

streams

PEOPLE.

What makes KSB an attractive employer?

→ P. 44

PASSION.

How service makes a positive difference.

→ P. 30

PERFORMANCE.

How KSB's products drive progress worldwide.

→ P. 06

The 2020 Financial Year

Order intake

€2,143_m

Sales revenue

€2,208_m

Company profile

KSB is a leading supplier of pumps, valves and related support services. Its reliable, high-efficiency products are used in applications wherever fluids need to be transported or shut off, covering everything from building services, chemicals and petrochemicals, industry and water transport to waste water treatment, power plant processes and mining. Founded in 1871 in Frankenthal, Germany, the company has a presence on all continents with its own sales and marketing organisations and manufacturing facilities. Around the globe, more than 190 service centres and around 3,500 service specialists are on hand to provide local inspection, servicing, maintenance and repair services under the KSB SupremeServ brand. Innovative technology that is the fruit of KSB's research and development activities forms the basis for the company's success.

EBIT

€70.2_m

Earnings before finance income /
expense and income taxes

Employees

15,076

(31 December 2020)



The 2020 financial year
in 150 seconds

<https://annualreport2020.ksb.com/150seconds>

People. Passion. Performance.
These three drivers of success make KSB what it is today: a truly modern company challenging for global market leadership in pumps, valves and service. For 150 years, KSB has achieved growth while also serving the wider interests of society – and continues to secure the company's long-term future.

People.**Passion.****Performance.****44****The Next Generation**

How much has KSB changed as a company? Where have things (deliberately) remained the same? And what might happen next? These questions can best be answered by KSB employees.

30**A Helping Hand from the Service Detective**

Nothing is more important to plant operators than the smooth running of their pump systems. Detailed analysis offered by KSB SupremeServ helps to pinpoint problems and identify potential for improvement.

06**Growth & Progress**

For 150 years, KSB has been manufacturing innovative products which enable the transport of a wide range of fluids. Through its work, the company contributes to growing prosperity and technological development.

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Growth & Progress

For 150 years, KSB has been manufacturing innovative products which enable the transportation of a wide range of fluids. Through its work, the company contributes to growing prosperity and technological development.



The Liveable Megacity





KSB Delta Macro pressure booster system

KSB's pressure booster systems keep water on tap – all the way to the top floor.

KSB produced its first pressure booster systems for buildings in the 1960s. In high-rise buildings, they keep water flowing from the tap, even at the very top. The KSB Delta Macro pressure booster system rises to the demands of customers in the construction industry: Thanks to its compact design, it requires little space. Water pressure is controlled automatically. The installation comprises several components including pumps, a control cabinet, valves and motors. It can pump up to 960 cubic metres of water an hour.



Efficient Mining



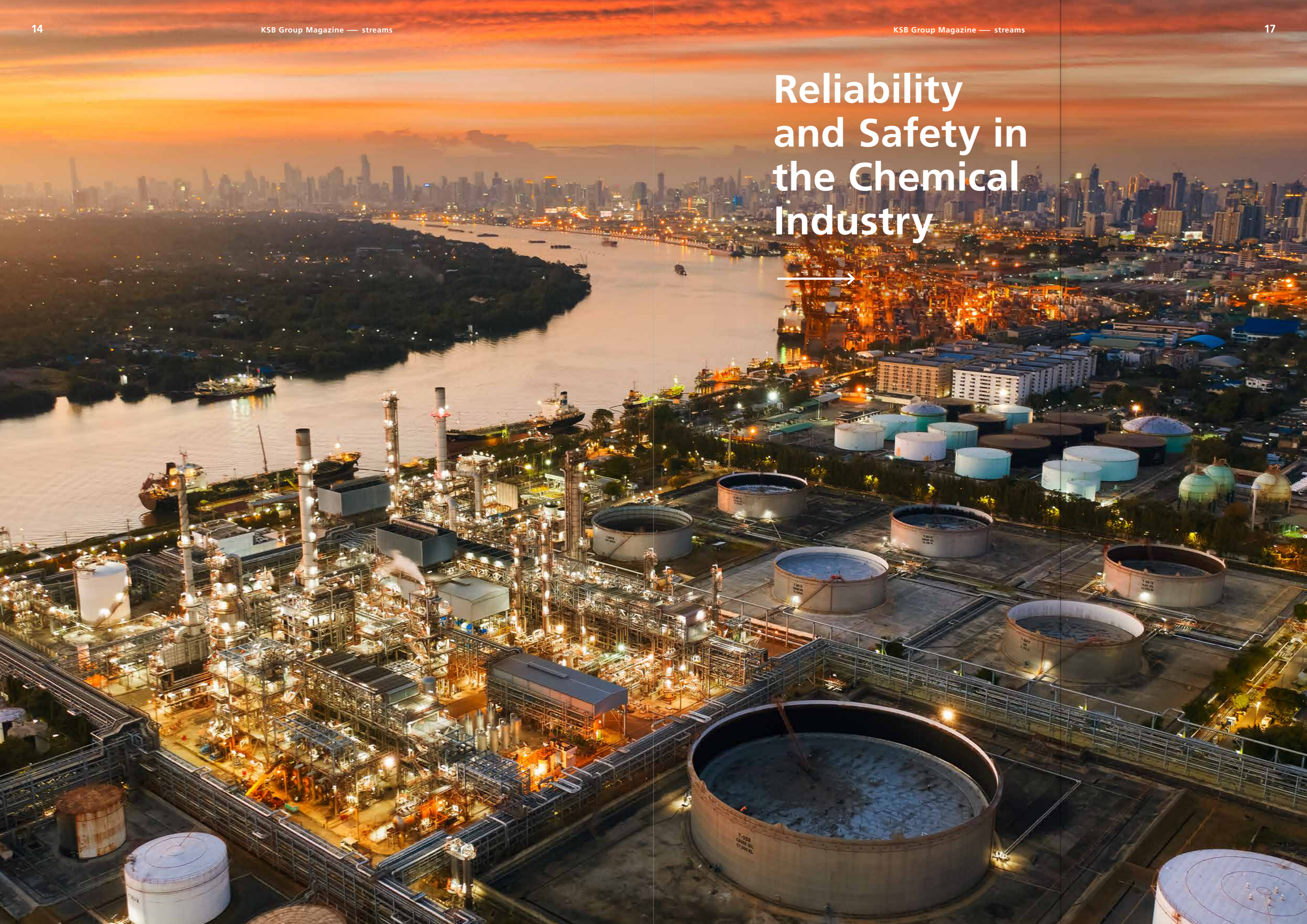


KSB slurry pumps handle the rockiest challenges.

KSB's first pumps were used to drain mines towards the end of the 19th century. The company now also offers slurry pumps through its US subsidiary GIW. Mine operators have high expectations: Their pump sets must work reliably and offer long service lives. The MDX pump is ideally suited for use under extreme conditions in mining. It transports mineral-rich ore mixed with water and can pump up to 14,000 cubic metres per hour.



Reliability and Safety in the Chemical Industry





NORI 40 ZXLBV
globe valve

Globe valves from KSB offer absolute safety and reliability.

Valves have been part of KSB's product range since the company's early days. The systems used in today's chemical industry incorporate sophisticated components to ensure reliable operation. In this industry, dependability is the top priority. And KSB offers the right products. NORI 40 globe valves find use in heat transfer applications involving so-called non-aggressive fluids such as water, steam and oil – at temperatures of up to 450 degrees Celsius.



A COMPANY ON THE MOVE

In KSB's Business Innovation Lab, Dr Stephan Timmermann and Dr Stephan Bross answer some questions about the company's 150-year history and provide useful insights into the present and future.

We are here at the Business Innovation Lab, where KSB is developing new, digital business models. What would the founders of the company have thought of this facility?

Dr Stephan Timmermann: No doubt they would be thrilled with our think tank. This place is about skills that made KSB strong through the decades, and are still important for every company today: Trying out new approaches, identifying customer benefits, developing creative solutions and adapting to different markets with inspirational ideas. In a nutshell: The team here at our innovation centre understands and meets the needs of our customers. And that is a timeless asset!

↓ A lot to look back on: Dr Stephan Timmermann (left) and Dr Stephan Bross from KSB's Management look back at the company's most important historical milestones.



→
With KSB since 1993: As a member of Management, Dr Stephan Bross is also responsible for the digital transformation within the Group.



With KSB since 2017: CEO Dr Stephan Timmermann during his visit to the Business Innovation Lab.

Over the past 150 years, companies have often had to adapt to new markets. What were the most important changes for KSB?

Dr Stephan Bross: At the end of the 19th century, electrification opened up completely new possibilities. New markets and applications emerged, as established technologies such as the steam engine faded away. The same was true with the advent of automation technology at the end of the 1970s, and we are now seeing something similar in the age of digitalisation. KSB has responded to each shift with innovative products. But the company's image has also been shaped by geopolitical changes and market developments. These include both the reunification of Germany and the consequences of climate change. Energy products, for example, were the driving force behind our company for a long time. However, conventional coal-fired power plants will – depending on the region – only play a subordinate role in the energy supply of the future. We are responding by applying our know-how to the demands of a changing market: For example in renewable energy generation or recycling schemes aiming to generate energy from waste.

