### Key Data of DEKRA SE 2016—2018

#### Revenue and Income
- **Revenue in EUR million:**
  - 2016: 2,903.6
  - 2017: 3,134.8
  - 2018: 3,340.5
- **Of which Automotive in EUR million:**
  - 2016: 1,501.3
  - 2017: 1,557.5
  - 2018: 1,638.6
- **Of which Industrial in EUR million:**
  - 2016: 851.4
  - 2017: 896.4
  - 2018: 940.0
- **Of which Personnel in EUR million:**
  - 2016: 520.9
  - 2017: 650.1
  - 2018: 735.2
- **Of which Other in EUR million:**
  - 2016: 30.0
  - 2017: 30.8
  - 2018: 26.7

#### Adjusted earnings before taxes (EBT) in EUR million:
- 2016: 200.9
- 2017: 228.9
- 2018: 227.9

#### Adjusted earnings before interest and taxes (EBIT) in EUR million:
- 2016: 220.6
- 2017: 236.1
- 2018: 242.3

#### Adjusted EBIT margin in %:
- 2016: 7.6
- 2017: 7.5
- 2018: 7.3

#### Investment and cash flow
- **Investments in EUR million:**
  - 2016: 81.2
  - 2017: 89.2
  - 2018: 123.7
- **Cash flow from operating activities in EUR million:**
  - 2016: 209.3
  - 2017: 104.3
  - 2018: 94.0

#### Balance sheet
- **Total assets in EUR million:**
  - 2016: 2,091.3
  - 2017: 2,090.2
  - 2018: 2,267.0
- **Non-current assets in EUR million:**
  - 2016: 1,226.2
  - 2017: 1,239.4
  - 2018: 1,350.9
- **Current assets in EUR million:**
  - 2016: 865.1
  - 2017: 850.7
  - 2018: 916.0
- **Equity in EUR million:**
  - 2016: 543.5
  - 2017: 635.5
  - 2018: 748.8
- **Equity ratio in %:**
  - 2016: 26.0
  - 2017: 30.4
  - 2018: 33.0

#### Employees
- **Number as of 31/12:**
  - 2016: 39,357
  - 2017: 44,057
  - 2018: 45,197
- **Personnel expenses in EUR million:**
  - 2016: 1,832.4
  - 2017: 2,021.6
  - 2018: 2,189.4

#### Key Performance Indicators

**Traffic safety**
- Vehicle inspection
- Road Safety Report
- Vision Zero Award

**Autonomous driving**
- Lausitzring Technology Center
- Málaga Test Center
- Global laboratories for wireless technologies

**Clean air**
- Emissions testing
- Real Driving Emissions
- Measuring points and laboratories

**Cyber security**
- D4M Secure Computer Chest
- Certification of edge devices

**Occupational safety**
- Future Work Lab
- Brain Centric Reliability
- Petrobot

**Clean air**
- Emissions testing
- Real Driving Emissions
- Measuring points and laboratories

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- D4M Secure Computer Chest
- Certification of edge devices

**Occupational safety**
- Future Work Lab
- Brain Centric Reliability
- Petrobot

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**Note:** Annual revenue data for 2016: 2,903.6 million, 2017: 3,134.8 million, 2018: 3,340.5 million.
With the Target Operating Model 2020 (TOM 2020), DEKRA has geared its corporate structure to future growth. With eight Service Divisions and eight regions, comprehensive expertise have been networked since 2019 on a global scale. This allows DEKRA to respond even more effectively to the needs of markets and customers.
With the new regional structure, we are accelerating our global growth and our claim to be "the global partner for a safe world". The eight regions and the new central sales organization provide comprehensive, customized solutions for our services.
8 Service Divisions – increased safety

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

Vehicle Inspection
All periodic and non-periodic vehicle inspections

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

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

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

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

Audits
All services related to audits and system certifications

Training
All services related to training and qualification

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

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

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

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

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

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

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

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

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

Together, we create the best solutions
Since its founding in 1925, DEKRA has been a successful corporate endeavor in the name of safety. Winning together is our own tradition. Already from the beginning, our self-image grew from being a Thoughtleader in safety – at that time mostly with strong relation to the vehicle safety due to the strongly increasing motorization of road traffic in the 1920s. In the following decades, we developed the vehicle testing firm into a broad-based expert organization with competence in the three key areas of life on the road, at work and at home.
DEKRA has systematically expanded its expertise, especially in the past 15 years of growth, and has opened up many new markets both in Germany and internationally. We recognized the safety megatrend early on. This allowed us to quickly establish ourselves as a leading supplier in growth markets such as industrial, material and product testing. Furthermore, we systematically expanded our fleet management business as well as organizational and process safety.

