-rays and ultrasound techniques. DEKRA carries out these procedures quickly and reliably. We reinforced our expertise in this field with two acquisitions in 2012. When it comes to safety in the workplace, our Californian subsidiary BST is the expert. It helps companies around the world to establish a stringent safety culture, from senior management to workers on the shop floor. Specialists from BST helped an AkzoNobel global business entity to reduce absences due to industrial accidents to zero for three years in succession.



Absences due to industrial accidents





WE TAKE RESPONSIBILITY
SO YOU CAN PROVIDE SECURITY.



A close-up photograph of a child's face, focusing on the mouth and chin. The child has freckles and is wearing a brown sweater. Their hands are visible, holding a blue object. The word "GIVE" is overlaid in large white letters.

GIVE

WE USE OUR

EXPERTISE

TO TACKLE FUTURE CHALLENGES.

According to a Chinese proverb, knowledge is a treasure that follows its owner everywhere. DEKRA always has a wealth of knowledge at its disposal. We draw on it in the many countries which are striving to improve their quality, safety and environmental standards with the help of our experts, and we also tap into it to address existing challenges in established core markets, such as Germany and France. In the following, the heads of the three DEKRA Business Units outline how we apply our expertise to help our clients overcome an array of challenges.

DEKRA e.V.

DEKRA SE

DEKRA AUTOMOTIVE

AUTOMOTIVE SERVICES

Vehicle Inspection
Expertise
Used Car Management
Homologation & Type Approval
Claims Services

DEKRA INDUSTRIAL

INDUSTRIAL SERVICES

Industrial & Construction Inspection
Material Testing & Inspection
Product Testing & Certification
Systems Certification
Consulting

DEKRA PERSONNEL

PERSONNEL SERVICES

Training & Education
Temporary Work



Automotive

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

A focus on mobility

Mobility is the focus of global attention more than ever before. Firstly, electric and hybrid vehicles will help to make transport more sustainable in the future.

These new drive technologies will also alter our most important automotive service, i.e. vehicle testing. DEKRA is prepared for the change and will benefit from it.

Secondly, increasing traffic volume has brought the issue of safety to the fore. In the 27 EU countries alone, 30,000 people die on the roads every year according to European Commission figures. DEKRA therefore uses its role in European bodies to promote the cause of vehicle safety. Internationally, more and more other countries are also recognising the importance of road safety. Although DEKRA is already the world market leader with 23 million vehicle inspections a year, the sector still offers huge potential for further growth. We have yet to see vehicle testing become the norm at a global level.



Industrial

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

Technology – reliable and safe

From the factory to our children's bedrooms, technology is taking over more and more day-to-day tasks.

Nowadays robots not only build cars, they also carry out entire surgical procedures or vacuum up the dust in our homes, all by themselves. Machines and software make our businesses competitive, and electronics make our daily lives much easier in many respects. But the more important technology becomes, the more dependent we are on its safe functioning. DEKRA operates at this key interface, offering a broad portfolio of testing and certification services for technical facilities, materials and products. Our skills are vital for the safety of people and for technology in the workplace or the home environment. DEKRA expertise also safeguards the quality and environmental sustainability of products and production processes. In the process industry, we provide first-class consulting services to help our clients establish a rigorous safety culture, from senior managers to workers on the shop floor. We have boosted our skill set at both a regional and a technical level through our latest acquisitions. These have also opened up many new opportunities for further growth.

Personnel



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

A reliable partner and efficient knowledge manager

As more and more new countries become part of international value chains, the battle for one of the most essential resources intensifies: highly-qualified specialists are more in demand now than ever before. In these circumstances, many companies value DEKRA Arbeit Group as a reliable partner that guarantees outstanding international recruitment services and also successfully plans and implements the latest working time models. But our clients regard it as equally important to train their own workforce successfully in order to harness the potential for achievement that already exists. DEKRA Akademie is firmly established here as a long-term, reliable and efficient knowledge and training manager. We are increasingly using new teaching and learning methods that deliver greater flexibility and important cost advantages for our business clients. In turn, these cutting-edge methods enable us to tap into new business segments, e.g. in workplace safety and aviation safety.

