

Knorr-Bremse Group

Facts & Figures



2009 | english

KNORR-BREMSE





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Corporate Profile

As the world's leading manufacturer of braking systems for rail and commercial vehicles, Knorr-Bremse's mission is to make modern mobility safe and controllable. Other lines of business include automated door systems and air conditioning systems for rail vehicles and torsional vibration dampers for internal combustion engines.

The Knorr-Bremse Group is divided into two divisions: Rail Vehicle Systems and Commercial Vehicle Systems.

History

1905

Georg Knorr founds Knorr-Bremse GmbH in Berlin.

1918 – 1926

Knorr-Bremse sets new technological standards for freight trains with its pneumatic brakes. Knorr-Bremse becomes Europe's biggest manufacturer of brake systems for rail vehicles.

1922

Development of pneumatic brake system for commercial vehicles begins.

1931 – 1939

The Hildebrand-Knorr brake system (HIK brake) sweeps the market and becomes the standard system in 17 different countries. By 1939, 90% of all German trucks from 7 t – 16 t are equipped with Knorr-Bremse brakes.

1945

The Knorr-Bremse plant in Berlin is confiscated and dismantled at the end of the 2nd World War.

1945 – 1953

Development and manufacture of braking equipment resumes in the western part of Germany. Company headquarters move to Munich.

1960 – 1980

Knorr-Bremse plays a leading role in the development of braking technology for rail and commercial vehicles. Knorr-Bremse establishes the new UIC standard with its KE control valve.

1985

Heinz Hermann Thiele acquires the majority of the shares previously held by Dr. Jens von Bandemer and gradually becomes sole owner of Knorr-Bremse. Together with the company's international orientation, the focus on the two divisions, Rail Vehicle Systems and Commercial Vehicle Systems, that Thiele initiated make Knorr-Bremse the world's leading manufacturer of braking systems in both sectors.

1996

Series production of pneumatic disc brakes for commercial vehicles begins.

1999

The commercial vehicle brakes division of Robert Bosch GmbH is integrated into Knorr-Bremse, complementing the company's activities in the field of electronic brake control.

2002

In 2002 Knorr-Bremse acquires Bendix Commercial Vehicle Systems, one of the leading U.S. manufacturers of air brakes and ABS anti-lock braking systems for commercial vehicles.

2005

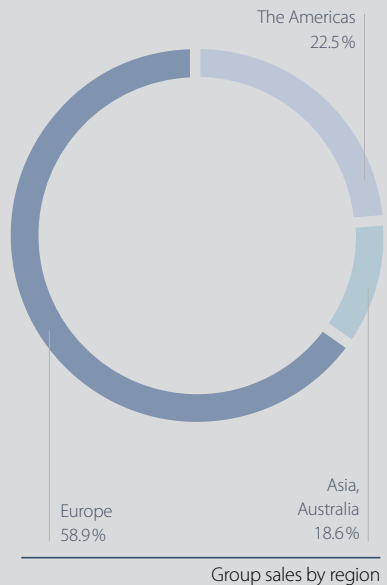
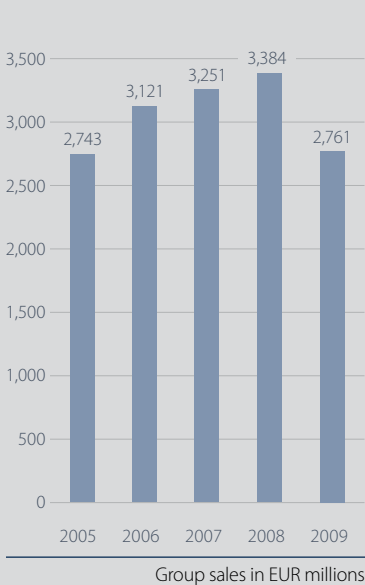
The Knorr-Bremse Group celebrates its centenary.

2009

In fiscal 2009 the Knorr-Bremse Group posted sales of EUR 2.76 billion and employed 14,432 people. The company celebrated the 150th anniversary of the birth of its founder Georg Knorr.