KSB has launched many products to market which have gone on to set standards.

Bross: Over the last 150 years there have been quite a few. Worthy of note from today's perspective is without doubt the

standardised water pump that KSB has been offering since 1935. Throughout the company's history, our design engineers have developed ever more sophisticated large pumps that have had to meet increasingly stringent requirements. This development was crowned by the RUV reactor coolant pump certified in 2019 for the Chinese reactor type CAP 1400, for which KSB is the only approved supplier to date. But we have also set the bar with our standard and series products. These include PumpDrive and the associated KSB SuPremE motor – both the result of successful developments in the field of automation and drives. Other ground-breaking achievements have been seen in materials development, investment in new production methods and product configurators able to combine standard products with individual customisation options. But this remains just a snapshot of the milestones we have passed.

Is it reasonable to presume that such a long company history must also feature some less successful developments?

Timmermann: Of course! Failure is simply one step on the road to creating something amazing. What matters is how you deal with it: Only through our setbacks can we learn, gain experience and ultimately develop new, more successful ideas. Sometimes a product only flops because it came on the market too early. KSB developed a solar-powered pump back in the 1970s. It was brilliant, but unfortunately the global drive to achieve sustainability wasn't strong enough at the time.

“First and foremost, it is the employees who ensure the company's success with their passion and commitment.”

Dr Stephan Timmermann
 CEO

↓
Dr Stephan Timmermann discusses innovative ideas with Kai Hannemann and Julia Puder at the Business Innovation Lab in Mannheim, Germany.





At KSB's think tank, Dr Stephan Bross and Jonas Nierhoff talk about how to meet customer needs even better in the age of digitalisation. ↑

What role does digitalisation play in this context?

Bross: Digital transformation is leading to drastic changes in all areas. A few years ago, we clearly defined what digitalisation should mean for KSB. This led to concrete developments such as the concept of the customer journey, which focuses on customer needs in the digital age, or to specific product innovations that make pumps able to communicate. In addition, we are developing digital business models here at our Business Innovation Lab which will allow us to accompany our customers through this phase of transformation. Digital transformation does not represent entirely new territory for us: In 2002, we were the first pump and valve manufacturer to have an online shop.

Timmermann: We are obviously also driving digitalisation forward within our company. This affects our processes – whether in administration, production facilities or service centres. And it promises us an edge over the global competition. Today, we already have a digital factory at our Pegnitz

site. This approach to smart production will serve as a model for other locations.

Bross: End-to-end digitalised processes have enormous potential and will transform the future world of work. This will require a willingness on the part of all employees to actively tackle new tasks and opportunities as they arise. But this does not particularly worry me, because our staff are keen to shape KSB's digital future.

KSB is celebrating its anniversary year under the motto of People. Passion. Performance. What is the idea behind this motto?

Timmermann: First and foremost, it is the employees who ensure the company's success with their passion and commitment. We must never forget that! Nor must we ever lose sight of the incredible amount of work that goes into everything our employees do. As members of Management, this leaves us humble – but also proud.

“End-to-end digitalised processes have enormous potential and will transform the future world of work.”

Dr Stephan Bross
Member of Management

Bross: KSB is also distinguished by the tenacity with which our employees pursue their goals, especially in difficult times. In the recent past, for example, we weathered the 2008 financial crisis well, and during the coronavirus pandemic our employees around the world have shown dedication to their work, completing important service jobs, manufacturing under adverse conditions and staying in contact with our customers.

Regarding the pandemic: KSB seems to have handled the crisis year of 2020 relatively well.

Timmermann: Here, too, our company DNA has proved helpful. In dealing with the crisis, we reacted quickly but carefully. Our staff were extremely disciplined in complying with all the measures we have taken, in agreement with the employee representatives, to protect their health. We have thus been able to steer the company and its people through the crisis with a steady hand and a sense of confidence.

Bross: In a way, the company has been aided by the structure it has developed over its history. Over the years, KSB has adopted a very broad positioning. This means that we are now active in different regions and markets with a balanced product range. And this makes us less susceptible to crises than other companies.

What makes KSB an attractive company, even after 150 years?

Bross: We may not be as hip as the start-ups or the tech giants. But we do offer something that I think is becoming increasingly important to many young people: We combine the chance to help shape the future with the experience of

working in a company with an established set of values. KSB continues to build on what the company's founding fathers created 150 years ago. For our employees and our management, it is this heritage that keeps our feet on the ground – even as we look to the future. And that is quite rare.

Timmermann: The team spirit we have at KSB represents a strong foundation in a fast-moving world. The company is made all the more fascinating by the elemental utility of its products for people everywhere. It is our job to navigate the waves of global megatrends such as increasing demand for water and energy. With our products, we can make a small contribution to meeting this demand in the most environmentally friendly and sustainable way possible.

What future tasks do you anticipate for KSB?

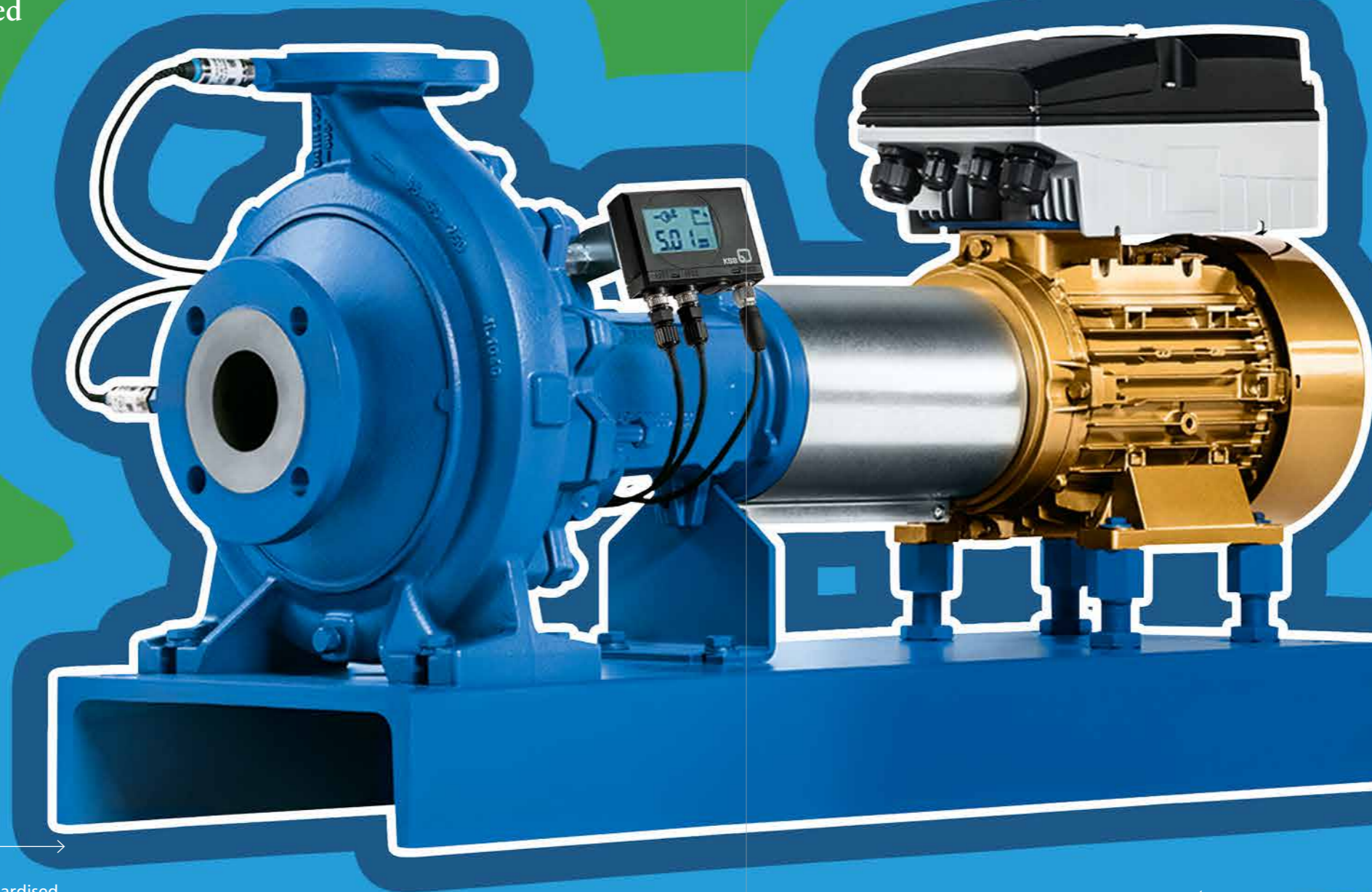
Bross: For us, the future has already begun – and not just at our Business Innovation Lab. We will certainly continue to develop the first digital products and business models we have already launched. After all, these innovations are also subject to trends that will affect the needs of our customers. We see promising new business opportunities in fields such as hydrogen, which offers enormous potential for the future. Even if this new technology still needs some time, we are already preparing for it.