DEKRA BUSINESS UNIT

AUTOMOTIVE

► International potential

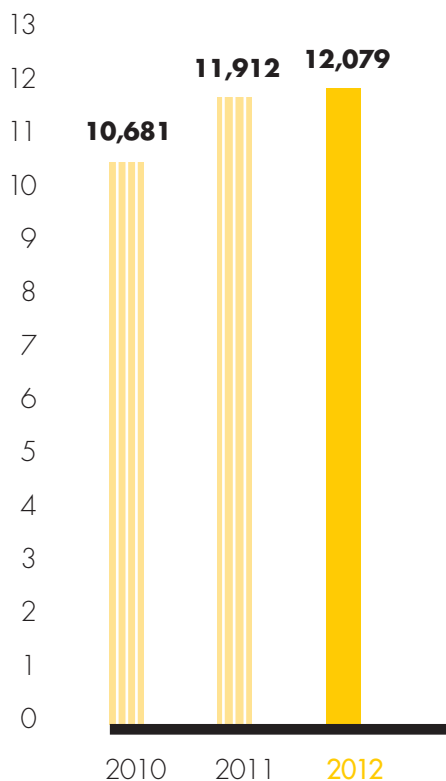
DEKRA's core business area, **automotive services**, is characterised by intense pressure on prices and fierce competition, both nationally and internationally. Despite this, the Business Unit DEKRA Automotive successfully defended its position as the world's largest vehicle testing provider, carrying out more than 23 million tests a year. Revenue rose by 4.5% to 1.2 billion euros.

In order to maintain this successful course, DEKRA is driving forward with the international expansion of its business. Although the business unit already operates in 28 countries with its own test centres or via partners, there is still plenty of untapped potential for growth worldwide as vehicle testing is only now being established or deregulated in many countries.

Sweden is an excellent example. When the market here started to open up in 2010, DEKRA immediately took steps to gain accreditation as a testing provider for cars and trucks. The business unit began to create a network of test centres in 2011 with the aim of operating around 50 stations nationwide by 2015. As part of this strategy, DEKRA took over five testing stations belonging to Swedish test provider Applus at the end of 2012. In total, there are 17 testing centres operating in the market at present, all of which also offer expert services such as appraisals and mystery shopping.

Success abroad requires rapid integration of acquisitions and effective organisational structures. In North America, DEKRA therefore brought together all its existing units to form a new DEKRA Automotive North America entity.

► EMPLOYEES DEKRA AUTOMOTIVE



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BRING DEIN AUTO ZUM KOSTENLOSEN SICHERHEITSCHECK BEI DEKRA!
28. MAI - 7. JULI 2012

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SAFETYCHECK
Mehr Kilometer. Mehr Sicherheit.

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- ✓ Schnell und einfach
- ✓ Jetzt bei allen DEKRA Niederlassungen deutschlandweit
- ✓ Abgefahrene Preise gewinnen

www.dekra-safetycheck.com

Eine Initiative von: Bundesministerium für Verkehr, Bau und Stadtentwicklung, VERKEHRS WACHT, DLR, 25.000 KONTAKTSTATIONEN

DEKRA

Since 2007, DEKRA and its partners have been conducting the vehicle safety campaign "SafetyCheck". In 2012, almost 15,000 young drivers voluntarily took up the opportunity to have their vehicle checked free of charge by DEKRA experts.



34^{PERCENT}

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

“Automotive services are DEKRA’s core business. With a market share of around 34%, we are number one in the testing sector in the key German market.”

The business unit now also operates more flexibly and swiftly in Belgium, Brazil, Morocco, Portugal and Spain, where DEKRA has acquired further shares in various companies, meaning that they are now wholly owned DEKRA subsidiaries.

DEKRA supports many of its international clients across national borders. The consistently high service standards needed to do this are assured by the transfer of knowledge within the business unit. DEKRA Automobil GmbH plays a key role here. With annual turnover of 888 million euros, it was the main pillar of the business unit in 2012 – but not only in economic terms. Thanks to the experience and expertise of its employees, it supported international locations with tried-and-tested processes and methods relating to DEKRA services, from standard vehicle testing to damage reports. DEKRA Automobil employees worked on secondment with locally based colleagues to adapt existing best practices to suit the situation in the specific country. Conversely, the German market benefits from the wealth of experience of the foreign companies. This collaborative approach allows DEKRA to leverage potential and exploit opportunities for international growth.