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

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

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

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

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

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

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

20 — The testing app from the Arctic Circle
28 — Robot cars overtake racers
36 — Climbing skills under control
44 — Mobility — organized intelligently
Innovations are everywhere – even on the edge of the Arctic Circle. In Finnish Lapland, DEKRA’s test engineer Tiina Vakkala and her team are working on a web application that could revolutionize the inspection of industrial plants.

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

“PAPERLESS CHECKING

“Before VALTO360, inspections were an analog affair. But what makes VALTO360 so special is its 360° panoramic images.”
As with Google Street View, systems can be captured and mapped using special cameras. The tester can thus move virtually through the system on his/her mobile phone and receive measurement points and instructions that he/she can compare with the real environment. This makes work immensely easier, especially on large sites — as in the 14-hectare cold rolling mill in Outokumpu with around 850 measuring points. “When testing, we are usually on our own — there is no map yet. That made it almost impossible for us to change the tester,” says Vakkala.

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

**CUSTOMIZED**

**AUGMENTED REALITY**

**WITH THE HOLOLENS IN THE STEEL MILL**

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

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

**MEASURING SYSTEMS**

With a special camera, the app creates a 360° recording of the terrain to be tested. “Points of interest”, such as pipes, pressure equipment, valves or fire extinguishing systems, are marked on these pictures. In the “real” world, these points are provided with QR code stickers.

**MEASUREMENT AND DATA INPUT**

The test engineer scans the QR code with a smartphone or tablet. After completing his measurements, he/she enters the results in the input form.

**ACCESS TO INFORMATION**

Customers can retrieve data anywhere and at any time — Internet connection and security release provided.

**DATA TRANSMISSION**

Data are transmitted via the DEKRA Management system. Customers receive a secure access.

**IDENTIFYING MEASUREMENT POINTS**

With the aid of 360° recording, the test engineer orientates him/herself in the system and identifies the measuring points using augmented reality.

The testing app from the Arctic Circle

The app at work

Gone are the days of simple spreadsheets. The VALTO360 application digitizes the inspection of industrial plants and the customer receives its data in real time.
With Tiina Vakkala and the new testing app on an inspection tour

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

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

View from the top: The factory area of Outokumpu Stainless Oy in Torino covers 600 hectares. There are 50 kilometers of pedestrian and cycle paths on the complex.
From Finnish Lapland to the whole world: The demand for VALTO360 is already high. Joakim Wikeby, Service Division Industrial Inspection, speaks on the other plans to launch the web application – and explains what its service division can do to help.

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

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

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

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

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

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

THERE IS MAJOR CUSTOMER INTEREST IN THIS DEVELOPMENT

Grasse and Rolf are convinced that VALTO360 will be met with great interest also among customers across the Finish border. This is already the case in Sweden: Jörgen Backersgård, Director of Business Innovations at DEKRA, works with his team to connect VALTO360 with another application called SAFEHUB – a so-called “Field Service Management Software”. It is a platform that enables test engineers, among other things, to plan their work, execute it efficiently, and communicate with customers and the backoffice. “As we combine VALTO360 and SAFEHUB, we greatly increase the value of both systems,” says Backersgård. The market launch is only scheduled to take place in Scandinavia, as the strong market position and customer base of DEKRA facilitate introduction. “The first contacts with customers are extremely positive. I believe that we will have over 500 customers within a few years”, Backersgård states convincingly. At times, Tiina Vakkala is somewhat surprised at the enormous interest her web application has stirred: “I’m thrilled that VALTO360 has been so well-received,” she says. “It’s fun to keep developing the app and provide new solutions to customers. I’m curious to see where the journey may lead us.”
“ DTO 10 is now on the Grand Prix circuit.” The radio in Norbert Kohlbrenner’s hand is rustling as he waits for a confirmation. A warning sign appears in the side window of his black station wagon: Attention! Racing & Test operation. Danger of death! The route supervisor answers: “Confirmed.” Kohlbrenner, head of the test track operation at Lausitzring, drives his company car the last few meters to the driveway. Then briefly accelerates to stop at the long curve of the tri-oval, into the “Hörlitzer Eck” – dedicated to the inhabitants of Hörlitz, who live within earshot of the legendary “EuroSpeedway Lausitz”, as the Lausitzring was also called.

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

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

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

DEKRA turns the former racing run in Lausitz, in the next few years, into one of the world’s largest inspection and test centers for automated and networked driving. The company brings together know-how from the Group and the expertise of partners such as Deutsche Telekom.
Even across Europe, the location with its approximately 540 hectares, which roughly corresponds to over 700 football fields, is unparalleled. On weekdays, up to 200 different vehicles are tested here. On some weekends a year, events such as the DTM race are held.

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

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

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

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

The five stages of automation

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

0: Manual
Full attention of the driver.

1: Driver only
This is driving as in [great] grandpa’s time. Driving feeling as in the 1920s: zero assistance guaranteed. In short: 100% museum material.

