

## Facts & Figures



2008 | english



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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

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## 1905

Georg Knorr founds Knorr-Bremse GmbH in Berlin.

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## 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.

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## 1922

Development of pneumatic brake system for commercial vehicles begins.

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## 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.

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## 1945

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

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## 1945 – 1953

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

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## 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.

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## 1985 – 1993

The AAR DB-60 valve opens the door to the US rail vehicle market for Knorr-Bremse. Radical restructuring and globalization of its activities makes Knorr-Bremse one of the world's leading companies in the field of braking technology.

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## 1996

Series production of pneumatic disc brakes for commercial vehicles begins.

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## 1999

Robert Bosch GmbH merges its activities in the electronic brake control sector with Knorr-Bremse Commercial Vehicle Systems and retains a 20% share.

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## 2002

Bendix Commercial Vehicle Systems, one of the biggest American suppliers of pneumatic brakes and ABS systems for commercial vehicles, is now fully integrated into the Knorr-Bremse Group.

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## 2005

The Knorr-Bremse Group celebrates its centenary.

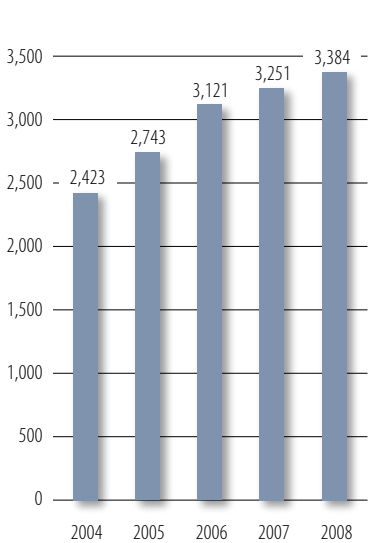
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## 2008

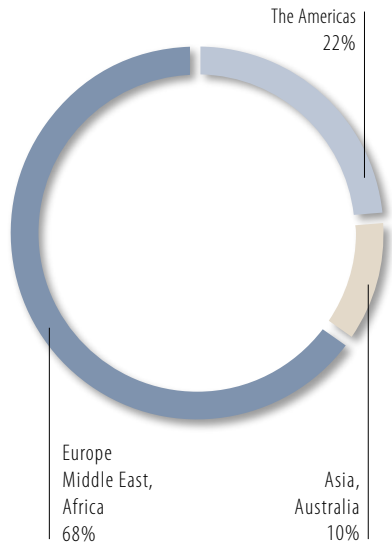
The Knorr-Bremse Group posts sales of EUR 3.38 billion in 2008 and employs a workforce of almost 15,000.

# AT A GLANCE

Knorr-Bremse Group		2004	2005	2006	2007	2008
Sales	EUR mill.	2,423	2,743	3,121	3,251	3,384
Income before taxation	EUR mill.	211	246	294	310	291
Net income	EUR mill.	130	154	185	198	192
Employees (as per Dec. 31)		11,143	12,119	13,035	13,943	14,999
Personnel costs	EUR mill.	508	538	592	622	686
Balance-sheet total	EUR mill.	1,438	1,607	1,646	1,735	1,788
Capital expenditure (without investments in financial assets)	EUR mill.	78	114	107	140	134
Depreciation (without investments in financial assets)	EUR mill.	94	97	104	113	115
Incoming orders	EUR mill.	2,447	2,849	3,541	3,767	3,209
Research and development	EUR mill.	124	133	141	159	171



Group sales in EUR millions



Group sales by region

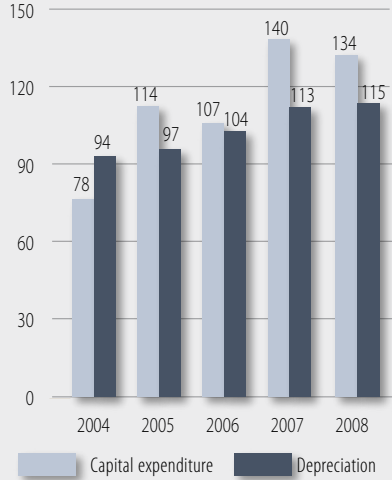
In fiscal 2008, the Knorr-Bremse Group reported a 4.1% increase in sales, which totaled EUR 3,384 million (2007: EUR 3,251 million). After adjustment for foreign exchange effects, this equates to operating growth of 6.0%. The rise in sales was attributable to strong sales growth in the Rail Vehicle Systems division. For the Commercial Vehicle Systems division the year under review comprised two very different

halves: Following a positive start in the first half-year, the second half brought a sharp downturn in worldwide commercial vehicle production as a result of the financial and economic crisis.

