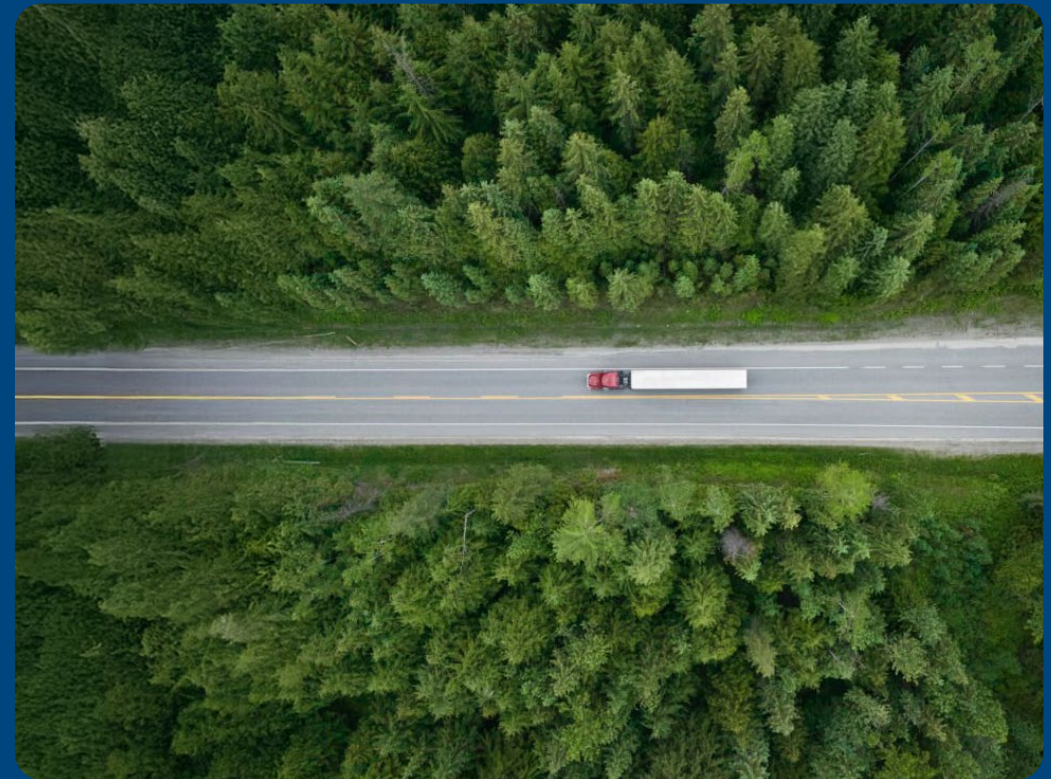


Sustainability at Knorr-Bremse



Strategy, Performance and Figures 2025



ESG-Highlights 2025

“Sustainability is an integral part of our corporate strategy and a decisive success factor for Knorr-Bremse. With ambitious goals and investments in sustainable technologies, we combine environmental and climate protection with responsible corporate governance and long-term economic success.”

Frank Markus Weber, Chief Financial Officer (CFO)

The measures and results presented show that Knorr-Bremse is continuously improving its sustainability performance – as reflected by measurable progress and strong ratings.

Sustainability Management



Sustainability Report
published in accordance
with the CSRD



**Further improvement
in ESG ratings:**
CDP “Climate A-List” and
S&P Global CSA Top 5%
worldwide

First **internal Sustaina-
bility Innovation Award**
presented, with one pro-
ject each recognized for
water reuse and plastic
avoidance



Winner of the
**Schneider Electric
Sustainability Award**

Environment

13%

of **revenue** generated
from remanufactured
products

**Oil-free eCompressor
MTP** ahead of market
launch

+ 41%

**self-generated
renewable energy**

79%

**reduction in Scope 1
and Scope 2 emissions**
compared to the 2018
base year

Social

€ 4.9 million

donated to social
initiatives

**Occupational accident
rate reduced to 0.6
(TCIR)** – the lowest level
in years

90%

of **employees covered**
by a group-wide human
rights risk analysis



**High level of employee
identification** with the
Knorr-Bremse brand
confirmed (Engagement
Index 72)

Governance



First **Allocation &
Impact Report** for the
Green Bond published

35%

**taxonomy-aligned
revenues** (EU Taxonomy)



**ESG-linked management
remuneration** (STI)
expanded to management
levels 3 and 4

77%

of our **global procure-
ment volume** from
suppliers with a valid
sustainability assessment

Our Sustainability Strategy

Our ambition is clear: **We want to shape mobility in a sustainable and safe way – together with our customers and suppliers.** To achieve this, our divisions – Rail Vehicle Systems (RVS) and Commercial Vehicle Systems (CVS) – develop innovative solutions that make a positive contribution to society and the environment, today and in the future.

Safety is at the core of our actions, sustainability our guiding principle. On this basis, we manage our activities holistically across the entire value chain.

Our sustainability management encompasses not only climate action and environmental protection, but also fair supply chains, respect for human rights, as well as the health, safety, and development of our employees.

Since 2008, sustainability has been an integral part of our corporate strategy. Clear structures and effective governance ensure that we pursue our goals consistently.

Sustainability Report in accordance with CSRD

The Group Sustainability Statement forms part of the Group Management Report in the 2025 Annual Report of Knorr-Bremse AG and was prepared in accordance with the European Sustainability Reporting Standards (ESRS). It outlines our sustainability strategy, objectives, and measures. Further details can be found in the [2025 Sustainability Report](#).



KNORR-BREMSE

Enabling sustainable and safe mobility

Environment



Environmental management
Climate action
Circular economy and EcoDesign

Social



Product and system safety
Human rights
People development
Respect, equal opportunities, and inclusion
Working conditions
Occupational health and safety
Social commitment

Governance



Compliance and integrity
Management of sustainability-related risks and opportunities
Sustainability in the supply chain
Green finance