DEKRA has continued to expand its position as the world’s largest vehicle testing provider in an intensely competitive environment. We have seen our business grow by 4.5% to 1.2 billion euros.

DEKRA AUTOMOTIVE REVENUE (IN MILLION EUROS) AND EMPLOYEES	2010	2011	2012
Total revenue	1,025.1*	1,109.9*	1,159.3
Employees (as of Dec. 31)	10,681	11,912	12,079
SERVICE LINES REVENUE (IN MILLION EUROS)			
Vehicle Inspection	650.4	683.5	708.2
Expertise	251.2	266.6	265.7
Used Car Management	53.9	82.9	100.7
Homologation & Type Approval	17.0	20.0	23.2
Claims Services	28.5	32.1	34.0
Other revenues	24.1*	24.8*	27.5

* The prior-year figures for the service lines have been restated due to structure changes.

DEKRA BUSINESS UNIT INDUSTRIAL

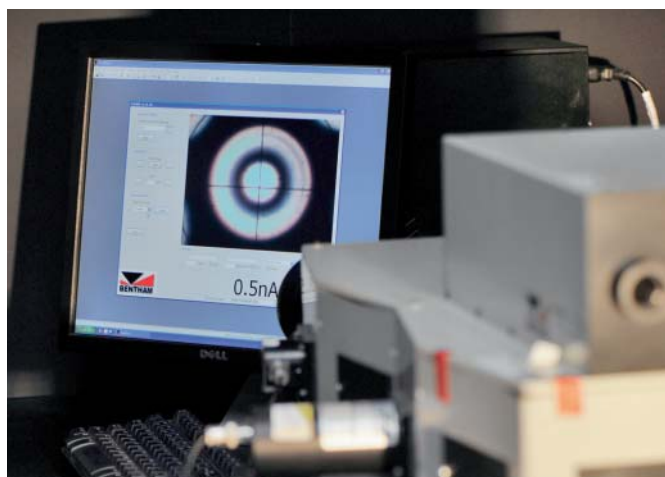
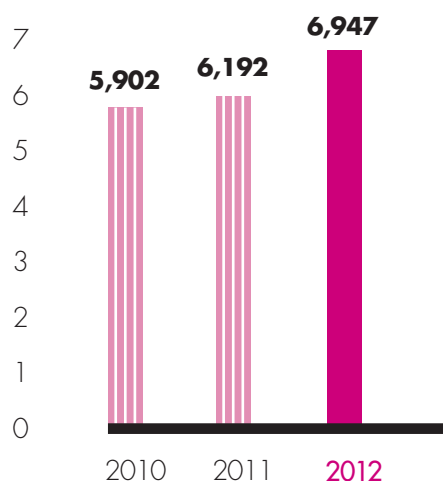
► Robust performance

The Business Unit DEKRA Industrial is the driver of growth within the Group. In spite of weak economic activity in important markets, sales increased significantly by 16.9% to 642.1 million euros. Clients include leading players in many industries, from the automotive sector to the process and utility industries. Five strategic acquisitions enabled the business unit to expand its existing areas of expertise and develop new ones.

The high level of acceptance in the market can be seen in the system certification sector. Not only was DEKRA expertise incorporated into the development of the new ISO 50001 international standard for energy management systems, DEKRA was also the first company in the world to be permitted to certify businesses in accordance with the standard. The standard helps businesses to reduce their negative environmental impact and energy costs. As the very first test provider, DEKRA certified a large car plant in the USA belonging to the manufacturer Subaru. Since then, DEKRA has acquired many more clients, 50 of them in Germany.

The business unit does not only support industrial companies with various testing, inspection and certification services – consultancy services are also a key part of the portfolio. DEKRA has carved out a unique position in the market here as a result of strategic acquisitions, such as that of the Californian company BST in the previous year. In addition to sustainability management and energy efficiency, our experts focus on issues that are critical for organisational and process safety.

► EMPLOYEES DEKRA INDUSTRIAL



Since 2012, DEKRA has been one of the first testing centres for LED light engines. Manufacturers of LED lighting can now have their products certified by DEKRA in accordance with the latest industry standard.