Incoming orders were valued at EUR 3,209 million (2007: EUR 3,767 million), slightly below the level of annual sales.

In the year under review, net income for the Knorr-Bremse Group was down to EUR 192 million (2007: EUR 198 million). Income before taxation amounted to EUR 291 million (2007: EUR 310 million).

The Knorr-Bremse Group invested EUR 134 million in fixed and intangible assets in 2008, which was less than in the previous year (2007: EUR 140 million). Depreciation, including regular amortization of goodwill from acquisitions, increased from EUR 113 million in 2007 to EUR 115 million in the year under review.



Group capital expenditure and depreciation in EUR millions

## GLOBAL PRESENCE

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

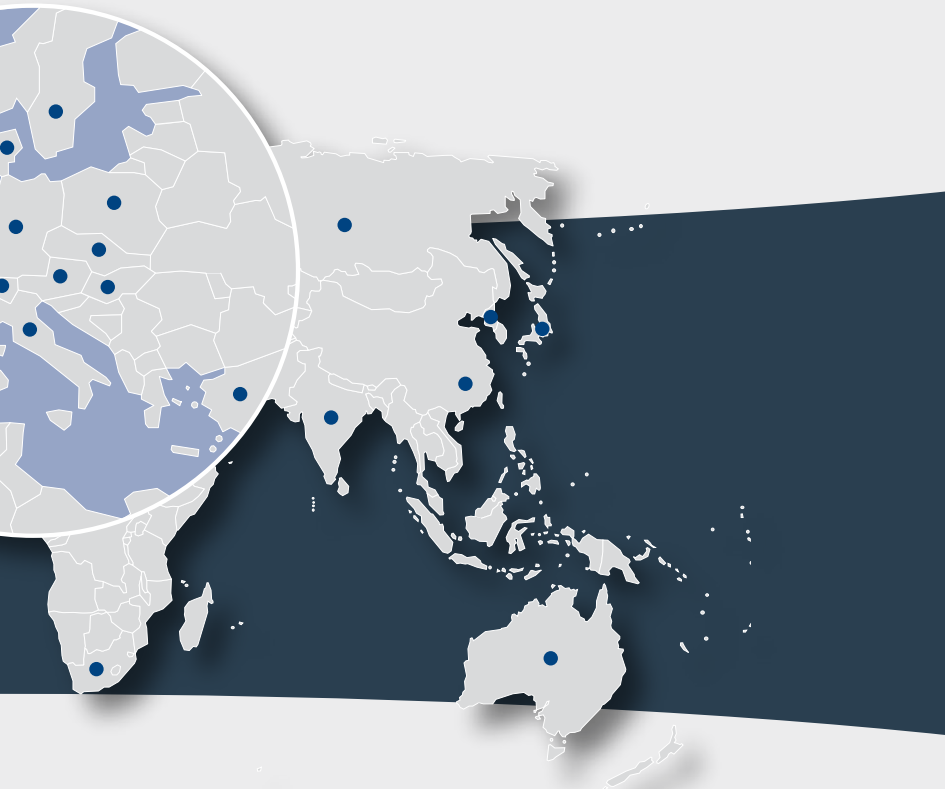


# RESEARCH AND DEVELOPMENT

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.

