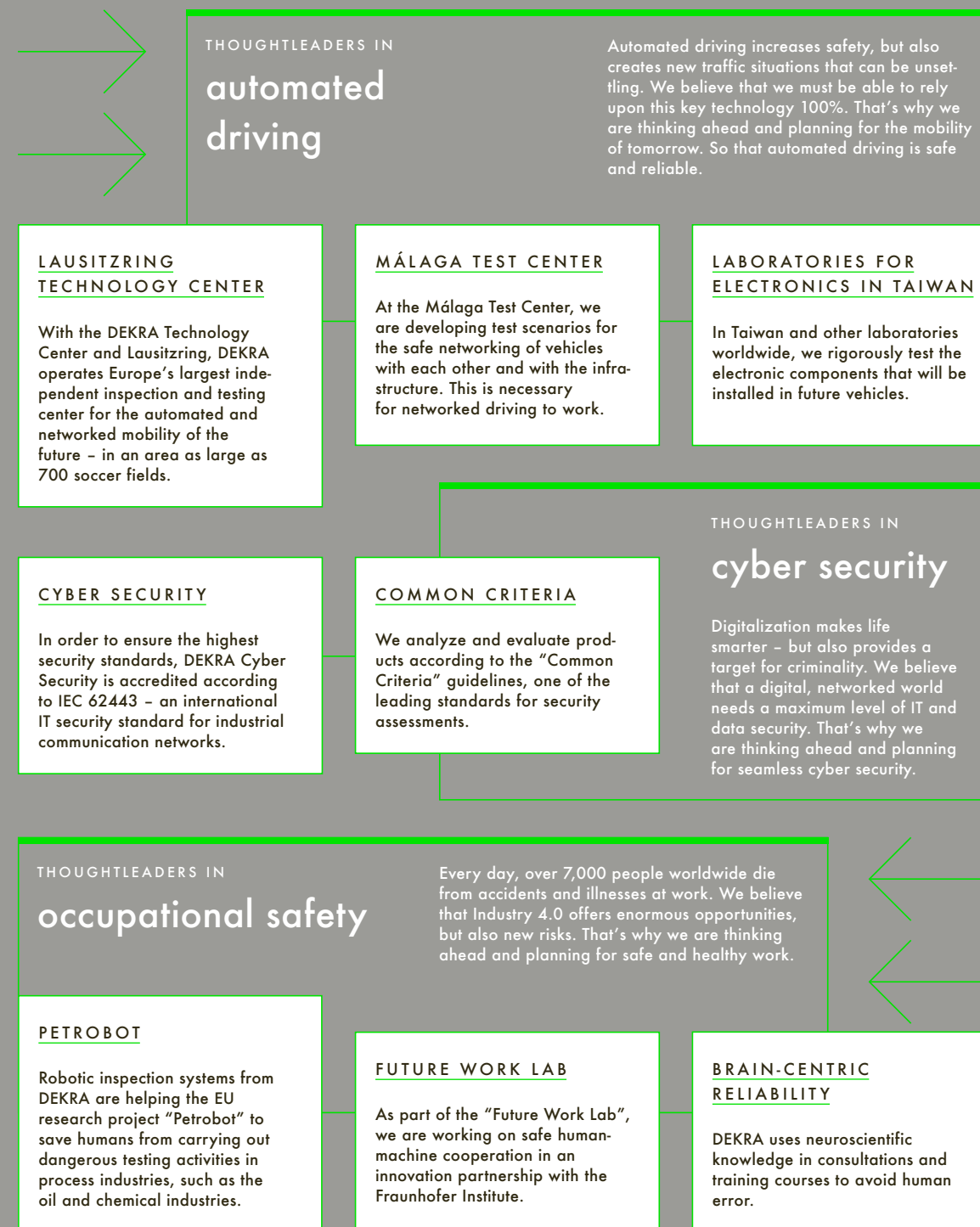




# Key Data of DEKRA SE

		2017	2018	2019
<b>Revenue and Income</b>				
Revenue	in EUR million	3,134.8	3,340.5	3,409.0
of which Germany	in EUR million	1,900.8	2,027.5	2,066.9
of which Central East Europe & Middle East	in EUR million	139.5	159.4	162.5
of which North-West Europe	in EUR million	308.6	329.4	346.1
of which South-West Europe	in EUR million	482.2	526.6	532.2
of which North America	in EUR million	94.7	93.1	93.6
of which South America	in EUR million	24.1	19.0	18.7
of which East & South Asia	in EUR million	77.6	88.2	102.5
of which Southern Africa & Oceania	in EUR million	107.3	97.3	86.5
Adjusted earnings before taxes (EBT)	in EUR million	228.9	227.9	210.2
Adjusted earnings before interest and taxes (EBIT)	in EUR million	236.1	242.3	227.1
Adjusted EBIT margin	in %	7.5	7.3	6.7
<b>Investment and cash flow</b>				
Investments	in EUR million	89.2	123.7	128.2
Cash flow from operating activities	in EUR million	104.3	94.0	343.3
<b>Balance sheet</b>				
Total assets	in EUR million	2,090.2	2,267.0	2,755.4
Non-current assets	in EUR million	1,239.4	1,350.9	1,796.7
Current assets	in EUR million	850.7	916.0	958.7
Equity	in EUR million	635.5	748.8	796.3
Equity ratio	in %	30.4	33.0	28.9
<b>Employees</b>				
Number as of 31/12		44,057	45,197	43,961
Personnel expenses	in EUR million	2,021.6	2,189.4	2,227.9
<b>Revenue business areas</b>				
Vehicle Inspection	in EUR million	936.7	993.6	1,064.6
Claims & Expertise	in EUR million	535.5	547.6	560.7
Product Testing	in EUR million	203.7	228.4	243.9
Industrial Inspection	in EUR million	472.9	490.1	504.1
Consulting	in EUR million	207.2	217.4	220.7
Audits	in EUR million	82.4	83.7	81.2
Training	in EUR million	197.3	209.6	219.5
Temp Work	in EUR million	452.8	529.7	471.2
Other	in EUR million	46.3	40.4	43.1

# Thoughtleaders in safety

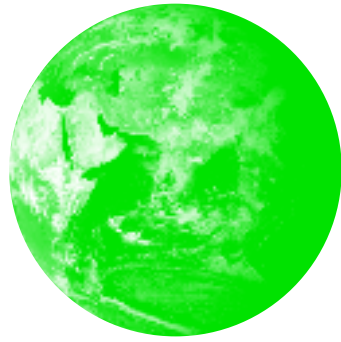


**TITLE IMAGE**

Project HEAT is a so-far unique R&D project in Germany. As early as this year, HOCHBAHN is planning on testing electric minibuses with automated driving capability (but still with a conductor on board who can intervene at any time) on the streets of the Hafencity in Hamburg. The project is entitled "Hamburg Electric Autonomous Transportation", or HEAT for short, and is the brainchild of HOCHBAHN with other prominent partners from German industry, for example. It is part of the city's strategy for Intelligent Transport Systems (ITS) in the area of "automated and networked driving".



# DEKRA AT A GLANCE



# 43,961

EMPLOYEES  
WORLDWIDE AS OF  
DECEMBER 31, 2019

# 5

CONTINENTS



# 24

ACQUISITIONS OVER  
THE PAST 3 YEARS

# 60

COUNTRIES  
WORLDWIDE



# 80

PERCENT ORGANIC  
PORTION OF SALES GROWTH  
IN FISCAL YEAR 2019



# 27

MILLION  
VEHICLE INSPECTIONS  
IN FISCAL YEAR 2019



# +17

PERCENT REVENUE GROWTH  
OVER THE PAST 3 YEARS,  
IN ABSOLUTE TERMS:  
+EUR 505 MILLION

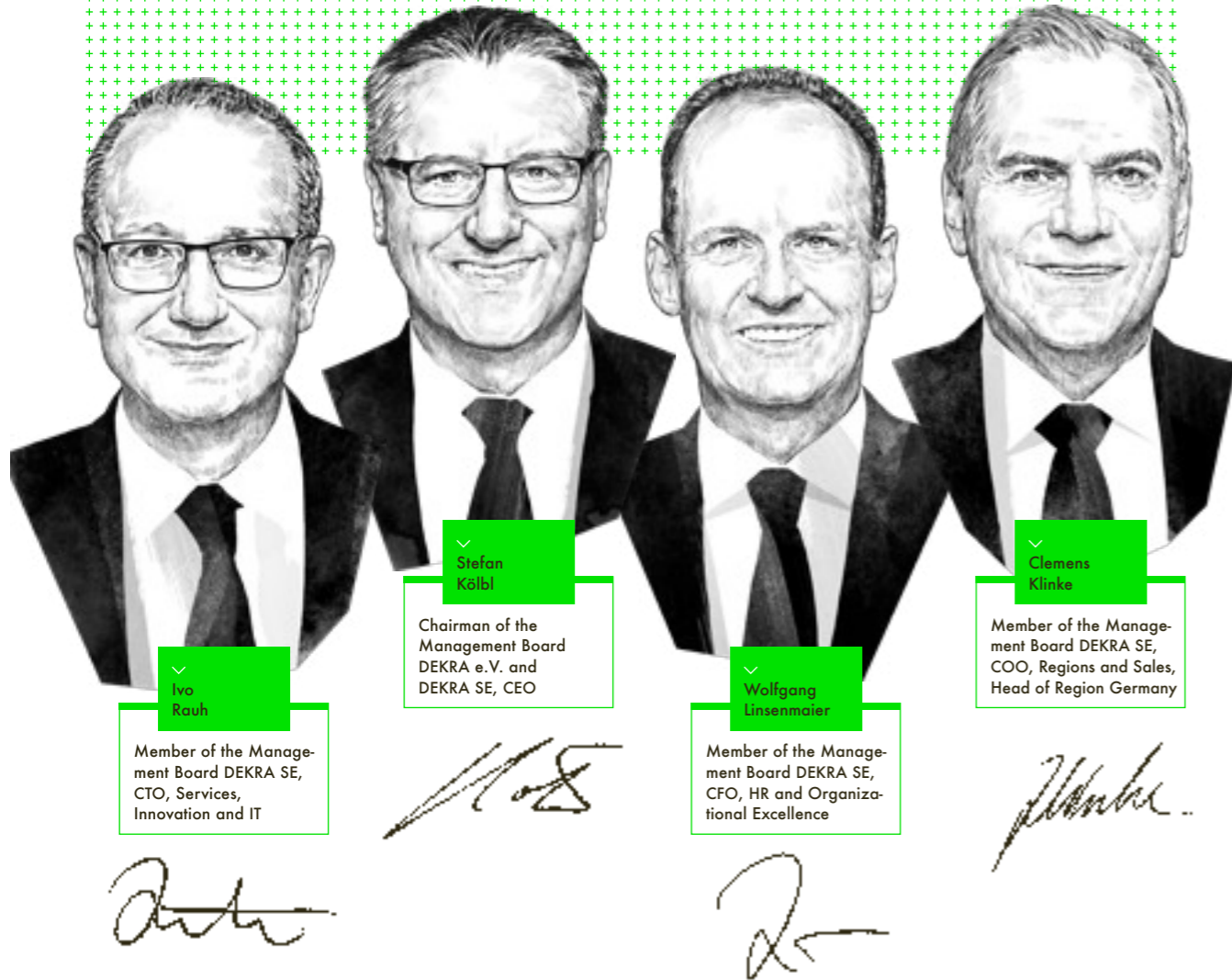
# +4,604

WORKFORCE GROWTH OVER  
THE PAST 3 YEARS,  
EQUIVALENT  
TO +12 PERCENT

ESTABLISHED IN 1925  
TO ENSURE THE ROAD  
SAFETY OF RAPIDLY  
DEVELOPING MOBILITY.  
TODAY, DEKRA OFFERS  
A BROAD PORTFOLIO OF  
SERVICES FOR SAFETY  
ON THE ROAD, AT WORK,  
AND AT HOME.