Data & processes, employee engagement, ESG reporting, and communication

Our Sustainability Governance at Knorr-Bremse

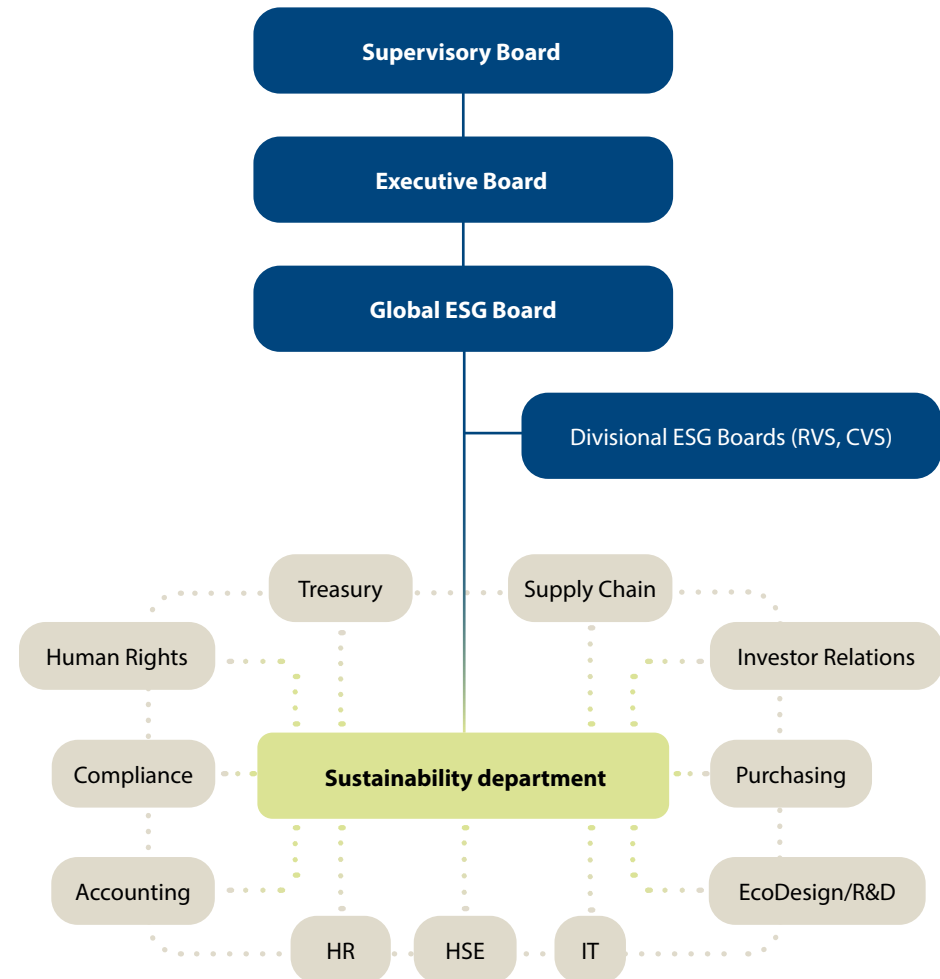
At Knorr-Bremse, sustainability is firmly embedded in structures and processes. Clear governance ensures that strategic objectives are implemented consistently, progress is managed transparently, and regulatory requirements are reliably met.

The Group-wide ESG Board defines the strategic direction and sets priorities. A global ESG network as well as divisional committees ensure cross-functional implementation across business areas and functions worldwide. Through this organizational structure, we systematically embed sustainability in our processes and drive its continuous development.

Composition of the Global ESG Board

- three members of the Executive Board: Chief Financial Officer (CFO), Executive Board member People & Integrity, Executive Board member Division RVS
- one member of the Management Board from the CVS division
- a member of each of the Management Boards of the Knorr-Bremse regions (North America/South America; Asia/Pacific)
- Chair of the Advisory Board of Knorr-Bremse Global Care e. V.
- Head of the Corporate Sustainability department

ESG Organization at Knorr-Bremse



Our drive: enabling sustainable mobility for our customers

With our product and service portfolio, we support our customers in the **Rail Vehicle Systems** and **Commercial Vehicle Systems** divisions in advancing sustainable and safe mobility. Two key levers are at the core of this approach: innovative technologies for new vehicle platforms and high-performance aftermarket solutions across the entire lifecycle.

While RVS strengthens rail transport as an environmentally friendly mode of transportation through energy-efficient systems, CVS focuses on reducing the ecological footprint of commercial vehicles – particularly through solutions for electrified vehicle architectures.


In this way, our technologies contribute to greater energy efficiency, lower emissions, and enhanced traffic safety. **The following overview provides a selection of product and service examples from our sustainable mobility portfolio.**

 **in development**

 **before market launch**

 **on the market**


Circular Economy



Lifecycle services / aftermarket solutions
Overhauling, updates, modernization

- extended vehicle service life
- reduced resource consumption

✓




Remanufacturing EconX® and ESB REMAN
Remanufacturing and repair of components

- extended component service life
- reduced material usage

✓


Energy Efficiency – Systems & Components



AirSupply Smart
Intelligent air supply system


- energy-efficient operation through demand-based air supply
- reduced vehicle weight

✓




eCompressor portfolio
Electric air supply

- screw and vane compressors*
- new oil free generation (MTP)**

* ✓ ** 


LEADER Flow
Digital driver assistance system

- energy-efficient driving
- CO₂ reduction




EPS (Electric Power Steering)
Fully electric steering system

- power-on-demand principle
- energy-efficient



Emission Reduction




Linear eddy current brake
Contactless service brake


- friction-free
- emission-free

✓

Sustainable Friction Pairing
Optimized friction pairings

- reduced fine dust emissions





SYNACT®
Modular disc brake family

- weight-optimized
- energy-efficient


✓

Active Caliper Release® (ACR)
Active return system for pneumatic disc brakes

- fuel savings
- reduced wear
- reduced fine particulate emissions

✓

Operational Efficiency and System Optimization



KB Signaling AFTC5
Audio-frequency track circuit system


- reduced material and maintenance requirements
- more efficient use of rail infrastructure

✓

Smart Integrated Functional Unit (SIFU)
Functional optimization


- system integration
- space and weight reduction

✓



Electric Vehicle Motion Control (eVMC)
Brake control software

- increased energy recuperation during braking
- reduced electricity draws from the power grid



CVS Service Platform
Digital connectivity in the aftermarket

- more efficient maintenance and repair processes
- resource-efficient fleet operations