The Benchmark

The Eta series is KSB's best-seller. It has written industrial history as the mother of all standardised pumps.

Name

Due to its excellent efficiency, the standardised pump type series was given the name Eta: η . In the field of technology, this Greek letter stands for efficiency. The series was launched to market in 1935.



Production

In Eta, customers receive a pump that is manufactured by KSB at four production locations in Germany, China, India and South Africa to exactly the same quality and development standards. This makes global procurement considerably easier, and increases the availability of pumps and spare parts.

Global perspective

In 1975, Eta was already being used internationally as an example in negotiations between national standardisation bodies on pump standardisation. To consolidate its leading position, KSB has continued to develop this classic pump. New market requirements and new insights from fluid mechanics and cavitation research as well as from materials and production technology have all been incorporated.

Variety

The Eta family is one of the most versatile pump type series available anywhere. The variety of available sizes and materials ensures that customers can get exactly the right pump for their specific applications.

1935

A worldwide success story begins: KSB launches the first Eta pumps to market.

Name

Although the designation Eta stands for efficiency, it means so much more. The letter E symbolises energy efficiency, T is for technology and A for application versatility – the best features of the Eta series. Its excellent characteristics make Eta a very special product for me – and for numerous satisfied customers. Eta outshines our competitors with better energy efficiency, higher quality and competitive prices. We offer it in both closed-coupled and in-line designs, making it a very versatile product. As it is available in a huge range of different materials, Eta can pump numerous fluids and operate in a wide variety of applications for our customers. These positive features leave me in no doubt that Eta will remain a successful product for KSB in the decades to come.

At KSB in India, we produce around 20,000 pumps per year. This year we expect growth of 20 percent. We have promising sales opportunities on the Asian and especially the Indian market, particularly in water supply, agricultural irrigation, industrial applications, fire-fighting installations and air-conditioning systems.



“Its excellent characteristics make Eta a very special product for me – and for numerous satisfied customers.”

Sunil Bapat
Head of Production at the Sinnar factory in India

“I know of hardly any other pump that is so rich in variants and thus serves such an enormous spectrum of potential applications.”

Verena Müller
Head of Order Processing at KSB's German headquarters in Frankenthal



Variety

I have been at KSB for 17 years and I know of hardly any other pump that is so rich in variants and thus serves such an enormous spectrum of potential applications. Although it is a standard product, Eta is manufactured exactly to customer specifications. Yet it still has a relatively short delivery time compared with other products on the market. In my work I experience first-hand the quest for solutions across departments and corporate units as we strive to achieve prompt delivery – even with unique, one-off products for specific customers.

Eta was one of the first KSB series to be equipped with the KSB Guard pump monitoring unit, and is represented in the new KSBbase sales configurator. I also see further development potential in equipping our Eta pumps with automation products. This improves their energy efficiency and enables them to connect to the Internet, for example for use in intelligent building services applications.

1968

KSB introduces Eta with standardised hydraulic systems to the market.

2015

KSB receives the Innovation Award from the MaschinenMarkt trade journal for the Eta series.

Global perspective

Eta is KSB Shanghai's most important product. I have worked on implementing its manufacture in our factory since 2015, and we have created a very modern production line. Since then, the series has grown substantially in terms of order volume. In 2020, we produced 5,500 Eta pumps ourselves and imported 2,000 units, and manufactured Eta products specially adapted to local requirements.

It is Eta's wide range of applications in particular that makes it a hit. The pumps are robust and easy to maintain. Our customers are won over with short delivery times and competitive pricing. The positive economic relationship between China and Europe, and the annual investments which this relationship facilitates, offer excellent further sales opportunities for Eta. If KSB continues to develop this product while ensuring consistent quality and short delivery times, then we all stand to benefit.



“The pumps are robust and easy to maintain. Our customers are won over with short delivery times and competitive pricing.”

Ping Jiang
Head of Standard Pumps in Shanghai, China

Production

The secret of Eta's success is the diversity of its variants. We have never focused on a specific area with this product, but have always tried to cover water, building services and industrial applications. Although this greatly increases the complexity of production and logistics, it makes us a little more independent of market fluctuations. Over the years, the departments involved have adapted to this and perfected their approaches. Eta's sales figures will continue to rise if we focus consistently on customer benefits in the long term. What sets us apart from the competition is the fact that Eta is a higher quality, more efficient pump. This is the added value we offer, and the reason why customers choose our product. Added value does not necessarily have to mean a low price; it can also mean better quality.

Today, we no longer see Eta as a stand-alone pump, but consider it in combination with a high-efficiency motor and an integrated frequency inverter. Since demands on the energy efficiency of pumps are constantly increasing, it makes sense to offer our customers this pump system as a complete package. And this will help to further improve efficiency levels in order to meet demand for increasingly energy-efficient pumps.

2018

68,330 Eta pumps were manufactured in Frankenthal alone.

“Eta's sales figures will continue to rise if we focus consistently on customer benefits in the long term.”

Stephan Dohmen
Product Manager in Frankenthal, Germany





In search of clues: Bernhard Salamon from KSB SupremeServ is on the lookout for potential improvements to his customers' systems that can make operation even more efficient and cost-effective. Sometimes his work takes him to remote locations. On an offshore platform in the North Sea, he analysed a pumping system.

A Helping Hand from the Service Detective

Nothing is more important to plant operators than the smooth running of their pumping systems. Detailed analysis offered by KSB SupremeServ helps to pinpoint problems and identify potential for improvement. Bernhard Salamon is one of our service experts who inspects systems on site.

Even if the journey takes a little longer.

For Bernhard Salamon, fear of flying isn't really an option. Especially for assignments more than 100 kilometres from the mainland. This job saw the 36-year-old service engineer boarding a helicopter to fly to an offshore platform far out in the North Sea. His mission: To analyse the plant's pumping system in order to investigate failures in the cooling water supply.

The platform's operator feeds clean wind energy into the German power grid. Difficulties with the cooling water were reducing the power transmitted – a true problem. To identify the cause, Salamon spent eight days examining the system which comprised not only pumps, but also ancillary equipment such as piping, valves and control electronics. The challenge: The submersible borehole pumps are installed 20 metres below sea level.

The KSB SupremeServ expert carried out extensive measurements and identified the fault. Air pockets in the piping system were the main cause. Having swiftly identified

the problem, opening the drain valve provided short-term relief. But finding a permanent solution required Salamon to develop some suitable proposals. He recommended adapting the piping and installing a customised monitoring unit – tailor-made by KSB engineers for this particular application. The customer was happy – and so was the service engineer. "That was an absolutely extraordinary assignment," says Bernhard Salamon. A regular working day for the family man may look less spectacular, but his task remains the same. "My colleagues from KSB SupremeServ and I conduct a detailed analysis of various possibilities available for system optimisation." This means reducing a system's energy consumption or identifying and eliminating the causes of damage.

A prerequisite for the best possible energy efficiency and trouble-free operation is that operators perfectly coordinate all of their components. KSB can help with this. Sometimes an analysis may be necessary if the operating data of a system change, for example



Collecting measurement data: ↑
The data logger gathers a range of information for up to two weeks. This allows data to be recorded on all operating conditions.



←
Close cooperation:
Bernhard Salamon learns everything important about the system from the customer. In seven years as a service expert at KSB, he has gained a great deal of experience.



A tricky task: ↑
The data analysis leads to specific recommendations for the customer. The results of the analysis help reduce energy consumption or improve the performance of the system.

due to increased production levels. The System Efficiency Service – as the analysis is called – provides detailed recommendations for implementing appropriate technical adaptations.

Measurement and analysis

Although the specialists travel all over the world to visit their customers, most of their assignments are in Germany. They often work in power stations, industrial and chemical plants, pumping stations and waterworks. Each assignment begins with a thorough system analysis. "To perform this, we install our measurement equipment in our customer's system," Salamon explains. This so-called data logger then gathers information for up to two weeks. "During this site visit we also get well acquainted with the system's structural situation, which helps later when working out solution proposals." The service professionals also liaise closely with customers to obtain all key information on the system's operating conditions.

After the measuring equipment has been dismantled, the data recorded can be evaluated – which sometimes involves real detec-

tive work. "I need to dig into the detail and understand what's actually going on in the system, and if necessary why something is going wrong," Salamon says. Helpful here is not only his seven years' experience as a service professional, but also his broad knowledge of numerous products and applications. After all, no two systems are the same in terms of temperatures and pressures.

But Salamon is not left to struggle alone. Once he has assessed the complex data, he consults with numerous colleagues to find the best solution for the customer's system. Employees from Sales, Product Management and Service pool their expertise. In the end, this know-how flows into a report that the customer receives. When presenting his findings, the service expert recommends concrete action to maximise energy efficiency and ensure that pumps and systems run economically. The tips generally concern the system infrastructure, which can often be significantly improved by making adjustments such as installing new components for controlling and monitoring the system's equipment.

