

A blue high-speed train is shown in motion on the left, blurred background suggesting speed. On the right, a blue truck is driving on a road. A large, white, stylized 'Q2' is centered over the image, partially obscuring the train and the road.

# Q2

## Q2/25 FINANCIAL RESULTS

MARC LLISTOSELLA | CEO

FRANK WEBER | CFO

July 31, 2025



**KNORR-BREMSE**

# Key take-aways today



- **RVS – Mid-term target margin reached** ahead of time
- **CVS – Aftermarket resilience** and **strong measures** implemented to support profitability, especially in NA
- **German stimulus / European Defence Budget increases:**
  - **RVS: Mid-term benefits** and first orders expected in 26/27
  - **CVS: GDP** increase helpful
- **BOOST execution** well on track
- **Operating Guidance FY25 confirmed**  
Revenue outlook adjusted by translation FX effects only



# Solid demand in rail globally and truck market challenging in NA

## Current situation

## Outlook FY25



- Order books at OEMs **remain high**
- **EU**: Transit business stronger than freight
- **APAC/CN**: Good AM and supportive OE continues
- **NA**: Transit business stronger than freight; KB Signaling supportive



- **Global**: Book-to-bill >1 expected
- **EU**: Overall ongoing stable demand
- **CN**: Good development on high level
- **IN**: Positive demand continues
- **NA**: Stable development, tariff effects to be monitored



- Market developments as expected
- TPRs<sup>1</sup> in Q2/25 yoy:
  - **EU**: stable yoy
  - **NA**: significantly lower yoy
  - **CN**: slightly lower, domestic remains weak and export stable



- **AM** development better than OE development
- Development of TPRs inline with truck OEMs exp., but uncertainties remains, esp. in NA
  - **EU**: H2/25 stable vs. H1/25
  - **NA**: H2/25 stable vs. H1/25
  - **CN**: H2/25 stable vs. H1/25



# Q2/25: Solid margin expansion driven by RVS

ORDER INTAKE

€ **2.11** bn

(-0.9% yoy)

ORDER BOOK

€ **7.33** bn

(+7.0% yoy)

REVENUES OF

€ **2.00** bn

(-0.7% yoy)

OPERATING  
EBIT MARGIN

**13.1%**

(PY: 12.5%)

€ 1.10bn



16.5%

€ 895m



10.3%

FREE  
CASHFLOW

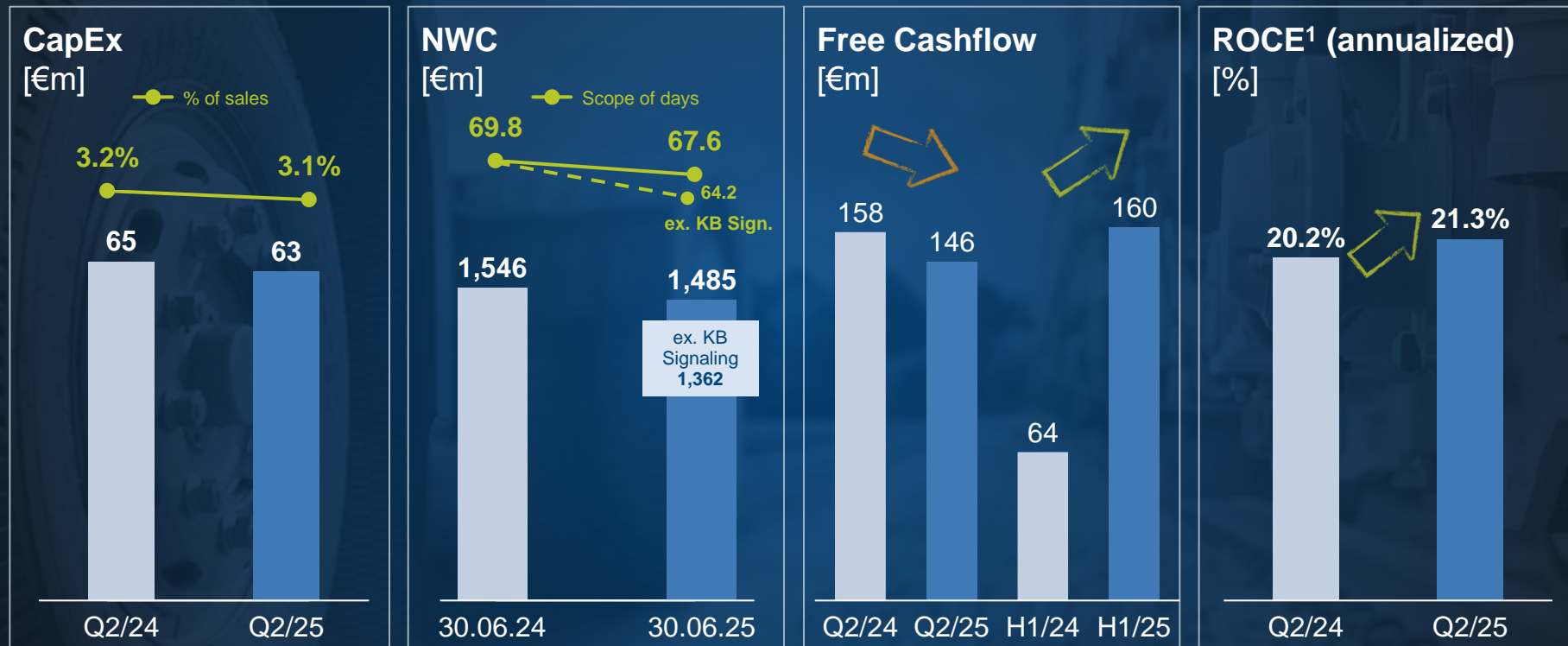
€ **146** m

(PY: € 158m)

**96%**

CASH  
CONVERSION  
RATE

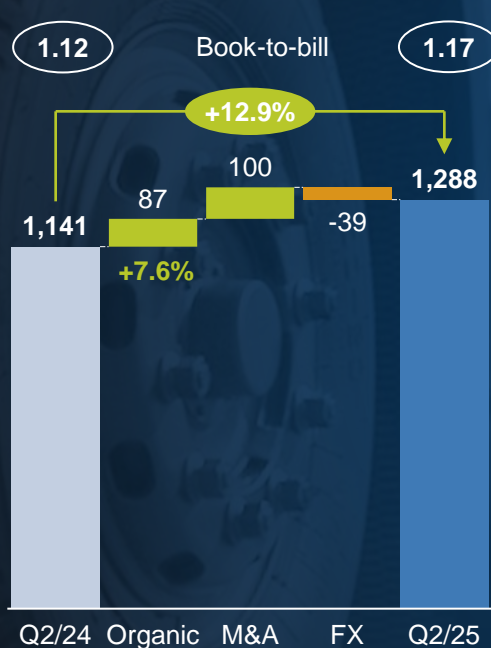
# Strong improvement of NWC and FCF as promised



# RVS: Strong organic order growth and B-t-B >1 for 15 quarters in a row



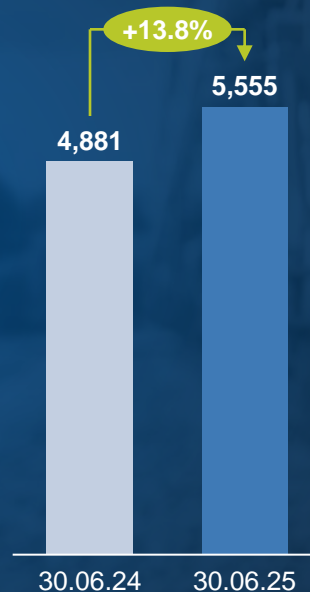
## Order intake [€m]



OI higher yoy in all regions

- **EU:** Order intake mainly from **OE passenger projects**
- **AP:** Increase especially in **China OE & AM** as well as Australia AM
- **NA:** Integration of Signaling fully on track and **supportive**

## Order book [€m]



Order book reached new record level

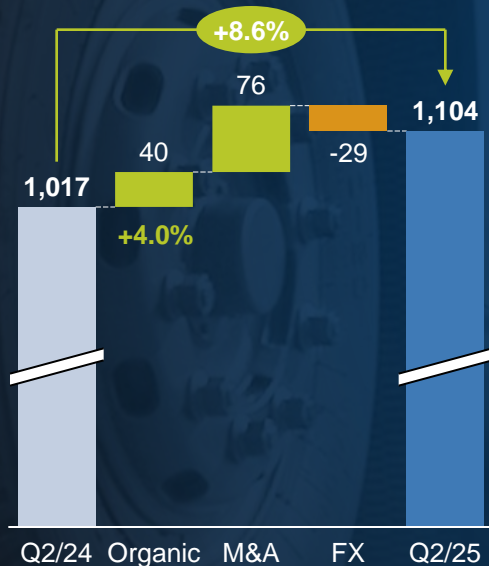
- Order book **increased**, even w/o KB Signaling
- Increase mainly driven by **APAC**
- Strong order book **provides good visibility into FY25** and beyond
- Quality of order book further improved and a **resilient sign for rail demand**



# RVS: KB Signaling well on track and EBIT margin up



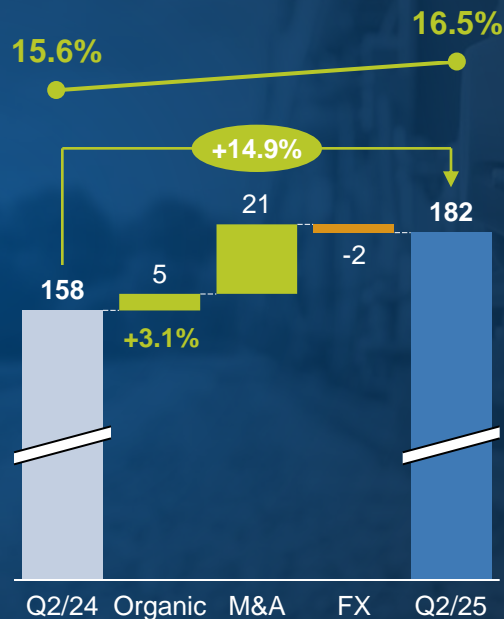
## Revenue [€m]