✓

Our path to Net Zero

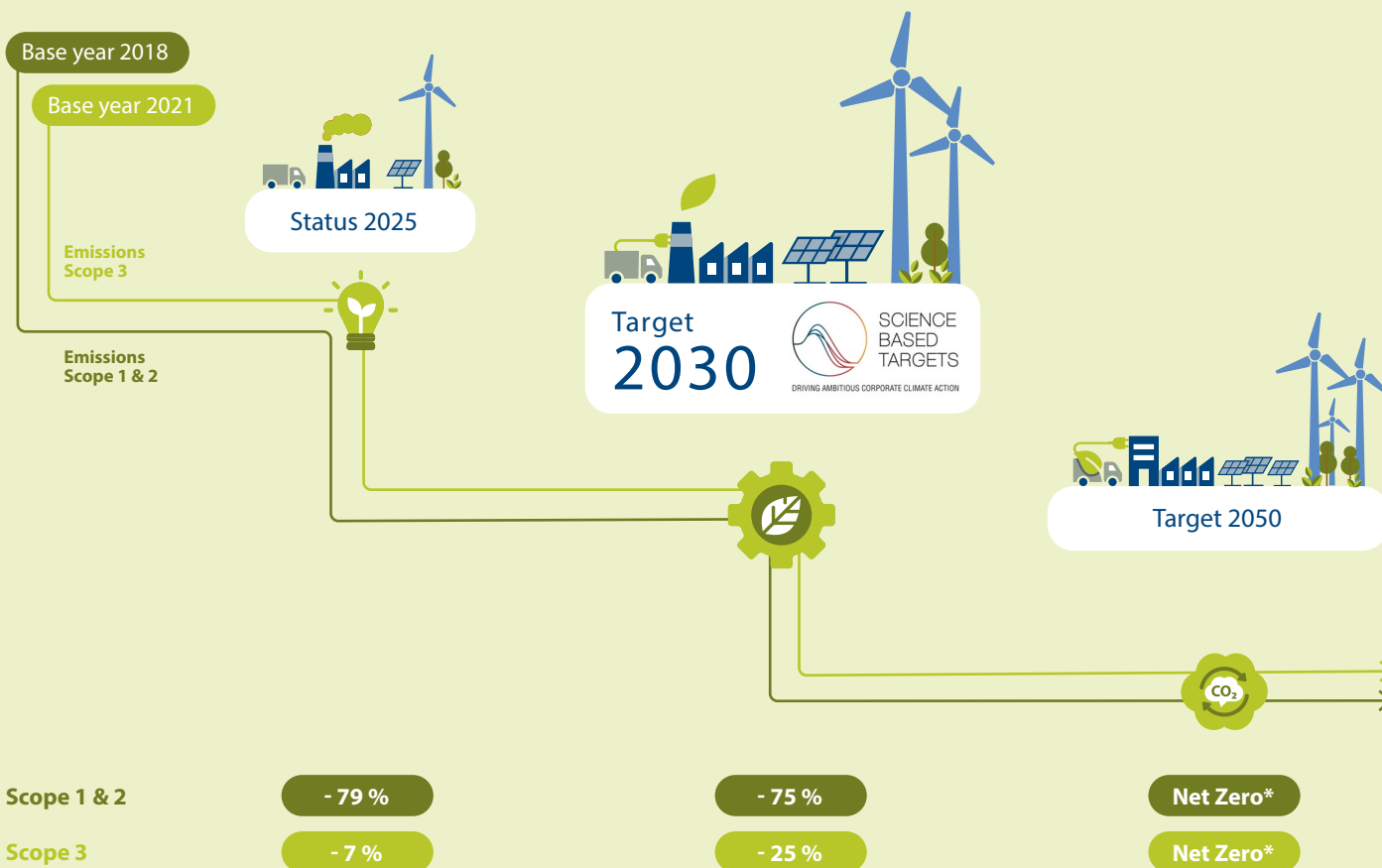
Climate change represents a material global challenge and has implications for our business activities across the entire value chain. With our climate strategy, we contribute to the objectives of the Paris Climate Agreement, reduce CO₂e emissions, and at the same time address the risks that climate change poses to our company.

Our climate targets at a glance

- ✓ Net zero target by 2050 (Scopes 1–3)
- ✓ 2030 interim targets: -75% Scope 1+2, -25% Scope 3
- ✓ SBTi-validated climate targets for 2030

To achieve these targets, we are systematically driving decarbonization across production, products, and supply chains. In doing so, we **aim to increasingly decouple emissions from business growth**. Progress in CO₂e reduction is regularly reviewed and closely linked to our corporate strategy. The effectiveness of our approach is also reflected in external recognition: Knorr-Bremse was included for the first time in the **CDP Climate Change A List**, a globally recognized benchmark for climate transparency and performance.

Ambitious climate targets in line with continued business growth



Our key levers for reducing greenhouse gas emissions

Scope 1 & 2

- Increase in CO₂e and energy efficiency (lever 1)
- Self-generation of renewable energy (lever 2)
- Purchase of renewable energy (lever 3)

Scope 3

- Decarbonization of the supply chain (lever 4)
- Increasing our products' efficiency and decarbonization of the use phase (lever 5)
- Decarbonization of the electricity mix in countries of use (lever 6, indirect)

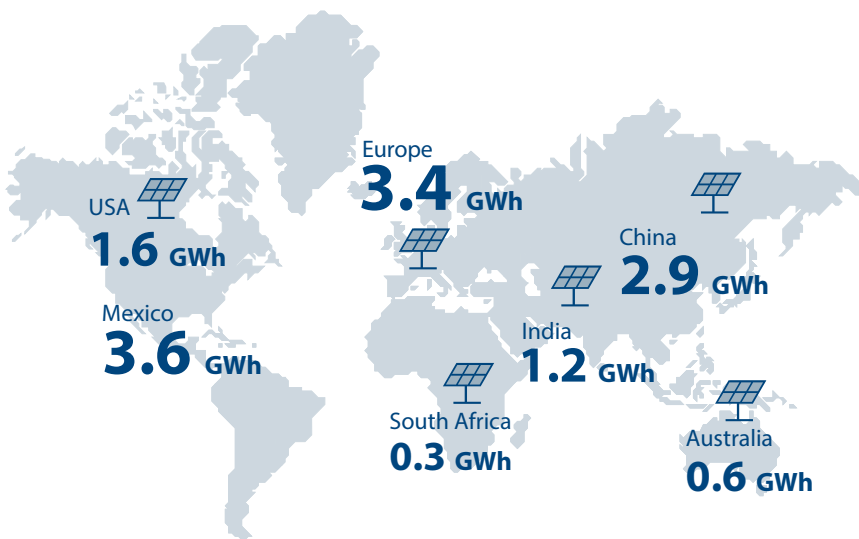
* Net Zero by 2050: Reduction of greenhouse gas emissions (Scopes 1–3) by at least 90%. Residual emissions are to be offset through recognized, certified climate protection projects.

Progress through effective HSE measures

Operational excellence in Health, Safety & Environment (HSE) is a core element of responsible business conduct at Knorr-Bremse.