# REAL SAFETY



▼  
Ivo  
Rauh  
Member of the Management Board DEKRA SE, CTO, Services, Innovation and IT

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

▼  
Wolfgang  
Linsenmaier  
Member of the Management Board DEKRA SE, CFO, HR and Organizational Excellence

▼  
Clemens  
Klinke  
Member of the Management Board DEKRA SE, COO, Regions and Sales, Head of Region Germany

## Dear readers,

Since its founding in 1925, DEKRA has been ensuring safety. At first, attention was focused on technical safety – primarily in the automotive sector. Now, as the largest unlisted expert organization, DEKRA has expanded its activities into many diverse aspects of daily life “on the road, at work, and at home”. In addition to analog functional safety, DEKRA is also fully committed to digital security in a networked world – on five continents. This is because there is no limit to safety.

With the reorganization introduced in 2019, we can better exploit the strengths of the DEKRA Group with a view to the wide range of opportunities that digitalization offers.

Whether it’s an online monitoring system for predictive maintenance or a groundbreaking cloud solution for improving the safety of elevators – our industrial customers are safe with DEKRA.

Or the big issue of cyber security. In a networked world, it is impossible to conceive of this without considering the functional safety of products. We pool our expertise with that of external experts here. The aim is to protect customers, such as car manufacturers, reliably against cyber attacks.

And finally, artificial intelligence (AI). We will also use this to increase people’s safety. In New Zealand, our software experts have already developed a prototype of a self-learning AI system. With its help, in the future we will be able to predict the probability of failure of vehicle components with a high degree of accuracy, for example.

When it comes to new safety questions in the context of digitalization, we are Thoughtleaders. We impress here with our quality, advanced solutions, and strong customer orientation. DEKRA thereby fulfills its statutory function – of ensuring technical safety – today as in the past, both in the analog and digital world.

THE MANAGEMENT BOARD

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CHAPTER ONE

# REAL SAFETY

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The world is being overrun with fake news. Expert organization DEKRA provides real facts to ensure technical safety in an increasingly complex world. We give well-founded answers to the urgent questions. See for yourself on the following pages.

DEKRA  
Stefan Kölbl



ADAC  
Ulrich Klaus Becker

The digitalization of mobility raises entirely new questions. We provide the answers.



- ULRICH KLAUS BECKER  
Vice President of ADAC
- STEFAN KÖLBL  
Chairman of the Management Board DEKRA e.V. and DEKRA SE, CEO

With around 21 million members, ADAC is far and away the largest automobile association in Germany, and is also the second largest in the world. For Ulrich Klaus Becker, Vice President of ADAC, the situation is clear:

*"From the consumer's point of view, it is unacceptable for the manufacturers to make decisions about the usage of vehicle data single-handedly. It is the vehicle owner who must have the control over their data."*

The ADAC is therefore demanding that the EU introduce a statutory regulation concerning free access to vehicle data which is also independent of the manufacturer. Vehicle owners should be able to control their data as they see fit. This means that they decide

whether the data can be released to third parties, and they profit if it is marketed by companies with data-based business models. The demands of the ADAC also include a requirement to inform the vehicle owners what data is actually collected and how often it is transferred.

In accordance with its statutory function, vehicle safety is the focus for DEKRA. DEKRA is therefore demanding unfiltered access to all safety and environment-related vehicle data. This is because, without this data, a DEKRA expert would not be able to state reliably in court whether an accident was caused by the driver or by a driver assistance system. For this reason, DEKRA has launched the Trust Center initiative. The aim is to establish a data custodian that is independent of the manufacturer.

*"For an independent inspection, we require data that is complete, unmodified, and does not come from the manufacturer's back-end database,"*

states DEKRA CEO Stefan Kölbl, emphasizing the need for a Trust Center. This is because it is only with the help of this type of data custodian that DEKRA will continue to be able to perform its official mandate in the future and ensure vehicle safety in a connected world.

As computers on wheels, vehicles produce a huge amount of data. But who does it really belong to? And who should be able to access what data when? ADAC and DEKRA have clear solutions for this data dilemma that take the consumer/driver into consideration.

DEKRA  
Wolfgang Linsenmaier



WINNERS  
of the soccer tournament



○ WOLFGANG LINSENMAIER  
Member of the Management Board DEKRA SE, CFO, HR and Organizational Excellence awards the prize to the winning team of the traditional DEKRA soccer tournament.

Employees  
are the company's  
most important  
resource.

Soccer tournaments, ski cups, biker meetings – at DEKRA, there are many occasions for getting together outside of the workplace. The vibrant culture of the company comes to the fore at these events, but they also show that DEKRA appreciates its employees.

“People focus is a core value at DEKRA,” explains Chairman Wolfgang Linsenmaier. “The expertise, inventiveness, and reliability of our employees are our most important resources.” It is for this reason that DEKRA nurtures a culture of trust and community.

Employees are given the freedom to help shape the future of the company and to prove their entrepreneurial flair. That is why DEKRA creates networking opportunities for exchanging knowledge and experience.

*“Every day, our employees dedicate themselves – using their expertise, passion, and sense of responsibility – to the matter of safety in many relevant areas of life. This is what has enabled DEKRA to keep growing over many years.”*

To ensure this doesn't change, DEKRA works continuously to maintain a working environment in which its employees have a sense of well-being. An environment with stimulating projects and tasks. But an environment in which work life is compatible with family life, as well. What's more, DEKRA encourages every employee to develop their skills, and provides opportunities for personal development – including internationally across five continents.

Yet there are also expectations:

*“Our employees always remain neutral and unbiased, and they adhere to laws and ethical principles,”*

explains Board member Wolfgang Linsenmaier in a nutshell. DEKRA employees also set an example in terms of safety-conscious behavior. They look for and recognize areas with the potential for further improvement, as well as new business opportunities. They demonstrate teamwork and respect with every action and are willing to exchange knowledge.

And as a global company, DEKRA is well aware of how important diversity and equal opportunity are for a business to succeed. Approximately 90 different nationalities, a good balance of ages and a constantly growing percentage of women – these aspects all speak for the successfully vibrant culture of diversity at DEKRA.

DEKRA  
Clemens Klinke



ZF  
Torsten Gollewski

Together we are on the path toward making mobility-related issues such as automated driving a reality.



○ TORSTEN GOLLEWSKI  
Head of Autonomous Mobility  
Systems ZF Friedrichshafen AG

○ CLEMENS KLINKE  
Member of the Management  
Board DEKRA SE, COO,  
Regions and Sales,  
Head of Region Germany

With around 150,000 employees in 40 countries, ZF primarily supplies systems for car and commercial vehicle mobility. One focus of further development is digital networking and automation: ZF allows vehicles to see, think, and act.

*"We are a sought-after partner when it comes to realizing automated driving," explains Torsten Gollewski. "This is due to our comprehensive system solutions when it comes to sensors, computing power, software, and actuators."*

The Group, which is headquartered in Friedrichshafen by Lake Constance, regularly presents

innovations as part of their ZF Technology Days. The one-week event took place at DEKRA's premises in 2019 – at the DEKRA Lausitzring in Klettwitz, which is part of the DEKRA Technology Center. ZF spent one week presenting its solutions for "Next Generation Mobility" in front of national and international media representatives and customers. The focus here was on hybrid and electric drives for cars, system solutions for automated driving, as well as integrated safety and innovative chassis technology.

Situated around 60 kilometers north of Dresden, the tracks and infrastructure of the DEKRA Lausitzring are ideal for these types of events.

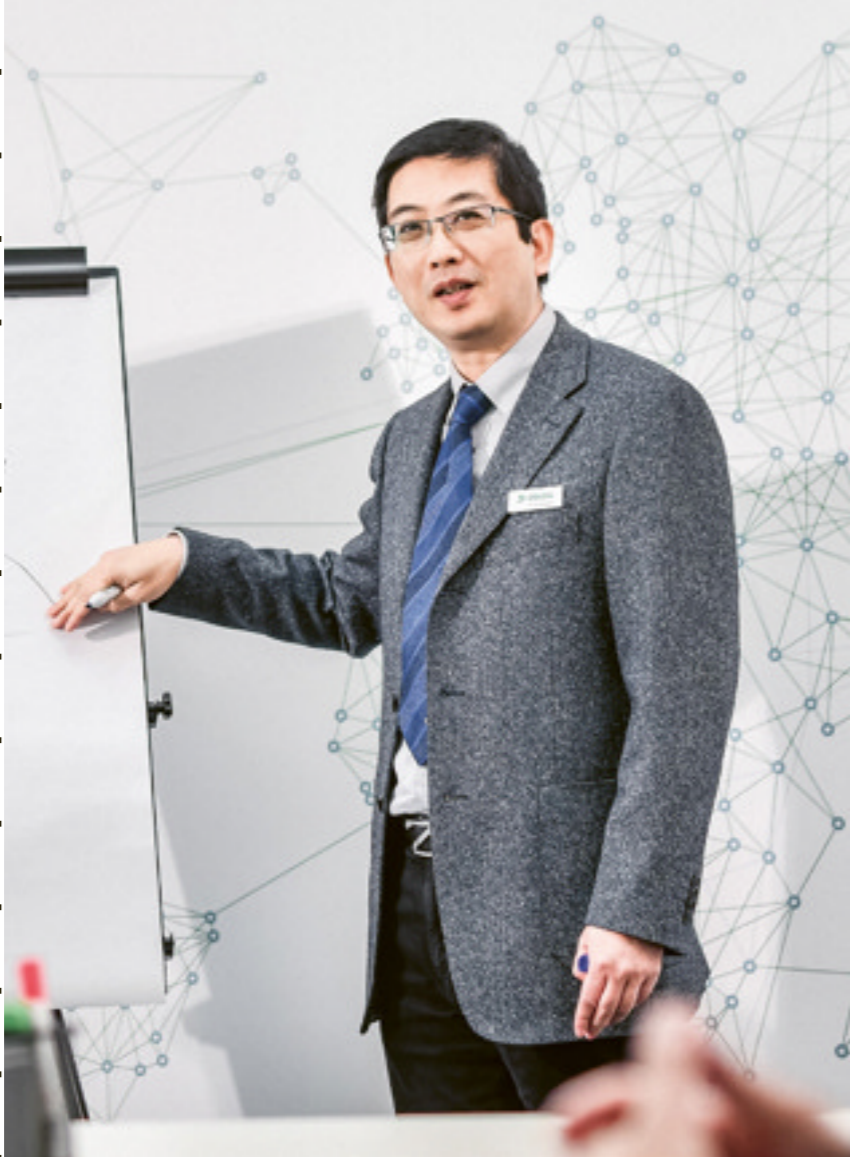
A new ecosystem for mobility of the future is currently emerging in Germany. Manufacturers, suppliers, research facilities, and expert organizations such as DEKRA ensure that mobility of the future is not only highly automated, but also safe.

*"The combination of technology center, test track, and race track is not only an innovation site for mobility of the future, but also a perfect event venue," reports Board member Clemens Klinke.*

The DEKRA Lausitzring is already the largest manufacturer-independent testing center in Europe when it comes to automated driving. DEKRA covers all aspects of testing there – from simulation and reproducible tests to field trials on the track. Nevertheless, DEKRA is continuing to expand its portfolio. The expansion of the test tracks is being driven forward this year with the establishment of test facilities for connected driving functions.



Protecting people and the environment?  
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# Sam



WANHUA CHEMICAL  
GROUP CO., LTD.

○ **General Manager**  
(DEKRA China Process Safety & Organizational Reliability)  
To establish a health, safety, and environment (HSE) management system that can be used at Wanhua Chemical sites in China and overseas.



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# Zeng

Especially in production halls, a pronounced safety culture is indispensable. This is true worldwide – and also in China.




The Wanhua Chemical plant in Ningbo has the highest capacity for manufacturing MDI worldwide: 1.2 million tons.

EAST & SOUTH ASIA

REGION

East & South Asia

- ∨ 3 percent share of sales
- ∨ 1,683 employees



∨ Stan Zurkiewicz

∨ Head of Region East & South Asia, Executive Vice President DEKRA Group

For Wanhua Chemical, a Chinese company with global ambitions, the health and safety of employees and the sustainability of processes have become key items on its agenda.

