



Capital Market Day

20 September 2023



Welcome on behalf of the Executive Board



Forward-looking Statements

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Agenda

1. INTRODUCTION
2. MARKETS UPDATE
3. STRATEGY 2030+
4. FINANCIALS
5. Q&A SESSION AND WRAP-UP

KSB – Overview

A GLOBAL FLOW CONTROL INNOVATION LEADER – IN TRANSITION

PUMPS, VALVES AND KSB SupremeServ

ENGINEERED PUMPS
STANDARD PUMPS & VALVES
**ENERGY, WATER, MINING,
PETROCHEMICALS/CHEMICALS, BUILDING AND
GENERAL INDUSTRY**
KSB SupremeServ

IN FIGURES		
1871 FOUNDED	#4 GLOBALLY BY REVENUES	€2.6bn 2022A REVENUES
33% SPARES & SERVICE REV.	190 GLOBAL SERVICES SITES	6% to > 8%¹ EBIT MARGIN
15,000+ EMPLOYEES	€30bn INSTALLED VALUE	450k # OF CUSTOMERS



SELECTED CLIENTS



Note:
1 Profitability goal 2025

Process critical products and solutions

**CONTINUOUS AVAILABILITY,
OPTIMAL ENERGY AND OPERATIONAL EFFICIENCY DRIVE CUSTOMER VALUE**

Product	PUMPS				KSB SupremeServ				VALVES	
	Customised standard		Engineered							
Description	<ul style="list-style-type: none"> Portfolio of standard and engineered centrifugal pumps, also available online Standard pumps with various customization options Several types of pumps (single stage pumps, multi stage pumps and submersible pumps) Engineered pumps for use in Mining and especially Energy industries 				<ul style="list-style-type: none"> Services for pumps and valves including inspection, servicing, maintenance, repairs and consultancy offered under the KSB SupremeServ brand Strong focus on spare parts Online availability 				<ul style="list-style-type: none"> Used in power stations, buildings, on ships and in process and water engineering systems Alongside globe valves, gate valves, butterfly valves, ball valves, diaphragm valves and check valves, the product range also includes actuators and positioners 	
Sales share	€1,390m¹ 54%				€850m² 33%				€333m¹ 13%	
Para- meters	0.7 – 65,000 QUANTITY (m ³ /h)	10 – 560 PRESSURE (bar)	(90) – 450 TEMP (°C)	1 – 5,300 HEIGHT (m)	LARGE INSTALLED BASE	DIGITAL SERVICES	HIGHLY QUALIFIED STAFF	SPARE PARTS BUSINESS	(196) – 816 TEMP (°C)	
Online sales	€200m+ 2022									

Note:

1 2022 actual, new business only

2 2022 actual, services and spare parts

Global flow control leader – since 1871

LEADING POSITIONS IN WATER, MINING, INDUSTRIAL MACHINERY AND NUCLEAR
LARGE INSTALLED BASE GLOBALLY AS BASIS FOR KSB SUPREMESERV