2: Partially automated driving
For example, advanced assistance systems automatically brake the vehicle upon obstacles. But the driver still takes on all dynamic driving tasks.

3: Highly automated driving
The system takes over a major part of the perception of the environment and can also control the vehicle automatically. It assumes that a driver can intervene if necessary.

4: Fully automated driving
The vehicle can drive fully automatically without the driver’s intervention. Signals such as Tempo 30 or an unexpected person on the road are transmitted digitally to the vehicle control system and the speed adjusted.

5: Autonomous driving
Complete driving automation is attained when people are chauffeured from one place to another – without a driver on board.

The driver becomes a passenger.

Robot cars overtake racers

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

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

**A clear vision: Safely shaping the mobility of the future. This means:**

**Testing, testing, and testing.**

**Simulation of different scenarios**

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

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

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

On his window sill, there is a yellow test flag with the signatures of all the DTM racing drivers. “Manufacturers and drivers initially wondered what we found from DEKRA in our tests,” says Noeske with a smile. But it quickly became clear to everyone involved that DEKRA was the safety and fairness guarantee.
Noeske has been at it for long time. Since 2008, the 48-year-old manages the site. Therefore, he also looks after the expansion of the 5G network: “With Telekom, we will place radio masts here to offer the latest mobile communications standard and related services.” 5G is fundamental to autonomous driving. Vehicles can communicate in real time with their environment. So far, response time for information processing was too long. Everything changes with 5G. Noeske: “Among other things, it allows “precise positioning”, which allows locating vehicles with an accuracy of two centimeters”.

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

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

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

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

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

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

CERTIFIED SAFETY CULTURE

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

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

Experiencing safety in the company and developing structures together.

WHATEVER THE WEATHER

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

Infographic

Working together for greater safety

The Safety Culture Ladder makes the safety awareness of a company visible. The goal is to reduce the number of unsafe situations with their consequential damages (personal injury and property damage). The Safety Culture Ladder provides a framework for both clients and contractors but also suppliers operating in different sectors. The higher the safety awareness of a company, the higher the rating.

FIVE CERTIFICATION LEVELS

- Calculated
- Active
- Advanced
- Promising
- Pathological

Safety is fully integrated into all business processes.
Safety is a high priority and is continuously improved.
Safety rules are perceived as important.
Change behavior is spontaneous and short.
"When in Rome, do as the Romans do."

The Safety Culture Ladder makes the safety awareness of a company visible. The goal is to reduce the number of unsafe situations with their consequential damages (personal injury and property damage). The Safety Culture Ladder provides a framework for both clients and contractors but also suppliers operating in different sectors. The higher the safety awareness of a company, the higher the rating.
Climbing skills under control

Paying attention to each other is paramount

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

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

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

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

Michael Schürle is Head of Integrated Management System at Cteam, responsible for quality and EHS. He points out that the entry training for new employees has been extended from three days to one week. Respecting each other mutually was a matter of course for the men and also a task of their managers. The team also receives a bonus if it remains work accident-free for half a year. And: The biggest potential dangers like electricity and height are not the problem. They have that under control. For example, unsecured climbing is a reason for dismissal at Cteam. It’s rather the little things that lead to accidents: One stumbles over a tool, the other engages without a glove in a wire reel. A few minutes later, it becomes clear which details can be decisive. The fitter on mast 14 has roped off material, including a carrying sling. This has too much “slippage” and can no longer be used. To ensure this is the case, an employee makes that part unusable with a knife. Actually, all actions of an exemplary nature. But he does so with a knife of which the safety expert disapproves. Is there no other option, a bolt cutter, or maybe a pair of scissors? Everyone gives it a thought.

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

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

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

DEKRA’s range of services for MOIA also includes vehicles maintenance and care, writing expert reports, regulating damages, and driver-scheduling. Meanwhile, the MOIA fleet in Hanover has grown to 75 vehicles and 160 drivers. “It’s interesting to support a new initiative,” says Bernhard. But also an immense challenge: Because, on the strategic partnership between both companies took off, each development step was one into the unknown – the idea was completely new, and the cooperation consisted in “a constant update”, as Bernhard calls it today. “That can only happen when there is mutual loyalty and both parties stand on equal terms,” she says.
In hindsight, the problems we had appeared banal, even if they seemed insurmountable challenges at the time. The creation of the roster is a good example, because, for Bernhard, it was an equation with many unknowns: How many employees do we need to start? What will be the shuttle utilization rate? How large will our demand be? Since there are no fixed travel times as with regular buses, there are hardly any fixed stops. “We felt that the roster was changed around 100,000 times. On the starting day alone we changed it five times,” Bernhard describes the challenge at the time.