Scientific and technological innovation has always been central to Wanhua Chemical's competitiveness. Through research and development, it has mastered a number of key technologies in the field of advanced chemical materials such as MDI and TDI technologies. MDI and TDI are materials used in the production of polyurethane (PU). Polyurethane is widely used in a huge variety of industries including automotive, furniture, rail transit, adhesives, coatings, and waterproof and protective products. Wanhua Chemical's range has been expanded from a single product (MDI) to include polyurethane, petrochemicals, and fine chemicals.

"The number of devices, processes as well as the types and scale of products is increasing at an extremely fast pace. Gearing up to enter the global market, the integration of diversified technology, culture, and management has become a priority," Sam Zeng, General Manager of DEKRA China Process Safety & Organizational Reliability explains.

SALES THAT PAY OFF: SINCE 2014, DEKRA HAS ENSURED THAT THERE IS AN EXCELLENT SAFETY CULTURE AT WANHUA CHEMICAL.

Against this backdrop, establishing an HSE management system at Wanhua Chemical that can be used at its overseas plants has become an essential requirement to improve HSE in the long term. To this end, DEKRA has designed an innovative three-step implementation plan, including identifying a risk profile, designing a system framework, renewing a systematic audit protocol, optimizing workflow, and developing documents in the future.

As early as 2014, DEKRA provided safety culture assessment services to Wanhua Chemical. To help prevent accidents at its plants processing hazardous chemicals, Wanhua Chemical cooperated with DEKRA to promote its safety culture. About 3,800 people in the factories in

EAST & SOUTH ASIA



Precision and process safety are two central pillars of the chemical industry.

Yantai and Ningbo participated in a comprehensive survey. After the survey, focus groups, interviews, and action plan sessions followed. As a result, Wanhua Chemical implemented a series of measures to improve the safety culture and built its facilities with safety in mind.

Since 2018, DEKRA has established a close relationship with Wanhua Chemical to improve process safety management at factories in Yantai, Ningbo, and Zhuhai. "DEKRA took a holistic approach backed by a portfolio of services addressing every aspect of health, safety, and the environment," says Sam Zeng. He continues:

*"We worked closely with Wanhua Chemical to design tailored solutions to central issues, such as maintaining physical and mental health, protecting the environment, and preventing risks."*

DEKRA not only assisted Wanhua Chemical in complying with legal requirements, but also applied global process safety expertise to develop and support an effective, integrated process safety management program that is specific to Wanhua Chemical's needs.

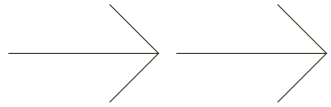
In line with high standards of safety and in order to cater to the needs of Wanhua Chemical even better in the future, DEKRA has

combined extensive expertise in all key technological and environmental aspects. Since Wanhua Chemical needs to protect its operational business environment, data, people, and processes, DEKRA continues to be in close contact and discussion with senior management and project teams. Both parties combine resources to develop a robust approach to safety, and strive to achieve a perfect balance between the needs of Wanhua Chemical and the philosophy, methods, and international best practices of DEKRA.

Facts

<p>AS PART OF THE DEKRA REGION EAST &amp; SOUTH ASIA, CHINA IS A MARKET WITH GREAT POTENTIAL, FOR EXAMPLE IN THE CHEMICAL AND PROCESS INDUSTRIES.</p>	<p>Global presence ↗</p> <h1>10</h1>	<p>Number of employees ↗</p> <h1>13,000</h1> <p>Total number of employees working at Wanhua Chemical</p>
<p>Trade partner China ↗</p> <h1>11%</h1> <p>China is the EU's second largest trading partner in the chemicals trade (2018)</p>	<p>Number of countries where Wanhua Chemical has plants/offices</p> <p>Starting shot ↗</p> <h1>2014</h1> <p>Beginning of the cooperation between Wanhua Chemical and DEKRA</p>	<p>Distribution ↗</p> <h1>€1,198 billion</h1> <p>With this revenue, China is at the forefront globally when it comes to the distribution of chemicals (2018)</p>
<p>Worldwide consumption of polyurethane elastomer - 2016 ↗</p> <p>Source: IHS</p>		<p>Environmental protection, employee health and safety. ○</p>
<p>DEKRA ↗</p> <h1>€102.5 million</h1> <p>DEKRA revenue in the East &amp; South Asia region (2019)</p>		

# Sean Davidson



VEHICLE TESTING  
NEW ZEALAND (VTNZ)

○ **General Manager**  
*(Information and Technology)*

In its continuous effort to improve road safety, DEKRA's New Zealand subsidiary VTNZ has been looking for ways to apply artificial intelligence technology.

Can AI help to predict car failures?

Can AI help to predict car failures?

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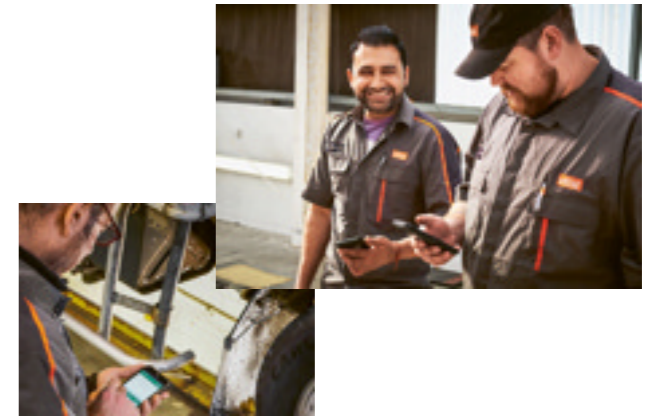
Can AI help to predict car failures?

Can AI help to predict car failures?

Can AI help to predict car failures?

Can AI help to predict car failures?

Can AI help to predict car failures?



VTNZ is New Zealand's leading vehicle inspection company. Together with two partners, it developed a prototype for a predictive-maintenance solution, based on comprehensive vehicle inspection data generated in over 150 locations. Once released, the solution will help car owners identify mechanical problems before they happen.

What happens if you combine the knowledge of VTNZ's experienced inspectors with state-of-the-art computer technology? Well, what you get is a machine-learning solution that can look at large amounts of data quickly and predict what is likely to go wrong with a specific car model, based on parameters such as type of

vehicle, location, and age. Naturally, VTNZ's prototype focuses on areas that might be subject to failure based on Government inspection requirements, such as lights, brakes, chassis, and oil leaks. However, additional data from onboard computers could be included to expand the range of predictions.

The computer continuously learns and adjusts its prediction method based on new information from inspection staff and inspections recorded digitally every day, making it much more sophisticated than any kind of statistical analysis. Currently, the solution is around 90 percent accurate in its predictions and shows a lot of promise.

concept could also be adapted to supercharge DEKRA's Trust Center concept and deliver an even wider range of predictions and insights to motorists and manufacturers

REGION

○ **Southern Africa & Oceania**

∨ 3 percent share of sales

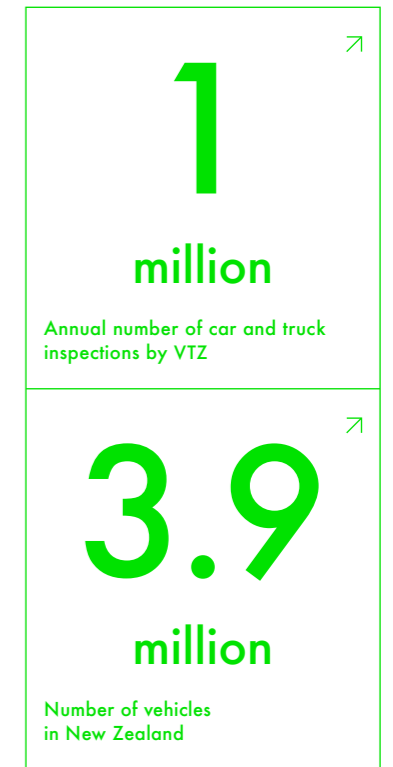
∨ 1,763 employees



∨ Mike Walsh  
∨ Head of Region Southern Africa & Oceania, Executive Vice President DEKRA Group

*"It can be considered an output of DEKRA New Zealand's successful digital transformation," explains Sean Davidson, General Manager Information and Technology,*

*"and it offers considerable business potential, as it can be integrated with fleet or driver management systems." The*

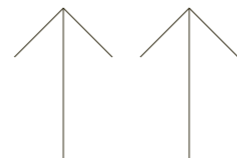


# Vincent Ravet

DEKRA FRANCE

## Industrial climber

Determine the degree of material damage resulting from corrosion and, thus, establish the remaining level of stability.



## Ensuring safety at dizzying heights?

Exciting, but also dangerous: high above on cranes, aerial lifts, and buildings is where you'll often see Vincent Ravet. He is one of five industrial climbers at DEKRA in France and he deals with the non-destructive testing (NDT) of pipes and girders, as well as their welded joints. Specially trained and with nerves of steel, he can carry out these inspections even in extreme conditions. In summer 2019, he spent weeks in the French Alps inspecting the supporting towers of aerial lifts at the ski areas of La Plagne and Val Thorens. However, his next assignment will take him hundreds of meters below the Earth's surface: his services are required by the CERN nuclear research center.

**100**  
meters

Working height of industrial climbers

REGION

South-West Europe

16 percent share of sales  
7,779 employees



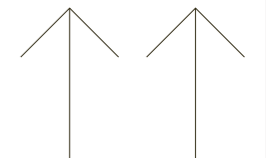
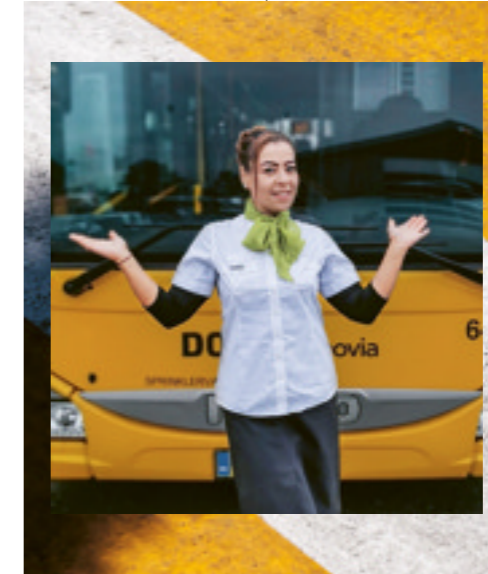
Sophie Dominjon  
Head of Region South-West Europe, Executive Vice President DEKRA Group

# Hanadi Natalie

NOBINA,  
CONCORDIA BUS AB

## Bus driver

To secure a permanent job for the very first time after receiving a bus driver license at DEKRA.



## Prospects provided by further education?

Years of part-time work, an unsuccessful education, and living on social security – 35-year-old Hanadi Natalie could have been discouraged. But just the opposite. She was determined to become a bus driver. In collaboration with the Roskilde municipality and DEKRA, she started a course. And soon after passing her driving test, she had her first day of work at Nobina, a public transport operator. "It has changed my life. I have confidence in myself that I can do well," she says. Over the next few years, she will be saving up to be able to take the driver training course at DEKRA. She dreams of teaching others how to become bus or truck drivers.