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

1.2^{MILLION}

“Every day of lost production costs refineries an average of between 1.2 and 3 million US dollars. That’s why our expertise in non-destructive testing – where plants are inspected during operation and unplanned shutdowns are avoided – is extremely critical for our clients’ success.”

With approximately 500 consultants in 12 countries, DEKRA helps companies in the potentially risky chemical, oil and gas industries to establish a rigorous safety culture, from senior management to workers on the shop floor. They begin by analysing how the topic is understood and put into practice in the organisation, and conclude with on-the-job training to create a new safety culture within the company. DEKRA experts also carry out research into the technical and organisational causes of industrial accidents and implement process improvements to ensure these kinds of incidents can be avoided in the future. An AkzoNobel global business unit reduced absences resulting from industrial accidents to zero for three years in succession as a result of input from DEKRA experts.

In view of the many challenges presented by the market, competitors and government authorities, companies need to align their products and entire organisation in accordance with sustainability criteria. DEKRA provides expert knowledge and support to its clients in this endeavour. The growth prospects for our consulting business therefore continue to be very positive.



The Business Unit DEKRA Industrial successfully exploited market opportunities in 2012 and recorded double-digit growth. The 16.9% increase in sales is particularly gratifying because economic activity in markets such as France declined considerably.

DEKRA INDUSTRIAL REVENUE (IN MILLION EUROS) AND EMPLOYEES	2010	2011	2012
Total revenue	497.6*	549.4*	642.1
Employees (as of Dec. 31)	5,902	6,192	6,947
SERVICE LINES REVENUE (IN MILLION EUROS)			
Industrial & Construction Inspection	317.8*	328.4*	341.5
Material Testing & Inspection	70.9	90.9	112.5
Product Testing & Certification	59.4*	65.6*	74.3
Systems Certification	46.6	47.7	52.2
Consulting	2.9*	16.8*	61.6

* The prior-year figures for the service lines have been restated due to structure changes.

DEKRA BUSINESS UNIT PERSONNEL

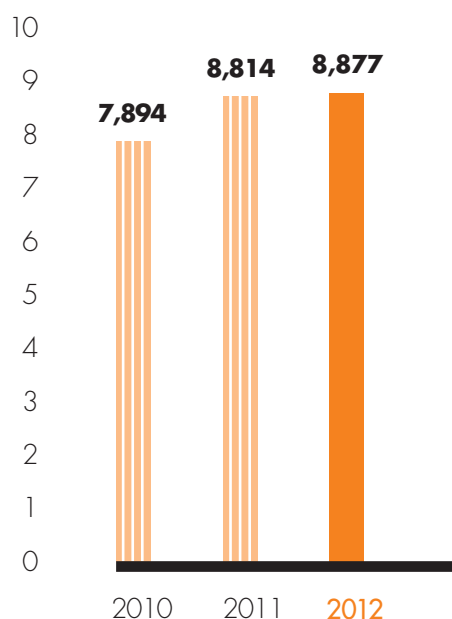
Well placed

The Business Unit DEKRA Personnel faced a challenging market environment. In the temporary employment sector, fears over the economy, the equal pay ruling and the introduction of sector-related surcharges created lasting uncertainty in the market. More employment market instruments were dropped in the public education sector. The fact that our revenue in this field nevertheless increased by 1.6% to 336.0 million euros should be regarded as a distinct success against this backdrop. In particular, we were able to expand our business with corporate clients in 2012.

More and more of our 1,500 active clients are looking to form a long-term partnership with DEKRA to provide flexible personnel solutions. Evidence of this can be seen in the large number of new framework contracts that have been signed, as well as in DEKRA's preferred supplier status with 125 clients. Another example of our strong commitment to clients is our involvement in on-site management, in which DEKRA employees handle the organisation of temporary workers directly on site at the client's premises.

Private sector confidence in DEKRA Akademie also continued to grow in relation to training and professional development. The need for efficient, high-quality skills development solutions boosted demand for training and consulting services. In particular, our service portfolios for the aviation industry and for the health and care sector were expanded.

EMPLOYEES DEKRA PERSONNEL



Vocational drivers are in short supply in Germany. DEKRA Akademie trains job seekers to become vocational drivers and is also a leading provider of the 35-hour training programme which professional drivers must complete by next year.