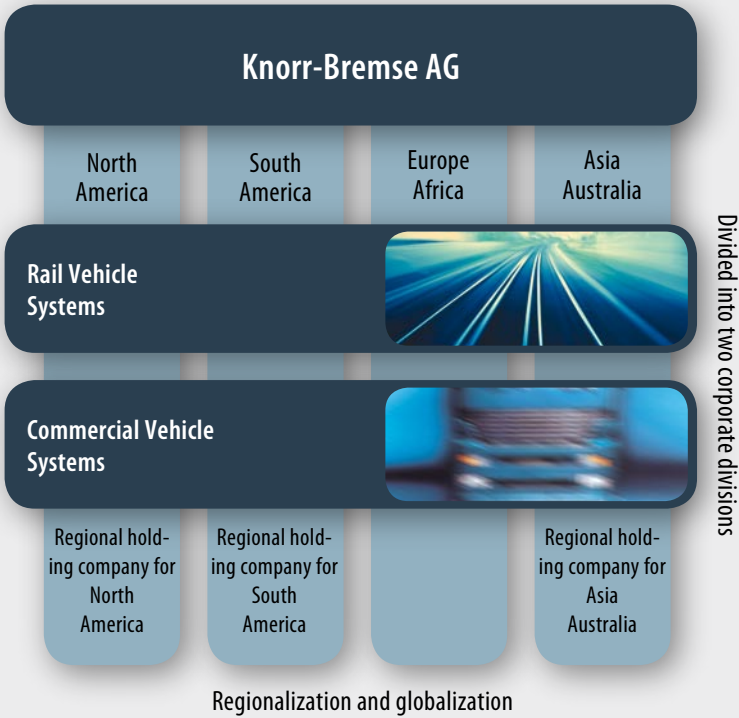
## Expenditure on research and development

		2004	2005	2006	2007	2008
Research and development	EUR mill.	124	133	141	159	171



# 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 Americas, Europe, 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.





# EXECUTIVE BOARD AND SUPERVISORY BOARD

## Executive Board

**Dr. Raimund Klinkner**  
Chairman

Left the Board  
on November 7, 2008:

**Jan Peter Nonnenkamp**

**Klaus Deller**  
(Appointment:  
May 1, 2009)

Left the Board  
on March 31, 2009:

**Jens Theuerkorn**

**Dr. Dieter Wilhelm**

**Dr. Lorenz Zwingmann**  
(Appointment:  
December 1, 2008)

## 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

**Dr. Hans-Peter Binder**

Berg  
Retd. Member of the Board of Management of  
Deutsche Bank AG, Munich Branch

**Klaus Gegenfurtner\***

Aidenbach  
Toolmaker  
Knorr-Bremse Systeme für Nutzfahrzeuge GmbH

**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

**Werner Ratzisberger\***

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

**Manfred Wennemer**

(Appointment: March 20, 2009)  
Bensheim  
Second Deputy Chairman  
Former Chairman of the Board of Management of  
Continental AG

**Daniela Fischer\***

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

**Heinz Hausner\***

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

**Dr. Kurt Kiethe**

Munich  
Attorney at law

**Dr. h. c. Horst Zimmer**

Lampertheim-Hofheim  
Retd. Member of the Board of Management of  
Mercedes-Benz AG

Left the Supervisory Board on September 30, 2008:

**Dr.-Ing. E. h. Wilfried Lochte**

Groß Schwülper  
Second Deputy Chairman  
Retd. Chairman of MAN Nutzfahrzeuge AG and retd.  
Member of the Board of Management of MAN AG

\* elected by the employees

# RAIL VEHICLE SYSTEMS

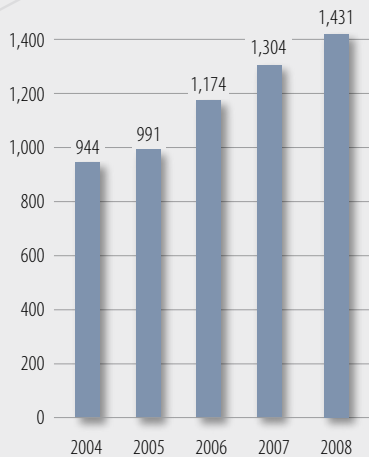
Knorr-Bremse Rail Vehicle Systems is the leading manufacturer of braking systems for mass transit and long-distance rail networks. Knorr-Bremse braking systems are used in high-speed trains as well as locomotives, self-powered trains, subways, street cars, and freight vehicles. The product portfolio also includes door systems and air conditioning systems. The division employs almost 7,700 staff members and earned sales in 2008 of EUR 1.4 billion.