Org. revenues up 4%

- **EU: Overall stable**, lower OE compensated by higher AM
- **APAC: Stable** OE and AM, including China
- **NA: Stable** OE and AM
- Weaker **freight business** and translational FX impact (mainly USD/ RMB)
- **AM share** increased to 59%

## Op. EBIT [€m]/ Margin



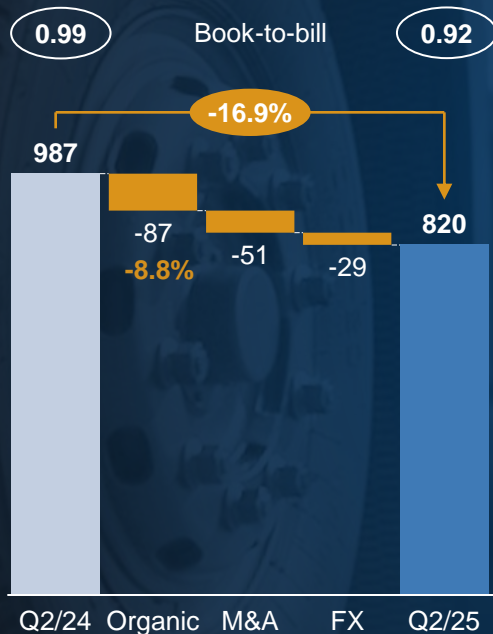
Profitability up ~90bps

- Benefits through **BOOST**
- **Good operating leverage**
- Signaling accretive
- **Positive channel mix** AM/ OE
- Temporary impact by **U.S. tariffs**

# CVS: Order intake strongly impacted by weak NA market



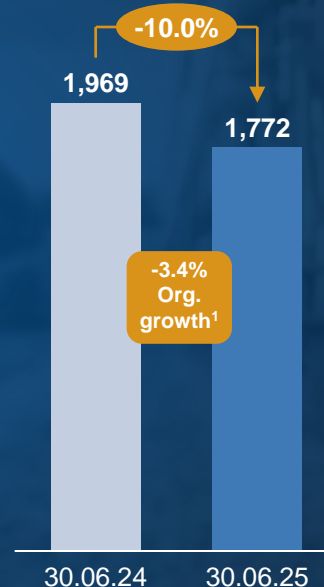
## Order intake [€m]



### OI developed as expected

- **EU:** stable yoy despite strong Q2/24
- **APAC:** on same level as Q2/24
- **NA:** remains significantly weaker yoy due to market uncertainties and high dealer stocks

## Order book [€m]



### Order book weaker than Q2/24

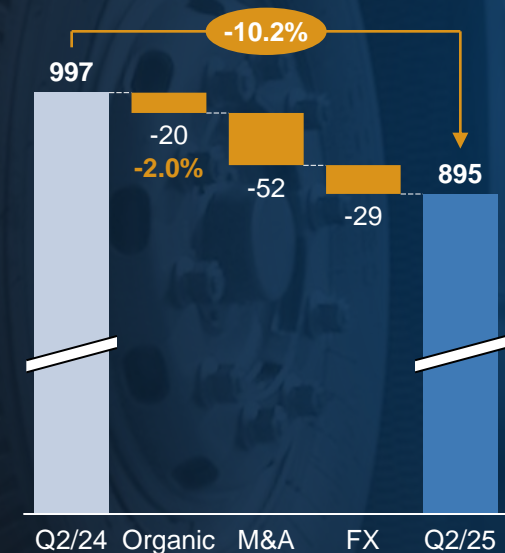
- **EU** lower than Q2/24 due to lower order book coming out of 2024
- **NA** significantly weaker yoy
- **APAC** stable yoy and China better than Q2/2024



# CVS: Revenue and margin strongly impacted by weak truck markets



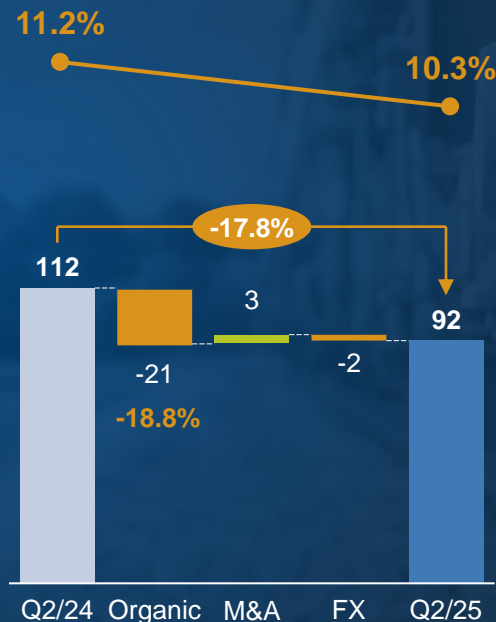
## Revenue [€m] <sup>1</sup>



### Revenue drivers

- **EU:** slightly lower revenues, AM flat yoy
- **NA:** OE significantly lower (market/ divest) and trailer still subdued, AM lower
- **APAC:** lower development in OE and AM
- **Translational FX impact** (mainly USD)
- **AM** increased and **share** at 32%

## Op. EBIT [€m]/ Margin<sup>1</sup>

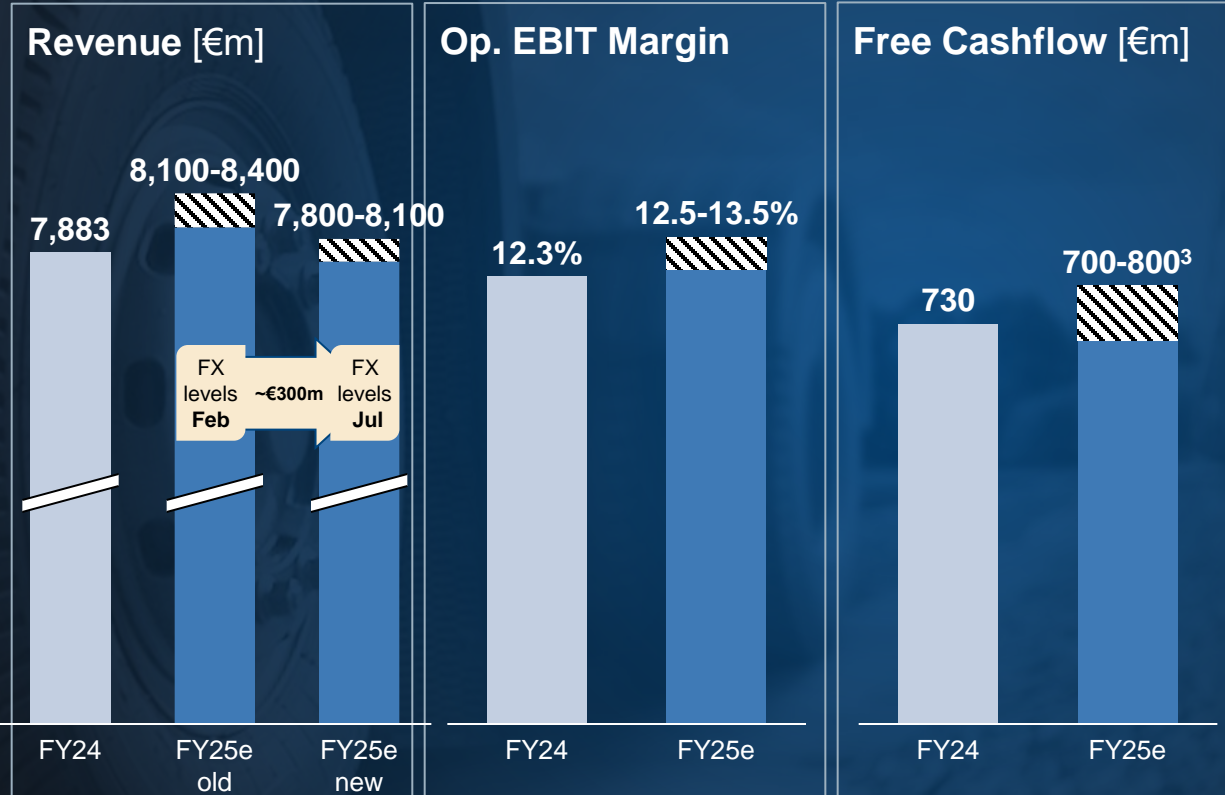


### Profitability impacted by lower TPRs

- **EBIT** margin up vs. Q1/25 (9.5%)
- **Impact by lower volume** and negative **regional** mix
- **Higher R&D amortization** due to SOPs<sup>2</sup>
- **Higher AM** share supportive
- **Benefits through BOOST** efficiency program and portfolio optimization

# Operating Guidance FY25 confirmed

## Revenue outlook adjusted because of FX only



### General Assumptions

- Revenue development
  - Operating development confirmed
  - FX based on levels as of July 2025
- Essentially stable geopolitical and macroeconomic conditions
- Restructuring costs of around €75m<sup>3</sup>
- No larger impacts by tariffs

### Div. assumptions vs. FY24 reported

#### RVS<sup>1</sup>:

- Rev.: solid increase ↗
- Op. EBIT margin: solid increase ↗

#### CVS<sup>2</sup>:

- Rev.: moderate decrease ↘
- Op. EBIT margin: slight increase ↗



## Q&A / Backup





# Financial calendar 2025: Upcoming events and FY25 release dates



DATE	EVENT	LOCATION
Sep 3	Morgan Stanley CEO Unplugged Conference	London
Sep 3	Jefferies NYC Industrials Conference	New York
Sep 4	Commerzbank and ODDO BHF Corporate Conference	Frankfurt
Sep 8	UBS Quo Vadis Industrials Event	Virtual
Sep 22	Berenberg & Goldman Sachs German Corporate Conference	Munich
Sep 25	Baader Investment Conference	Munich
Oct 30	Q3/25 financial results	Online

# H1/25: Strong KPIs across the board

ORDER INTAKE

€ **4.48bn**

(+5.8% yoy)

ORDER BOOK

€ **7.33bn**

(+7.0% yoy)

REVENUES OF

€ **3.96bn**

(-0.8% yoy)

€ **2.17bn**

(+9.5% yoy)

€ **1.79bn**

(-10.9% yoy)



OPERATING  
EBIT MARGIN

**12.6%**

(PY: 12.3%)