+35^{HOURS}

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

“By 2014, approximately one in five vocational drivers in Germany will have completed their legally required 35 hours of training with DEKRA, the leading training provider for the transport industry. Here, too, we are making a significant contribution to safety on our roads.”

New regulations have also led to increased customer interest in efficient instruction on workplace safety. DEKRA Safety Web is DEKRA Akademie's advanced Internet-based portal for workplace safety training. Additionally, since the beginning of 2013, DEKRA has operated as an independent testing centre for air cargo via DEKRA Cargo & Security Services GmbH.

In the field of professional driver training, DEKRA's tried-and-tested advanced training programme has now been specifically tailored to drivers of local transport and delivery vehicles. DEKRA Akademie is increasingly focusing on comprehensive, integrated programmes in its core segment of logistics, and provides consulting, training management and funding management in addition to training itself. The take-over of TUC, the leading Danish provider of vocational driver training, in May 2012 also enabled the company to make headway with international expansion in this segment. The expansion of the network in Denmark, Sweden and Norway as a result of the TUC acquisition opens up additional potential for growth in Scandinavia for DEKRA.

Experts from DEKRA Personnel focus on the issue of recruiting and retaining skilled personnel across all industry sectors. The Office for Skilled Specialists is now recognised as a highly competent partner of industry in transnational recruitment scenarios.



Thanks to its strengths, the Business Unit DEKRA Personnel held its ground very well in a difficult market environment, achieving a 1.6% increase in sales.

DEKRA PERSONNEL REVENUE (IN MILLION EUROS) AND EMPLOYEES	2010	2011	2012
Total revenue	322.8	330.8	336.0
Employees (as of Dec. 31)	7,894	8,814	8,877
SERVICE LINES REVENUE (IN MILLION EUROS)			
Training & Education	173.1	135.2	144.2
Temporary Work	149.7*	195.6*	191.8

* The prior-year figures for the service lines have been restated due to structure changes.

From left to right:

Row 1

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

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

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

Ivo Rauh Member of DEKRA SE,
Head of Business Unit DEKRA Industrial

Jörg Mannsperger Member of DEKRA SE,
Head of Business Unit DEKRA Personnel

Row 2

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

Dr. Michael Siedentop Chief Regional Officer Asia

Donald O. Nicholson Chief Regional Officer
North America

Wolfgang Linsenmaier Managing Director
DEKRA Automobil GmbH

Dr. Gerd Neumann Managing Director
DEKRA Automobil GmbH

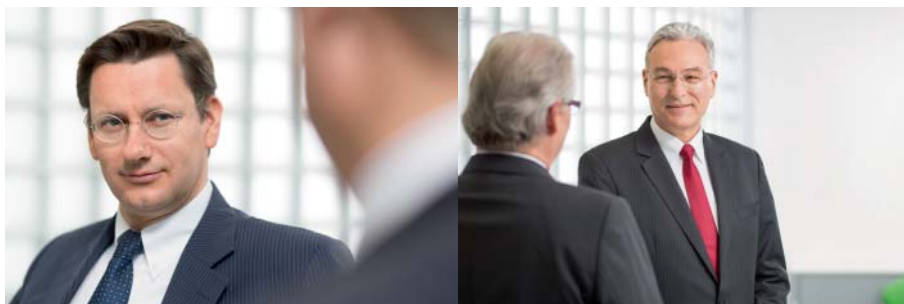
Row 3

Axel Noack President DEKRA France S.A.S.,
Managing Director DEKRA Automotive S.A.