**1** million

Number of daily passengers of public transport operator Nobina

REGION

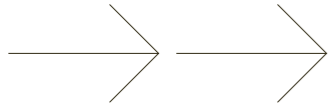
North-West Europe

10 percent share of sales  
3,138 employees



Frédéric Schmitt  
Head of Region North-West Europe, Executive Vice President DEKRA Group

# Brian Williams

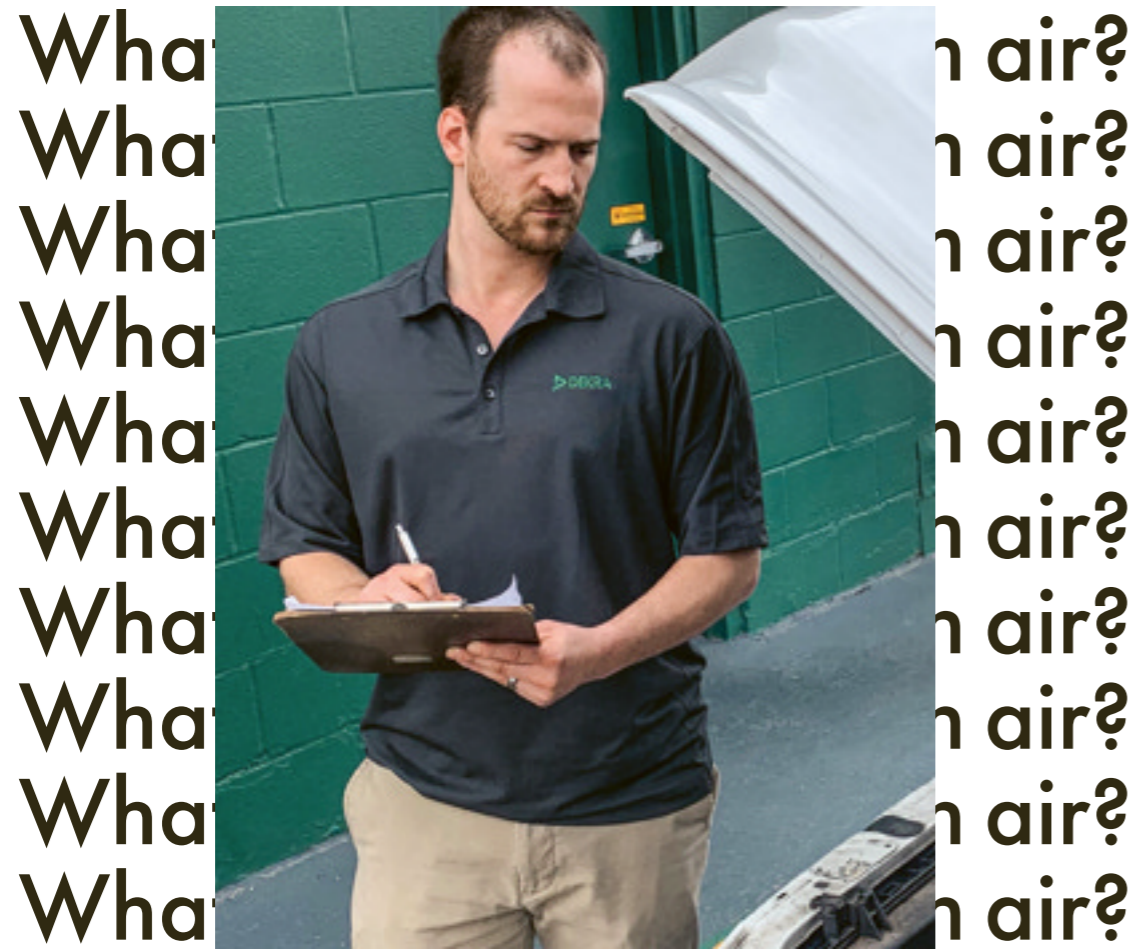


DEKRA NEW MEXICO

Area Manager  
(DEKRA Services Inc.)

In North America, regulations for vehicle inspections vary from state to state and sometimes from county to county.

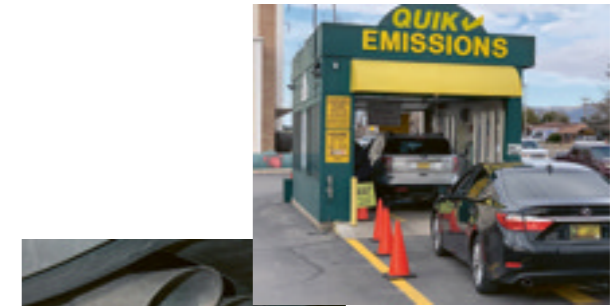
## What do we do for clean air?



## What do we do for clean air?

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The global number one in vehicle inspections now operates safety and emission check stations in seven U.S. states. Following the latest acquisition in January 2020, DEKRA has entered the market of emission tests in the state of New Mexico. Having performed state-mandated emission tests in the neighboring states of Texas and Nevada, as well as in other U.S. states, for years, DEKRA is bringing its global experience and expertise to New Mexico.



Not only do emission test regulations vary from state to state, they also vary from country to country around the globe. DEKRA experts in 17 countries perform mandatory emission tests according to the specific regulations that apply there.

*Alongside emission checks on the cars on the world's roads today, DEKRA's expertise is also in demand in terms of future regulations.*

Emission measurement technologies are continuously being developed further, in step with the development of vehicle technology. After all, it is essential to make sure that the benefits gained through technical innovation and progress are maintained throughout the whole life cycle of a vehicle.

DEKRA experts demonstrated the equipment used both in type approval, i.e. before a vehicle is allowed to be sold, and later, when the vehicles are in use on the roads, at a conference of high-ranking UN decision-makers in Geneva in February, 2020.

Seeing these technologies and what they are able to do can help decision-makers in drawing up regulations for future emission checks on new vehicle models, as well as those on the roads. As the world's number one in vehicle inspections, DEKRA is committed to contributing its expertise for clean air and health protection.

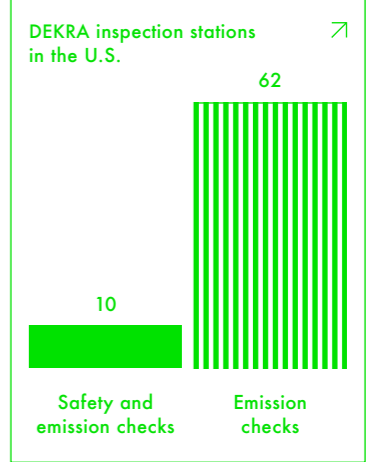
### REGION

North America

- 3 percent share of sales
- 578 employees

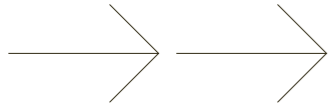


Bert Zoetbrood  
Head of Region North America, Executive Vice President DEKRA Group



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# Thomas Hoger



3SPIN



## Co-owner

Providing people with reliable training on how to deal with hazardous substances and dangerous situations, without putting the trainer, trainee, or environment at risk.

Real safety? Virtual training!

Real training!

Real training!

Real training!

Real training!

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Real training!

Real safety? Virtual training!



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Digital technologies such as virtual and augmented reality (VR and AR) facilitate learning as well as the simulation of situations that it was previously not possible or very difficult to provide training on. DEKRA is therefore combining its innovative training expertise with 3spin, a leading and multiple-award-winning company for "enterprise mixed reality".

*"VR and AR enable people to learn procedures and motor skills in a unique manner," states Thomas Hoger, co-owner of 3spin.*

Take the example of a tanker driver: VR and AR are ideally suited to increasing safety when it

### REGION



## Germany

- ∨ 59 percent share of sales
- ∨ 21,093 employees



- ∨ Clemens Klinke
- ∨ Member of the Management Board DEKRA SE, COO, Region & Sales, Head of Region Germany

comes to loading and unloading processes for liquids. Mixing of products or product leakage are some of the most common mistakes that occur when unloading fuels. It is often through these types of mistakes and carelessness that environmentally harmful liquids enter into the groundwater. These types of mistakes are not just time consuming and costly; they also present a risk to the environment. With VR and AR-based training, they are avoidable.

Raising awareness of hazards and excluding them as far as possible is the aim of a further digital cooperation from DEKRA: together with the cyber security company SoSafe, companies are supported in increasing employee awareness of cyber crime. This is because phishing and other attacks cause losses of an estimated 55 billion euros annually in German companies alone.

**\$2**  
trillion

Global damage due to cyber crime (2019)

**\$18.8**  
billion

Global market for augmented and virtual reality (2020)

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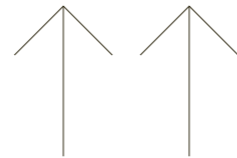
# Marcos Sanchez

DEKRA CHILE

## Senior Vice President

(Service Division Vehicle Inspection)

Starting up in an established and competitive market for regular vehicle inspections in South America.



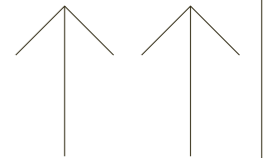
# Lorenzo Pighi

DEKRA ITALY

## Country Sales Manager

(Trade, Logistics & Retail)

To develop and implement a digital strategy to help Renault/Dacia in Italy become a more customer-centric organization.



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## Growth as a global market leader?

Even for DEKRA, the global market leader, there is room for expansion. In 2019, Chile presented itself as a unique opportunity. In three tenders DEKRA won four concessions in the Metropolitan Area of Santiago and in the South of Chile. Ten stations will perform half a million inspections over the next four years. "Our success owes itself to the collaboration between colleagues from the Service Division, the region, and corporate functions," explains Marcos Sanchez, emphasizing that entering the Chilean market enables DEKRA to replicate this success. "We are now able to implement inspection operations very rapidly from scratch anywhere in the world."

## Can we become more customer-centric?

For the Renault Retail Group (RRG) in Italy, DEKRA developed and implemented a digital strategy to drive sales. "Two key elements of the strategy were new dealer websites for the Renault and Dacia brands, and the coordination of different communications channels," explains Lorenzo Pighi. "Our expertise helped RRG create more qualified leads and improve the conversion of leads into sales." DEKRA was selected due to its knowledge in all things automotive, and because of its data-driven approach and expertise in customer-relationship management processes. Based on these criteria, DEKRA provided RRG with a tailored customer experience.

<h1>8</h1> <p>Number of national and international competitors operating within the vehicle inspection sector in Chile</p>	<p>REGION</p>	
	<p>South America</p> <ul style="list-style-type: none"> <li>1 percent share of sales</li> <li>307 employees</li> </ul>	<p>Bert Zoetbrood</p> <p>Head of Region South America, Executive Vice President DEKRA Group</p>

<h1>172</h1> <p>Number of dealer websites that DEKRA implemented for Renault/Dacia in Italy</p>	<p>REGION</p>	
	<p>Central East Europe &amp; Middle East</p> <ul style="list-style-type: none"> <li>5 percent share of sales</li> <li>7,620 employees</li> </ul>	<p>Toni Purcaro</p> <p>Head of Region Central East Europe &amp; Middle East, Executive Vice President DEKRA Group</p>



DEKRA  
Ivo Rauh



IAV  
Matthias Kratzsch

# Working together for the benefit of the customer: IAV as an engineering partner and DEKRA as a safety service provider.



○ MATTHIAS KRATZSCH  
Managing Director IAV

○ IVO RAUH  
Member of the Management Board DEKRA SE, CTO, Services, Innovation and IT

As a service provider with a strong focus on the automotive sector, DEKRA decided early on to concentrate on inspections relating to the electromagnetic compatibility (EMC) of parts and components. A decision that has proven to be forward-looking and strategically correct.

The number of electronic components in vehicles is continuing to grow, due to the spread of vehicle assistance systems and increasing connectivity. Word has therefore quickly spread in the market about DEKRA's EMC expertise. It was also a trigger for IAV, a leading engineering partner for automotive manufacturers, to seek out dialog, as IAV is faced with the challenge of providing its customers with EMC-safe products.

*"We are convinced that DEKRA is the right partner," explains Matthias Kratzsch from IAV's Board of Management. "The company's all-round expertise, from the Board of Management through to the testing engineer in the laboratory, is what won us over."*

DEKRA only very recently opened up a new EMC laboratory with three rooms at its headquarters in Stuttgart. This is where both individual sensors and entire components, such as gearboxes and headlights, can be tested. For example, fault signals are used to check whether they still function in a safe and reliable manner.

DEKRA had good reason to build its laboratory in the automotive-focused industrial region of Stuttgart.

*"Proximity to the customer is an important factor," reports Board member Ivo Rauh.*

*"It isn't just experts from IAV and DEKRA that are present during the inspections, but also technicians from the automotive manufacturer."*

That is why DEKRA operates a global network of laboratories with further EMC inspection sites in Málaga and Asia.

The inspections comply with national and international standards and are carried out during the development process, as well as on models in series production. The inspections comprise both initial inspections and also repeat inspections – in the event that models undergo changes. DEKRA sees huge potential in the EMC services business field. Its partnership with IAV is an example of how the respective sets of expertise can be combined for the benefit of the automotive sector. It's a real "triple-win" in terms of safety – everyone involved is a winner.



SERVICE DIVISION

Claims & Expertise

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



Wim Ter Voert  
Service Division Claims & Expertise, Executive Vice President DEKRA Group

ON BEHALF OF AXA, DEKRA ENSURES FAIR HANDLING OF WARRANTY CLAIMS FOR ELECTRIC DEVICES IN BRAZIL.