**16.0%**

(PY: 15.3%)

**9.9%**

(PY: 11.1%)

FREE  
CASHFLOW

€ **160m**

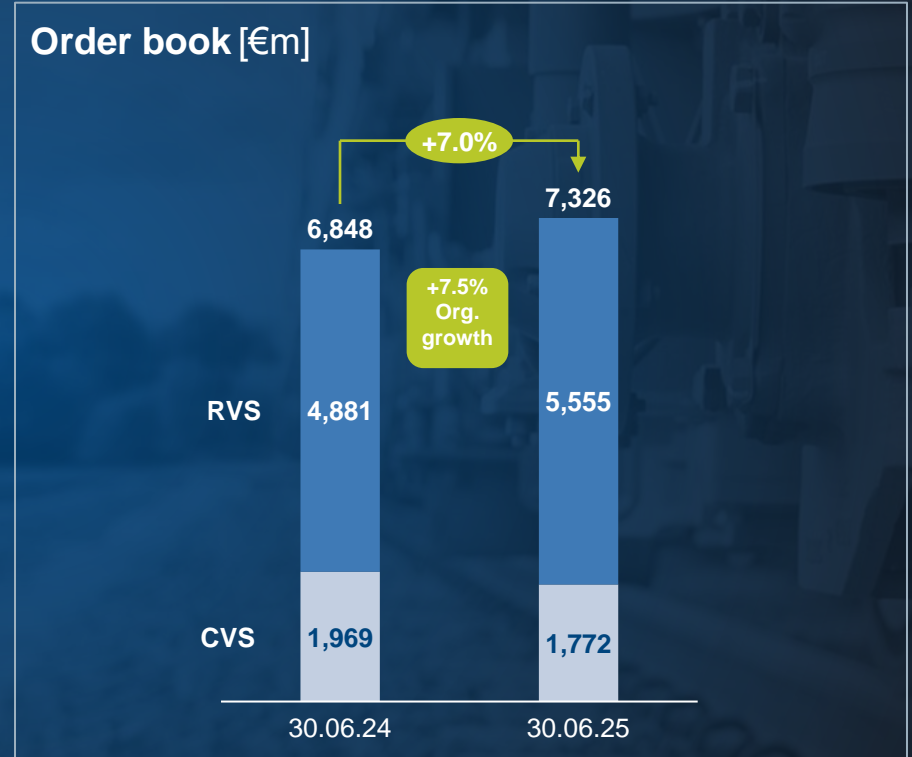
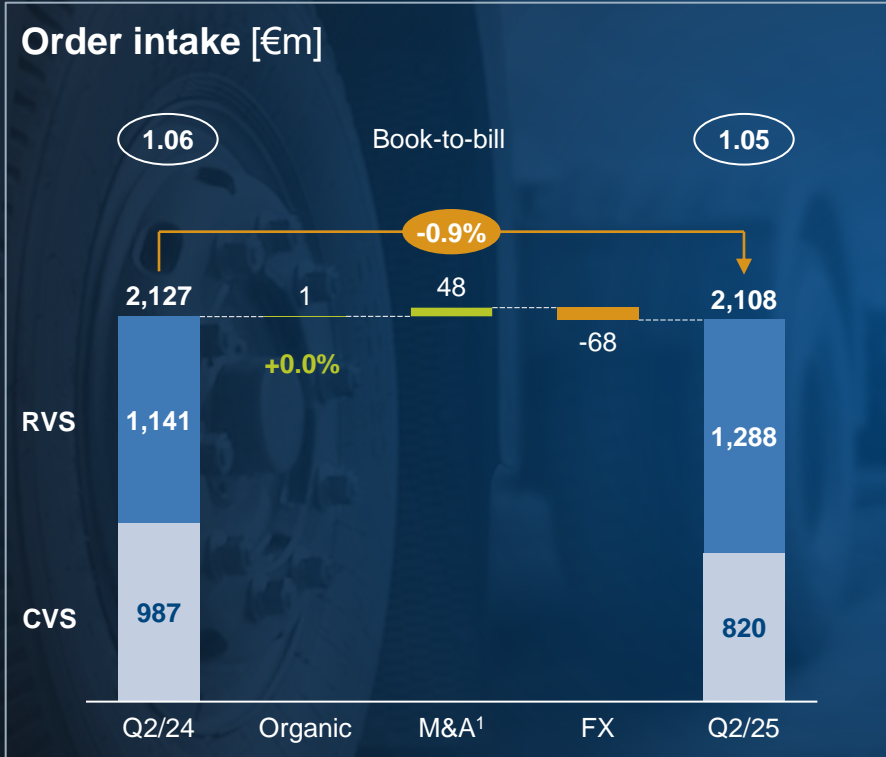
(PY: € 64m)

**55%**

CCR

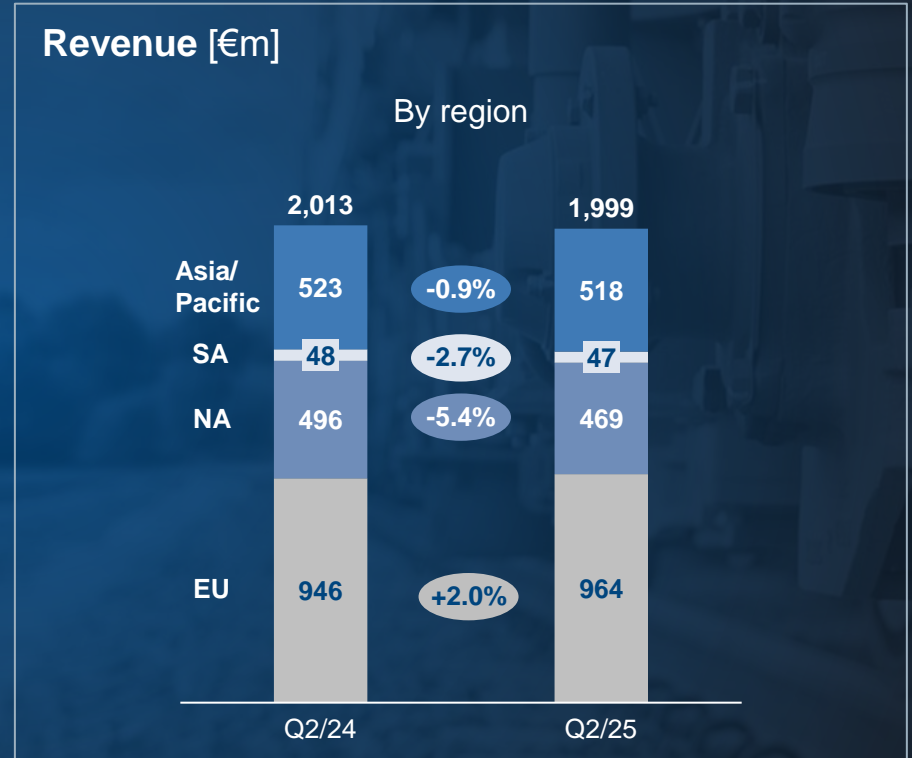
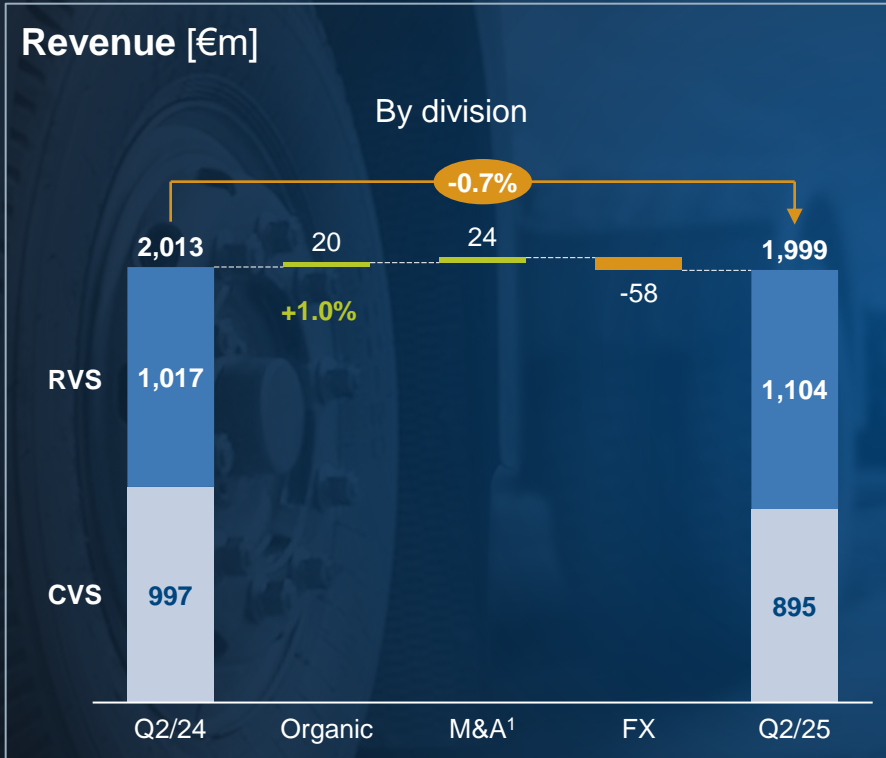
(PY: 20%)