At a Glance

KNORR-BREMSE GROUP		2005	2006	2007	2008	2009
Sales	EUR mill.	2,743	3,121	3,251	3,384	2,761
Income before taxation	EUR mill.	246	294	310	291	147
Net income	EUR mill.	154	185	198	192	99
Employees (as per Dec. 31)		12,119	13,035	13,943	14,999	14,432
Personnel costs	EUR mill.	538	592	622	686	641
Balance-sheet total	EUR mill.	1,607	1,646	1,735	1,788	1,664
Capital expenditure (without investments in financial assets)	EUR mill.	114	107	140	134	101
Depreciation (without investments in financial assets)	EUR mill.	97	104	113	115	118
Incoming orders	EUR mill.	2,849	3,541	3,767	3,209	3,185
Research and development expenditure	EUR mill.	133	141	159	171	153



As a result of the global financial and economic crisis, sales were down from EUR 3.38 billion in 2008 to EUR 2.76 billion in 2009. In a difficult economic environment, the company benefited from its strong

strategic position with two divisions, Rail Vehicle Systems and Commercial Vehicle Systems, in markets that developed differently.

Group capital expenditure and depreciation in EUR millions

Year	Capital expenditure	Depreciation
2005	114	97
2006	107	104
2007	140	113
2008	134	115
2009	101	118

■ Capital expenditure ■ Depreciation

Net income for the Knorr-Bremse Group was down 48.6% in the year under review to EUR 98.7 million (2008: EUR 191.9 million). Net return on sales reached 3.6% (2008: 5.7%).

In 2009, the Knorr-Bremse Group invested EUR 100.6 million in fixed and intangible

assets, which was less than in the previous year (2008: EUR 134.2 million).

Depreciation, including regular amortization of goodwill from acquisitions, showed a slight increase across the Group, rising from EUR 114.7 million in 2008 to EUR 117.7 million in the year under review.

Global Presence

Knorr-Bremse maintains a global presence in 25 countries with more than 65 sites.



Research and Development

The role of research and development in the supply industry remains of crucial importance. As the technology leader in the field of braking systems for rail and commercial vehicles, Knorr-Bremse develops innovative products distinguished by high levels of safety, quality, and reliability.

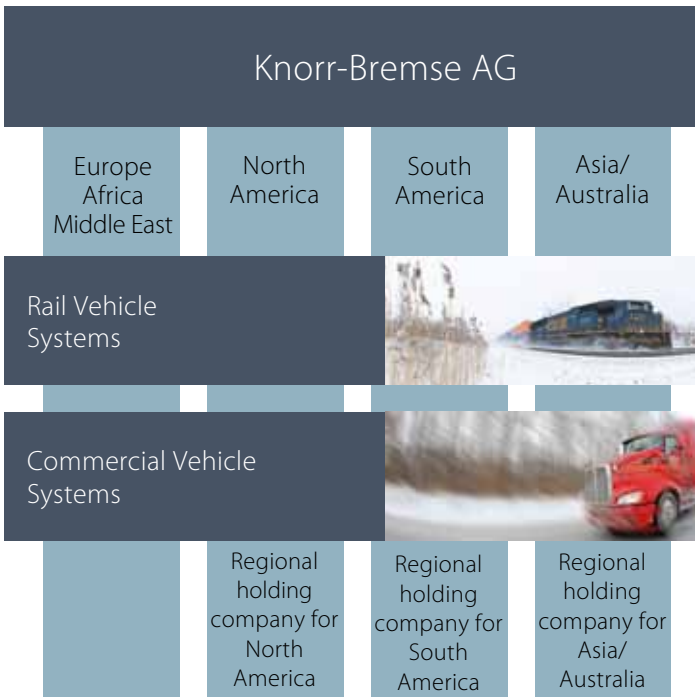
Expenditure on research and development

		2005	2006	2007	2008	2009
Research and development	EUR mill.	133	141	159	171	153



Organizational Structure

The Knorr-Bremse Group is structured regionally and according to divisions. The parent company, Knorr-Bremse AG, provides an umbrella both for regional companies in the Europe, Americas, and the Asia-Pacific region and also the supra-regional “Rail Vehicle Systems” and “Commercial Vehicle Systems” divisions. This structure enables the company to respond to the specific needs of regional markets but at the same time allows it to achieve cross-divisional and location-independent synergies.