When Gabriela leaves her apartment for work, she also packs up the broken coffee machine. During her lunch break, she brings it to a DEKRA station where a service employee tests it right away. The verdict: broken, as suspected. Gabriela receives a voucher for a replacement, which she redeems on her way home in the evening. It wasn't always so easy for consumers, says Igor Di Beo, Chief Underwriting Officer and Head of Claims at AXA Seguros Brazil.

"In the past, customers had to bring the broken item to a repair shop and wait around a week for an assessment to be completed. They had to go back to the shop again to get a voucher for a

When buying a new household appliance – whether an iron, mixer, or washing machine – customers in Brazil have the option of purchasing an extended warranty from insurance provider AXA. If it comes to a claim, DEKRA supports AXA in helping customers have their device repaired or replaced – quickly and efficiently.

Gabriela normally awakens to the smell of freshly brewed coffee. But on this dreary Monday morning, there is no coffee smell when her alarm finally goes off. Still drowsy from sleep, she realizes that the timer on the coffee machine has given up the ghost. Luckily, when Gabriela bought the coffee machine a year and a half ago, she also purchased an extended warranty from AXA.

For a whole range of electrical household products – from irons and mixers, to washing machines and refrigerators – AXA Brazil offers extended warranties in collaboration with retailers across the country. If a product breaks within the warranty period, and its price is under 300 reais, or roughly 65 euros, the customer is given a voucher for a replacement. DEKRA (which is a claims management specialist, amongst other things) takes care of testing, issuing the vouchers, and more.



Even a broken coffee machine can cause somebody to smile if they purchased an extended warranty when they bought it.



As a claims settlement specialist, DEKRA handles the tests and issues the credits.

CLAIMS & EXPERTISE

CLAIMS & EXPERTISE

replacement. The waiting time was simply too long," Di Beo says. AXA therefore went looking for a new partner to handle warranty claims and interviewed several companies. The goal was to come up with an innovative approach to deal with warranties quickly and efficiently. Furthermore, AXA wanted an approach that would underline its image as a partner, and not just as an insurance company that pays out claims. Di Beo:



Customer satisfaction is very important: customers appreciate DEKRA's new service.

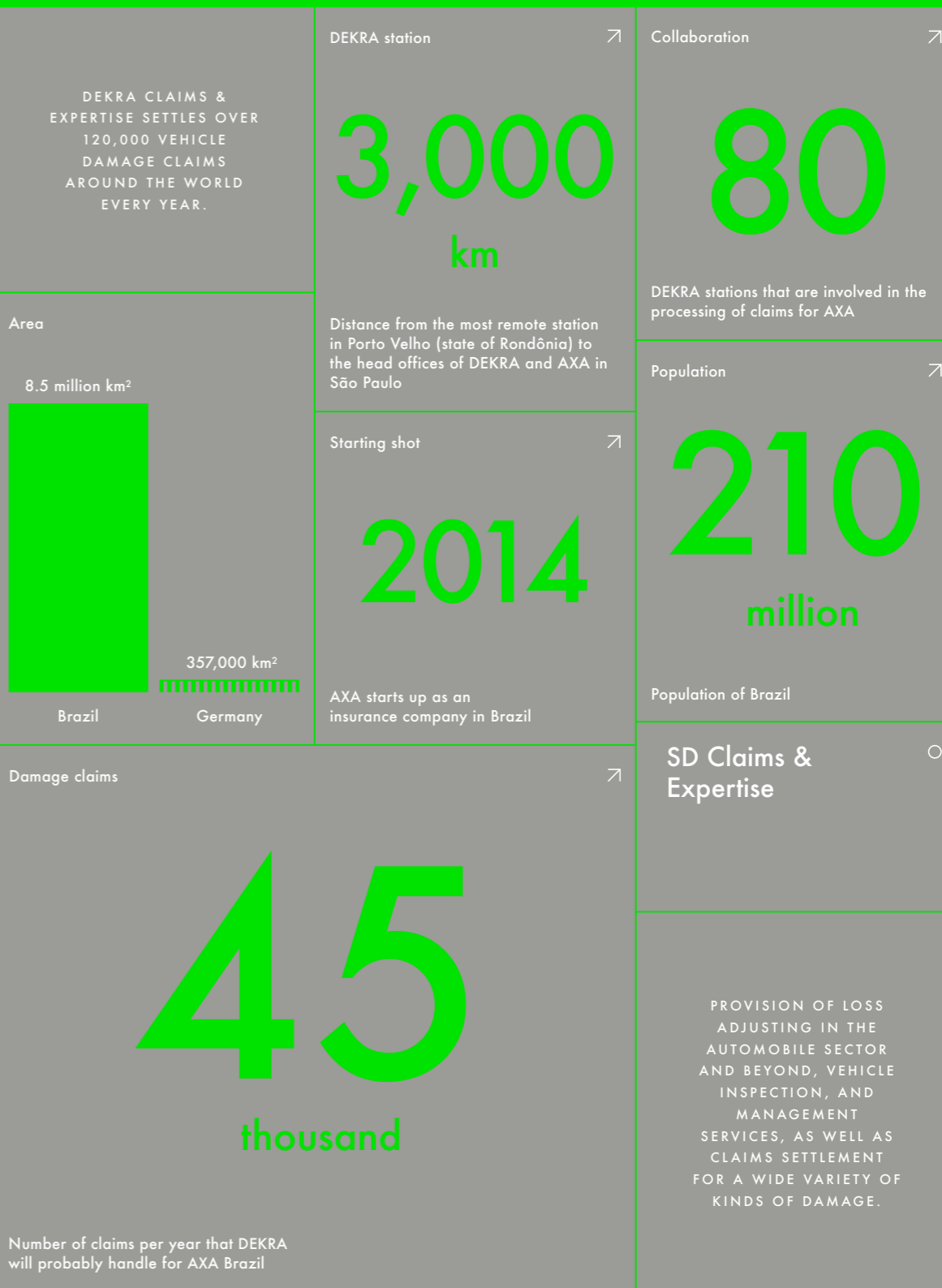
*"In the end, we decided to go with DEKRA. The company showed a high degree of innovation in coming up with a solution that leverages its widely established network of 80 testing stations across Brazil. Plus, the immediate identification of a warranty case is a real boon to good customer service."*

For products with a price tag higher than 300 reais, DEKRA organizes repairs in a certified shop. Similarly, for items that cannot be brought to a DEKRA station - for example because of their weight or bulky size - DEKRA arranges an on-site visit, although other options such as a videocall center assessment are also possible. In any case, customers can be assured that they receive the highest-quality repair. DEKRA officially commenced services for AXA at the end of November 2019. Di Beo says AXA's customers have commented on the difference, particularly noting the improvement in turnaround times.

Products that have been deemed faulty - like Gabriela's coffee maker - are kept at the DEKRA testing stations and are collected at regular intervals for environmentally responsible disposal. That's especially good news for the environment, considering that the 80 DEKRA stations are forecast to take care of 45,000 claims per year.

When Gabriela gets home, she unboxes the new coffee machine and immediately sets it up to brew her coffee the next morning. When the smell of coffee wafts into her bedroom on Tuesday morning, she knows the day is off to a good start. Life is back to normal for Gabriela - thanks to the excellent service provided by DEKRA.

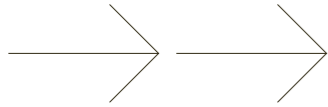
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# Dr Christian Geßner



BIRD

## General Manager

(Germany, Austria, and Switzerland)

To be able to provide enough electric scooters at the right time and place on a daily basis, so that more people decide to do without their cars and make a contribution to improving air in cities.

Environmentally friendly mobility for cities around the world?

Environmentally friendly mobility for cities around the world?

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Environmentally friendly mobility for cities around the world?

Environmentally friendly mobility for cities around the world?



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Bird, an American transport innovation company, helps to bring environmentally friendly mobility to more than 100 cities around the world with its electric scooters. In six German municipalities, DEKRA provides support with personnel services.



Bird has a vision: offering an environmentally friendly alternative to cars in collaboration with the municipalities, and to help provide a better quality of life in cities. One of the company's initiatives is to provide e-scooters which can be used via an app.

Behind this service is a complex chain of logistics. Bird relies on DEKRA to carry it out efficiently.

*"During peak times, DEKRA provides up to 100 of its employees to help us station our e-scooters where they are needed," explains Dr Christian Geßner.*

### SERVICE DIVISION

#### Temp Work

Supporting know-how and experience in personnel-, solution-, event & logistic and human resources management.



Suzana Bernhard

Service Division Temp Work, Executive Vice President DEKRA Group

The employees come from DEKRA Arbeit - a provider of high-quality personnel services in the DEKRA Group. One of their tasks includes, for example, bringing the e-scooters to the service center in the evening. The next morning, they also help to park the scooters - which recharge overnight - again in heavily frequented places in the city.

DEKRA managed to impress Bird with two fields of expertise: firstly, the company has been dealing with mobility-related matters for nearly 100 years. Secondly, DEKRA is one of the top ten personnel service providers in Germany. What's more: for Bird and DEKRA alike, road safety plays an important role. That is why both companies are also in dialog concerning the safety standard for micro-mobility (which includes e-scooters), which DEKRA introduced at the end of 2019.

40-60%

Percentage of public space available for cars to drive on (Source: Bird)

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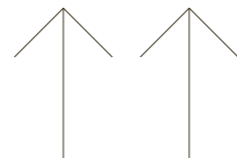
The average service life of an e-scooter in years (Source: Bird)

# Tim Boyer

DEKRA CONSULTING

○ **Managing Director**  
(Safety Management Systems)

To enhance safety in companies across different industries by leveraging DEKRA's behavior-based solutions.



## Can we boost safety using behavior?

Safety is the result of careful work practices. Behavior-based programs have thus helped to boost safety for some time. DEKRA's new Adaptive BBS™ solution helps to ensure effective behavior-based safety programs. "Our software combats organizational blind spots and revitalizes any behavior-based safety program," says Tim Boyer. In 2019, a team of experts from DEKRA SMS, DEKRA OSR, and the North America region was convened by the Consulting Service Division. Around 30 new Adaptive BBS clients were then won, which drove the growth of DEKRA's proprietary behavior database. This, in turn, will help DEKRA to further improve its digital solutions.

**SaaS**

As Adaptive BBS is cloud-based, automatic updates are ensured

SERVICE DIVISION

○ **Consulting**

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



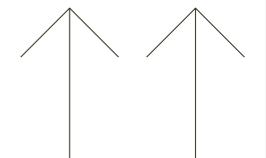
Lothar Weihofen  
Service Division Consulting, Executive Vice President DEKRA Group

# Colin Steadman

DEKRA TRAINING

○ **Vice President**  
(Head of Strategic Development Service Division Training)

To tackle the acute shortage of nursing professionals in Germany using international qualification initiatives.



## Can the nursing crisis be eased?

After great success in Europe, DEKRA has deployed its Expert Migration program in other regions in the world. Nursing professionals are now being qualified with the program in Brazil and prepared for work in Germany. "With our service, we play an important part in alleviating the shortage of skilled staff in nursing occupations," explains Colin Steadman. Up to now, DEKRA has qualified more than 2,000 foreign nursing professionals at its own schools in Serbia, Albania, Bosnia-Herzegovina, Macedonia, Montenegro, and Ukraine, and found them positions at more than 70 clinics, rehabilitation centers, and care facilities across Germany.