# Group Q2/25: Order intake and order book



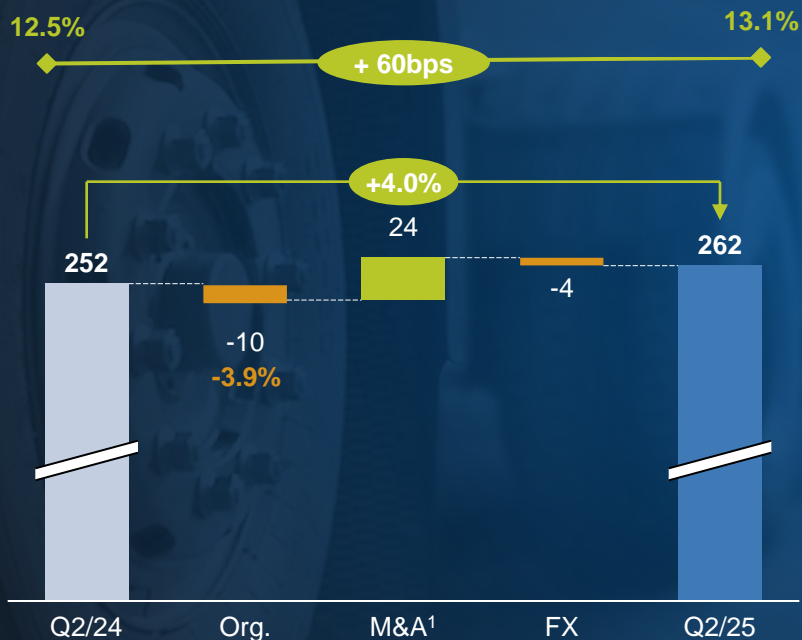


# Group Q2/25: Revenue development



# Group Q2/25: Profitability and EPS

## Op. EBIT [€m]/ op. EBIT margin [%]

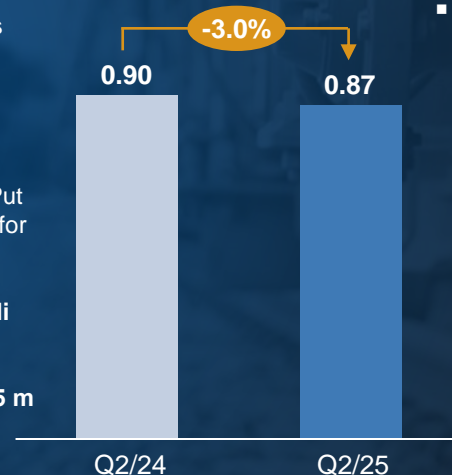


## EPS<sup>2</sup> [€]

Q2/24

Fin. Result  
burdened by  
non-cash effects

- GT Emission Systems fair value effect ~€ 10m
- Existing Call/Put Option for KB for additional shareholding (30%) in **Cojali** leading to increased fin. liabilities ~€ 15 m

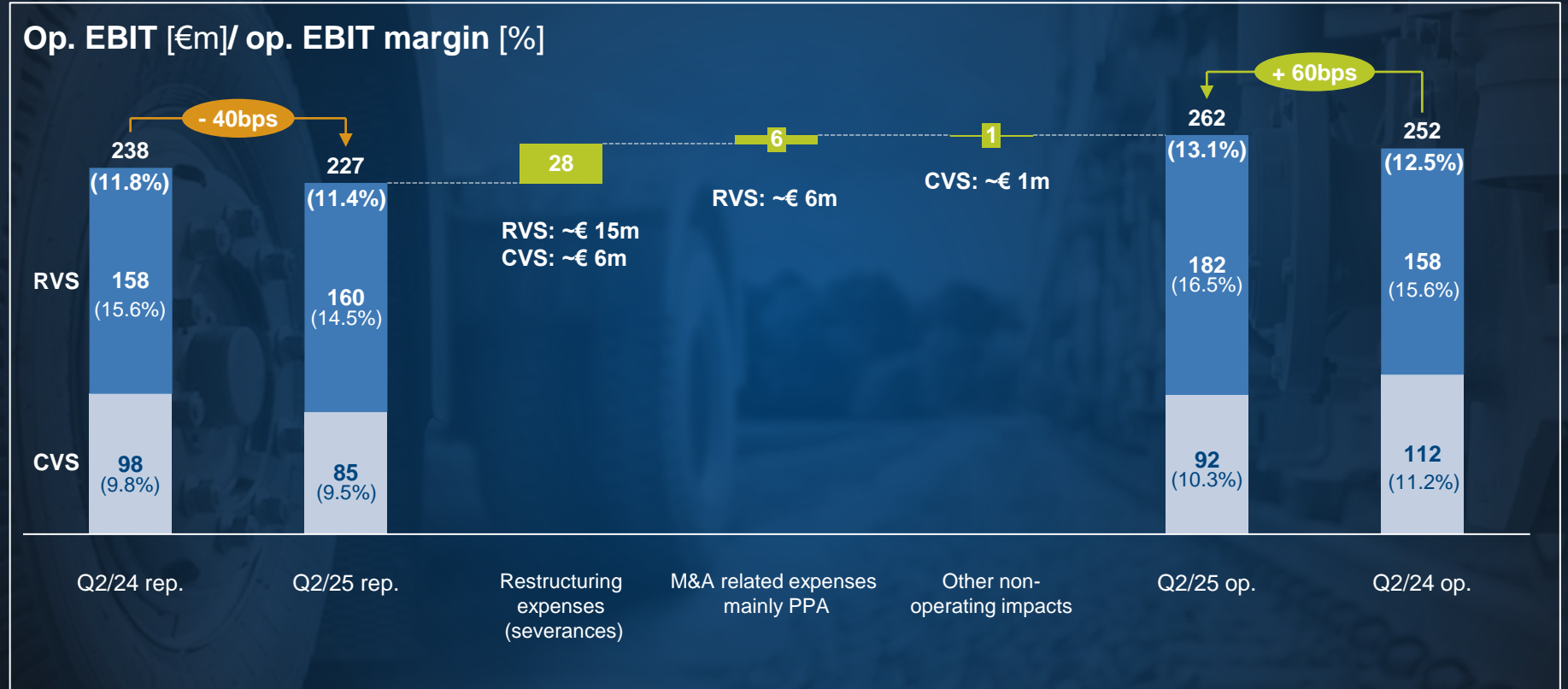


Q2/25

EPS impacted by

- Restructuring costs (severance payments) € 28m

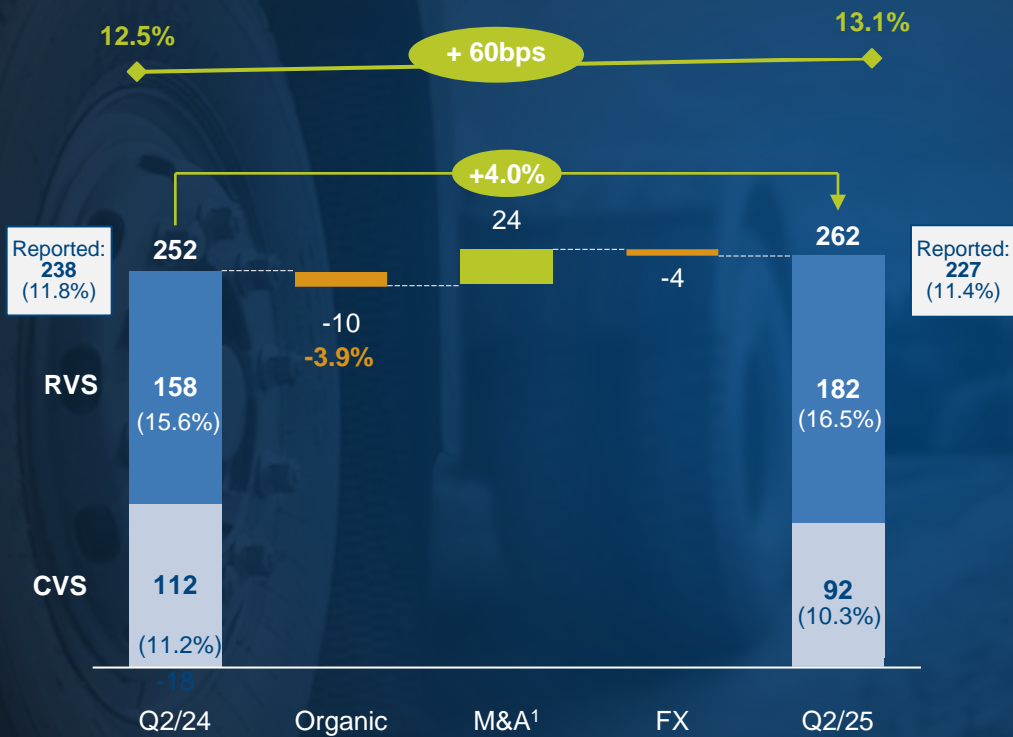
# Group Q2/25: Bridge reported EBIT to operating EBIT