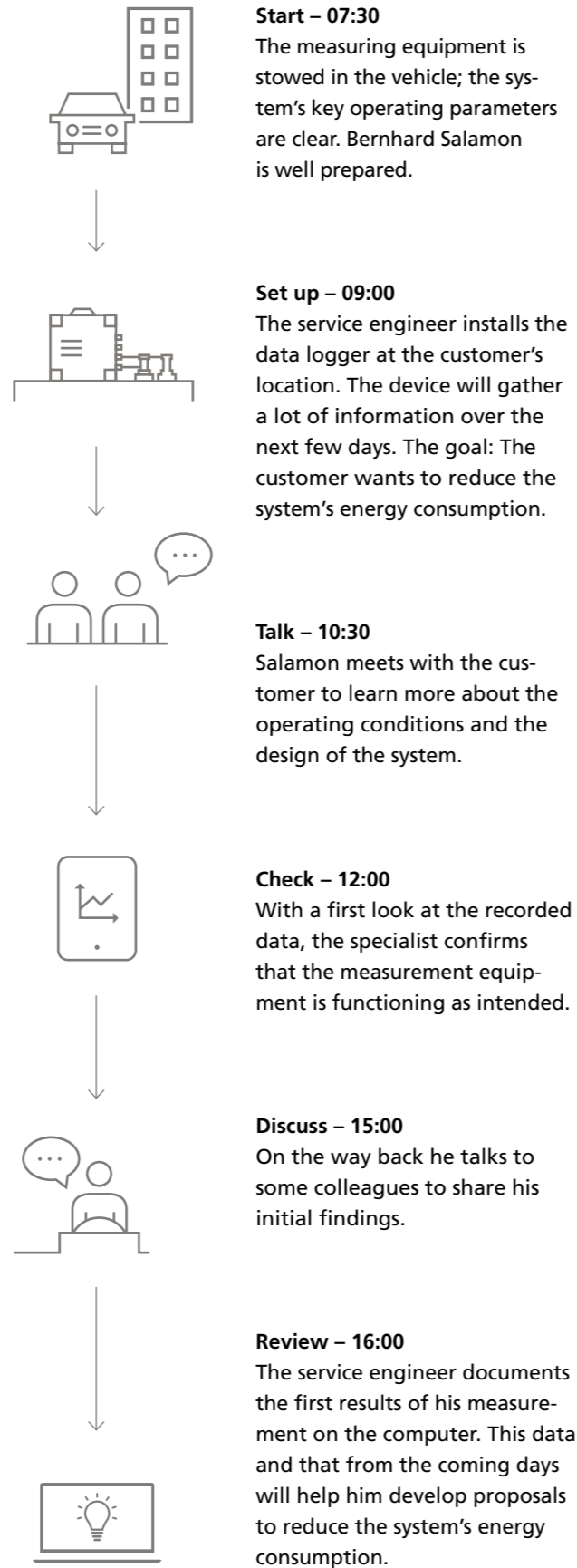


↑ **Real teamwork:** In his search for the best solution for the customer, Bernhard Salamon also draws on the expertise of his colleagues.

The System Efficiency Service employees are all-round talents. In addition to measuring and analysing data, they also prepare quotations and present their services in direct talks when visiting customers and at events – in close liaison with their colleagues from field sales. Preparing for an assignment also takes time: Setting up the measuring equipment, packing the service vehicle and familiarising yourself with the operating data and the application. Only then is it time to head off to the customer.

“It’s fun getting to grips with an issue, figuring it out and making the customer happy,” Salamon says. Especially when it comes to acute system problems, operators are glad to get help quickly. “I have one of the most varied jobs at KSB,” says the service specialist. “Every assignment offers new challenges for which I have to find individual solutions.” Just the right task for a service detective.

On the road with Bernhard Salamon



The Road to Smarter Service



In this interview, members of Management Dr Stephan Timmermann (left) and Ralf Kannefass explain the opportunities that digitalisation offers for service business.

KSB’s company history stretches back 150 years. Repair work formed part of the company’s portfolio right from the start. But would you agree that support services have a very different status today?

Dr Stephan Timmermann: Absolutely. In the past, service provision was almost an afterthought. It was only later, from the 1960s onwards, that this business gained in significance, with more and more customer service centres being set up to provide rapid on-site assistance. Over the last few decades we have accelerated the development of more efficient service centres all over the world. With the introduction of KSB SupremeServ in 2018, we created our own service brand.

Ralf Kannefass: The range of services has also expanded enormously. Today, high-quality services such as the SES System Efficiency Service, reverse engineering or spare parts business play a particularly important role for us.

Why should customers choose spare parts from KSB?

Kannefass: When replacing wear parts in pumps and valves or during repair work, our original spare parts guarantee our usual operating reliability and quality. We have massively expanded the capacity of our spare parts logistics, for example with new warehouses. This enables us to supply customers with the products they need

quickly. We also exploit the potential of digital tools to respond immediately to service needs.

Do you have an example of the digital tools?

Kannefass: Here I refer in particular to KSB Guard, with which we are making service smarter. This tool monitors pumps. It is easy to install and helps customers make their systems more reliable and reduce operating costs. The cloud-based solution is able to detect faults quickly. The data it provides also yields useful insights into a system’s optimisation potential as well as notifying operators when maintenance is required. In a nutshell: The customer experiences less downtime.

Is digitalisation also changing the way your service employees work together?

Kannefass: We are increasingly using a cloud-based solution to process our service orders. This means we have information on our customers’ installed products and location, and that enables us to address their needs as effectively as possible. Our technicians and engineers are experienced professionals – but even they cannot know everything. Augmented reality supports them in their work where required. Data goggles or smartphones facilitate collaboration with specialists who can provide a virtual expert opinion to support their colleagues working on site. Fast and efficient help – that is the best service.

STRENGTHS

U N F O L D

From a small
firm in Frankenthal ...

... to a global
enterprise.

Since its founding in 1871, KSB has been constantly developing: The company's long and successful history has seen the creation of numerous subsidiaries, innovative products and customer-oriented service offerings. 150 years of experience have made KSB what it is today – a company at the cutting edge.

1871

A small factory opens
Two buildings with saw-tooth roofing are constructed, together measuring 13.5 metres wide and 41 metres long. Twelve employees begin production of "specialities" previously unseen on the market.



1887

Change in company form
For expansion purposes, KSB is converted into a public limited company. This lays the foundation for further growth. Almost 700 people are working in the factory at this time.



people work at KSB in Frankenthal in 1871.

1871

It all begins with an idea
Johannes Klein invents a boiler feed apparatus. Upon receiving his patent, he founds a company in Frankenthal with two business partners.



1890

An early best-seller
The steam- or belt-driven UNA pump becomes one of the company's first hits. Steam traps and globe valves also generate interest among customers.



1925

First foreign company
The first company outside Germany is founded in Milan, Italy. The sales office is quickly joined by a workshop with its own production facilities. In 1933, pump production also begins in France.

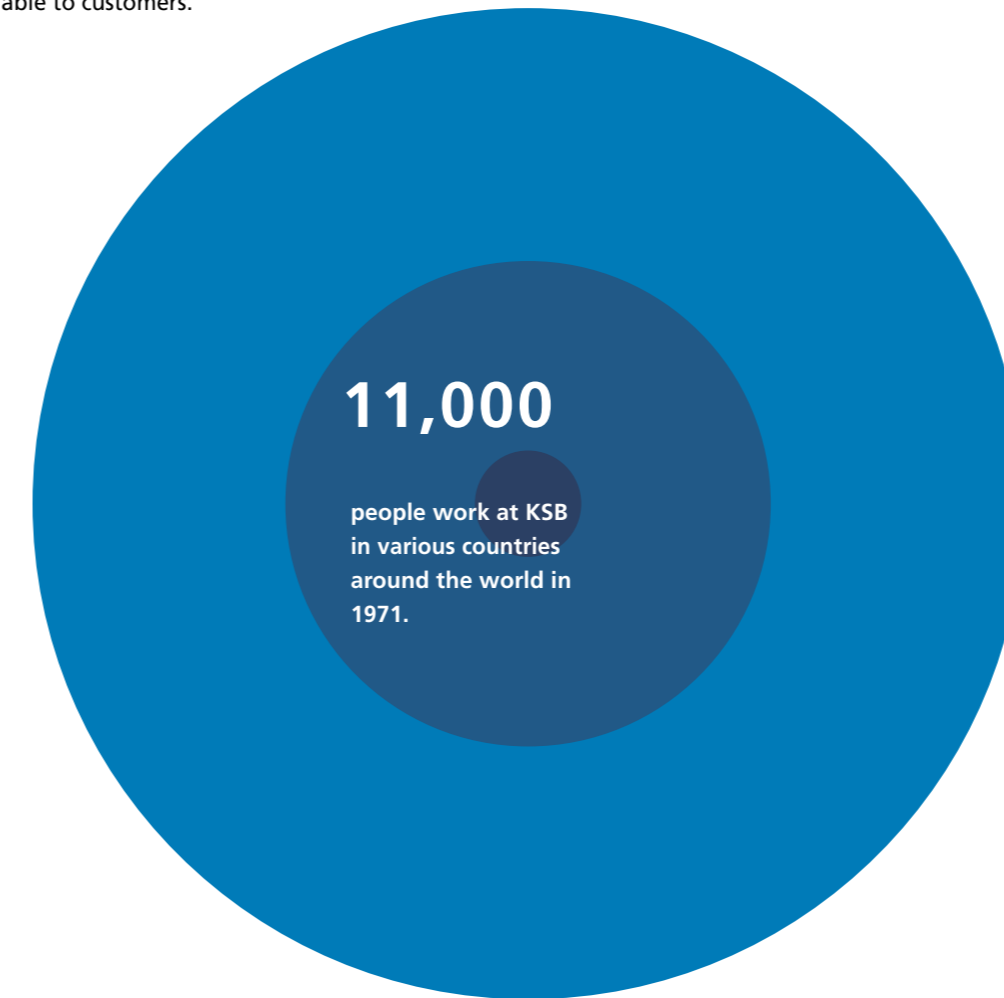
1941

A leap across the pond
KSB founds a company in Argentina – its first venue outside Europe and the beginning of activities on the American continent.