In 2025, we continued to improve our HSE performance through targeted measures. These initiatives range from occupational safety and resource conservation to the use of renewable energy.

Solar power from photovoltaic systems at Knorr-Bremse



Photovoltaic systems generate solar power for self-consumption at 19 production sites. In total, this amounts to 13.5 GWh per year – equivalent to the annual electricity consumption of around 4,000 households in Germany.

Selected HSE measures 2025

OCCUPATIONAL SAFETY



Liberec, Czech Republic (CVS)

Introduction of a new platform for conducting structured weekly occupational safety audits. Managers and employees jointly assess key safety aspects.

Bowling Green, USA (CVS)

Software-supported analysis of image data to identify risk-related behavior in the workplace. The findings serve as the basis for targeted training and prevention measures.

WASTE



Kecskemét, Hungary (CVS)

Reuse of cooling lubricant emulsions in machining centers reduces emulsion waste (project "Eco Fluid Saver").
Annual waste reduction: 15,000 litres

Pamplona, Spain (RVS)

A rental system for reusable cleaning textiles reduces the volume and disposal effort of hazardous waste.

ENERGY



Daxing, China (RVS)

Switching from LNG boilers to an air-source heat pump reduces energy consumption.
Annual energy savings: 664,300 kWh

Acuña, Mexico (CVS)

Optimized thermal insulation of industrial furnaces and drying systems reduces energy losses.
Annual energy savings: 381,000 kWh

WATER



Munich, Germany (RVS, CVS)

Optimization of groundwater use for heating and cooling through controlled operation of well pumps. Demand-driven water extraction significantly reduces consumption.
Annual water savings: 155,000 m³

Acuña, Mexico (CVS)

A reverse osmosis system treats wastewater from the metal treatment process. The water is then reintegrated into the production cycle.
Annual water savings: 6,000 m³

We take social responsibility seriously

For us, business success and social responsibility go hand in hand. Through our engagement, we strengthen communities at our sites and support people worldwide.

Our commitment is based on two approaches: **Knorr-Bremse Local Care**, with local initiatives at our sites, and **Knorr-Bremse Global Care e.V.**, our charitable association. While both work closely together, they differ in focus, structure, and mode of operation.



Knorr-Bremse Local Care

brings together social commitment at our sites worldwide, with a focus on social cohesion, health, education, and the environment. Local Care offers a wide range of formats and opportunities for local social commitment, including:

- Corporate Volunteering
- Get Involved initiative (supporting our employees' private voluntary work)
- Financial and in-kind donations
- Matched giving
- Local crisis aid (in coordination with Global Care)

ACHIEVEMENTS IN 2025

- More than 1,000 corporate volunteers
- More than 50 corporate volunteering projects worldwide
- €1.43 million donated to social projects

Knorr-Bremse Global Care

is active in international development cooperation. Together with local partner organizations and communities, Global Care develops and strengthens solutions with measurable impact that improve access to further education and sustainably reduce water-related diseases.

Global Care places a clear focus on long-term, impact-oriented measures – particularly in the following areas:

- Quality education (SDG 4)
- Clean water and sanitation (SDG 6)

In 2025, the Knorr-Bremse Group donated €3.46 million to Global Care.

ACHIEVEMENTS SINCE FOUNDATION IN 2005

- More than 1.3 million program participants
- Nearly €40 million invested

Further information



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Local Care Projects 2025


The following selection highlights examples of projects through which we strengthen communities around our sites and improve life prospects.



Social 


More than 200 volunteers built wall panels for two houses for socially disadvantaged families.

Bendix, Avon, USA

Social 


150 employees helped to restore a flood-damaged square in a local neighborhood, making it attractive and usable again.

Knorr-Bremse Florence, Italy

Health 

Volunteer and financial support for the therapy week organized by the Rheumatis association for children and young people with rheumatic conditions.

Knorr-Bremse Mödling, Austria

Social 


A team of engineers worked alongside local residents to renovate the fence and garden of a facility for adults with disabilities.

Knorr-Bremse Budapest, Hungary

Environment 


Volunteers worked together to clean up a riverbank and raise awareness for environmental protection and sustainability.

Knorr-Bremse Chongqing, China

Education 


Books and school materials supported hundreds of primary school students in rural regions of China.

Knorr-Bremse Shanghai and Knorr-Bremse Suzhou, China

Social 


A team of volunteers supported a horse rescue organization with stable maintenance, grounds-keeping, and cleaning work.

Knorr Brake Company, Westminster, USA

Environment 


175 volunteers planted more than 1,600 new trees as part of an environmental restoration initiative.

Knorr-Bremse Itupeva, Brazil

Social 

40 employees visited an orphanage to meet the children, donate in-kind items such as school uniforms and hygiene products, and help clean the garden.

Microelettrica Scientifica, South Africa

Education 

A joint action day with children from a local village school sent a strong signal for education.

Knorr-Bremse Pune, India

Health 

Financial support for the organization Healthy Heads in Trucks & Sheds to promote mental health among employees in the transport and logistics sector.