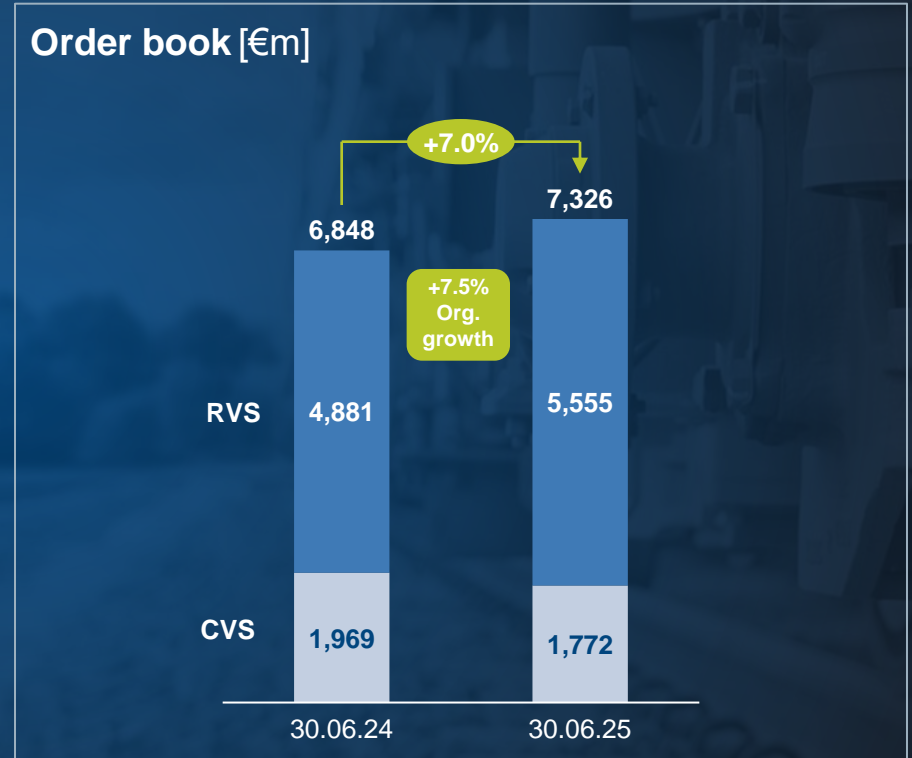
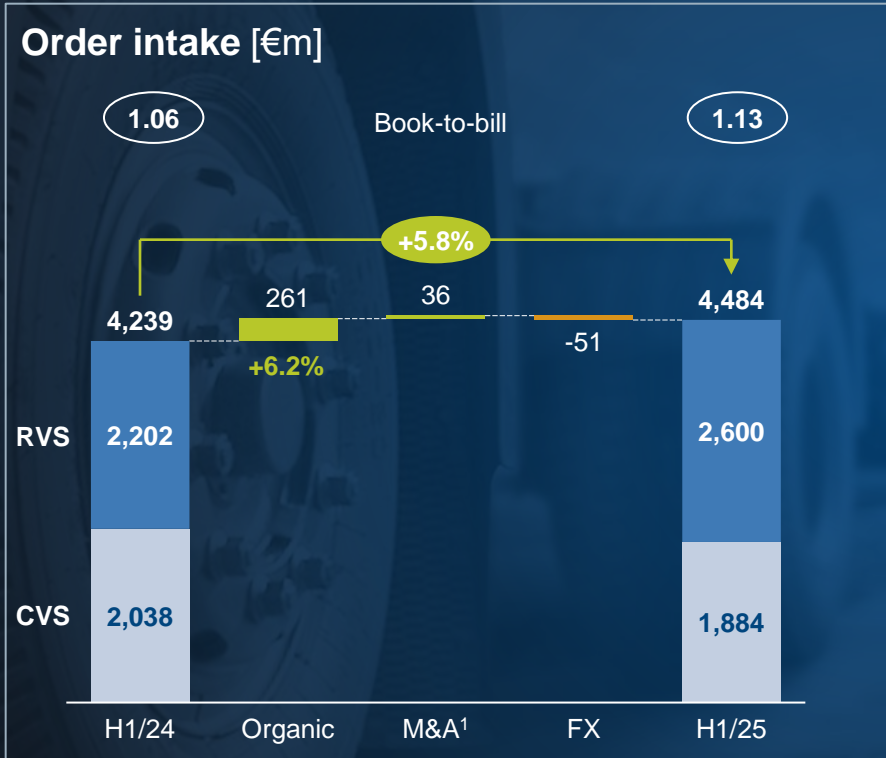


# Group Q2/25: op. EBIT development

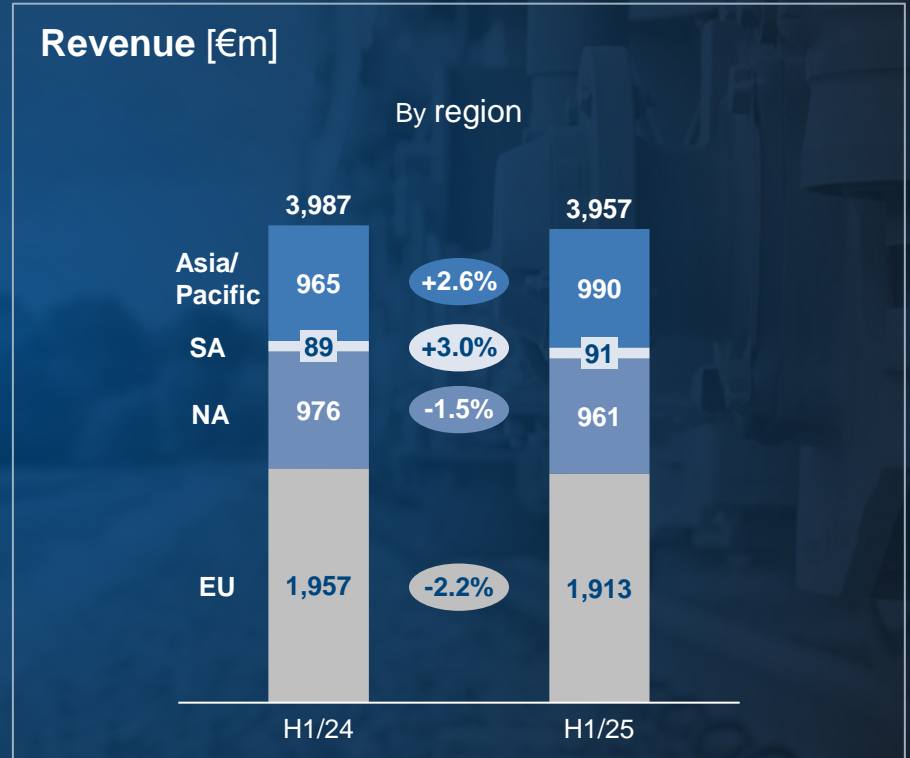
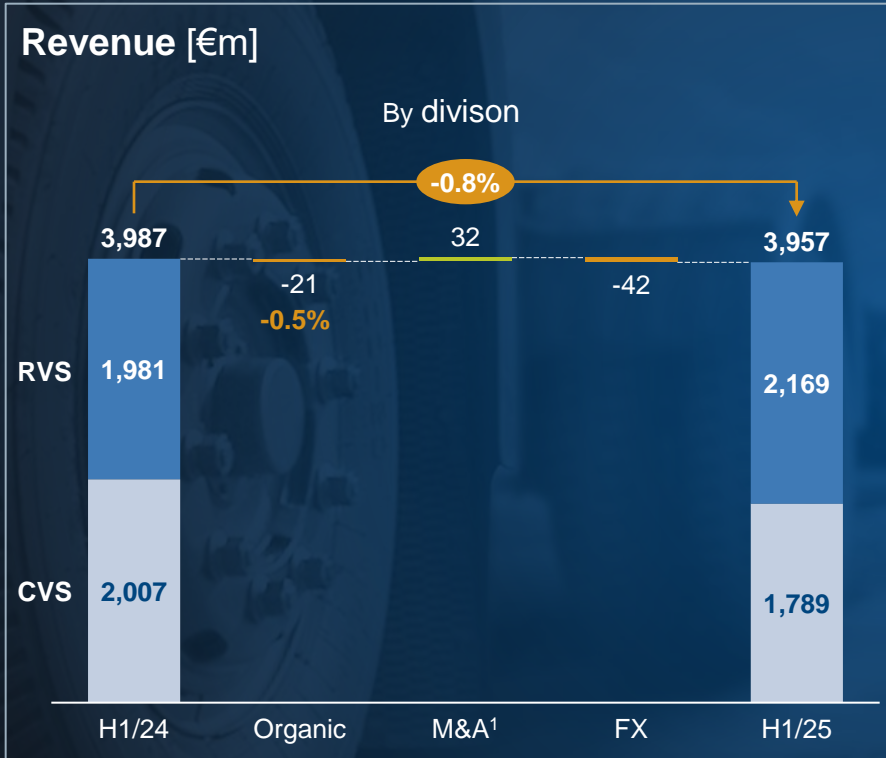
Op. EBIT [€m]/ op. EBIT margin [%]



# Group H1/25: Order intake and order book



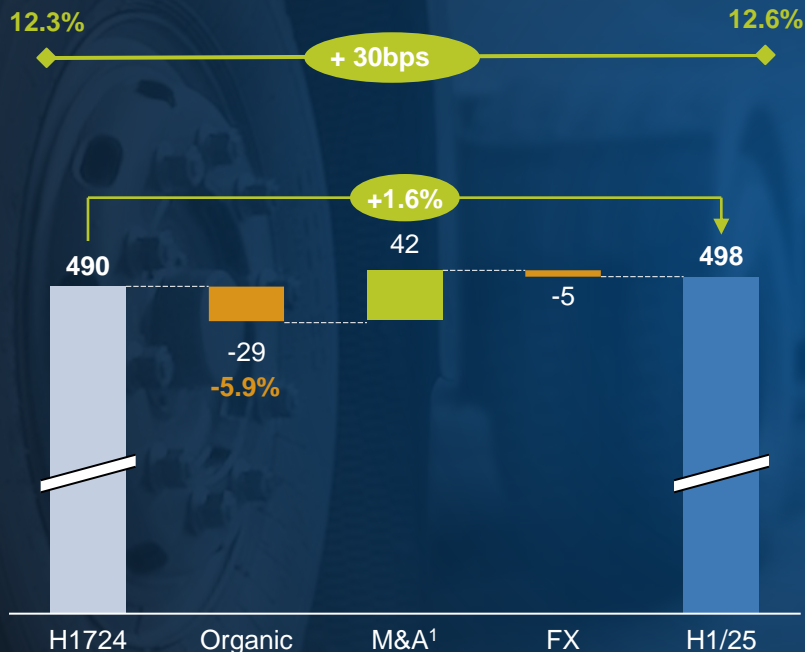
# Group H1/25: Revenue development





# Group H1/25: Profitability and EPS

## Op. EBIT [€m]/ op. EBIT margin [%]



## EPS<sup>2</sup> [€]

Q2/24

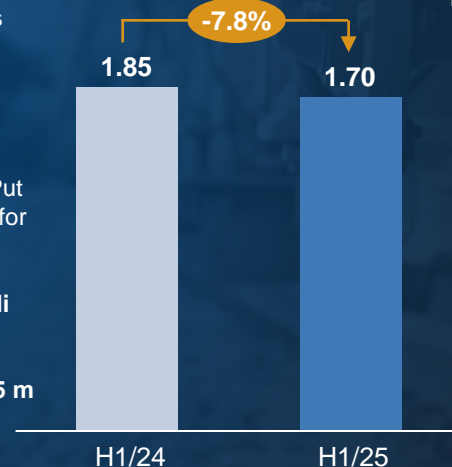
Fin. Result  
burdened by  
non-cash effects

- GT Emission Systems fair value effect ~€ 10m
- Existing Call/Put Option for KB for additional shareholding (30%) in **Cojali** leading to increased fin. liabilities ~€ 15 m