From 1950

Global presence
From the 1950s onwards, KSB expands around the world. The company establishes numerous sales and production companies on all continents, making itself more available to customers.



1973

Absolutely leak-tight
The maintenance-free BOA-Compact globe valve is launched to market and becomes a million-selling product. The valve is mainly used in heating and air-conditioning systems.



2014

Components from the 3D printer
KSB sets up an additive manufacturing centre. Here, specialists use 3D printing to develop and manufacture complex customised components from materials such as metal and plastic.



1994

Commitments in Asia
In Shanghai, KSB establishes its first joint venture in China. Numerous additional production and service locations are set up over the following years on the growing Chinese market.



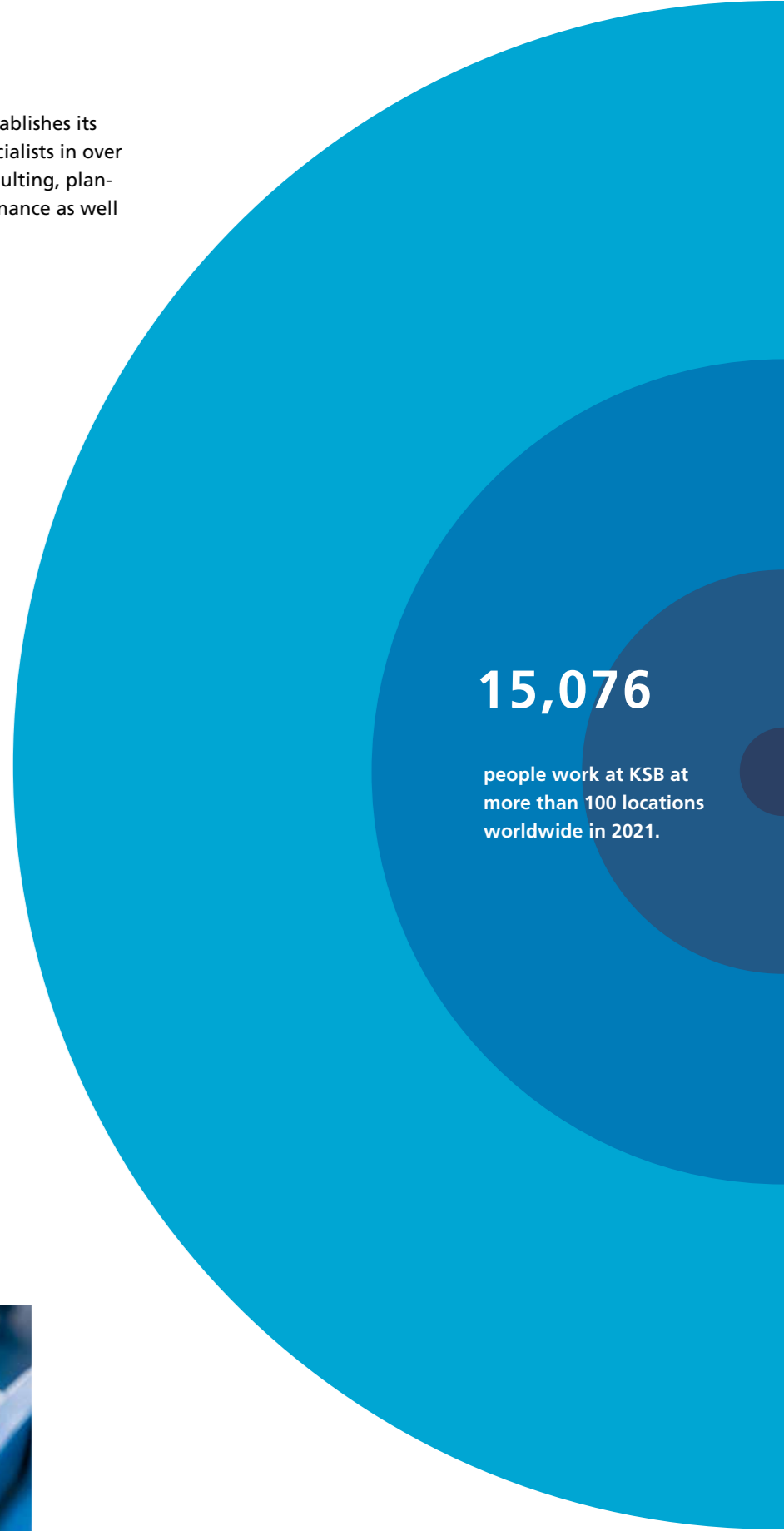
2018

Close to the customer
With KSB SupremeServ, the company establishes its own service brand. More than 3,500 specialists in over 190 service centres worldwide offer consulting, planning, installation, operation and maintenance as well as classic and digital service options.



2018

Smart solutions
KSB Guard lets system operators keep a constant eye on the performance and status data of their pumps. In addition to this digital product, the company offers more than 300,000 pumps and valves to its customers in its online shop.



People.

Passion.

Performance.

A few figures from everyday life at KSB

Employees worldwide in 2021:

15,076

Employees in 1871 at KSB in Frankenthal:

12



Share of renewable energy in power consumption in Germany in 2020:

51.1%

Share of renewable energy in the Group's power consumption in 2020:

36.7%

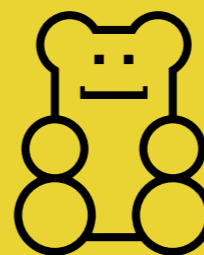


-196

Test temperature of a DANAIS butterfly valve used to transport liquefied gas:

degrees Celsius

Number of gummy bears consumed by trade show attendees and business associates in 2019



230,162



Average length of employment in Germany:

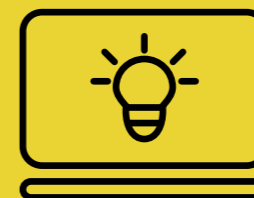
18.9 years

Social counselling services have been available to employees for more than 80 years.

1940

Number of professional development options on KSB's in-house online learning platform in 2020:

24,164



Average number of hours KSB employees spent on training in 2020:

14.6 hours

The heaviest pump set ever built by KSB:

130 t



Maximum pressure of a KSB power station pump in 1954:

409 bar

Maximum pressure of a KSB power station pump in 2020:

520 bar

Diameter of the largest valve disc ever manufactured for the Mammoth series:



3.75 metres



“There are many things that set KSB apart. But one of the main differentiators is our strong brand image.”

Rajeev Jain

has been with the company for 36 years and took over as Managing Director of KSB Limited, India, in 2016. As Regional President, he leads the KSB Group's Asia West operations.



The Next Generation

How has KSB changed over the decades? What makes the company stand out? Staff explain what makes KSB an attractive employer.



What sets KSB apart?

Rajeev Jain: I have been with KSB since 1985 and have held various positions. There are many things that set KSB apart. But one of the main differentiators is our strong brand image. We embody trust and reliability. This is demonstrated by our world-class products and services, and the loyalty we have built with our customers.

Chavone Hollimon: GIW stands for durable products, global presence, excellent know-how, great company values, unique product lines and global manufacturing. The company is an attractive employer; it offers training opportunities and of course great people to work with. A warm, welcoming environment makes all the difference when starting a new career.

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How has KSB changed?

Rajeev Jain: KSB has always adapted to change, defined new innovative tools and processes, and rolled them out worldwide. The company was and remains a pioneer of new technologies in our industry. A strong culture of innovation is strategically important in order to maintain our position as one of the largest pump and valve manufacturers in the world and to stand out from the competition with best-in-class products.

Chavone Hollimon: In my short time working here, one positive thing I’ve noticed is that the company makes an effort to connect employees across the globe. It also showcases the people behind the scenes who give their best day in and day out.

What excites you about working for the company?

Chavone Hollimon: What excites me most is the challenge of promoting a product, bringing new ideas to the table to help us move to the next level, making connections between employees, and having the opportunity to travel.