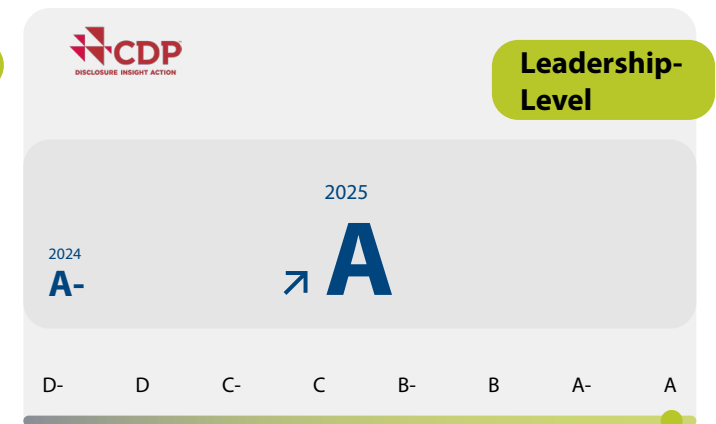
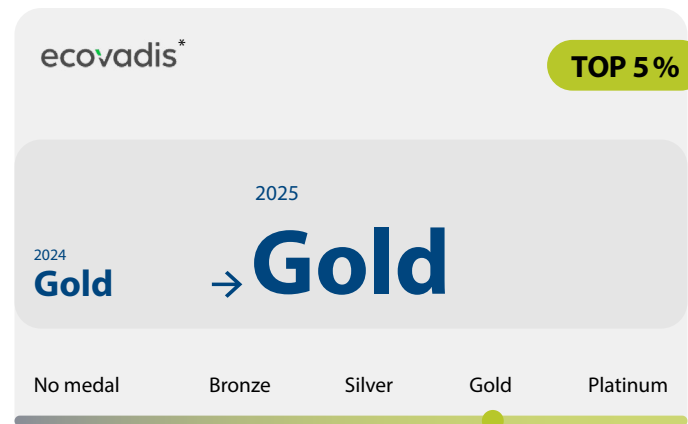
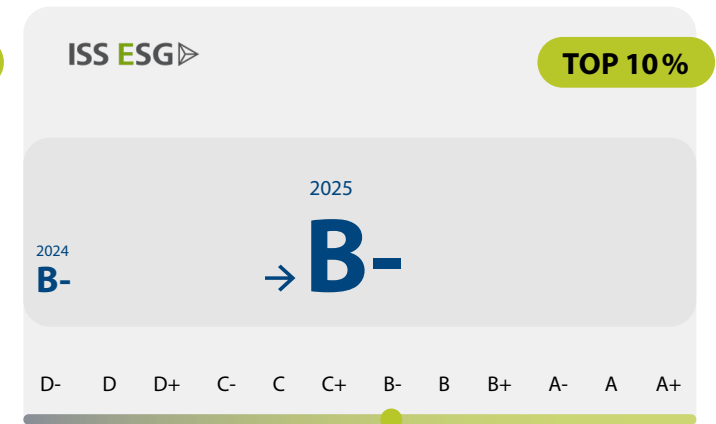
Knorr-Bremse Granville, Australia

External ratings confirm our sustainability performance

Knorr-Bremse's sustainability activities are regularly assessed by independent rating agencies. For investors, customers, and business partners, these ratings are an important benchmark for evaluating company's ESG performance.

The results show that Knorr-Bremse consistently integrates sustainability into its corporate strategy and has made progress in transparency, climate protection, and responsible corporate governance.

Knorr-Bremse is also annually assessed by Sustainalytics and MSCI. Due to licensing restrictions, the results may not be publicly disclosed. Please contact us for further information on the methodology and rating results.



* Further information about our EcoVadis recognition:
[EcoVadis Gold Medal | Knorr-Bremse AG](#)

ESG-Figures of Knorr-Bremse AG

As a global technology leader for braking systems and a leading supplier of other systems for rail and commercial vehicles, we take responsibility for the environment, society and good corporate governance. Sustainability is therefore a central component of Knorr-Bremse's corporate strategy. In the following sections, we provide an overview of our key sustainability figures in the areas of ESG (Environment, Social, Governance) and show how we make our progress in these areas measurable.

This overview of key figures was derived from the information in the [Group Sustainability Statement 2025](#) (starting on page 44) contained in the Knorr-Bremse AG Annual Report 2025 and supplemented by further information. The information published in the Group Sustainability Statement has been prepared in accordance with the European Sustainability Reporting Standards (ESRS). It was audited by KPMG Wirtschaftsprüfungsgesellschaft AG with limited assurance in line with the ISAE 3000 (revised) auditing standard.

General information on the key figures:

- Individual key figures are in some cases collected and published for the first time in the reporting year, meaning that no previous year's figures can be provided as a comparison. In these cases, previous years are not shown or marked with "-".
 - Environmental indicators are extrapolated for smaller locations with fewer than 50 employees using per capita averages in the Group and the number of employees.
 - The values in the tables of key figures are partially rounded. Due to this rounding, it is possible that the rounded figures do not add up exactly to the totals given.
 - All employee-related figures are based on headcount.
 - In the event of deviations in content, the Group Sustainability Statement 2025 is binding.
 - Detailed information on our key figures and the data collection methodology can be found in the Group Sustainability Statement in the Annual Report 2025.
- The scope of consolidation corresponds to that of the consolidated financial statements of Knorr-Bremse AG, unless clearly stated otherwise.
 - Acquisitions are included from the date of acquisition, in line with financial reporting. The key figures for previous years have not been adjusted with regard to M&A activities and divestments from the reporting year. Baseline year figures, where applicable, are adjusted.

Environment

Energy consumption and mix

		2025	2024	2023
Total energy consumption	GWh	432	479	476
Total energy consumption from activities in high climate impact sectors	GWh	432	479	476
Total energy consumption from fossil sources	GWh	127	152	175
Share of fossil sources in total energy consumption	%	29.3	31.6	36.7
Fuel consumption from crude oil and petroleum products	GWh	27	29	30
Fuel consumption from natural gas	GWh	81	101	107
Fuel consumption from other fossil sources	GWh	3	2	5
Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources	GWh	16	19	33
Total energy consumption from renewable sources	GWh	305	327	301
Share of renewable sources in total energy consumption	%	70.7	68.4	63.3
Fuel consumption from renewable sources	GWh	0	1	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	GWh	292	317	295
Consumption of self-generated non-fuel renewable energy	GWh	13	10	6

Energy intensity

		2025	2024	2023
Energy intensity: total energy consumption from activities in high-climate-impact sectors per net revenue from activities in high-climate-impact sectors	MWh/€ million	55.2	60.7	60.1
Net revenue from activities in high-climate-impact sectors used to calculate energy intensity	€ million	7,817	7,883	7,926

Gross scopes 1, 2 and 3 greenhouse gas (GHG) emissions

		Base year			
		2025	2024	2023	2018
Scope 1					
Gross emissions	Thousands of tCO ₂ e	26	31	33	32
Emissions from regulated emission trading schemes	%	7.2	6.6	-	-
Scope 2					
Location-based gross emissions	Thousands of tCO ₂ e	106	122	119	136
Market-based gross emissions	Thousands of tCO ₂ e	3	4	11	109
Scope 1 and Scope 2					
Total Scope 1 and location-based Scope 2 emissions	Thousands of tCO ₂ e	133	152	152	168
Total Scope 1 and market-based Scope 2 emissions	Thousands of tCO ₂ e	30	35	44	142
		Base year			
		2025	2024	2023	2021
Scope 3					
3.1 Purchased goods and services	Thousands of tCO ₂ e	2,045	2,028	1,986	2,025
3.3 Fuel and energy-related activities	Thousands of tCO ₂ e	22	24	26	29
3.4 Upstream transportation and distribution ¹	Thousands of tCO ₂ e	202	194	187	191
3.5 Waste generated in operations ¹	Thousands of tCO ₂ e	5	6	8	-
3.6 Business travel ¹	Thousands of tCO ₂ e	11	16	14	4
3.7 Employee commuting	Thousands of tCO ₂ e	24	24	23	26
3.9 Downstream transportation ¹	Thousands of tCO ₂ e	65	69	56	62
3.11 Use of sold products	Thousands of tCO ₂ e	37,978	37,452	39,128	41,236
Total indirect emissions in significant scope-3 categories (3.1, 3.4, 3.11)²	Thousands of tCO₂e	40,225	39,674	41,302	43,452
Total indirect Scope 3 emissions in all reported categories	Thousands of tCO₂e	40,352	39,813	41,428	43,573

¹ Due to adjustments of the data basis and calculation methodology, also previous/baseline year values were adjusted.