## A TRADITION OF SAFETY, CUSTOMER FOCUS, AND INNOVATION

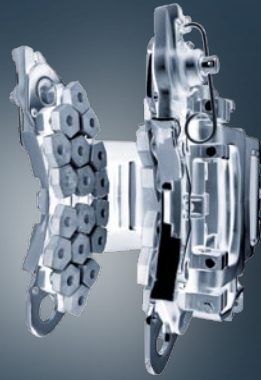
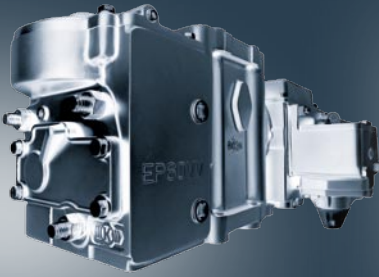
Knorr-Bremse supplies customized solutions for all vehicle types and operating environments worldwide. In the past the company has further enhanced customer benefit and strengthened its market position with a series of innovations in the OEM braking system segment that include the oil-free compressor, 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, toilet components, modern 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

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### 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
- Toilet components
- On-board network and passenger information systems
- LEADER® driver assistant
- Video surveillance systems
- Bogie diagnostics
- Windscreen wiper and wash systems

# COMMERCIAL VEHICLE SYSTEMS

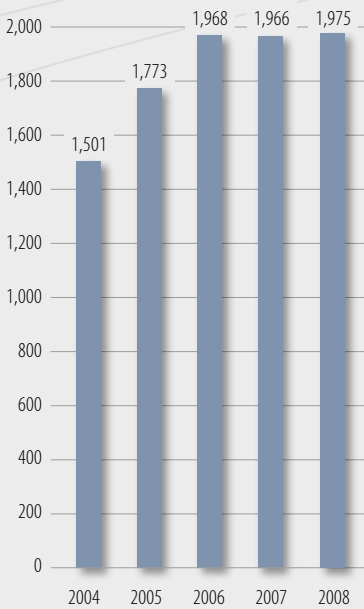
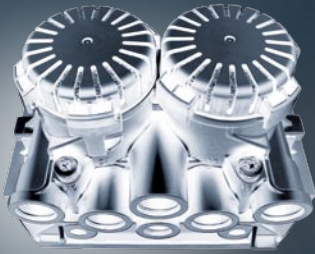
Knorr-Bremse Commercial Vehicle Systems offers customers braking systems for trucks and buses. Knorr-Bremse is a leading provider of electronic control and driver assistance systems, greatly contributing to safety on the road. Additional product areas include torsional vibration dampers for diesel engines as well as powertrain systems. With over 7,100 employees, the division earned sales in 2008 of just under EUR 2 billion.

## **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.



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

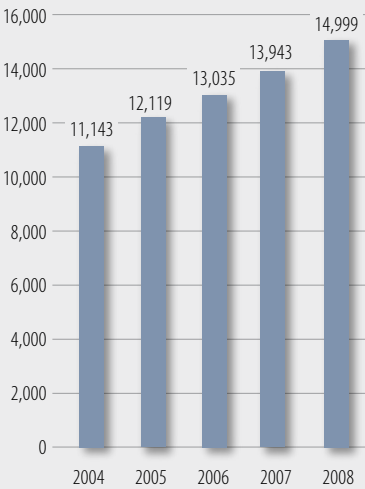


## PEOPLE AND CAREERS

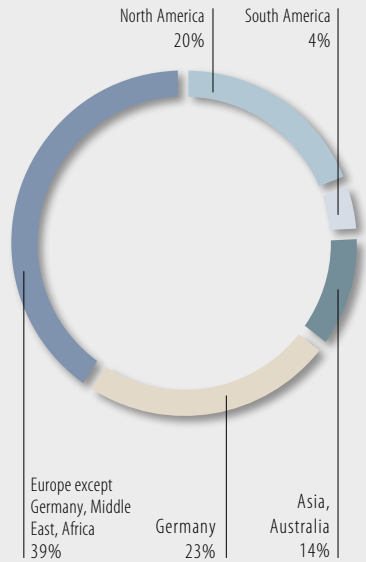
The outstanding work ethic and exceptional motivation of its employees meant that in 2008 Knorr-Bremse was once again able to strengthen its position in the global marketplace. Transparent structures and short decision paths provide a corporate context within which employees can actively deploy and build on their knowledge and skills.