Rajeev Jain: We have a strong system of values such as honesty, professionalism and appreciation combined with world-class products, an employee-friendly corporate culture, and strong, consistent financial performance over many years. KSB promotes and practices a culture of open communication, empowering employees to grow professionally and personally so that they can give their best. The company supports an environment of mutual trust and care. This makes it not just an organisation, but a family. For me, it has been a very rewarding experience to be part of the KSB team.

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“In my short time working here, one positive thing I’ve noticed is that the company makes an effort to connect employees around the world.”

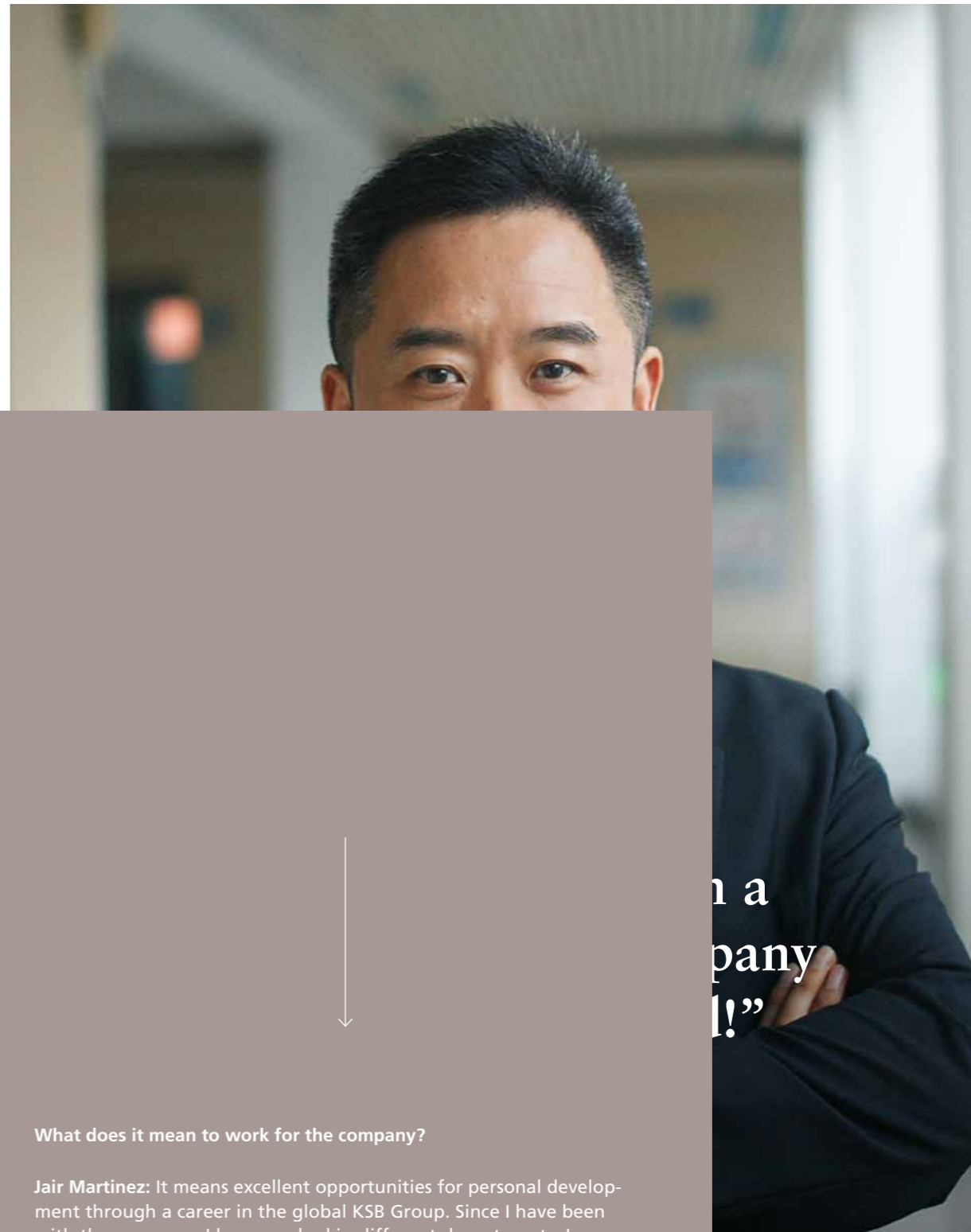
Chavone Hollimon

has been working at KSB since 2017. She was hired by the US subsidiary GIW Industries as a marketing specialist, before being promoted to the role of “Digital Marketing Strategist” in September 2020.



Jair Martinez

joined KSB Mexico in March 2015 as an engineer. Since 2019, he has been leading Project Management.



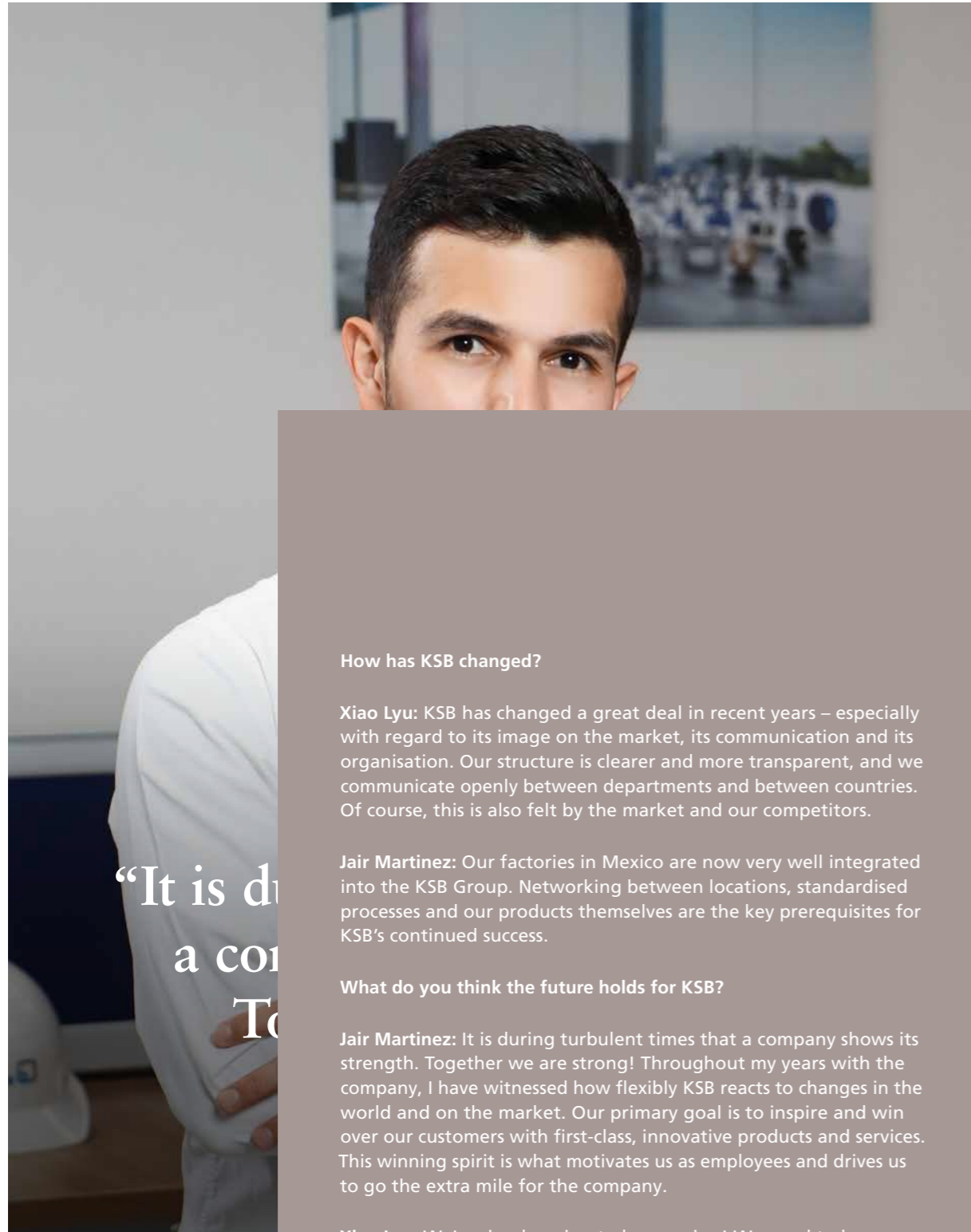
What does it mean to work for the company?

Jair Martinez: It means excellent opportunities for personal development through a career in the global KSB Group. Since I have been with the company, I have worked in different departments. I was able to learn about many topics and put suggestions for improvement into practice. That's why I'm already looking forward to more new challenges.

Xiao Lyu: KSK takes care of its employees, providing stable employment opportunities during the pandemic that we are currently experiencing. This makes KSB an attractive employer. Being part of such a world-leading company makes me proud!

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How has KSB changed?