² Based on a screening of all Scope 3 categories according to factors including the size of emissions and the extent to which they can be influenced, the three Scope 3 categories mentioned here are the significant categories for Knorr-Bremse.

GHG intensity¹

		2025	2024	2023
Total GHG emissions (location-based) per net revenue	Thousands of tCO ₂ e/€ million	5.2	5.1	5.2
Total GHG emissions (market-based) per net revenue	Thousands of tCO ₂ e/€ million	5.1	5.1	5.2

¹ The underlying emissions include the categories Scope 1, Scope 2, Scope 3.1, Scope 3.4 and Scope 3.11, which are our significant categories.

Other air emissions

		2025	2024	2023
Dust				
From combustion processes	Tonnes	0.3	0.4	0.4
From other processes	Tonnes	16	12	-
Nitrogen oxides (NO _x)	Tonnes	36	40	39
Sulfur dioxide (SO ₂)	Tonnes	0.4	0.5	0.6
Volatile organic compounds (VOC)	Tonnes	32	51	-
Carbon monoxide (CO)	Tonnes	35	34	-

Water consumption¹

		2025	2024
Total water withdrawal	Thousands of m³	1,900	2,190
From groundwater	Thousands of m ³	1,400	1,700
From rainwater	Thousands of m ³	8	5
From surface water	Thousands of m ³	0	0
From third parties	Thousands of m ³	490	480
Total water discharge	Thousands of m³	1,830	2,100
Discharge unchanged	Thousands of m ³	1,270	1,640
Total water consumption²	Thousands of m³	80	90
Total water consumption in areas of high-water stress	Thousands of m ³	31	33
Total water consumption in areas at water risk	Thousands of m ³	2	2
Intensity of water consumption	m ³ /€ million	10.2	11.5

¹ The values are rounded. Due to this rounding, it is possible that the rounded figures do not add up exactly to the totals given.

² Water consumption is calculated on the basis of water withdrawals minus water outflows. Water consumption is recorded Group-wide and relates exclusively to direct operating activities.

Waste¹

		2025	2024	2023
Total amount of waste generated	Tonnes	59,800	65,500	68,800
Non-recycled waste ²	Tonnes	12,500	17,200	20,200
Non-recycled waste ²	%	20.9	26.3	29.4
		2025	2024	2023
Total hazardous waste	Tonnes	8,300	8,600	8,600
Diverted from disposal	Tonnes	5,300	5,600	5,600
Preparation for reuse	Tonnes	900	1,200	1,200
Recycling	Tonnes	2,000	2,000	2,100
Other recovery operations	Tonnes	2,300	2,400	2,300
Directed to disposal	Tonnes	3,000	3,000	3,000
Incineration	Tonnes	1,300	1,400	1,300
Landfill	Tonnes	300	200	300
Other disposal operations	Tonnes	1,400	1,400	1,400
		2025	2024	2023
Total non-hazardous waste	Tonnes	51,500	56,900	60,200
Diverted from disposal	Tonnes	46,400	50,900	50,000
Preparation for reuse	Tonnes	1,600	300	1,300
Recycling	Tonnes	42,800	44,800	44,000
Other recovery operations	Tonnes	2,000	5,800	4,700
Directed to disposal	Tonnes	5,100	6,000	10,200
Incineration	Tonnes	2,600	3,300	5,300
Landfill	Tonnes	2,300	2,400	4,400
Other disposal operations	Tonnes	200	300	500

¹ The calculation basis for the reported waste is usually the invoices received from waste recipients. Where information on the disposal type is not available, the volumes of waste are allocated to the "waste for landfill" category.

² The definition of recycling includes quantities from the categories "Recycling" and "Preparation for reuse." The prior-year figures were updated due to a methodological adjustment.

Resource inflows¹

		2025	2024
Total weight of products and technical and biological materials used	Tonnes	415,000	402,900
Weight of the secondary components, products, and materials used, reused, or recycled in the manufacture of products	Tonnes	136,100	129,300
Share of the weight of the secondary components, products, and materials used, reused, or recycled in the manufacture of products	%	33	32

¹ The data regarding the shares of primary and secondary raw materials is based on estimates of industry averages, materials, and supplier locations.

Social

Average number of employees by gender¹

		2025	2024	2023
Total number of employees	Number	27,448	29,051	29,487
Male	Number	21,463	22,604	22,639
Female	Number	5,982	6,350	6,249
Unknown	Number	3	97	599

¹ Contingent workers are not included in these metrics.

Number of employees by employment conditions and gender

		2025	2024	2023
Permanent employees	Number	25,786	27,139	27,289
Male	Number	20,232	21,212	21,031
Female	Number	5,551	5,830	5,663
Unknown	Number	3	97	595
Temporary employees	Number	1,662	1,912	2,198
Male	Number	1,231	1,392	1,608
Female	Number	431	520	586
Unknown	Number	0	0	4
Employees without guaranteed working hours¹	Number	136	156	175
Male	Number	78	88	96
Female	Number	58	68	78
Unknown	Number	0	0	1
Full-time employees	Number	25,809	27,407	27,615
Male	Number	20,501	21,634	21,512
Female	Number	5,305	5,677	5,518
Unknown	Number	3	96	585

Part-time employees	Number	1,639	1,644	1,855
Male	Number	962	970	1,113
Female	Number	677	673	728
Unknown	Number	0	1	14

¹ Employees without guaranteed working hours is an additional categorization that may apply across other employee categories and is already included in them. It should not be calculated separately into the total. The total number of employees equals Permanent + Temporary and Full-time + Part-time employees.