By the end of 2008, the worldwide workforce of the Knorr-Bremse Group had grown from 13,943 to 14,999 – an increase of 7.6% over the previous year. One quarter of these (3,506 compared with 3,398 in 2007) were working in Germany.



Number of employees in the Group (Dec. 31)



Group employees by region (Dec. 31) (rounded figures)

# 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 2008, Knorr-Bremse employed 285 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

	2004	2005	2006	2007	2008
No. of trainees	290	265	258	281	285*

\* 121 of whom on the German dual system of vocational training



# 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

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### **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



### **Rhenish-Westfalian Technical University in Aachen**

Cooperation with the Institute for Rail Vehicles and Materials Handling Technology

## SUBSIDIARIES AND HOLDINGS

## Europe / Middle East / Africa

**Knorr-Bremse****Systeme für Schienenfahrzeuge GmbH**Moosacher Straße 80  
80809 Munich

Germany

Phone: +49 89 3547-0  
Fax: +49 89 3547-2767**Knorr-Bremse Berlin****Zweigniederlassung der Knorr-Bremse****Systeme für Schienenfahrzeuge GmbH**

Georg-Knorr-Straße 4

12681 Berlin

Germany

Phone: +49 30 9392-0  
Fax: +49 30 9392-2409**Knorr-Bremse****Systeme für Nutzfahrzeuge GmbH**

Moosacher Straße 80

80809 Munich

Germany

Phone: +49 89 3547-0  
Fax: +49 89 3547-2767**Hasse & Wrede GmbH**

Georg-Knorr-Straße 4

12681 Berlin

Germany

Phone: +49 30 93 92-31 01  
Fax: +49 30 700908-11**KB Media GmbH**

Moosacher Straße 80

80809 Munich

Germany

Phone: +49 89 3547-0  
Fax: +49 89 3547-2818**Knorr-Bremse GmbH**

Beethovenengasse 43-45

2340 Mödling

Austria

Phone: +43 2236 409-0  
Fax: +43 2236 409-412**Knorr-Bremse GmbH****Division IFE****Automatic Door Systems**

Patertal 20

3340 Waidhofen an der Ybbs

Austria

Phone: +43 7442 515-0  
Fax: +43 7442 515-12**Dr. techn. Josef Zelisko GmbH**

Beethovenengasse 43-45

2340 Mödling

Austria

Phone: +43 2236 409-0  
Fax: +43 2236 409-279**Knorr-Bremse Benelux B.V.B.A.**

Impulsstraat 11

Industriepark zone D

2220 Heist-op-den-Berg

Belgium

Phone: +32 1525 7900  
Fax: +32 1524 9240**IFE-CR, a.s.**

Evropská 839

664 42 Bmo - Modřice

Czech Republic

Phone: +420 532 159-111  
Fax: +420 532 159-115**Knorr-Bremse****Systémy pro užitková vozidla, CR, s.r.o.**

Petra Bezruč 399

463 62 Hejnice

Czech Republic

Phone: +420 482 363-611  
Fax: +420 482 363-711**Freinrail Systèmes Ferroviaires S.A.**

47-49 Rue Gosset

BP 185

51057 Reims Cedex

France

Phone: +33 3 267972-00  
Fax: +33 3 267972-01**Knorr-Bremse****Systèmes pour Véhicules Utilitaires France S.A.**

BP 34178

La Briqueterie, RN 13

Glos

14104 Lisieux Cedex

France

Phone: +33 2 31321200  
Fax: +33 2 31321303**Knorr-Bremse****Vasúti Jármű Rendszerek Hungaria Kft.**

Helsinki út 86

1201 Budapest

Hungary

Phone: +36 1 421-1100  
Fax: +36 1 421-1192**Knorr-Bremse Fékrendszerek Kft.**

Szegedi út 49

6000 Kecskemét

Hungary

Phone: +36 76 511100  
Fax: +36 76 481100**Frensissemi S.r.l.**

Via della Cupola, 112

50145 Florence

Italy

Phone: +39 055 3020-1  
Fax: +39 055 3020-333**Microelettrica Scientifica S.p.A.**