Q2/25

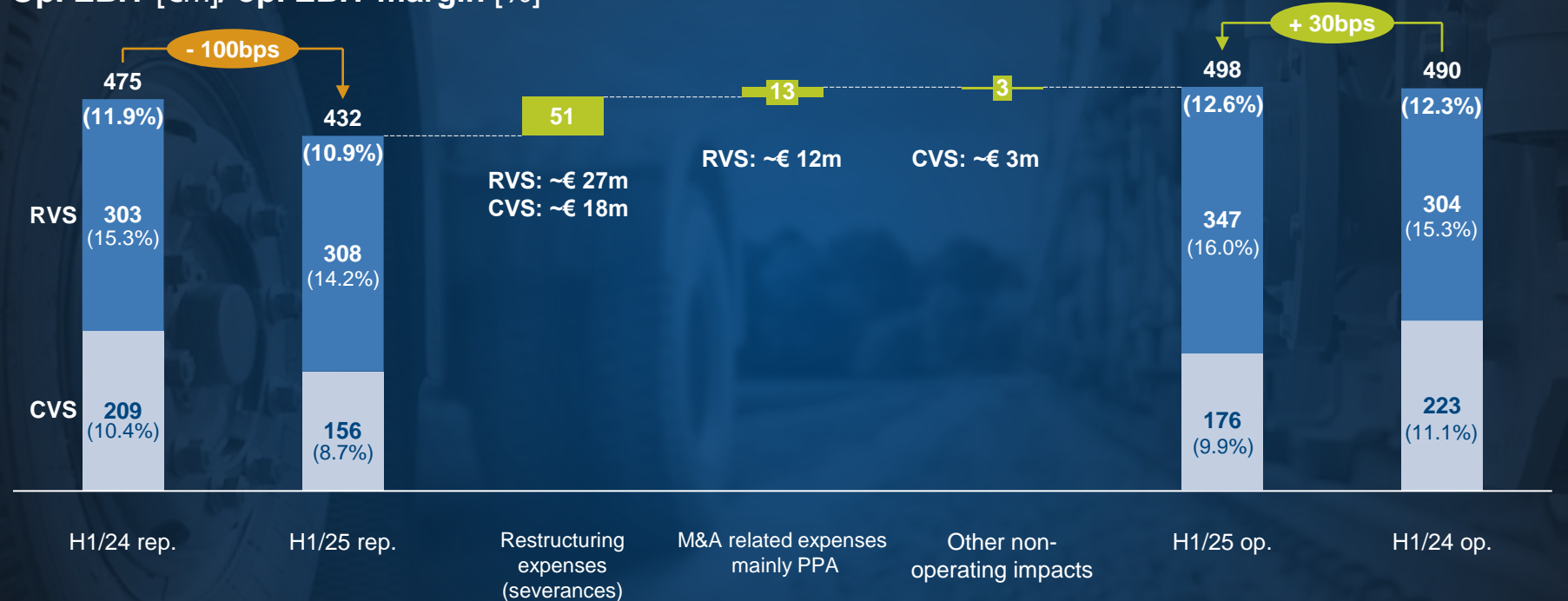
EPS impacted by

- Restructuring costs (severance payments) € 51m



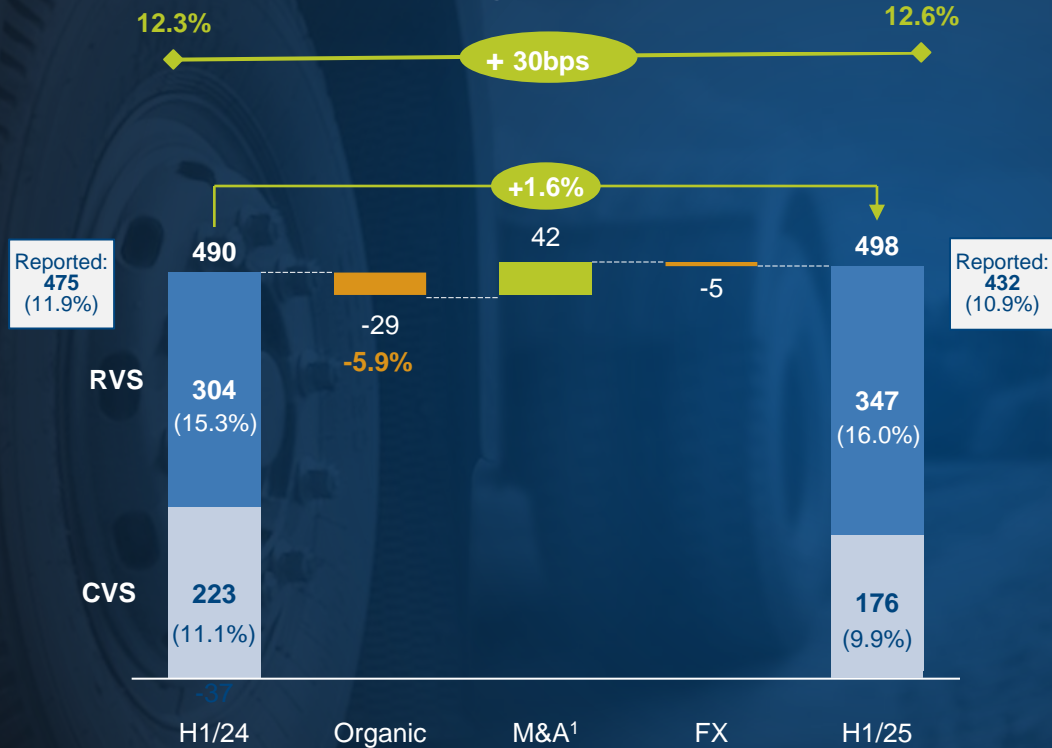
# Group H1/25: Bridge reported EBIT to operating EBIT

Op. EBIT [€m]/ op. EBIT margin [%]



# Group H1/25: op. EBIT development

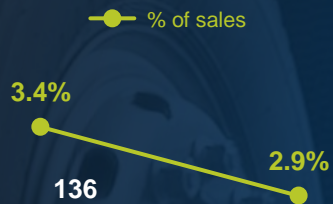
Op. EBIT [€m]/ op. EBIT margin [%]



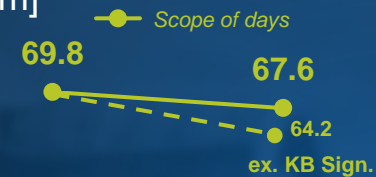


# Group H1/25

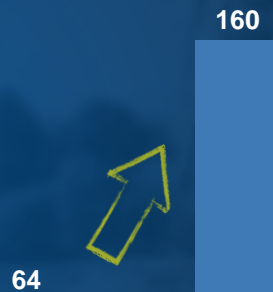
## CapEx [€m]



## NWC [€m]



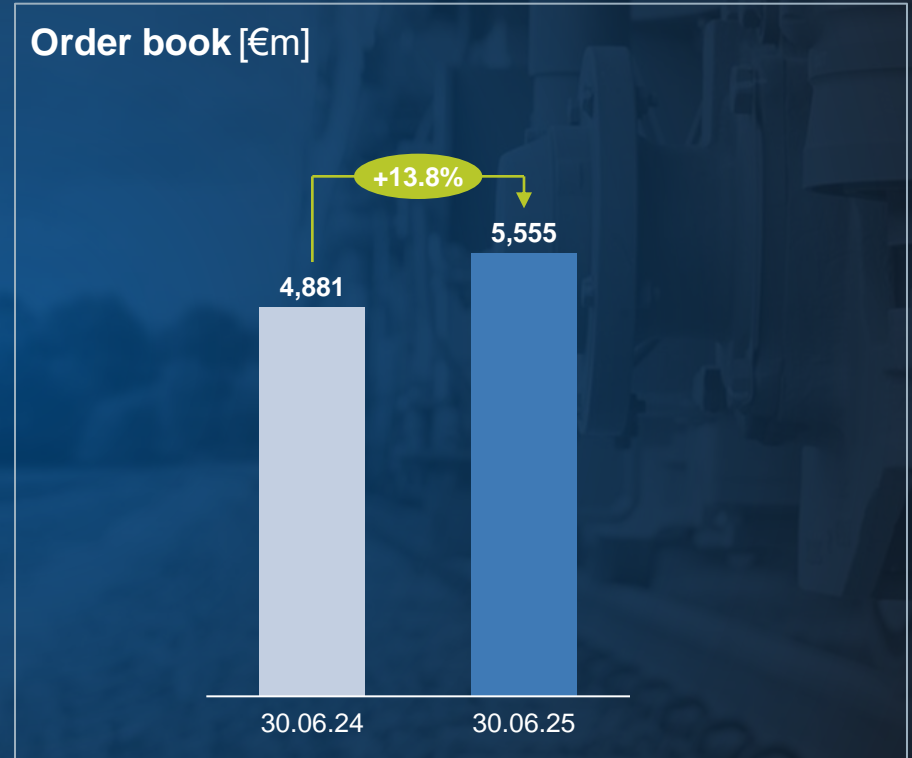
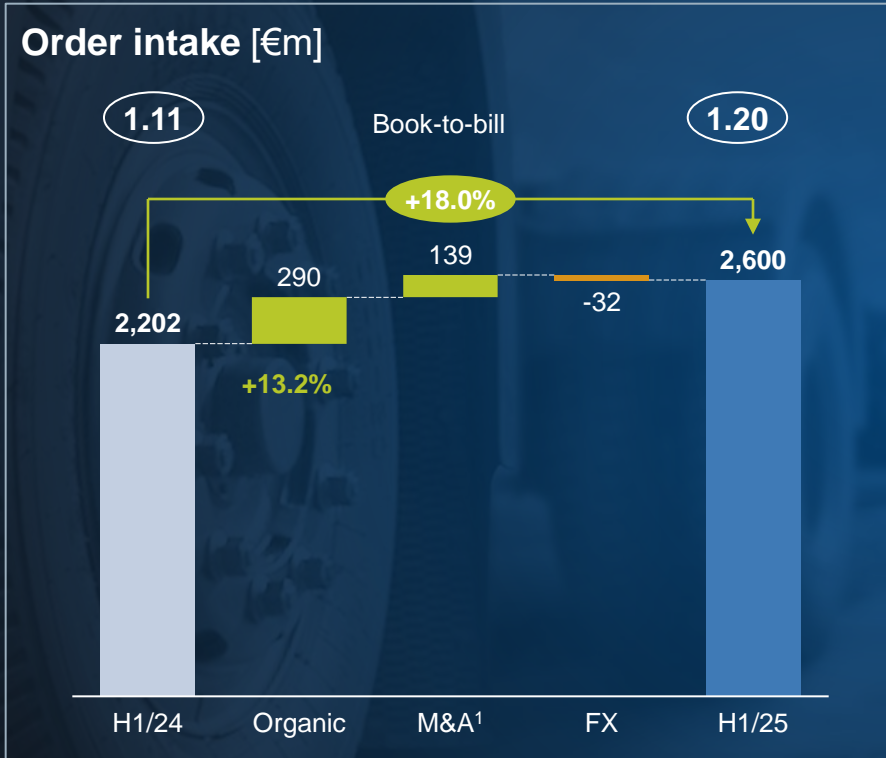
## Free Cashflow [€m]