Divided into two corporate divisions

Regionalization and globalization

Executive Board and Supervisory Board

Executive Board

Dr. Raimund Klinkner
Chairman

Klaus Deller
since May 1, 2009

Dr. Dieter Wilhelm

Dr. Lorenz Zwingmann

Left the Board
on March 31, 2009:
Jens Theuerkorn

Supervisory Board

Heinz Hermann Thiele
Munich
Chairman
Entrepreneur

Dr. Eduard Gerum*
Rosenheim
First Deputy Chairman
Vice President R&D Brake Systems,
Knorr-Bremse
Systeme für Nutzfahrzeuge GmbH

Manfred Wennemer
(since March 20, 2009)
Bensheim
Second Deputy Chairman
Former Chairman of the Executive Board
of Continental AG

Dr. Hans-Peter Binder
Berg
Retd. Member of the Board of Management of
Deutsche Bank AG, Munich Branch

Daniela Fischer*
Bruckmühl
Head of the legal Office of the IG Metall Trade
Union, Munich Office

Klaus Gegenfurtner*
Aidenbach
Toolmaker
Knorr-Bremse Systeme für Nutzfahrzeuge GmbH

Heinz Hausner*
Salzweg
Assistant Representative of the IG Metall Trade
Union, Passau Office

Elfriede Hilger*
Munich
Chairperson of the General Works Council of
Knorr-Bremse Systeme für Schienenfahrzeuge GmbH
Chairperson of the Works Council of Knorr-Bremse AG,
Knorr-Bremse Systeme für Schienenfahrzeuge GmbH,
Munich Plant, and KB Media GmbH

Dr. Kurt Kiethe
Munich
Attorney at law

Dr. Wolfram Mörsdorf
(since November 6, 2009)
Essen
Retd. Member of the Executive Board of
Thyssen-Krupp AG

Werner Ratzisberger*
Aldersbach
Chairperson of the Works Council of Knorr-Bremse
Systeme für Nutzfahrzeuge GmbH, Aldersbach Plant

Dr. h. c. Horst Zimmer
Lampertheim-Hofheim
Retd. Member of the Board of Management of
Mercedes-Benz AG

* elected by the employees

Rail Vehicle Systems

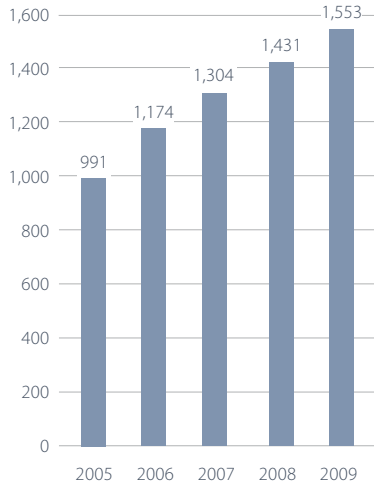
Knorr-Bremse Rail Vehicle Systems is the leading manufacturer of braking systems for mass transit and long-distance rail networks. Knorr-Bremse braking systems are used in high-speed trains as well as locomotives, self-powered trains, subways, street cars, and freight vehicles. The product portfolio also includes door systems and air conditioning systems. The division employed nearly 8,300 people and posted sales of EUR 1.55 billion in fiscal 2009.

A TRADITION OF SAFETY, CUSTOMER FOCUS, AND INNOVATION

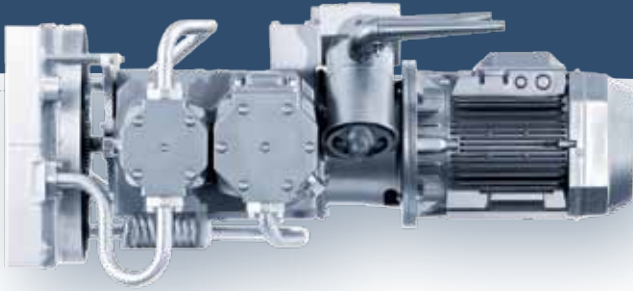
Knorr-Bremse supplies customized solutions for all vehicle types and operating environments worldwide. In the past the company has further enhanced customer benefit and strengthened its market position with a series of innovations in the OEM braking system segment that include the oil-free compressor, the MBS modular braking system, the EP2002 decentralized brake control system, the EP Compact braking system, the linear eddy current brake, and the advanced and efficient CFCB compact freight car brake.

What do all Knorr-Bremse systems have in common? A high degree of reliability and optimal design to meet customers' needs. In addition to braking systems, the Knorr-Bremse product portfolio also includes IFE access systems, Westinghouse platform screen doors, and Merak air-conditioning systems, as well as sanding systems, mo-

dern driver assistance systems, and auxiliary devices such as the EDT 101 derailment detector. Knorr-Bremse products are used around the globe to enhance the safety and comfort of rail vehicles.