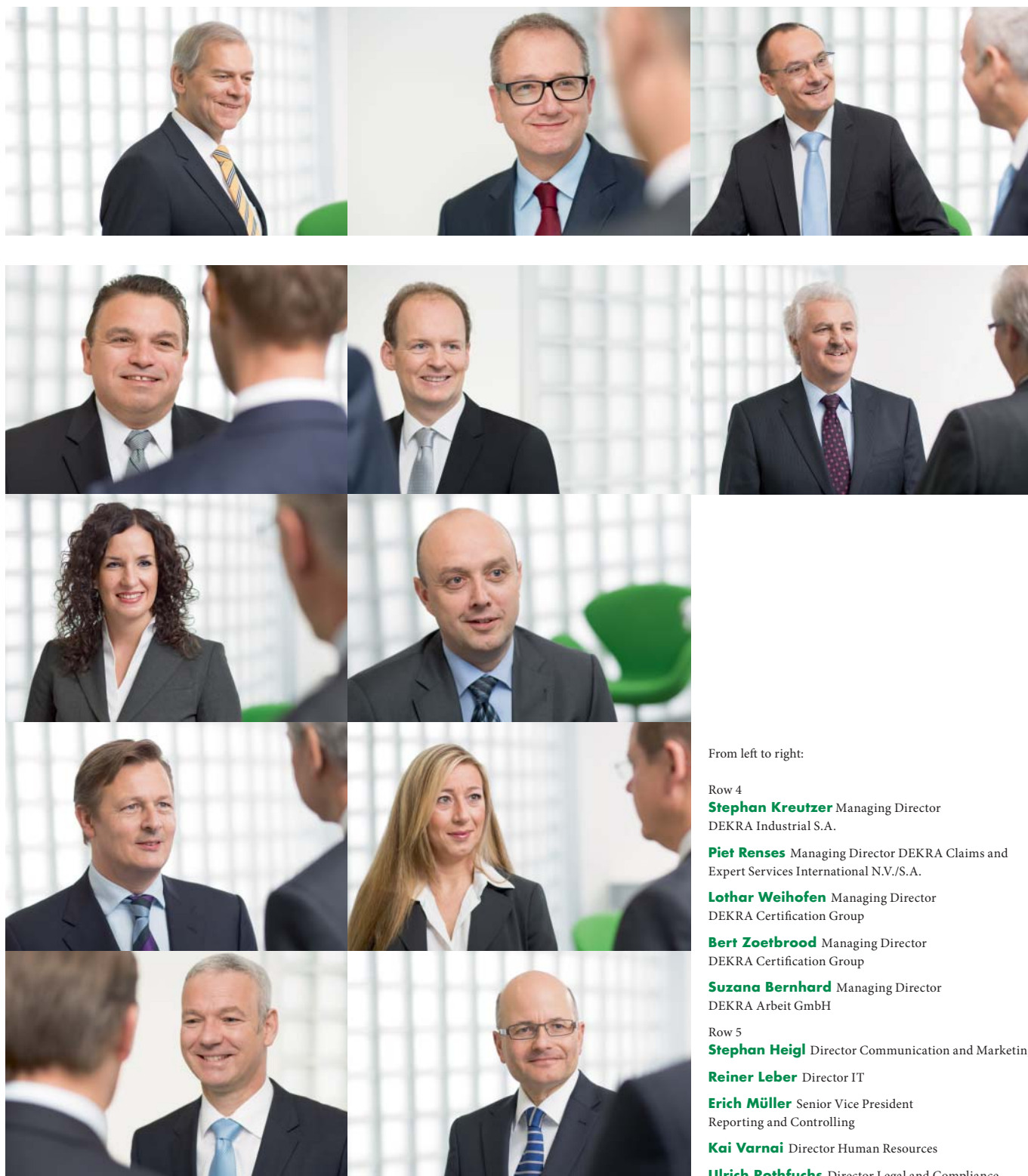
Frédéric Schmitt Managing Director
DEKRA Automotive Solutions

Dr. Gesa Köberle Managing Director
DEKRA Consulting GmbH

Marcel Blinde Managing Director
Service Unit Material Testing & Inspection



THE DEKRA MANAGEMENT TEAM



From left to right:

Row 4

Stephan Kreutzer Managing Director
DEKRA Industrial S.A.

Piet Renses Managing Director DEKRA Claims and
Expert Services International N.V./S.A.

Lothar Weihofen Managing Director
DEKRA Certification Group

Bert Zoetbrood Managing Director
DEKRA Certification Group

Suzana Bernhard Managing Director
DEKRA Arbeit GmbH

Row 5

Stephan Heigl Director Communication and Marketing

Reiner Leber Director IT

Erich Müller Senior Vice President
Reporting and Controlling

Kai Varnai Director Human Resources

Ulrich Rothfuchs Director Legal and Compliance



OVERVIEW OF COUNTRIES



DEKRA AUTOMOTIVE

Vehicle Inspection
Expertise
Used Car Management
Homologation & Type Approval
Claims Services