Via Alberelle, 56/58

20089 Rozzano

Italy

Phone: +39 02 575-731  
Fax: +39 02 575-10940**Knorr-Bremse****Sistemi per Autoveicoli Commerciali S.p.A.**

Via Alessandro Polini, 158

20043 Arcore (MI)

Italy

Phone: +39 039 6075-1  
Fax: +39 039 6075-435**FE Tebel Technologies B.V.**

Ceresweg 19

8901 Leeuwarden

Netherlands

Phone: +31 58 2973-333  
Fax: +31 58 212-8800**Knorr-Bremse Benelux B.V.B.A.**

Rendementsweg 4N

3641 SK Mijdrecht

Netherlands

Phone: +31 297 239330  
Fax: +31 297239339**Knorr-Bremse****Systemy dla Kolejowych Środków****Lokomocji PL. Sp. z o.o.**

Ul. Czerwone Maki 65

30-392 Krakow

Poland

Phone: +48 12 260-9610  
Fax: +48 12 260-9620**Knorr-Bremse Polska SFIN Sp.z.o.o.**

Ul. Piaskowa 4/2

01-067 Warsaw

Poland

Phone: +48 22 887-3870  
Fax: +48 22 531-4170**Knorr-Bremse SRL**

Șos. Vitan-Bărzești nr. 9a

sector 4

042122 Bucharest

Romania

Phone: +40 37 400-5155  
Fax: +40 21 332-3321**Knorr-Bremse****Systeme für Schienenfahrzeuge GmbH****and Systeme für Nutzfahrzeuge GmbH**

Representation Office Russia

1. Kasatschij Pereulok 5/2

119017 Moscow

Russian Federation

Phone: +74 95 739-0113  
Fax: +74 95 739-0114

and

Phone: +74 95 2344995

Fax: +74 95 2344996

**Knorr-Bremse RUS 000**

Pamirskaja St. 11

603029 Nischnij Novgorod

Russian Federation

Phone: +7 8312 576661  
Fax: +7 8312 576791**Knorr-Bremse KAMA****Systems for Commercial Vehicles 000**

Avtozavodskoi prospect, building 2

423827 Naberezhnye Chelny

Republic of Tatarstan

Russian Federation

Phone: +7 8552 37-20-58  
Fax: +7 8552 37-22-77**Knorr-Bremse S.A. (Pty.) Ltd.**

3 Derrick Road

PO Box 2411

1619 Spartan

South Africa

Phone: +27 11 9617800  
Fax: +27 11 9758249

**Microeléctrica Científica (Pty.) Ltd.**  
Cnr Vraagboot & Vooraadskip Honeydew  
Laserpark  
Johannesburg  
South Africa  
Phone: +27 11 794-3330  
Fax: +27 11 794-7428

**Sociedad Española de Frenos, Calefacción y Señales S.A.**  
Parque Empresarial La Carpetania  
C/ Miguel de Faraday, 1  
28906 Getafe (Madrid)  
Spain  
Phone: +34 91 145-9400  
Fax: +34 91 145-9444

**Merak Sistemas Integrados de Climatización S. A.**  
Parque Empresarial La Carpetania  
C/ Miguel de Faraday, 1  
28906 Getafe (Madrid)  
Spain  
Phone: +34 91 495-90 00  
Fax: +34 91 691-09 97

**Bost Ibérica, S.L.**  
Avda. Letxunborro 58  
20303 Irún (Guipuzcoa)  
Spain  
Phone: +34 902 100-569  
Fax: +34 943 614-063

**Knorr-Bremse Nordic Rail Services AB**  
Traktorvägen 8  
22660 Lund  
Sweden  
Phone: +46 46 3293-50  
Fax: +46 46 1489-71

**Knorr-Bremse System for Tunga Fordon AB**  
P.O. Box 6029  
20011 Malmö  
Sweden  
Phone: +46 40 6805880  
Fax: +46 40 937490

**Oerlikon-Knorr Eisenbahntechnik AG**  
Mandachstraße 50  
8155 Niederhasli  
Switzerland  
Phone: +41 44 85231-11  
Fax: +41 44 85231-31

**Knorr-Bremse Systeme für Nutzfahrzeuge GmbH Office Switzerland**  
Zürichstrasse 46  
8303 Bassersdorf  
Switzerland  
Phone: +41 44 888 77-55  
Fax: +41 44 888 77-50