Global sales for the Rail Vehicle Systems division in EUR millions



Products

Air supply

- Compressors
- Air dryers
- Condensate collectors

Bogie equipment

- Brake discs
- Brake calipers
- Brake cylinders
- Slack adjusters
- Magnetic track brakes
- Eddy-current brakes

Brake control

- Control units
- Brake control units
- Sensors and diagnostics

Hydraulics

- Hydraulic units
- Brake actuators
- Hydraulic suspension systems

Auxiliary equipment

- Sanding systems
- Brake testing equipment
- EDT101 derailment detectors

Further products

- Automatic door systems
- Platform screen doors
- Air conditioning systems
- Power metering
- Power resistors
- On-board network and passenger information systems
- LEADER® driver assistant
- Video surveillance systems
- Bogie diagnostics
- Windscreen wiper and wash systems
- Rail vehicle driving simulators

Commercial Vehicle Systems

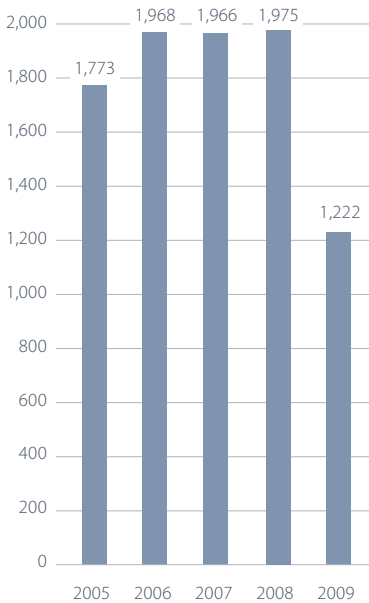
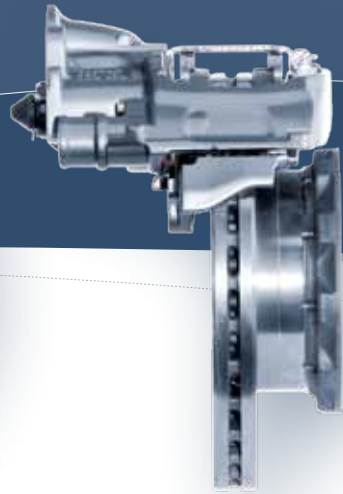
Knorr-Bremse Commercial Vehicle Systems offers customers braking systems for trucks and buses. Knorr-Bremse is a leading provider of electronic control and driver assistance systems, greatly contributing to safety on the road. Additional product areas include torsional vibration dampers for diesel engines as well as powertrain systems. In 2009, the division posted sales of EUR 1.22 billion with more than 6.000 employees.

SAFETY AND EFFICIENCY THROUGH INNOVATION

As a manufacturer of safety-critical braking systems, Knorr-Bremse considers itself responsible for making a decisive contribution to road safety. In this respect, electronic systems have an increasingly vital part to play. Knorr-Bremse is heavily involved in the development of driver assistance systems, and alongside the ESP electronic stability program for tractor units and the RSP roll stability program for trailers, has now also become the first manufacturer to offer an ESP system for full-trailer combinations. The next stage in the development process concerns systems based on radar, video or ultrasound, which also include data from the vehicle environment in their calculations and thus provide the driver with even more effective assistance. In the ACC adaptive cruise control system, for example, a radar sensor constantly monitors the distance to the vehicle ahead and automatically maintains a safe distance in line with the road speed. The video-based LDW lane departure

warning system recognizes the lane markings up to 50 meters ahead of the vehicle. If the vehicle threatens to drift out of lane, the system warns the driver by means of optical, acoustic or haptic signals.

In the EAC2 electronic air treatment system, Knorr-Bremse has developed a system for the intelligent regulation of compressed air production in truck brake systems. EAC2 can also incorporate a whole range of other energy-saving innovations, including controlling a compressor with clutch, which is simply disengaged when the air tanks are full. Together these two systems can cut fuel consumption by several hundred liters per truck per year. The PBS pneumatic booster system from Knorr-Bremse can eliminate the turbo lag encountered in diesel engines when moving off from a standstill. At the same time, PBS also cuts fuel consumption. In 2009 Knorr-Bremse won in Europe its first major customer for the Pneumatic Booster System (PBS).