**7**

Number of countries in which DEKRA nursing professionals earn qualifications for work in Germany

SERVICE DIVISION

○ **Training**

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

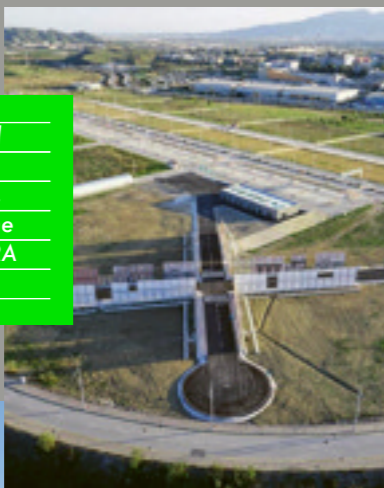


Dietmar Metzger  
Service Division Training, Executive Vice President DEKRA Group

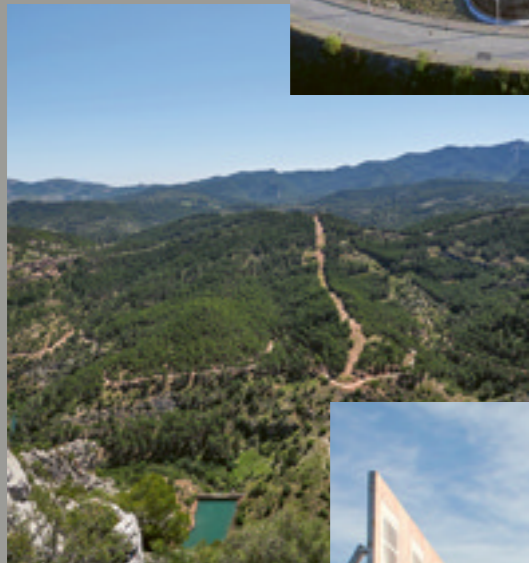








The testing ground for connected driving in Málaga, Spain, is part of the international DEKRA testing network.



Under the Andalusian sun: test curtains for realistic demonstrations.

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SERVICE DIVISION



Product Testing

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



Fernando Hardasmal  
Service Division Product Testing, Executive Vice President DEKRA Group

WHEN A SOLUTION FOR VEHICLE COMMUNICATION IS LAUNCHED ON THE MARKET, IT MUST BE ENSURED THAT IT WORKS PERFECTLY.

Vehicles of tomorrow will be more connected, allowing them to issue warnings to drivers about impending dangers or approaching road works. The standards around which these solutions are built need to be tested extensively. ETSI, a major body for globally applicable standards, chose DEKRA as a partner for a week of testing in December 2019.

Two cars approach an intersection at the same time. Visibility is partially hampered by buildings and vegetation, increasing the potential for a collision. However, the two vehicles are able to communicate with one another via onboard systems before they even reach the intersection. In both cars, a warning is issued to the drivers and an accident is averted. Major car manufacturers, equipment suppliers, government agencies, road authorities, and a range of technology suppliers are currently working on solutions for scenarios like this.

GPS signals, onboard and roadside units, and a strong cellular network all play a role here – all driven by information and communication technology (ICT) standards, which set down how the

different components communicate with one another. One of the largest bodies for creating ICT standards – including those for intelligent transport systems (ITS) – is ETSI.

“We’ve been developing ITS standards for a number of years,” says Ultan Mulligan, Director of the ETSI Centre for Testing and Interoperability. “It’s extremely important that we factor in interoperability, so that all solutions from all providers can work together,” he continues. Before any standard is officially launched, it is thoroughly tested – because when a vehicle communication solution is introduced to the market, there can’t be any question of whether it is working correctly.

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In December 2019, ETSI collaborated with DEKRA and the 5G Automotive Association (5GAA) for the first joint Cellular Vehicle-to-Everything (C-V2x) interoperability tests. The week-long event was held at DEKRA's Connected Vehicle Test Development Center in Málaga, Spain. The 17 different vendors that participated could screen their devices using standardized tests to verify that they comply with the original standard.



Experts amongst themselves: in the common interoperability test, the market actors test their solutions.



*"DEKRA's center was the perfect setting, because it allowed us to do indoor testing in a lab, followed by testing on an outdoor track. More than anything, though, DEKRA's staff provided excellent support: they helped us organize the event, they understood what is necessary to test secure connectivity, and they supported the vendors extensively," Mulligan is pleased to report.*

In total, test scenarios were executed in 320 combinations with technologies from the 17 vendors. The field interoperability tests included intersection collision risk warning as described above, solutions for road hazard signaling, such as for slow-moving vehicles, and road works warning. Ninety-five percent of the tests showed an extremely positive level of interoperability. "The goal is to push the standards to the limit and figure out where improvements still need to be made before commercial release," explains Mulligan.

By the way, Mulligan estimates that solutions based on the tested standards could be integrated into new vehicles in the next year or two.

Until then, more testing will have to be done. "It won't be about repeating tests, but expanding the scope to demonstrate an even greater level of interoperability," says Mulligan. ETSI has already chosen DEKRA to organize the next round of testing – an opportunity that will give DEKRA a further possibility to strengthen its role in secure connectivity.

Facts

THE VEHICLES OF TOMORROW WILL BE FULLY NETWORKED SO THAT THEY CAN WARN DRIVERS OF IMMINENT DANGER OR ROADWORKS UP AHEAD.

Members ↗

900

Number of ETSI members, including companies, governments, universities, research labs, and consultancies

Vendors ↗

17

Number of vendors who participated in the December 2019 testing event

Area ↗

50,000 square meters

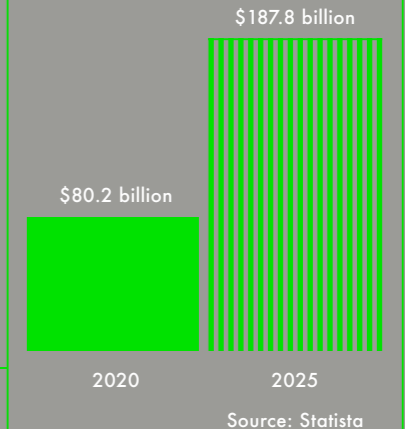
Size of the Málaga testing ground

Test combinations ↗

320

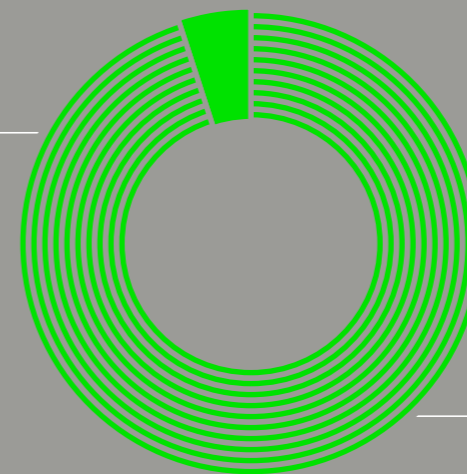
Number of test combinations performed at the December 2019 testing event

Global market volume Assistance systems and autonomous driving functions (forecast) ↗



Tests ↗

5 percent non-successful tests



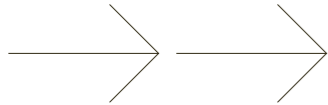
95 percent successful tests

Interoperability is the gold standard in the age of connectivity: different technical solutions must work flawlessly at the same time

Product Testing ○

SUPPLYING THE FULL SERVICE FOR BUILDING, FACILITY, MACHINERY, AND INFRASTRUCTURE INSPECTIONS, INCLUDING MATERIAL TESTING & INSPECTION.

# Juha Kotila



EOS FINNLAND OY

## Research & Development

To accurately measure the elastic modulus or stiffness in additive manufactured (AM) dental parts, as this has a direct effect on the design of the printed parts.

How can DEKRA serve the AM sector?

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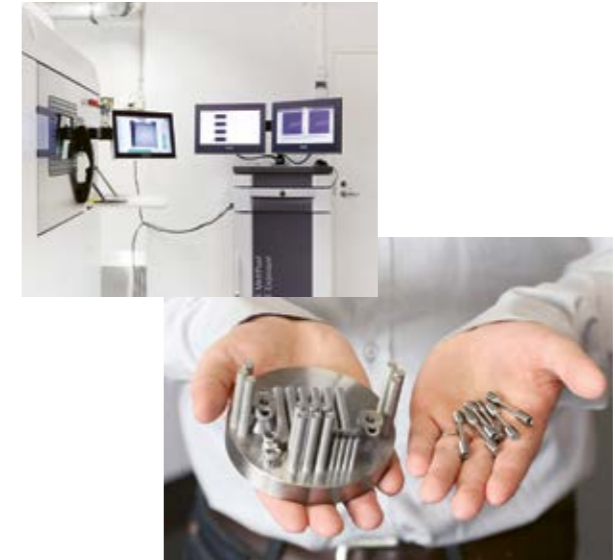
How can DEKRA serve the AM sector?

How can DEKRA serve the AM sector?



The team: Tiina Riskila, Juha Kotila, and Juha Ottelin (from L to R).

The measurement of elasticity is extremely important when designing and simulating the properties and behavior of 3D printed parts. With DEKRA's help, EOS Finland – an AM pioneer – found new solutions for reliable and repeatable sample preparation and testing methods while cooperating in a technology project driven by DEKRA.



EOS Finland has had a successful relationship with DEKRA as a laboratory testing service supplier since 2013.

“As a knowledgeable and reliable partner, DEKRA in Turku is always eager to develop their tensile and impact testing methods and sample preparation capabilities to suit the needs of our AM materials,” says Juha Kotila.

### SERVICE DIVISION

#### Industrial Inspection

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



Joakim Wikeby  
Service Division  
Industrial Inspection,  
Executive Vice President  
DEKRA Group

Sometimes, the surprising properties of new AM materials make it necessary to explore the possibilities that new tensile test methods offer.

The latest edition of the standard concerning metallic materials suitable for dental use (EN ISO 22674:2016) allowed new, alternative test methods for modulus of elasticity to be utilized. Project Manager and Team Supervisor Juha Ottelin explains: “DEKRA had the most versatile tensile testing equipment available and was willing to develop their methods to evaluate the suitability of the new test methods. As EOS Finland deals with materials for medical devices, the test method used had to be highly repeatable and reliable in order to draw the right conclusions concerning the performance of the final additive manufactured dental parts. DEKRA accepted the challenge and, together with EOS, successfully evaluated the suitability of several different test methods for determining the elasticity of AM material against the existing data.”

Forecasted value for the entire AM product and service sector worldwide in 2020

**\$15.8 billion**

Industries in which the use of AM is growing: aerospace & aviation, automotive, medical, and manufacturing

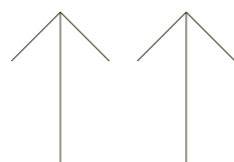
**4**

# Dr Cem Onus

DEKRA AUDITS

## Managing Director

Use digital processes to help customers calculate, plan, and carry out audits faster.



## More efficient auditing?

When it comes to safety, auditing comes into play. Audits help to verify whether companies comply with standards and regulations. This process is still mostly analog. As a first step, DEKRA has now digitized the tendering process. In the first instance, the application relates to the quality management standard EN ISO 9001 and manufacturing companies with up to 250 employees. It was developed with DEKRA personnel and customers in the USA, where it is also currently in the pilot stage. "This is the first step," explains Dr Cem Onus. He adds: "In the future we will digitize the entire process – from the tendering stage and deployment of the auditors through to invoicing."

# 2-3

weeks - the time required to create a qualified audit tender

SERVICE DIVISION

## Audits

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



∨ Roman Zadrozny

∨ Service Division Audits, Executive Vice President DEKRA Group

# COM PANY

Further insights into the world of DEKRA: people, structures, initiatives, and highlights.

Dear Ladies and Gentlemen,  
Dear Customers and Partners,



In the fiscal year 2019, DEKRA demonstrated resilience, and despite a weaker economic climate, has continued to grow in several markets.

The year 2019 was marked by trade conflicts and political problems all over the world. This had an impact on the previously positive market conditions. However, thanks to its excellent position, DEKRA continued to grow – true to the expression: “When the going gets tough, the tough get going.”

One success factor was no doubt the ongoing organizational development in eight Service Divisions and regions since the start of 2019. Through this, DEKRA is able to interconnect its expertise ever better and leverage this to the advantage of its customers.

The positive development of the business also owes itself to the fact that the Supervisory Board monitors the Management Board and there is con-

gruence in the aims for the organization. This is particularly applicable for the strategic decisions and the aim to position DEKRA right at the front of the business areas of the digital world. Initiatives like the Trust Center or our commitment to secure connectivity help to underpin DEKRA’s role as a Thoughtleader in areas such as Industry 4.0, the Internet of Things, and mobility of the future.

On behalf of the Presidential Board and the Supervisory Board, I would like to thank DEKRA’s employees for their enormous commitment. I would also like to thank all the members of DEKRA e.V., as well as our customers and business partners, for placing their trust in us.