Xiao Lyu: KSB has changed a great deal in recent years – especially with regard to its image on the market, its communication and its organisation. Our structure is clearer and more transparent, and we communicate openly between departments and between countries. Of course, this is also felt by the market and our competitors.

Jair Martinez: Our factories in Mexico are now very well integrated into the KSB Group. Networking between locations, standardised processes and our products themselves are the key prerequisites for KSB's continued success.

What do you think the future holds for KSB?

Jair Martinez: It is during turbulent times that a company shows its strength. Together we are strong! Throughout my years with the company, I have witnessed how flexibly KSB reacts to changes in the world and on the market. Our primary goal is to inspire and win over our customers with first-class, innovative products and services. This winning spirit is what motivates us as employees and drives us to go the extra mile for the company.

Xiao Lyu: We're simply going to keep going! We need to leverage synergies between countries, remove bottlenecks in all our processes and focus on our market areas and focus countries.

In my view, concentrating on our market areas in particular is the right approach for further developing our business. This will open up new applications and sales opportunities for us. Cooperation between departments and countries is also becoming much closer and more intensive.

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“Being part of such a world-leading company makes me proud!”

Xiao Lyu

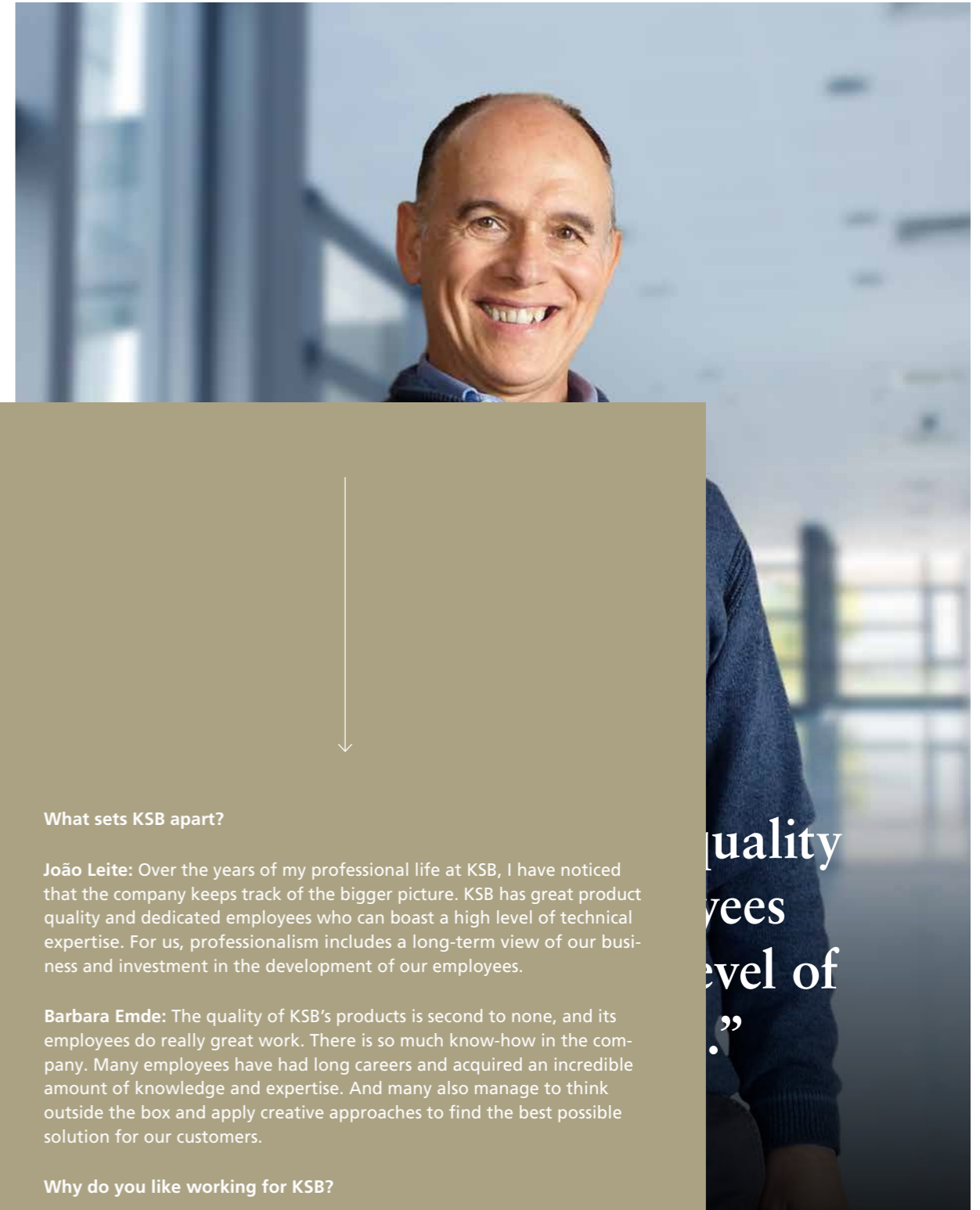
is currently responsible for Sales Management for the General Industry Market Area in Frankenthal. He started his career at KSB in 2016 at the Shanghai location.



“I appreciate working in a stable company where we have a positive atmosphere between employees and management.”

Barbara Emde

is German and works in Marketing at KSB Finland Oy.
She has been with KSB since August 2013.



What sets KSB apart?

João Leite: Over the years of my professional life at KSB, I have noticed that the company keeps track of the bigger picture. KSB has great product quality and dedicated employees who can boast a high level of technical expertise. For us, professionalism includes a long-term view of our business and investment in the development of our employees.

Barbara Emde: The quality of KSB's products is second to none, and its employees do really great work. There is so much know-how in the company. Many employees have had long careers and acquired an incredible amount of knowledge and expertise. And many also manage to think outside the box and apply creative approaches to find the best possible solution for our customers.

Why do you like working for KSB?

Barbara Emde: I think it's great to have the opportunity to work for a local KSB subsidiary. My German background enables me to use my mother tongue at KSB Finland for the benefit of the company.

I also think it's good to work for a company that makes important products for humankind in general. After all, how would essentials like drinking water supply and waste water treatment function without pumps and valves?

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level of
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“I appreciate
the corporate
culture and values
which allow employees
to explore their full
potential and contribute
innovative ideas.”

João Leite: I am happy to be part of an international company that, after 150 years, continues to have an excellent image on the market. Every day I look forward to talking to colleagues all over the world. We are much better connected than we were years ago. As a result, it feels to me that the world has become smaller. And this also serves to show how different yet similar we all are.

What makes KSB an attractive employer?

João Leite: KSB differentiates itself from its competitors through its corporate culture and values. These provide a framework for the kind of collaboration which allows employees to explore their full potential and contribute innovative ideas.

Barbara Emde: It is a stable company with positive cooperation between management and employees. This is a great asset, especially in the current corona pandemic situation.

What has changed for the better at KSB in recent years?

Barbara Emde: I like the fact that digitalisation has come so far since I started my job at KSB. For example, the newly introduced digital sales channel and marketing automation tool have made our work at KSB Finland much more efficient. Our sales and marketing are also better networked as a result. New hires and younger employees bring a breath of fresh air into the company, and with it innovative ideas that are good for KSB.

João Leite: In my opinion, KSB has undergone a positive change in the last 20 years in particular – especially in terms of its corporate culture. We have become much more customer-focused, international, networked and innovative. But there is a long way to go.