Global sales for the Commercial Vehicle Systems division in EUR millions

Products

- Torsional vibration dampers
- Compressors
- Coupling operation and transmission control
- Air treatment
 - Air dryers
 - EAC (electronic air treatment unit)
- Electronic systems
 - ABS (anti-lock system)
 - ACC (adaptive cruise control)
 - ASR (traction control)
 - EBS (electronic braking)
 - ELC (electronic level control)
 - ESP (electronic stability program)
 - RSP (roll stability program)
- Valves
- Disc brakes
- Drum brakes
- Slack adjusters
- Cylinders
- Diagnostic systems



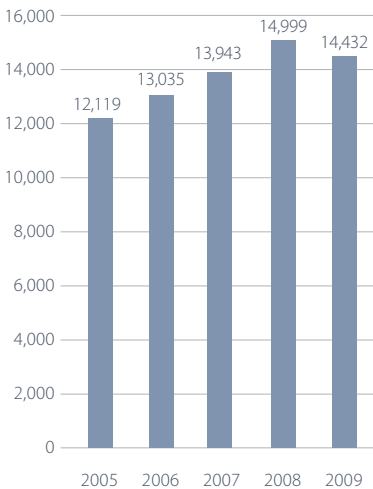
People and Careers

The outstanding work ethic and exceptional motivation of its employees meant that in 2009 Knorr-Bremse had once again an excellent position in the global marketplace. Transparent structures and short decision paths provide a corporate context within which employees can actively deploy and build on their knowledge and skills.

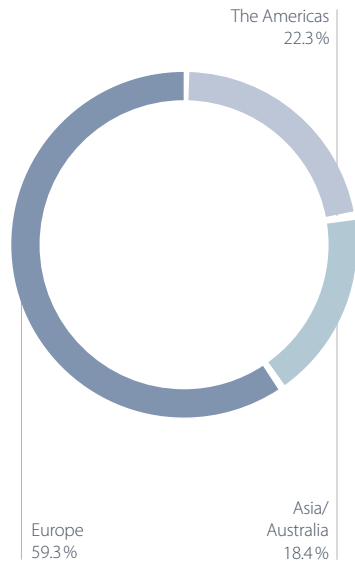


By the end of the year under review, the number of employees in the Knorr-Bremse Group had sunk to 14,432, down from 14,999 in the previous year. This represents a 3.8% decline in the company's workforce compared to 2008. It should, however, be noted that in the research and development sector in particular, reductions

in the workforce were kept substantially below the scale of the market downturn. In Germany the Group employed a total of 3,071 people on December 31, 2009 (previous year: 3,506). Almost one quarter of Knorr-Bremse employees were located in Germany.



Number of employees in the Group (Dec. 31)



Group employees by region (Dec. 31)

Human Resources Development

Outstanding products, processes, and services call for systematic human resources development involving highly trained and motivated staff. This leads to a comprehensive range of targeted development opportunities in both the professional and personal spheres.

YOUNG MANAGERS' PROGRAMS

Highly qualified recent graduates have the option of embarking on our Management Development Program. The MEP Management Development Program provides engineering graduates with additional business qualifications and young economics graduates with the training they need to prepare them for their future roles within the Group, and includes opportunities to

work on international projects. Knorr-Bremse fosters the progress of high potentials who opt for direct entry through its International Management Promotion Groups offering module-based training sessions in personal, social, and management skills with professional instructors. Amongst other benefits, these offer an opportunity to develop worldwide networks offering backup for participants in their future management tasks.

TRAINING

Knorr-Bremse offers traineeships in the fields of mechatronics, metal cutting and IT. In 2009, Knorr-Bremse employed 181 trainees.

Also, Knorr-Bremse offers a number of additional continuing development options for high school and university students in the form of internships and stewarded thesis preparation programs.

Trainees in the Group

	2005	2006	2007	2008	2009
No. of trainees	265	258	281	285	181

Cooperation in Research and Development

Anyone wishing to know what tomorrow's customers will be looking for has to be able to identify trends in advance. That is why Knorr-Bremse works closely together with partners in the fields of R&D, initial and further training.

Cooperation partners



Budapest University of Technology and Economics

Joint projects: Vehicle stability control concepts, video recognition systems, testing procedures for electronic brake systems



Berlin Technical University

The EU MODBRAKE project



Munich Technical University

Collaboration with various university departments



Deutsches Zentrum für Luft- und Raumfahrt

Joint projects: Development of innovative braking systems for rail vehicles



University of Mannheim

Chair of economic and organizational psychology
Joint projects: Worldwide Employee Satisfaction Survey

© Wirtschaftsuniversität Mannheim



Rhenish-Westfalian Technical University in Aachen

Cooperation with the Institute for Rail Vehicles and Materials Handling Technology

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