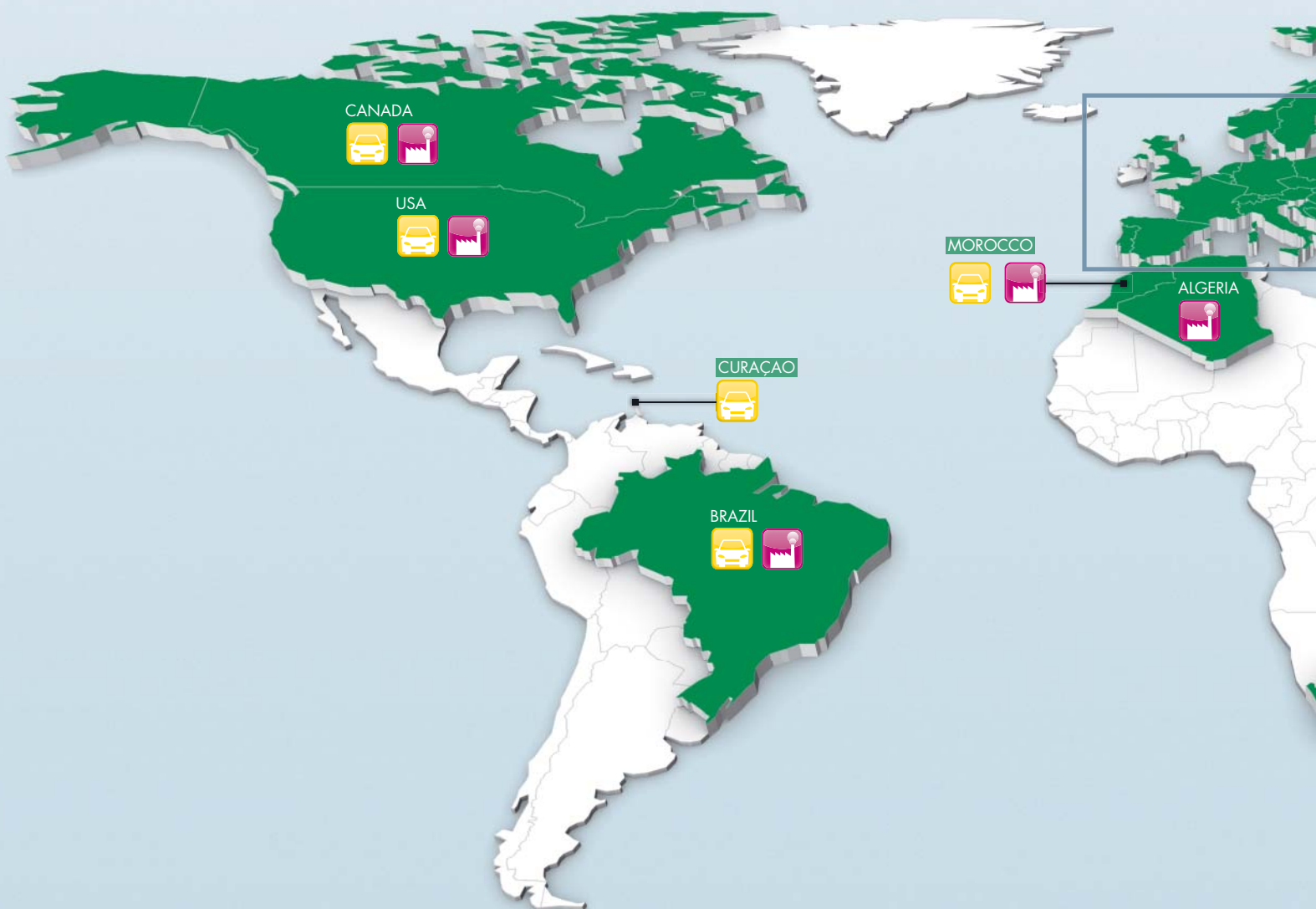
DEKRA INDUSTRIAL

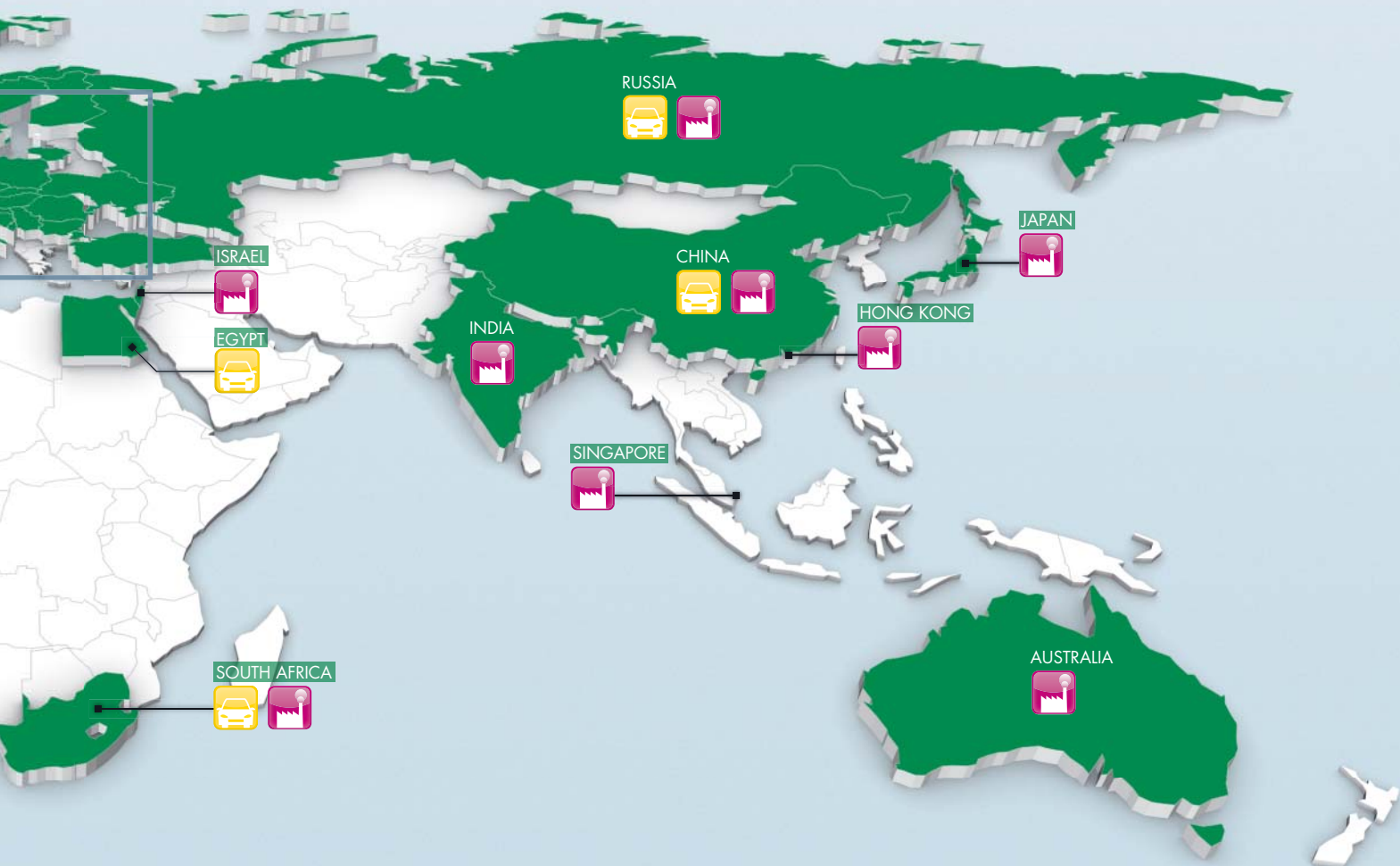
Industrial & Construction Inspection
Material Testing & Inspection
Product Testing & Certification
Systems Certification
Consulting



DEKRA PERSONNEL

Training & Education
Temporary Work





DEKRA SERVICE LINES

AUTOMOTIVE SERVICES



Vehicle Inspection



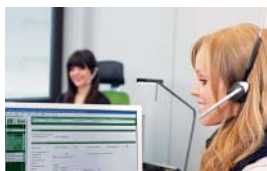
Expertise



Used Car Management



Homologation
& Type Approval



Claims Services

INDUSTRIAL SERVICES



Industrial & Construction
Inspection



Material Testing
& Inspection



Product Testing
& Certification



Systems Certification



Consulting

PERSONNEL SERVICES



Training & Education



Temporary Work

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