Global proportion of women

		2025	2024	2023
Share of women in the Supervisory Board	%	42	42	42
Share of women in the Executive Board	%	20	20	20
Share of women in top management (management levels 1 and 2)	%	14.2	14.0	11.3
Share of women in management levels 1-4	%	16.2	15.7	15.3
Share of women leaders ¹	%	16.6	16.5	15.8
Share of women among all employees	%	21.8	21.9	21.2

¹ Leadership roles are defined as positions with direct reports, regardless of the management levels associated with the position.

Age structure

		2025	2024	2023
<30 years	Number	3,577	4,213	4,299
30–50 years	Number	16,980	17,761	17,597
>50 years	Number	6,889	6,983	7,003
Unknown	Number	2	94	588
Average age	Years	42.3	41.8	41.7

Employee turnover

		2025	2024	2023
Number of employees who have left Knorr-Bremse ¹	Number	3,726	3,458	3,793
Employee turnover rate ¹	%	13.1	11.7	13.2
Turnover rate limited to employee resignation	%	5.8	6.3	7.4

¹ Turnover reasons included: voluntary resignation, dismissal, retirement, and death.

Hiring

		2025
Total new employees hired	Number	2,698
Gender		
Male	Number	2,049
Female	Number	644
Unknown	Number	5
Position		
Management positions ¹	Number	86
Not management positions ¹	Number	2,612
Age ranges		
<30 years	Number	1,080
30–50 years	Number	1,399
>50 years	Number	219
Unknown	Number	0

¹ In this context, management positions refer to positions with leadership responsibilities, meaning having direct reports; while non-managing positions defined as not having direct reports, regardless of the internal hierarchy level of the job.

Compensation metrics

		2025	2024
Unadjusted gender pay gap	%	12.9	10.3
Adjusted gender pay gap (Germany) ¹	%	<1	<1
Highest paid individual to median employee pay ratio ²	Number	79.8	83.6

¹ Knorr-Bremse has conducted a more in-depth analysis as part of its own fair pay project at German locations in 2024. This has identified the influencing factors of location, function family, and value of the function as additional remuneration drivers.

² The ratio of the total annual compensation of the highest-paid person in the company to the median total annual compensation of all employees (excluding the highest-paid person).

Collective bargaining coverage and social dialogue¹

		2025
Collective bargaining coverage globally²	%	41
Collective bargaining coverage in EEA ²	%	65
Social dialogue coverage globally³	%	50
Social dialogue coverage in EEA³	%	80

¹ Figures currently exclude subsidiaries not integrated into the global HR system (e.g. Cojali).

² Collective Bargaining coverage: the percentage of employees whose working conditions and terms of employment are regulated by collective bargaining agreements.

³ Social Dialogue coverage: the percentage of employees covered by workers' representatives.

Incidents and complaints (related to Own Workforce)

		2025	2024
Reported violations in the areas of social and human rights concerns	Number	110	90
Of which reported cases of discrimination including harassment	Number	57	46
Complaints submitted to the OECD National Contact Point for Multinational Enterprise	Number	0	0
Total amount of material fines, sanctions, and compensation payments in connection with the incidents and complaints described above	€	0	0

Performance review coverage rate

		2025	2024	2023
Performance review coverage rate¹	%	85.8	85.1	78.2
Female	%	87.7	86.8	-
Male	%	85.2	84.9	-
Unknown	%	66.7	8.2	-

¹ Corresponds to the information on the proportion of performance reviews per employee. The coverage rate is influenced by the purchase of new companies (delayed system rollout) and new recruits in the second half of the year, as performance reviews are not held during an employee's first year. The relevant categories of people are not part of the performance review process, though they are included in the total number of employees.

Trainings

		2025
Average number of training hours per employee	Hours	20.4
Female	Hours	22.0
Male	Hours	19.9

Trainings on specific topics

		2025
Code of Conduct trainings		
Share of employees with "myLearning" e-learning platform access, having a valid certificate for the Code of Conduct training ¹	%	95
Share of total workforce having a valid certificate for the Code of Conduct training	%	46
Anti-corruption training		
Share of employees in high-risk position having a valid certificate for anti-corruption training	%	94
Number of live trainings on compliance	Number	99
Number of participants in live compliance trainings	Number	2,800
Sustainable procurement trainings		
Share of employees in global procurement participated in the e-learning on sustainable procurement	%	89
Share of employees with "myLearning" e-learning platform access who received skills-related trainings^{1, 2}	%	77.8

¹ Knorr-Bremse uses a dedicated learning platform globally, called "myLearning", to which approximately 15,500 of Knorr-Bremse employees, ~50% of the total workforce had access to the platform. The marked training coverages relates to the employees having access to this platform, not all Knorr-Bremse employees. Additional local in-person trainings are not included in these figures.

² Most training offered through the "myLearning" platform is designed to strengthen employees knowledge or specific skills directly or indirectly related to their work or career advancement. Skills-related trainings in this context are defined as all trainings, except compliance related trainings, mandatory trainings and trainings related to Health- and Safety, and Environmental management.

Occupational safety

		2025	2024	2023
Fatalities				
Fatalities as a result of work-related injuries and work-related ill health among Knorr-Bremse's own workforce	Number	0	0	0
Fatalities as result of work-related injuries and work-related ill health among other workers working on Knorr-Bremse's locations	Number	0	0	0
Lost-time incidents¹	Number	173	-	-
Employees	Number	157	-	-
Non-employees	Number	16	-	-
Number of days lost due to lost-time incidents	Number	4,489	-	-
Number of lost-time incidents per 200,000 contractually agreed hours of work	Number	0.5	0.5	0.5
Employees	Number	0.5	-	-
Non-employees	Number	0.4	-	-
Number of lost-time incidents per 1 million contractually agreed hours of work	Number	2.6	2.7	2.6
Employees	Number	2.6	-	-
Non-employees	Number	2.1	-	-
Recordable work-related accidents	Number	210	249	216
Employees	Number	184	-	-
Non-employees	Number	26	-	-
Number of recordable work-related accidents per 200,000 contractually agreed hours of work	Number	0.6	0.7	0.7
Employees	Number	0.6	-	-
Non-employees	Number	0.7	-	-
Number of recordable work-related accidents per 1 million contractually agreed hours of work	Number	3.1	3.5	3.3
Employees	Number	3.1	-	-
Non-employees	Number	3.4	-	-

¹ Lost-time incidents are recordable work-related accidents resulting in one or more days lost from work beyond the day of the event.