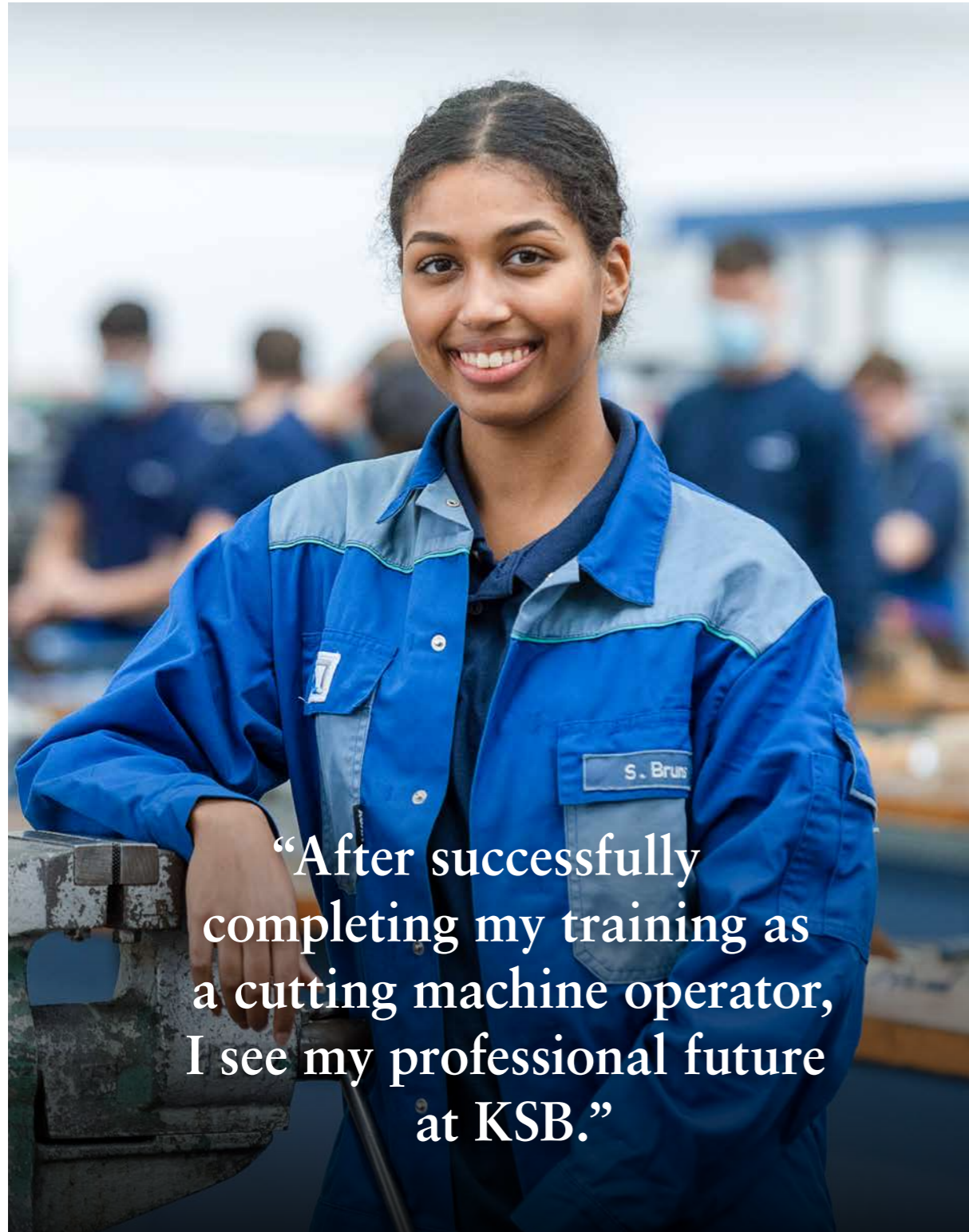
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“KSB has great product quality
and dedicated employees
who can boast a high level of
technical expertise.”

João Leite

**is Managing Director of KSB in Portugal and
has been with the company since 1991.**



“After successfully completing my training as a cutting machine operator, I see my professional future at KSB.”

Sandra Bruns

In August 2019, Sandra Bruns started her apprenticeship as a cutting machine operator in Frankenthal. She has been a youth and trainee representative since December 2020.



What makes KSB the right place to start your professional career?

Emilie Delestrez: In my opinion, what sets KSB apart from other companies is the diversity of its products and the fact that we manufacture products which are essential for everyday life.

I also feel that the plant management in Lille facilitates interaction between the various departments. This allows us to drive the development of our products very efficiently and quickly.

Sandra Bruns: Well I'm a new arrival – and I'm still in the middle of my training. But in my case, KSB was clearly the right choice. During the 2018 / 2019 school year, I was considering my future career options. Since I live in Frankenthal, KSB was the obvious candidate. I began researching training possibilities online. The more I read about it, the more interesting the job as a cutting machine operator became. So I applied, and everything worked out.

What is so interesting about your job and what do you enjoy about it?

Sandra Bruns: I like technology, and I want to understand it. It contains a logic that I find fascinating. I also enjoy operating machinery. These are certainly important requirements for the role of cutting machine operator.

I also like the camaraderie among the trainees in my apprenticeship year. We're always getting into discussions about certain topics – sometimes technical issues, and sometimes more on the human side of things. And this often ends in funny situations and laughter. But these conversations usually lead to a good solution. And that's how it should be.

Emilie Delestrez: KSB has enabled me to reconcile my personal and professional lives. We have dynamic teams that organise events to bring colleagues and families together. This contributes to the great atmosphere between colleagues.

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e French
since 2013.



What motivates me every day is the versatility and autonomy in my job, as well as the fact that my work does not leave me stressed despite the deadlines I have to meet. The family atmosphere, and the levels of recognition and respect for the employees are also very important. It's reassuring to know that I can always find someone to turn to when I have concerns. We are treated not just as employees, but as people. We are motivated to become even more involved in the company. There has also been a noticeable change, especially in the last few years: Management communicates more with staff and transparency has improved. As a workforce, we feel we are an important part of the company.

KSB is becoming increasingly digitalised. Do digital tools help you in your work?

Emilie Delestrez: Digitalisation is definitely important and a great source of help. At KSB, we have already come a long way in this regard. But like everywhere else, there is still room for improvement.

Sandra Bruns: The tablets we use in training should be deployed more widely, even if digitalisation is not the first thing that comes to mind when thinking of cutting machinery. My generation may be the "digital natives", but not every one of us is automatically a "nerd". Using digital solutions is therefore something we also need to practice. But overall our training is on the right track in terms of digitalisation, and we have made much more progress than other companies in our industry.

As a young trainee, Ms Bruns: What are your professional ambitions and goals?

Sandra Bruns: After successfully completing my training as a cutting machine operator, I see my professional future at KSB. But of course I can't yet say in which area I will work and what will come thereafter.

What are your hopes for KSB, Ms Delestrez?

Emilie Delestrez: I want KSB to continue investing in innovative projects to meet the needs of our customers. KSB should preserve the family atmosphere and continue to make its employees proud to work for this company.

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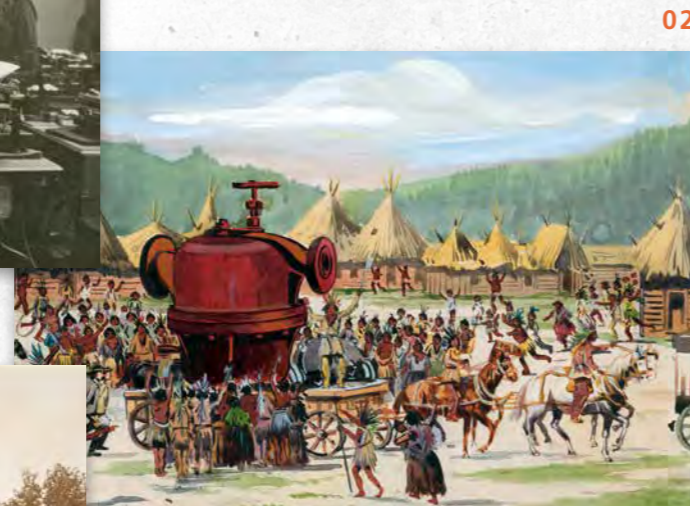
“We are motivated to become even more involved in the company.”

Emilie Delestrez

is an assembly technician on the production line of the Ama-Porter submersible motor pump series at the Lille location of the French subsidiary KSB S.A.S. She has been working for the company since 2013.



01



02

03



04

A Look Back

Over the 150 years of the company's history, KSB has always continued to develop. But a look back reveals that many things regarded as important in the past remain decisive for the company's success today.

01 Typists around 1900: In its early years, the company employed only a few women. Today, 16 percent of the company's global workforce is female – and the trend is rising. | **02** Western motifs were popular in advertising at the beginning of the 20th century. The star of this poster, however, is KSB's steam trap. | **03** Roof or open-top: In the 1920s, KSB's fleet of modern vehicles permitted quick visits to customers. | **04** Exports played an important role for KSB at an early stage. In this photo from around 1930, an Egyptian customer proudly



05



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07



08

shows off his brand new irrigation pump. | **05** Just like today, companies in the past needed global reach. KSB therefore took part in international events, such as the 1904/05 Cape Town Industrial Exhibition, from the very start of the company's history. | **06** Well-trained specialists make the difference – then as now. These apprentices are getting to grips with pumping theory in 1938. | **07** From the 1950s onwards, there has been a steady increase in power station outputs and the demands placed on pumps. KSB overcomes the technical challenges to develop the appropriate pump sets. | **08** When a job needs doing, KSB's service experts travel to the most remote places in the world. Here, mechanics are installing a submersible borehole pump for the irrigation of an oasis in Libya in 1978.



1910



1914



1920

Changing times

A company's logo is its face; it must be unmistakable and instantly recognisable. Like the company itself, the KSB logo has evolved over 150 years. The company managed without one for almost 40 years, before the first designs in an Art Nouveau style appeared in 1910 and 1914. The first real logo emerged in 1920 and comprised the letters KSB in a circle. The circulation graphic was used for the first time at the end of the 1970s. It symbolises a pump with a pipeline, and is still part of the company's identity today.

1961



1985



1978



1962



1996

Today, the three letters KSB and the circulation symbol form the KSB logo. It is used in media and on products, clothing, vehicles and promotional items.

Sustainability at KSB

Greenhouse gases

-12,705_t

Reduction in CO₂ emissions in 2020 compared with the previous year

Occupational health and safety

0.27_{days}

Number of days lost due to accidents per employee and year in 2020 worldwide

Social activities

89

Charitable initiatives and projects supported by KSB in 2020

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