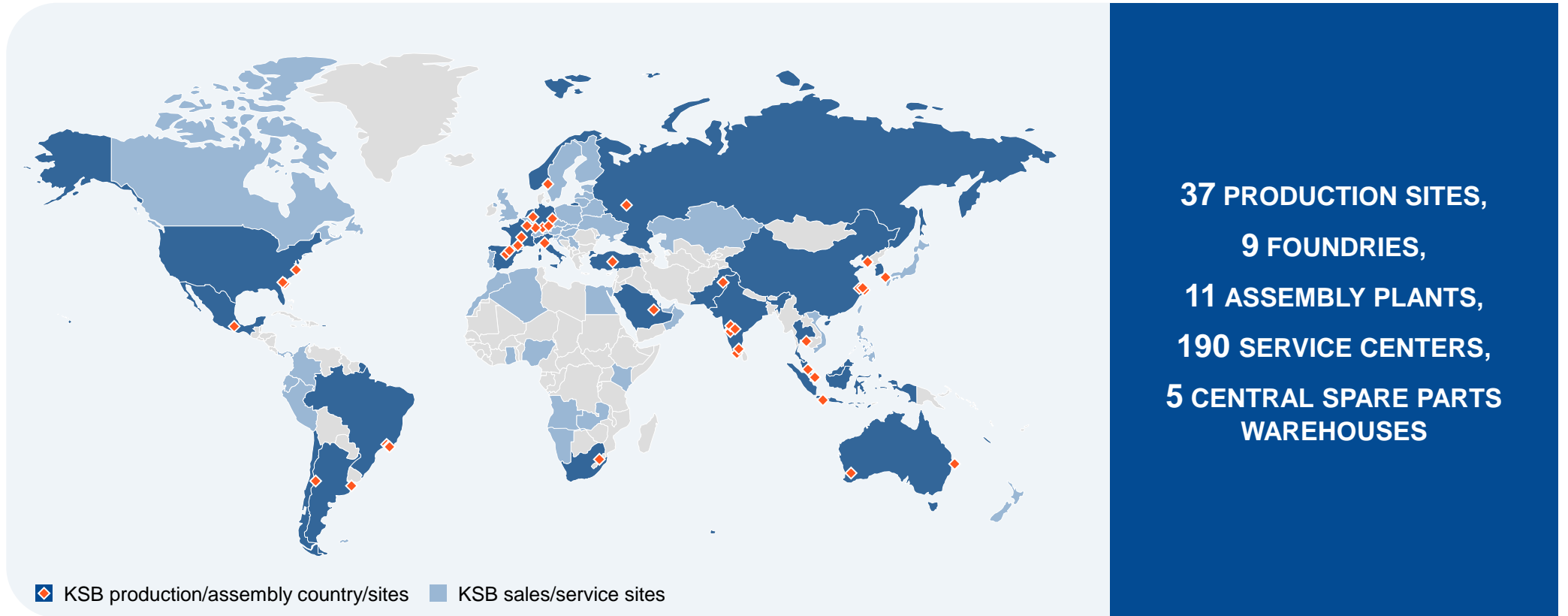
Segment	GENERAL INDUSTRY	WATER	ENERGY	BUILDING SERVICES	MINING	PETROCHEMICALS/ CHEMICALS
KSB Group position ¹	3 ²	1-3	1	3 ²	2	3
Selected key clients						

Note:

- 1 Relevant addressable market within pumps and valves segments
- 2 In core focus markets