Results of employee engagement surveys¹

		2025	2024 ²	2023
Global Employee Survey (GES)				
Engagement score	Score (0-100)	72	-	-
Participation rate	%	74	-	-
Pulse Survey³				
Engagement score	Score (0-100)	-	-	71
Participation rate	%	-	-	77

¹ To analyze and influence employee satisfaction, a Group-wide employee survey is conducted in a detailed format every two years. As part of the Global Employee Survey, key aspects of the employee experience such as job satisfaction, the perceived purpose of one's work, overall well-being and work-related strain are systematically assessed to support the targeted further development of these topics.

² Due to organizational issues, the full survey originally planned for 2024 was conducted early 2025.

³ A "pulse survey" is conducted in the in-between years to collect feedback in a shorter format. Both type of survey results in an "Engagement Score".

Share of employees with severe disabilities

		2025	2024
Disability rate¹	%	2.0	2.1

¹ The respective definitions of the countries were used. The countries Australia and Sweden were not included due to legal restrictions. In addition, the provision of this information is voluntary in other countries. The coverage rate comprises 28 countries.

Social commitment

		2025	2024	2023 ¹
Total donations	€ Thousand	4,891	4,752	5,439
Donations Global Care	€ Thousand	3,527	3,235	3,239
Donations Local Care	€ Thousand	1,364	1,517	2,200

¹ Includes sponsoring of € 500k.

Governance

Certified locations

		2025	2024	2023
Locations with a certified quality management system in accordance with ISO 9001, ISO 22163, or IATF 16949	Number	114	110	116
Coverage rate of employees	%	93	91	94
Locations with a certified environmental management system (ISO 14001)	Number	80	84	77
Coverage rate of employees	%	86	89	89
Locations with a certified energy management system (ISO 50001 or EN 16247)	Number	46	45	46
Coverage rate of employees	%	62	44	57
Locations with a certified occupational safety management system (ISO 45001)	Number	54	50	50
Coverage rate of employees	%	51	37	-
Locations with a certified information security management system (ISO 27001)	Number	36	34	30
Coverage rate of employees	%	31	-	-

Reports in the Group-wide whistleblower system

		2025	2024	2023
Reports recorded via whistleblower system	Number	201	174	112
Discrimination and harassment	Number	57	46	32
Conflicts of interest, theft, misuse of equipment, fraud, embezzlement	Number	44	22	28
Corruption	Number	11	15	9
Data protection, IT security, trade secrets	Number	11	4	6
Child labor, forced labor, modern slavery	Number	0	0	0
Other	Number	78	87	37

Incidents of corruption and bribery

		2025	2024
Convictions for violation of anti-corruption and anti-bribery laws	Number	0	0
Fines for violation of anti-corruption and anti-bribery laws	€	0	0
Total number of confirmed incidents of corruption or bribery	Number	2	2
Incidents in which employees were dismissed or disciplined for corruption or bribery	Number	2	2

Environmental incidents

		2025	2024
Sites where significant environmental fines were paid ¹	Number	0	0

¹ By "significant" environmental penalties, we mean fines or penalties that individually exceed USD 10,000 (or the equivalent in local currency).

Reporting of conflict minerals¹

		2025	2024	2023
Number of suppliers invited to take the CMRT survey	Number	1,266	1,314	2,160
Response rate of surveyed suppliers in relation to number of suppliers	%	54.4	60.0	68.0
Share of purchasing volume from surveyed suppliers in procurement expenditure	%	86.3	87.4	74.4
Response rate of surveyed suppliers in relation to procurement expenditure	%	61.5	88.6	87.4

¹ The figure for 2024 relates to the percentage of suppliers who have provided us with information on the use and origin of conflict minerals in the August 2024 – April 2025 reporting period. The figures for 2025 represent an interim status for the period from August 2025 to January 2026. The current data collection process will end in April 2026.

Management of relationships with suppliers

		2025	2024	2023
Suppliers that signed the KB Supplier Code of Conduct	% of purchasing volume	91	90	89
Suppliers covered by sustainability assessment	% of purchasing volume	77	76	71
Number of on-site audits at suppliers	Number	17	18	10
Suppliers with ISO 14001 certification	% of purchasing volume	59	45	61
Suppliers covered by annual ESG-risk assessment¹	% of purchasing volume	100	-	-
Number of focused suppliers (SCA)¹	Number	382	-	-
Number of focused suppliers supported with development measures (1:1, webinar, training, etc.)	Number	382	-	-
Number of focused suppliers covered by sustainability assessment (ABC result)	Number	213	-	-

¹ Focused suppliers are selected for further assessments based on criteria such as procurement volume, supplier classification, and the relevant ESG risk profile. The ESG risk profiles are determined using the CSR Risk Check external tool, which assesses the potential sustainability risks of certain business activities, taking into account material groups, industries, and country contexts.

Customer satisfaction surveys

		2025	2024	2023
Results of customer satisfaction surveys in the Rail Division¹	Score (satisfaction index)	72	70,5	69
Customer satisfaction among OE customers	Score (satisfaction index)	69	69	-
Target score for OE customers	Score (satisfaction index)	67	67	-
Customer satisfaction among RailService customers	Score (satisfaction index)	75	72	69
Target score for RailService customers	Score (satisfaction index)	67	67	67

¹ The mathematical average of the results of customer satisfaction surveys across the OE and RailService customers.

EU Taxonomy

		2025	2024	2023
Revenues	€ million	7,817	7,883	7,926
Taxonomy-eligible revenues	€ million	4,166	3,949	3,696
Share of Taxonomy-eligible revenues	%	53.3	50.0	46.7
Taxonomy-aligned revenues	€ million	2,742	2,467	2,447
Share of Taxonomy-aligned revenues	%	35.1	31.2	30.9
CapEx	€ million	426	631	482
Taxonomy-eligible CapEx	€ million	244	336	191
Share of Taxonomy-eligible CapEx	%	57.3	53.3	39.8
Taxonomy-aligned CapEx	€ million	112	110	90
Share of Taxonomy-aligned CapEx	%	26.5	17.5	18.8
OpEx¹	€ million	518	564	543
Taxonomy-eligible OpEx	€ million	114	71	77
Share of Taxonomy-eligible OpEx	%	21.9	12.6	14.2
Taxonomy-aligned OpEx	€ million	65	36	37
Share of Taxonomy-aligned OpEx	%	12.5	6.3	6.8

¹ Consists of direct, uncanceled costs of research and development (R&D), maintenance expenditure (including building renovation measures), and short-term leases.

Questions about sustainability at Knorr-Bremse? Contact our ESG experts:

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