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

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

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

Driving with E-Mobility Profile

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

*application programming interface
Mobility – organized intelligently

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

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

Increased safety through driving behavior analysis

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

“Ninety percent of accidents happen because of human error”, explains Valentin Löwenstein, responsible for DEKRA Digital for Business Development. “We want to take countermeasures by displaying driving behavior in anonymized manner at the fleet level or with the driver’s consent, taking data protection into account.” DEKRA Digital, just one year old, is a new and agile unit whose
everyday life revolves around digital innovations around safety. The agile team has adapted its algorithm specifically to MOIA’s requirements. Löwenstein explains the parameters as follows: “Our idea is for a customer to get on with their laptop, work comfortably and safely – without having to constantly hold on to their equipment and get shaken up – and get out easily. If you drive your shuttle like this, you will achieve a high level of customer satisfaction.”

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

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

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

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

39,983 Employees in Europe

45,197 Employees worldwide

22,130 Germany

4,812 France

834 America

1,783 Africa

1,572 Asia

1,025 Australia and New Zealand

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

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

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

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

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

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

THE MANAGEMENT BOARD
Dear Ladies and Gentlemen, Dear Customers and Partners,

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

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

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

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

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

THOMAS PLEINES
Chairman of the Presidential Board DEKRA e.V.,
Chairman of the Supervisory Board DEKRA SE
Eight new Service Divisions focus on the enhancement and improvement of our services, so that we can offer our customers even better services in the future. In the course of digitalization and increasing networking, the Service Divisions work on the safety solutions of tomorrow and reaffirm our role as Thoughtleaders for safety.
Claims & Expertise

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

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

Product Testing

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

With a smart combination of safety and connectivity testing, we’re creating a future where products work well and communicate seamlessly with each other.
We are one of the leading providers of industrial inspections in Europe.

Industrial Inspection

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

Our Services

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

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

Consulting

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

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

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

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

Training

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

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

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

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

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

Working together

DEKRA Sustainability Management is based on the successful teamwork of all employees. It is aligned with the company values and is based on the criteria of the German Sustainability Code (DNK or Deutscher Nachhaltigkeitskodex). Since May 2017, DEKRA officially complies with the DNK. This is also reflected in successful sustainability assessments such as Eco-friendly, Drive Sustainability and Fira. The biannual DEKRA Sustainability Magazine also provides stakeholders with a more detailed overview of sustainability goals and progress.

Adding value together

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

Moving together

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

Accident research

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

Never drive right past it

Turning trucks are a great danger for pedestrians and cyclists, because accidents are usually fatal. Therefore, DEKRA in 2018, under the slogan “Never drive right past it”, launched an information campaign on the “blind spots” and is also a partner in the campaign Turn-off Assistant by Federal Transport Minister Andreas Scheuer.

Road Safety Report

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

Award

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

Brains

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

Fair play

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

Put your mobile phone away

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

DEKRA Award

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

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

Employee development

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

Future-proof

DEKRA stands for future-proof jobs. As diverse as the tasks and services of the company are the competences of the employees. The spectrum ranges from test engineers, experts and industrial doctors to sales staff, controllers, IT experts, auditors and trainers, to project and process managers.

Appealing

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

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

Appreciative

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

Nurturing

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

Demanding

DEKRA demands entrepreneurial thinking and action, integrity and team spirit. The ability to act in a service-oriented and customer-oriented manner as well as to work independently is a daily prerequisite.
DEKRA grew in 2018 for the fifteenth consecutive year. This has been helped by innovative services, the consistent further internationalization and the strengthening of our position in young growth markets. Selection of major highlights.

**Highlights 2018**

- **Million vehicle tests**: 26
- **New employees**: +1,140
- **Countries on 5 continents**: 60

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Cover: Getty Images by Lars Baron
P. 02: Jean-Claude Winkler – Steffen Rasche – Ulrich Schupp – MOIA GmbH
P. 10, 16-17: Sebastian Vollwert
P. 20: Depositphotos
P. 24-25: Jean-Claude Winkler
P. 26: Sebastian Vollwert
P. 28: Jan Rösch
P. 32: Depositphotos – Jan Rösch – Steffen Rasche
P. 34: Robert Michael
P. 36, 40–41: Ulrich Schupp, Fotografi-Schupp
P. 42: Sebastian Vollwert
P. 44: MOIA GmbH
P. 52: Depositphotos
P. 54, 56: Sebastian Vollwert
P. 80: Ulrich Schupp, Fotografi-Schupp
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P. 80: Ulrich Schupp, Fotografi-Schupp
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DEKRA supports the association DocStop, which campaigns for the benefit of professional drivers. Among other things, the facility developed and implemented an EU-compliant accident information system for DOCSTOP. Since 2015, 750 devices are already in Germany.

DEKRA Accident Research is celebrating an anniversary. For 50 years, experts have been studying and analyzing accidents on the roads and drawing lessons for increased traffic safety.

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