

Drive for  
success

Engage  
the team

Empower  
with trust

Act as one

Lead by  
example



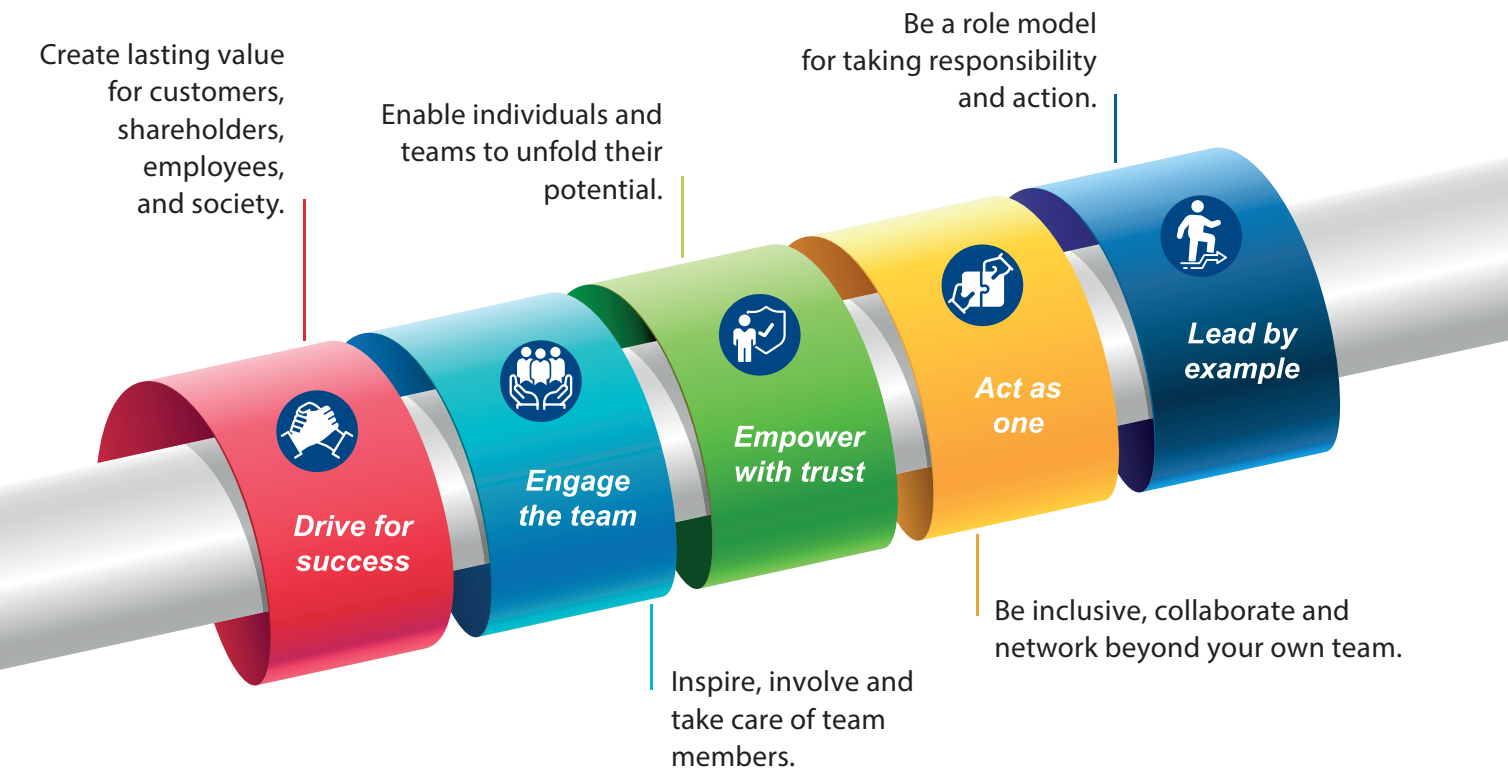
# KNORR-BREMSE LEADERSHIP PRINCIPLES



KNORR-BREMSE



# Leadership Principles



## WHY do we need Leadership Principles?

Social changes such as AI, digitalization, generational change, skills shortages, and political crises require both robust and agile entrepreneurial thinking and action.

In these volatile times, leadership culture is a key element in securing Knorr-Bremse's long-term economic success and remaining attractive as an employer for future generations.

## WHAT do we want to achieve?

Modern leadership promotes employee commitment, an open feedback, error and speak-up culture and thus increases our attractiveness as an employer. We focus on trust, appreciation, diversity and equal opportunities. Managers at all levels are both coaches and role models for our employees.

At Knorr-Bremse, this "transformational leadership style" forms the foundation of a performance-focused, innovative and "people-oriented" corporate culture.

In a joint initiative by Executive Board, top management and HR, a new basic program was developed: The Five Leadership Principles (LSP).

## HOW do we want to lead?

Our five leadership principles provide Knorr-Bremse managers with a clear structure and show what leadership means to us:

- we create lasting value for customers, shareholders, employees, and society.
- we inspire, involve and take care of team members.
- we enable individuals and teams to unfold their potential.
- we are inclusive, collaborative and we network beyond our own team.
- we are role models for taking responsibility and action.

The 5 Leadership Principles are backed up with specific examples of behavior to make them individually understandable.

Together with our values, the LSPs form the basis for a diverse and inclusive, innovative and performance-oriented corporate culture.



1



# Drive for success

## Create lasting value for customers, shareholders, employees, and society.

- I guide my team in the interest of KB's customers, shareholders, employees, and society.
- I drive excellence and efficiency, digital transformation, and continuous improvement in my area.
- I encourage creativity, new ideas, and innovation to further grow our business.
- I actively support the achievement of the KB sustainability objectives.



2



# Engage the team

## Inspire, involve and take care of team members.

- I share and explain context, purpose, goals, and decisions in order to motivate my team.
- I invite others to share their perspectives, accept different opinions, and co-create solutions.
- I care for the well-being of my colleagues and ensure productive working conditions.
- I foster a diverse and inclusive environment.
- I recognize contributions and celebrate success with the team.





3

# Empower with trust

## Enable individuals and teams to unfold their potential.

- I empower others to make decisions and take action, providing support when needed.
- I encourage a culture of speaking-up and treat failures as opportunities for learning and improvement.
- I set ambitious individual and team goals to enhance both performance and on-the-job learning.
- I nurture strengths to support performance, individual skill development and career growth.
- I seek and provide timely, honest feedback to develop people for success.





# Act as one

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**Be inclusive, collaborate and network beyond your own team.**

- I prioritize KB's success over the goals of my team or personal objectives.
- I make conflicting objectives visible and strive for collaborative resolutions.
- I invite diverging views regardless of hierarchy to find the best solutions for KB.
- I actively engage in networks, exchange ideas and co-create with other teams, departments, regions, divisions, and the group.





# Lead by example

## Be a role model for taking responsibility and action.

- I take ownership, 'walk my talk', take decisions courageously and get things done.
- I embrace new ways of working, even if I risk making mistakes, as they present opportunities for learning.
- I am authentic and passionate, honest, and always strive to do what is right.
- I actively support & live our KB Values in my daily business within the organization & with external partners.
- I actively seek feedback, engage in self-reflection, and adapt my behavior accordingly.