## ROCE<sup>1</sup> annualized [%]

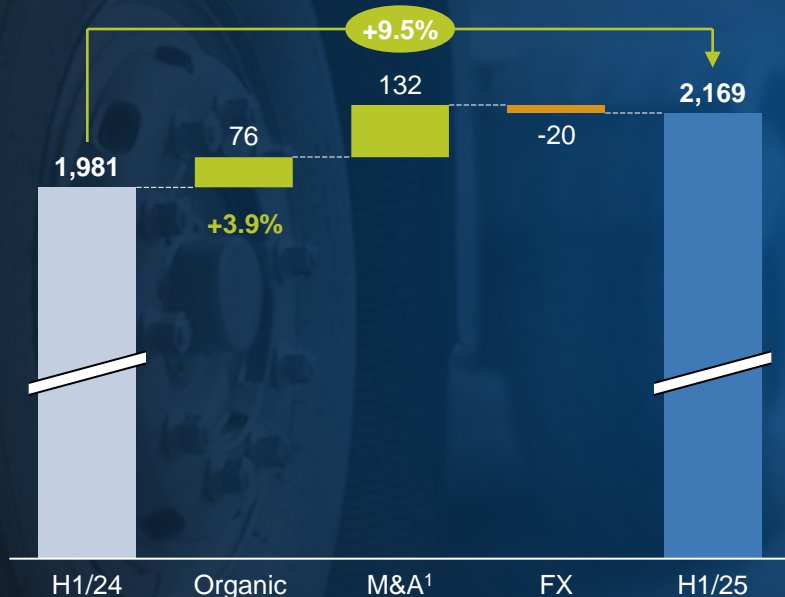


# RVS H1/25: Order intake and order book

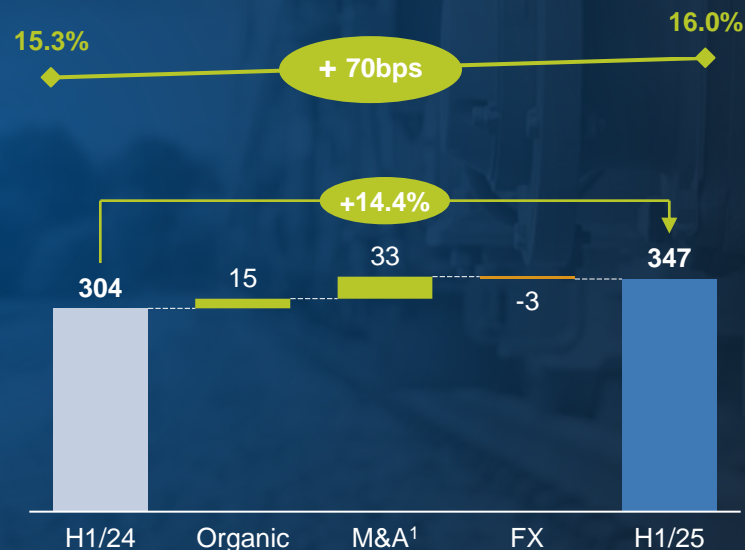


# RVS H1/25: Revenue and profitability

## Revenue [€m]

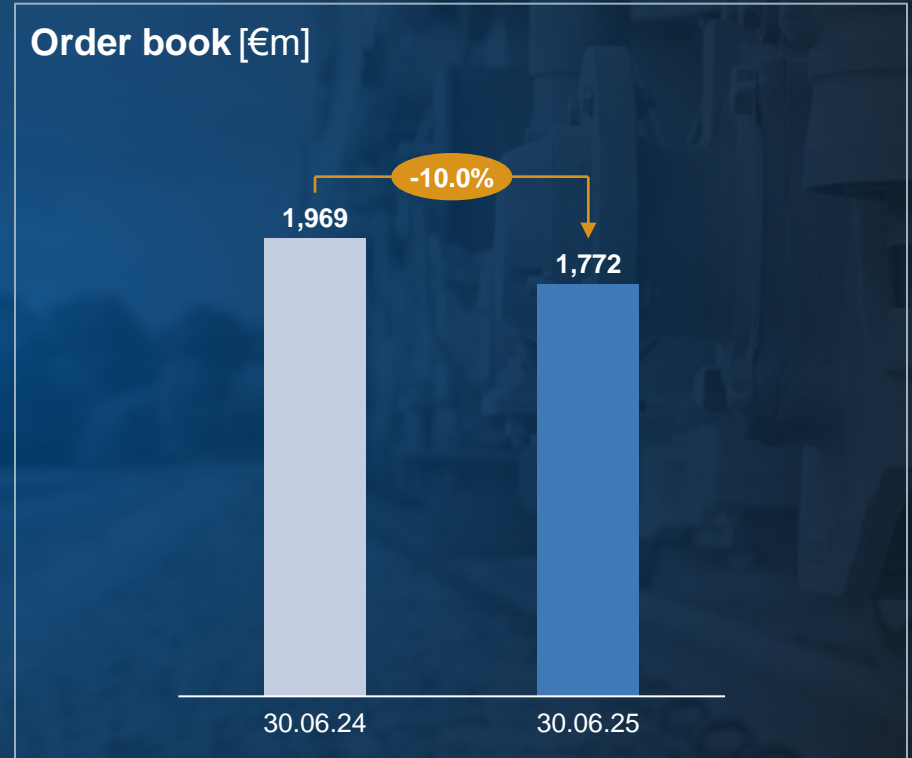
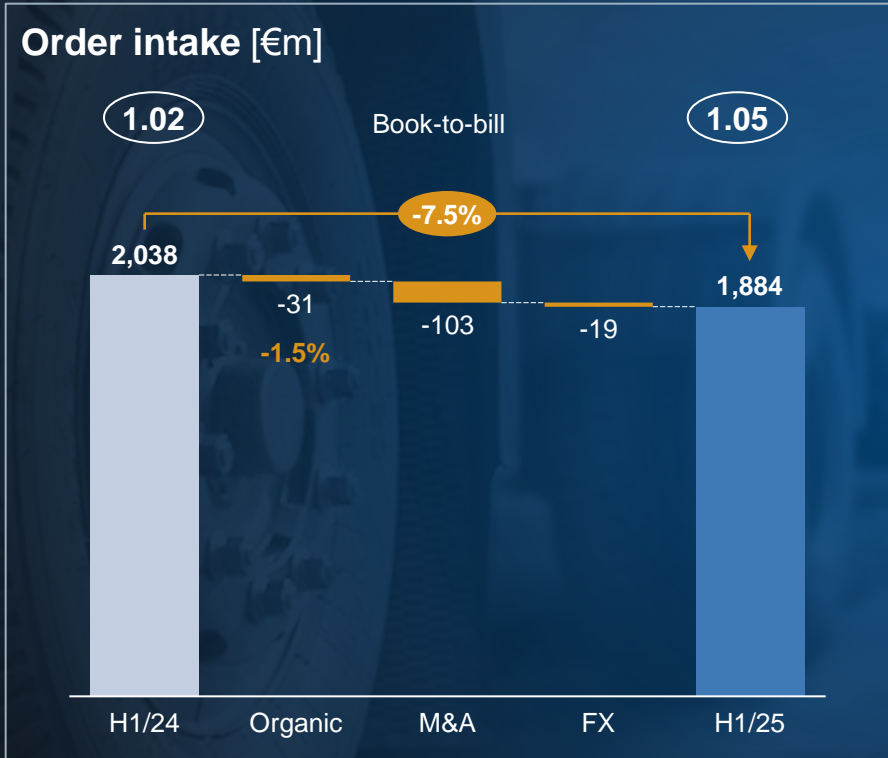


## Op. EBIT [€m]/ op. EBIT margin [%]



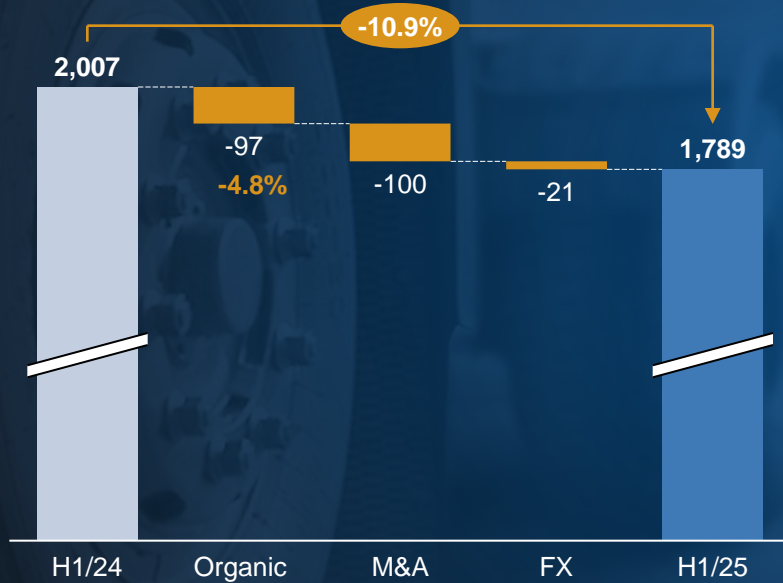


# CVS H1/25: Order intake and order book

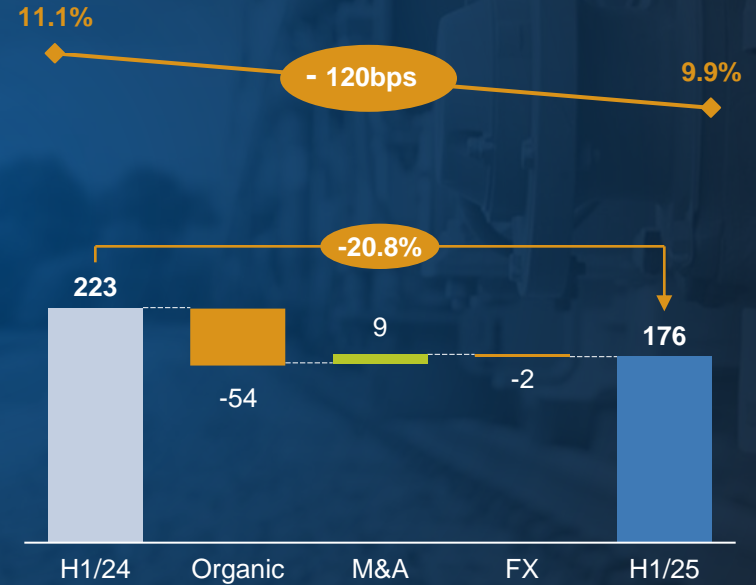


# CVS H1/25: Revenue and profitability

Revenue [€m]