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

## Committees

### DEKRA e.V.

#### PRESIDENTIAL BOARD

Thomas Pleines *\_President, Munich*  
Dipl.-Wirtsch.-Ing. Arndt G. Kirchhoff  
*\_Vice President, Attendorn*  
Prof. Thomas Edig *\_Hanover*  
Bernhard Mattes *\_Cologne*  
Dr. Stefan Sommer *\_Meersburg*  
Dipl.-Ing. Bernd Tönjes *\_Marl*  
Dipl.-Wirtsch.-Ing. Peter Tyröller  
*\_Stuttgart*  
Prof. Dr. Wolfgang Weiler *\_Coburg*

#### EXECUTIVE BOARD

Stefan Kölbl *\_Chairman, Leinfelden-Echterdingen*

#### ADVISORY BOARD

Matthias Wissmann *\_Chairman, Ludwigsburg*  
Thomas Pleines *\_Vice Chairman, Munich*  
Univ.-Prof. Dr.-Ing. Thomas Bauernhansl  
*\_Pforzheim*  
Staatssekretär a.D. Dr. h.c.  
Rudolf Böhmler *\_Schwäbisch Gmünd*  
Chris Fischer Hirs *\_Küsnacht, Switzerland<sup>1</sup>*  
Jürgen Karpinski *\_Frankfurt a. M.*  
Mathias Krage *\_Hanover*  
Dipl.-Wirtsch.-Ing. Andreas Renschler  
*\_Stuttgart*  
Prof. Dr. Hermann Requardt *\_Erlangen*  
Dr. Harald Schwager *\_Speyer*  
Frank Sportolari *\_Düsseldorf<sup>2</sup>*  
Stefan Strick *\_Hürth*  
Prof. Dr. Thomas Weber *\_Stuttgart*

### DEKRA SE

#### SUPERVISORY BOARD

Thomas Pleines *\_Chairman, Munich*  
Monika Roth-Lehnen  
*\_Vice Chairman, Wuppertal<sup>5</sup>*  
Ulrich Beiderwieden *\_Cuxhaven<sup>5</sup>*  
Frank Beimborn *\_Ennepetal<sup>5</sup>*  
Prof. Dr. Sabine Fließ *\_Möhnesee*  
Klaus-Jürgen Heitmann *\_Coburg<sup>3</sup>*  
Jean-Luc Inderbitzin  
*\_Doulevant-le-Château, France<sup>5</sup>*  
Dipl.-Ing. (FH) Wilfried Kettner  
*\_Dermbach<sup>5</sup>*

Dipl.-Wirtsch.-Ing. Arndt G. Kirchhoff  
*\_Attendorn*  
Laurent Masquet  
*\_Saint-Sulpice-et-Cameyrac, France<sup>5</sup>*  
Dipl.-Ing. (FH) Wilhelm Oberfranz  
*\_Munich*  
Dipl.-Wirtsch.-Ing. Peter Tyröller  
*\_Stuttgart*  
Prof. Dr. Wolfgang Weiler *\_Coburg<sup>4</sup>*

#### MANAGEMENT BOARD

Stefan Kölbl *\_Chairman, Leinfelden-Echterdingen*  
Clemens Klinke *\_Boffzen*  
Wolfgang Linsenmaier  
*\_Freiberg am Neckar*  
Ivo Rauh *\_Stuttgart*

1 \_until November 30, 2019 2 \_since February 01, 2019 3 \_since April 09, 2019 4 \_until April 09, 2019  
5 \_Employee Representative

# Organization structure

## Regions

GERMANY	NORTH-WEST EUROPE	NORTH AMERICA	EAST & SOUTH ASIA
CENTRAL EAST EUROPE & MIDDLE EAST	SOUTH-WEST EUROPE	SOUTH AMERICA	SOUTHERN AFRICA & OCEANIA

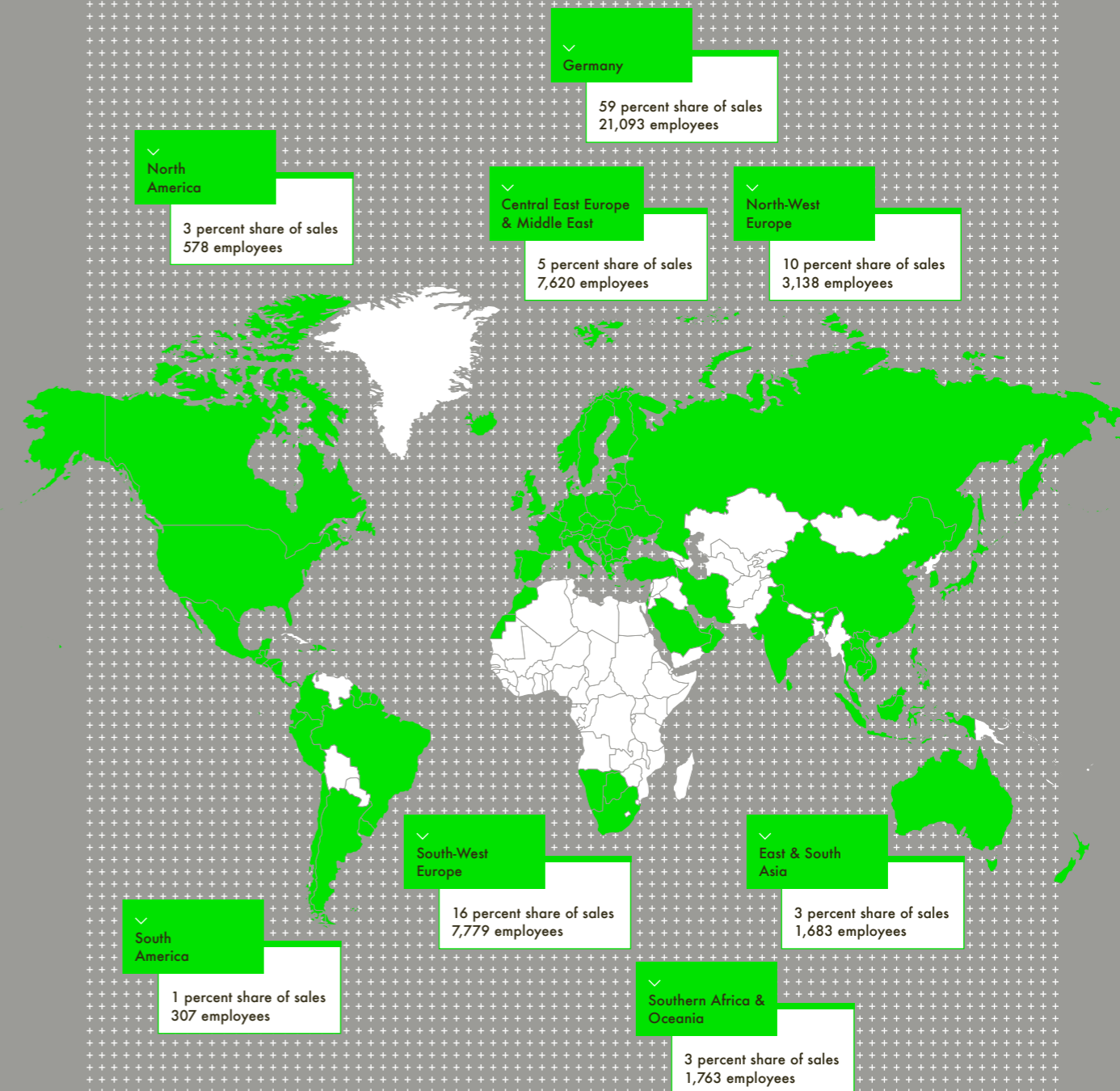
## Service Divisions

VEHICLE INSPECTION	PRODUCT TESTING	CONSULTING	TRAINING
CLAIMS & EXPERTISE	INDUSTRIAL INSPECTION	AUDITS	TEMP WORK





## Corporate Functions

STRATEGY & INNOVATION	IT	HR	ACCOUNTING
MARKETING & SALES	COMMUNICATIONS & BRAND MANAGEMENT	LEGAL, COMPLIANCE & DATA PROTECTION	CONTROLLING






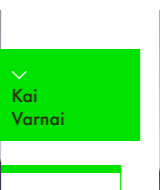
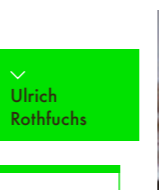
# DEKRA global








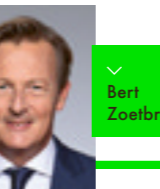


# Management Board

 <p>Stefan Kölbl</p> <p>Chairman of the Management Board DEKRA e.V. and DEKRA SE, CEO</p>	 <p>Clemens Klinke</p> <p>Member of the Management Board DEKRA SE, COO, Regions and Sales, Head of Region Germany</p>	 <p>Wolfgang Linsenmaier</p> <p>Member of the Management Board DEKRA SE, CFO, HR and Organizational Excellence</p>	 <p>Ivo Rauh</p> <p>Member of the Management Board DEKRA SE, CTO, Services, Innovation and IT</p>
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# Corporate Functions

 <p>Dr Kerim Galal</p> <p>Strategy &amp; Innovation, Executive Vice President DEKRA Group</p>	 <p>Mark Thomä</p> <p>Marketing &amp; Sales, Executive Vice President DEKRA Group</p>	 <p>Halger Ewald</p> <p>Chief Information Officer (CIO), IT, Executive Vice President DEKRA Group</p>	 <p>Stephan Heigl</p> <p>Communications &amp; Brand Management, Executive Vice President DEKRA Group</p>
 <p>Kai Varnai</p> <p>HR, Executive Vice President DEKRA Group</p>	 <p>Ulrich Rothfuchs</p> <p>Legal, Compliance &amp; Data Protection, Executive Vice President DEKRA Group</p>	 <p>Yvonne Bolach</p> <p>Accounting, Executive Vice President DEKRA Group</p>	

# Regions

 <p>Clemens Klinke</p> <p>Member of the Management Board DEKRA SE, COO, Regions and Sales, Head of Region Germany</p>	 <p>Toni Purcaro</p> <p>Head of Region Central East Europe &amp; Middle East, Executive Vice President DEKRA Group</p>	 <p>Frédéric Schmitt</p> <p>Head of Region North-West Europe, Executive Vice President DEKRA Group</p>	 <p>Sophie Dominjon</p> <p>Head of Region South-West Europe, Executive Vice President DEKRA Group</p>
 <p>Bert Zoetbrood</p> <p>Head of Region North America, Executive Vice President DEKRA Group</p>	 <p>Stan Zurkiewicz</p> <p>Head of Region South America, Executive Vice President DEKRA Group</p>	 <p>Stan Zurkiewicz</p> <p>Head of Region East &amp; South Asia, Executive Vice President DEKRA Group</p>	 <p>Mike Walsh</p> <p>Head of Region Southern Africa &amp; Oceania, Executive Vice President DEKRA Group</p>

# Service Divisions

 <p>Nicolas Bouvier</p> <p>Service Division Vehicle Inspection, Executive Vice President DEKRA Group</p>	 <p>Wim Ter Voert</p> <p>Service Division Claims &amp; Expertise, Executive Vice President DEKRA Group</p>	 <p>Fernando Hardasmal</p> <p>Service Division Product Testing, Executive Vice President DEKRA Group</p>	 <p>Joakim Wikeby</p> <p>Service Division Industrial Inspection, Executive Vice President DEKRA Group</p>
 <p>Lothar Weihofen</p> <p>Service Division Consulting, Executive Vice President DEKRA Group</p>	 <p>Roman Zadrozny</p> <p>Service Division Audits, Executive Vice President DEKRA Group</p>	 <p>Dietmar Metzger</p> <p>Service Division Training, Executive Vice President DEKRA Group</p>	 <p>Suzana Bernhard</p> <p>Service Division Temp Work, Executive Vice President DEKRA Group</p>

# DEKRA stands for social responsibility

IMAGE PAGE ON THE LEFT

1 At DEKRA, Klettwitz and Lausitzring are synonyms for one of the world's largest inspection and testing centers for automated and connected driving 2 DEKRA also helps people change to e-mobility 3 It also provides conventional support for qualifications, such as for driving forklifts 4 And for alternative energy sources with safety tests on wind turbines

SUSTAINABILITY

Sustainability is an important factor for success: the growing social importance of sustainability is the background against which DEKRA continues to expand its activities. This includes internal sustainability management as well as related services that allow our customers to act more sustainably themselves.