**Knorr-Bremse Ticari Araç Fren Sistemleri Ticaret Ltd. Şti.**  
Medisi Mebusan Cad. No: 59  
Atlantik Han K: 3  
34427 Fındıklı - İstanbul  
Turkey  
Phone: +90 212 293-4742  
Fax: +90 212 293-4743

**Knorr-Bremse Rail Systems (UK) Ltd.**  
Westinghouse Way  
Hampton Park East  
Melksham  
Wiltshire SN12 6TL  
UK  
Phone: +44 1225 898-700  
Fax: +44 1225 898-705

**Knorr-Bremse Systems for Commercial Vehicles Ltd.**  
Century House, Folly Brook Road  
Emerald Park East, Emersons Green  
Bristol BS16 7FE  
UK  
Phone: +44 117 9846100  
Fax: +44 117 9846101

## Asia / Australia

**Knorr-Bremse Australia Pty. Ltd.**  
1/2D Factory Street  
PO Box 180  
Granville NSW 2142  
Australia  
Phone: +61 2 8863-6500  
Fax: +61 2 9897-6151

**Knorr-Bremse Asia Pacific (Holding) Ltd.**  
Suite 2901, 29/F., Central Plaza  
18 Harbour Road  
Wanchai  
Hong Kong  
China  
Phone: +852 2861 2669  
Fax: +852 2520 6000

**Knorr-Bremse Systems for Rail Vehicles (Suzhou) Co. Ltd.**  
No. 69 Shi Yang Road  
Suzhou New District  
215151 Jiangsu  
China  
Phone: +86 512 6616-5666  
Fax: +86 512 6616-5817

**Knorr-Bremse Systems for Rail Vehicles (Suzhou) Co., Ltd. Beijing Office**  
Suite 1901, 19/F Canway Building  
No. 66 Nan Li Shi Lu,  
Xi Cheng District  
100045 Beijing  
China  
Phone: +86 10 6802 9088  
Fax: +86 10 6802 9087

**Knorr-Bremse CARS LD Vehicle Brake Disc Manufacturing (Beijing) Co., Ltd.**  
Xiao Gu Dian Cun, QingYun Dian,  
Daxing District  
102605 Beijing  
China  
Phone: +86 10 5101 0999  
Fax: +86 10 5101 0998

**Knorr-Bremse / Nankou Air Supply Unit (Beijing) Co., Ltd.**  
Daobei, Nankou Town,  
Changping District  
102202 Beijing  
China  
Phone: +86 10 5164 2640  
Fax: +86 10 6978 2010

**IFE-Victall Railway Vehicle Door Systems (Qingdao) Co., Ltd.**  
Huanhai Economical and Technical  
Development Zone  
No. 2 Xinghaizhi Road  
Chengyang District  
266108 Qingdao  
China  
Phone: +86 532 8493-234  
Fax: +86 532 8493-1003

**Westinghouse Platform Screen Doors (Guangzhou) Ltd.**  
920 Guangzhou Dadao Bei, Tianhe  
510510 Guangzhou  
China  
Phone: +86 20 8770-8700  
Fax: +86 20 8770-5706

**Merak Railway Technologies (Shanghai) Co. Ltd.**  
No 508 ChuanHong Road  
Pu Dong  
201202 Shanghai  
China  
Phone: +86 21 5192-8000  
Fax: +86 21 5192-8111

**Knorr-Bremse Brake Equipment (Shanghai) Co. Ltd.**  
Building A-3, 38 Dongsheng Road,  
East Region of Zhangjiang Hi-Tech Park,  
Pudong District  
201201 Shanghai  
China  
Phone: +86 21 6891-7500  
Fax: +86 21 6891-7510

**Knorr-Bremse Braking Systems for Commercial Vehicles (Dalian) Co. Ltd.**  
Automobil Parts Industrial Park, Block No. 48  
Economic & Technological Development Zone,  
116620 Dalian  
China  
Phone: +86 411 8754-5957  
Fax: +86 411 8754-5954

**Hasse & Wrede CVS Dalian China Ltd.**  
Automobile Parts Industrial Park, Block No. 48  
Economic & Technological Development Zone  
116620 Dalian  
China  
Phone: +86 411 8754-5903  
Fax: +86 411 8754-5922