Op. EBIT [€m]/ op. EBIT margin [%]



# Group: Income statement

	2024		2025		2024	2025
in € million	Q1/24	Q2/24	Q1/25	Q2/25	H1/24	H1/25
Revenues	1,974.2	2,012.9	1,958.1	1,998.6	3,987.1	3,956.7
Change in inventory of unfinished/finished products	52.1	4.3	55.8	-36.9	56.4	18.9
Own work capitalized	32.4	25.9	22.5	22.8	58.4	45.3
<b>Total operating performance</b>	<b>2,058.7</b>	<b>2,043.1</b>	<b>2,036.4</b>	<b>1,984.5</b>	4,101.9	<b>4,020.8</b>
Other operating income	19.1	27.0	23.3	27.4	46.1	50.7
Cost of materials	-1,007.7	-965.1	-958.4	-894.7	-1,972.9	-1,853.0
Personnel expenses	-523.5	-515.0	-556.8	-542.5	-1,038.4	-1,099.3
Other operating expenses	-224.7	-241.2	-245.4	-247.7	-466.0	-493.2
<b>Earnings before interest, tax, depreciation and amortization (EBITDA)</b>	<b>321.9</b>	<b>348.8</b>	<b>299.1</b>	<b>327.0</b>	670.7	<b>626.1</b>
Depreciation, amortization, and impairment	-84.4	-110.8	-94.8	-99.6	-195.2	-194.4
<b>Earnings before interests and taxes (EBIT)</b>	<b>237.5</b>	<b>238.0</b>	<b>204.2</b>	<b>227.4</b>	475.5	<b>431.7</b>
Interest income	14.3	11.4	17.0	13.3	25.7	30.3
Interest expenses	-23.4	-25.4	-32.1	-32.6	-48.8	-64.8
Result from financial investments using the equity method	1.7	-1.6	-2.9	-13.9	0.1	-16.8
Impairment of other financial assets	-0.4	-6.4	-2.9	-1.3	-6.8	-4.2
Other financial result	-14.9	-18.6	9.7	14.4	-33.5	24.2
<b>Income before taxes</b>	<b>214.8</b>	<b>197.4</b>	<b>193.1</b>	<b>207.3</b>	412.2	<b>400.3</b>
Taxes on income	-55.6	-43.7	-50.3	-56.1	-99.4	-106.4
<b>Net income</b>	<b>159.1</b>	<b>153.7</b>	<b>142.7</b>	<b>151.2</b>	312.8	<b>293.9</b>
Profit (loss) attributable to non-controlling interests	5.4	9.4	8.1	11.1	14.8	19.2
Profit (loss) attributable to the shareholders of Knorr-Bremse AG	153.7	144.3	134.7	140.1	298.1	274.7
Earnings per share in Euro	0.95	0.90	0.84	0.87	1.85	1.70



# Group: Cashflow statement

€ million	2024		2025		2024	2025
	Q1/24	Q2/24	Q1/25	Q2/25	H1/24	H1/25
Cash flow from operating activities	-48.3	219.0	66.2	207.9	170.7	274.1
Cash flow from investing activities	-8.1	-77.0	-31.8	-67.1	-85.1	-98.9
Cash flow from financing activities	-23.9	-311.5	-31.8	-1,028.7	-335.3	-1,060.5
Cash flow changes	-80.3	-169.5	2.5	-887.8	-249.8	-885.4
Change in cash funds resulting from exchange rate and valuation-related movements	7.8	4.3	-11.9	-52.4	12.1	-64.3
Change in cash funds	-72.5	-165.2	-9.5	-940.3	-237.6	-949.7
<b>Cash and cash equivalents at the beginning of the period</b>	<b>1,283.5</b>	<b>1,211.0</b>	<b>2,230.3</b>	<b>2,220.7</b>	<b>1,283.5</b>	<b>2,230.3</b>
<b>Cash and cash equivalents at the end of the period</b>	<b>1,211.0</b>	<b>1,045.8</b>	<b>2,220.7</b>	<b>1,280.1</b>	<b>1,045.8</b>	<b>1,280.1</b>

# Group: Balance sheet/ assets

in € million	2024		2025	
	31.03.2024	30.06.2024	31.03.2025	30.06.2025
<b>Assets</b>				
Intangible assets	778.6	770.2	914.8	884.8
Goodwill	688.5	689.2	873.2	870.4
Property, plant and equipment	1,864.1	1,851.2	1,833.6	1,757.8
Investments accounted for using the equity method	62.5	56.9	35.0	29.8
Other financial assets	144.6	136.2	81.3	96.4
Other assets	97.3	99.6	102.2	97.5
Income tax receivables	0.6	0.2	1.1	2.0
Assets from employee benefits	21.2	25.5	20.1	22.2
Deferred tax assets	81.3	77.1	207.8	181.3
<b>Non-current assets</b>	<b>3,738.7</b>	<b>3,706.1</b>	<b>4,069.3</b>	<b>3,942.1</b>
Inventories	1,231.4	1,235.4	1,286.9	1,248.1
Trade accounts receivable	1,605.0	1,604.6	1,635.3	1,576.2
Other financial assets	171.1	180.9	84.8	119.0
Other assets	168.9	182.4	206.5	208.5
Contract assets	76.4	79.1	156.4	152.6
Income tax receivables	79.6	101.3	38.4	37.5
Cash and cash equivalents	1,268.6	1,075.7	2,259.8	1,309.0
Assets held for sale and disposal groups	5.3	27.3	–	–
<b>Current assets</b>	<b>4,606.1</b>	<b>4,486.7</b>	<b>5,668.0</b>	<b>4,650.9</b>
<b>Total assets</b>	<b>8,344.8</b>	<b>8,192.7</b>	<b>9,737.3</b>	<b>8,593.0</b>

# Group: Balance sheet/ liabilities

in € million	2024		2025	
	31.03.2024	30.06.2024	31.03.2025	30.06.2025
<b>Equity</b>				
Subscribed capital	161.2	161.2	161.2	161.2
Capital reserves	13.9	13.9	13.9	13.9
Retained earnings	9.4	309.4	309.4	309.4
Other components of equity	-181.4	-165.8	-191.9	-305.0
Group earnings	2,976.4	2,556.4	2,839.8	2,697.8
<b>Equity attributable to the shareholders of Knorr-Bremse AG</b>	<b>2,979.5</b>	<b>2,875.0</b>	<b>3,132.4</b>	<b>2,877.3</b>
Equity attributable to non-controlling interests	71.4	80.4	87.4	90.3
<b>Equity</b>	<b>3,050.8</b>	<b>2,955.4</b>	<b>3,219.8</b>	<b>2,967.6</b>
<b>Liabilities</b>				
Provisions for pensions	235.4	227.4	220.9	219.2
Provisions for other employee benefits	19.3	28.4	30.5	31.8
Other provisions	180.4	183.5	219.3	208.9
Trade accounts payable	–	–	9.6	7.3
Financial liabilities	2,210.8	1,426.8	2,520.7	2,467.8
Other liabilities	10.8	9.6	12.3	11.3
Income tax liabilities	8.2	12.5	10.8	14.5
Deferred tax liabilities	140.1	135.2	78.6	62.8
<b>Non-current liabilities</b>	<b>2,804.9</b>	<b>2,023.4</b>	<b>3,102.9</b>	<b>3,023.6</b>
Provisions for other employee benefits	16.1	17.5	27.9	20.8
Other provisions	174.7	187.9	165.2	185.3
Trade accounts payable	1,199.2	1,170.0	1,195.4	1,164.7
Financial liabilities	649.7	1,350.4	1,442.4	636.0
Other liabilities	117.1	149.0	146.0	148.2
Contract liabilities	225.8	233.2	336.0	340.2
Income tax liabilities	103.6	93.5	101.7	106.5
Liabilities directly associated with assets held for sale	2.8	12.3	–	–
<b>Current liabilities</b>	<b>2,489.1</b>	<b>3,213.9</b>	<b>3,414.6</b>	<b>2,601.8</b>
<b>Liabilities</b>	<b>5,294.0</b>	<b>5,237.3</b>	<b>6,517.5</b>	<b>5,625.4</b>
<b>Total equity and liabilities</b>	<b>8,344.8</b>	<b>8,192.7</b>	<b>9,737.3</b>	<b>8,593.0</b>



# Net Financial Debt / (Cash) Balance

in € million	30.6. 2025	30.6. 2024	31.12.2024
Cash and cash equivalents	-1,309.0	-1,075.7	-2,263.0
Short-term liabilities to banks	83.4	59.1	60.7
Short-term bonds and obligations	43.3	768.1	769.3
Short-term leasing liabilities	68.6	65.8	72.1
Securities	0.0	-99.2	0.0
Long-term liabilities to banks	4.3	6.5	5.5
Long-term bonds and obligations	1,785.0	696.8	1,783.6
Long-term leasing liabilities	432.2	472.7	482.7
Long-term notes payable / receivable	1.7	0.6	0.6
<b>Net Financial Debt / (Cash)</b>	<b>1,109.5</b>	<b>894.6</b>	<b>911.6</b>

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