In 2019, with a view to its 100th anniversary in 2025, DEKRA expanded its sustainability management in the key areas of the environment, human resources, the value-added chain, and reporting. Sustainability management is integrated in the entire Group. Sustainability programs are being implemented worldwide.

ENVIRONMENTAL AND CLIMATE MANAGEMENT

The internal environmental and climate management has been expanded globally and firmly established by a Group-wide network of Environmental, Health, Safety (EHS) managers. Data is being recorded worldwide for

optimization potential. Examples of this are an energy efficiency program that focuses on buildings, the expansion of electricity purchasing from renewable energies, more sustainability on business trips, and the promotion of digital communication and paperless processes.

OUR EMPLOYEES

DEKRA is committed to its social responsibility. In 2019, a global policy statement on respect for human rights was adopted as part of the DEKRA social standards. We used a global survey to expand the dialog with our employees. It included topics such as "diversity" and "collaboration". We identified our "Behaviors For Success" – that is, the basic values on which we work together.

STAKEHOLDERS

DEKRA has encouraged interaction with outside stakeholders such as the German Business Ethics Network on areas such as social compliance and human rights, sustainability in the supply chain, and sustainable mobility. For several years, DEKRA sustainability management

DEKRA IS COMMITTED TO ITS SOCIAL RESPONSIBILITY AND IN 2019 ADOPTED A WORLD-WIDE POLICY STATEMENT ON RESPECT FOR HUMAN RIGHTS.

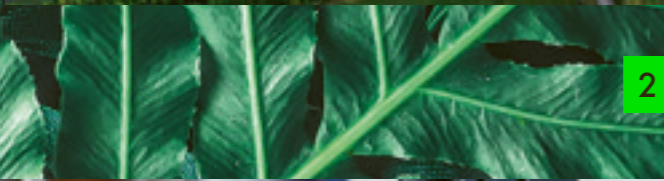




IMAGE PAGE ON THE RIGHT

- 1 In the digital age, electromagnetic compatibility is everything – from bicycles to cars. As here in the new EMC laboratory in Stuttgart, as part of a global laboratory network
- 2 Expertise requires training with and at DEKRA
- 3 Corporate responsibility practiced on-site with the DEKRA “children’s bus” and the duty of guaranteeing road safety even for the youngest among us

has satisfied the criteria of the German Sustainability Code (DNK). DEKRA is audited regularly by external organizations and in 2019 was awarded the silver medal by EcoVadis.

ORGANIZATION

An organizational realignment in 2019 will also contribute to further progress in DEKRA sustainability management. The division of the business into eight regions and eight Service Divisions will increase internal efficiency and contribute to the sustainable development of the company.

SUSTAINABILITY SERVICES

DEKRA supports its customers worldwide with a wide range of offers in corporate social responsibility (CSR). The range of services has been expanded considerably. Now there are 37 services in eleven areas. For example, DEKRA experts advise and examine everything related to corporate sustainability reporting, collect and examine environmental indicators, or perform energy efficiency audits. The services also include sustainability assessments – from products to buildings to professional sports clubs.

CAREER

Challenging tasks, good prospects, and attractive working conditions characterize DEKRA as an employer.

FUTURE PROOF

DEKRA stands for future-proof jobs. The skills of our employees are as diverse as the company’s remit and services. The spectrum ranges from test engineers,

experts and company doctors to sales staff, controllers, IT experts, auditors and trainers, to project or process managers.

APPEALING

A safe career – that’s what DEKRA offers its employees. The opportunity to contribute to the safety of people all over the world attracts young talent as well as professionals. DEKRA is particularly attractive for dedicated experts in the fields of mechanical engineering, electrical engineering, process engineering, civil engineering, computer science, economics, and industrial engineering.

APPRECIATIVE

Connected by common values, DEKRA employees are committed to the DEKRA vision of becoming a global partner for a safe world with expertise, responsibility, and passion. DEKRA offers its employees a work environment where they can feel comfortable and develop. In addition to exciting projects and tasks, there is an atmosphere of appreciation, flexible working time models, attractive remuneration, and a balanced relationship between work and private life.

NURTURING

DEKRA encourages the expertise of its employees. The International Advancement Program prepares young people for international tasks and assignments.

TEAM DIALOG

The managers and their teams analyzed the results of a global employee survey in more than 1,000 team dialogs and came up with measures to improve leadership and communication.

ENCOURAGE AND CHALLENGE – BASED ON THIS PRINCIPLE DEKRA SUPPORTS ITS EMPLOYEES IN THEIR CAREERS. THIS ALSO OPENS THE DOOR TO OPPORTUNITIES FOR INTERNATIONAL ASSIGNMENTS.





1



2



3



4

IMAGE PAGE ON THE LEFT

- 1 For many years, DEKRA has supported the German Bundesliga referees: both stand for neutrality and expert knowledge
- 2 The DEKRA Award is presented each year for innovative ideas for more safety
- 3 DEKRA's technical acceptance ensures equal competitive conditions for the DTM
- 4 With a standard for micro-mobility that includes more than 120 test points, DEKRA insists on safety and sustainability, also for e-scooters

DEMANDING

DEKRA demands entrepreneurial thinking, determination, social skills, and the ability to focus on customer service and to work independently.

COMMITMENT

For almost 100 years, DEKRA has been an independent expert organization committed to the safety of people. Here is a selection of initiatives and campaigns.

ACCIDENT RESEARCH

Crash tests as part of a research project by DEKRA accident research and traffic accident research by the University Medical Center Göttingen have confirmed the high level of safety of standard electric vehicles. The conclusion: electric vehicles are not inferior to conventionally powered vehicles in terms of safety.

ROAD SAFETY REPORT

The twelfth DEKRA Road Safety Report is dedicated to the subject of "children in traffic". In it, DEKRA pleads for the advances and experiences from Germany and Europe to be applied to other regions of the world.

AWARD

The DEKRA Vision Zero Award goes to the city of Lüdenschied in North Rhine-Westphalia. For the fourth time, DEKRA is honoring a city that has not had a single fatality in urban traffic for seven consecutive years.

DTM

The DTM is stopping at the Lausitzring for the 20th time in the 2019 racing series. DEKRA is the owner and operator of the Lausitzring and is also responsible for the technical acceptance of the vehicles participating in all

DTM races. This makes DEKRA responsible for compliance with the technical regulations.

BRAINS

With the "Safety needs brains" campaign, DEKRA has been advocating the safety of children starting school in Germany for 15 years. Now DEKRA subsidiaries in other countries, including Sweden, the Czech Republic, Slovakia, Poland, and South Africa, are also participating. So far, approximately 2.75 million signal red safety caps have been distributed to first graders.

E-SCOOTERS

E-scooters are on the road in many countries – and can now be registered in Germany. DEKRA has developed a micro-mobility safety standard for e-scooter rentals and advises cities and companies on all the important aspects such as registration, insurance coverage, driver's licenses, helmets, and product quality.

TRUST CENTER

DEKRA is launching the Trust Center initiative. The data trust concept requires that safety and environment-related data generated by

vehicles be made available to inspection organizations in an unfiltered state. Otherwise, the proper condition and safety of vehicles cannot be guaranteed in the digital world.

DEKRA AWARD

At the renowned DEKRA Award 2019, DEKRA introduced an innovation: in the new "Startups" category, the winner is determined by an audience vote. With the award, DEKRA honors top performance and innovations in the service of safety in the categories of safety on the road, at work, and at home.

WITH SAFETY FIRMLY IN VIEW, DEKRA ADVOCATES UNFILTERED ACCESS TO RELEVANT DIGITAL VEHICLE DATA WITH ITS TRUST CENTER INITIATIVE.

# HIGHLIGHTS

January

## EXPANSION

DEKRA Arbeit Group opens two branches in Paris. The branches in France, DEKRA's second home market, join the ranks of over 140 locations in 20 countries.



February

## HIGH-LEVEL CONFERENCE

At the annual meeting of the renowned Inland Transport Committee (ITC) in Geneva, DEKRA informs transport ministers, secretaries of state, and ambassadors from 56 countries about key topics relating to road safety.

March

## PRECISE MEASUREMENTS

DEKRA is accredited as a calibration laboratory for measuring devices in the automotive engineering sector. As a result, equipment such as brake test benches and exhaust-gas testing devices can now be calibrated across Germany.

April

## UNFILTERED DATA

Through the Trust Center initiative, DEKRA aims to ensure that official inspection tasks can be reliably performed, even in a networked world. To enable this, safety and environment-related data that vehicles generate must be made available to inspection organizations in an unfiltered state.



May

## SAFETY FOR CHILDREN

The DEKRA Road Safety Report 2019 identifies scope for further improving road safety when it comes to children. A special supplement especially for children underscores just how seriously DEKRA takes the safety of our youngest road users.

June

## E-MOBILITY

DEKRA boosts its commitment to ensuring utmost safety for two-wheeled e-mobility by opening a new testing laboratory at the main Stuttgart site for testing electromagnetic compatibility (EMC). It features testing equipment for e-bike batteries.

July

## DRIVERLESS BUS

Trials of a driverless small bus begin in a municipality in Brandenburg, Germany. The bus links the train station, the town center, and a convenience store. Technical reports from DEKRA experts underpin the trial.

August

## TRIPLE WHAMMY OF ANNIVERSARIES

There are three milestones to celebrate at the DTM race weekend at the Lausitzring race track. Firstly, DTM and DEKRA can look back on a close-knit partnership spanning 30 years. Secondly, it is the 20th year that the Lausitzring has played host to the DTM. And thirdly, the event marks the 500th race in the history of the DTM series.



September

## ENTRY INTO NEW MARKETS

DEKRA enters the vehicle inspection market in China and Chile. Whereas preparations are still under way in Chile, DEKRA's largest vehicle inspection station to date is already open in Beijing. The aim is for this station to inspect around 100,000 vehicles a year. Another inspection station in China, this time in Shenzhen, already started operations back in March.



November

## CYBER SECURITY

By cooperating with Argus Cyber Security, DEKRA strengthens its position in this safety-critical sector. The aim is for the two partners to develop a joint portfolio of cyber security services for the mobility industry.

December

## MICRO-MOBILITY

DEKRA responds to the booming micro-mobility sector and presents a dedicated inspection standard for this area. The standard includes more than 120 items to check and enables companies such as e-scooter rental firms to prove the safety and sustainability of their vehicles.

October

## DEKRA AWARD

The DEKRA Award 2019 for innovative safety is awarded to an anti-lock braking system for e-bikes from Bosch, an interactive high-visibility vest from Linde Material Handling, and a smart home application from GSW Gesellschaft für Siedlungs- und Wohnungsbau Baden-Württemberg. A solution for smart crisis management from Serinus takes the top spot in the new "Startups" category.



# 2019

# Imprint

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 Stuttgart/Berlin


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DEKRA  
 EXPERTISE  
 WORLD-  
 WIDE

DEKRA IS TRULY GLOBAL.  
 AS A THOUGHTLEADER  
 FOR SAFETY, WE  
 TAKE RESPONSIBILITY  
 IN AROUND  
 60 COUNTRIES  
 ON ALL CONTINENTS.  
 OUR EMPLOYEES  
 ARE PASSIONATE  
 ABOUT PEOPLE'S  
 SAFETY.

**43,961**

EMPLOYEES WORLDWIDE

**38,491**

EMPLOYEES IN EUROPE

**21,093**

GERMANY

**1,775**

AFRICA

**4,922**

FRANCE

**1,758**

ASIA

**885**

AMERICA

**1,052**

AUSTRALIA AND NEW ZEALAND



In the digital age, electromagnetic compatibility, or EMC for short, is as important as the air we breathe. This is why DEKRA has an international EMC testing network in Europe and Asia. And since recently, also at the company's headquarters in Stuttgart – with the state-of-the-art EMC testing laboratory.

MORE ON  
[www.dekra.com/en/dekra-annual-report](http://www.dekra.com/en/dekra-annual-report)