**Knorr-Bremse India Private Ltd.**  
14/6 Mathura Road  
Faridabad-121003 Haryana  
India  
Phone: +91 129 2276409  
Fax: +91 129 2275935

**Knorr-Bremse Systems for Commercial Vehicles India Pvt. Ltd.**  
Survey No 280 & 281, Village Mann,  
Hinjawadi Phase II,  
Taluka Mulshi  
Pune 411057  
India  
Phone: +91 20 667 46 800  
Fax: +91 20 667 46 899

**Knorr-Bremse Rail Systems Japan Ltd.**  
Nishi-Ikebukuro TS Bldg. 8F  
3-1-15 Nishi-Ikebukuro  
Toshima-ku  
Tokyo 171-0021  
Japan  
Phone: +81 3 5391-1013  
Fax: +81 3 5391-1022

**Knorr-Bremse Commercial Vehicle Systems Japan Ltd.**  
6-22-1 Nissai Hanamizuki  
Sakado-shi  
Saitama 350-0269  
Japan  
Phone: +81 49 273-9155  
Fax: +81 49 282-8601

**Knorr-Bremse Rail Systems Korea Ltd. Knorr-Bremse Korea Ltd. Truck Brake Division**  
6th Floor, Bongwoo Bldg.  
31-7, 1 Ka, Changchung-Dong  
Choong-Ku, Seoul 100-391  
Korea  
Phone: +82 2 22 80-55 55  
Fax: +82 2 22 80-55 99  
and  
Phone: +82 2 22 73-1182  
Fax: +82 2 22 73-1184

## North America

**Knorr Brake Ltd.**  
675 Development Drive  
Kingston, Ontario K7M 4W6  
Canada  
Phone: +1 613 389-4660  
Fax: +1 613 389-8703

**Knorr Brake Corporation**  
861 Baltimore Boulevard  
Westminster, MD 21157  
USA  
Phone: +1 410 875-0900  
Fax: +1 410 875-9053

**New York Air Brake Corporation**  
748 Starbuck Avenue  
Watertown, NY 13601  
USA  
Phone: +1 315 786-5200  
Fax: +1 315 786-5676

**IFE North America LLC**  
861 Baltimore Boulevard  
Westminster, MD 21157  
USA  
Phone: +1 410 875-1468  
Fax: +1 410 875-1225

**Microelettrica USA LLC**  
4 Middlebury Boulevard  
Randolph, NJ 07869  
USA  
Phone: +1 973 598-0806  
Fax: +1 973 598-0677

**Merak North America LLC**  
861 Baltimore Boulevard  
Westminster, MD 21157  
USA  
Phone: +1 410 875-0900  
Fax: +1 410 875-1449

**Bendix Commercial Vehicle Systems LLC**  
901 Cleveland Street  
Elyria, OH 44035  
USA  
Phone: +1 440 329-9100  
Fax: +1 440 329-9105

**Hasse & Wrede North America Inc.**  
313 Airport Road  
North Aurora, IL 60542  
USA  
Phone: +1 630 801-0620  
Fax: +1 630 801-0306

## South America

**Knorr-Bremse Sistemas para Veículos Ferroviários Ltda.**  
Av. Engenheiro Eusébio Stevaux, 1071  
Jurubatuba  
CEP 04696-902 São Paulo/S. P.  
Brazil  
Phone: +55 11 5681-1129  
Fax: +55 11 5686-8344

**Knorr-Bremse Sistemas para Veículos Comerciais Brasil Ltda.**  
Av. Engenheiro Eusébio Stevaux, 873  
Jurubatuba  
CEP 04696-902 São Paulo/S. P.  
Brazil  
Phone: +55 11 5681-1104  
Fax: +55 11 5686-3905



**Knorr-Bremse AG**

Corporate Communications  
Moosacher Straße 80  
80809 Munich  
Germany

Phone: +49 89 3547-0  
Fax: +49 89 3547-2767  
e-mail: [public.relations@knorr-bremse.com](mailto:public.relations@knorr-bremse.com)

You can find further  
information at:  
[www.knorr-bremse.com](http://www.knorr-bremse.com)



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