Global set-up

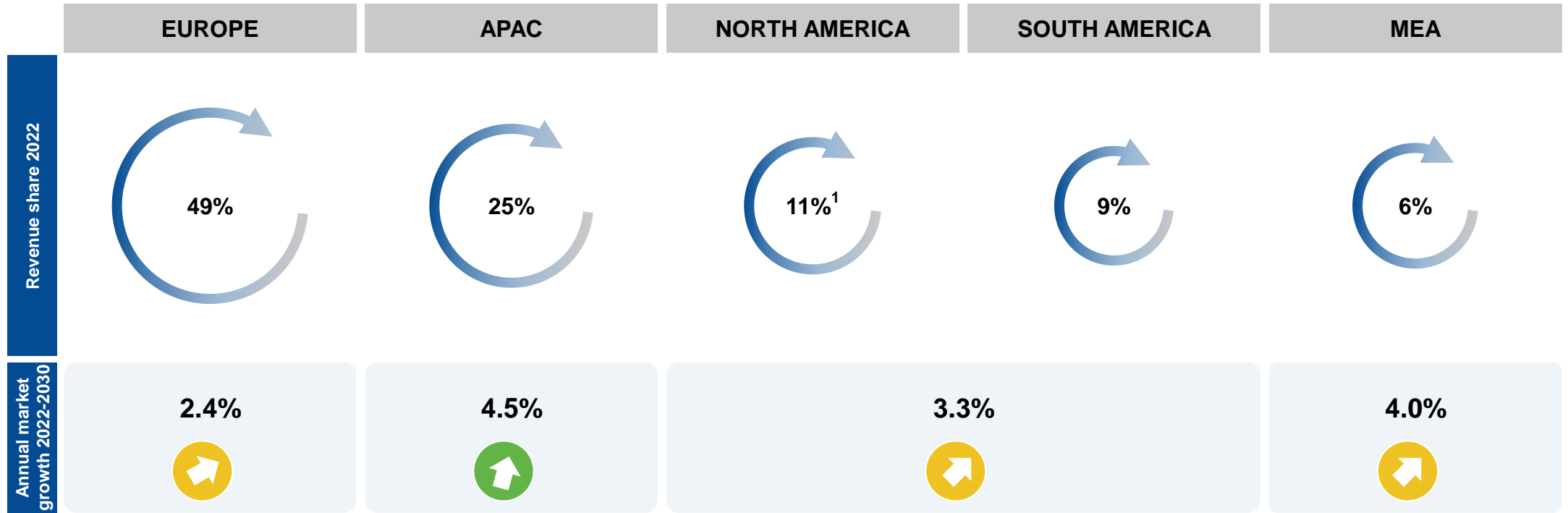
MAXIMISING SOLUTION/PRODUCT AVAILABILITY, CUSTOMER PROXIMITY AND INTIMACY



**37 PRODUCTION SITES,
9 FOUNDRIES,
11 ASSEMBLY PLANTS,
190 SERVICE CENTERS,
5 CENTRAL SPARE PARTS
WAREHOUSES**

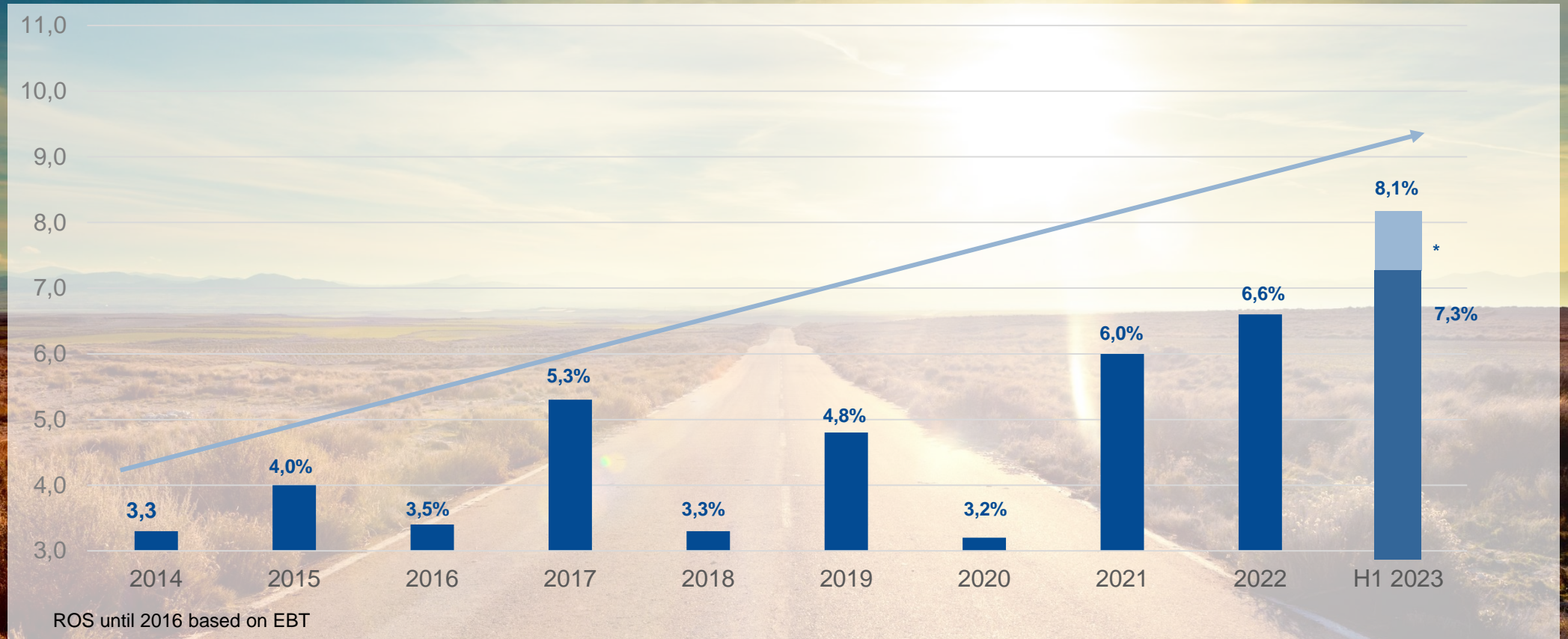
Global scope...

...WITH DIVERSIFICATION FROM EUROPE INTO HIGHER GROWTH REGIONS WITH STRONG REGIONAL HUBS



Note:
1 Mostly related to Mining operations

Development of ROS as of June 30th, 2023

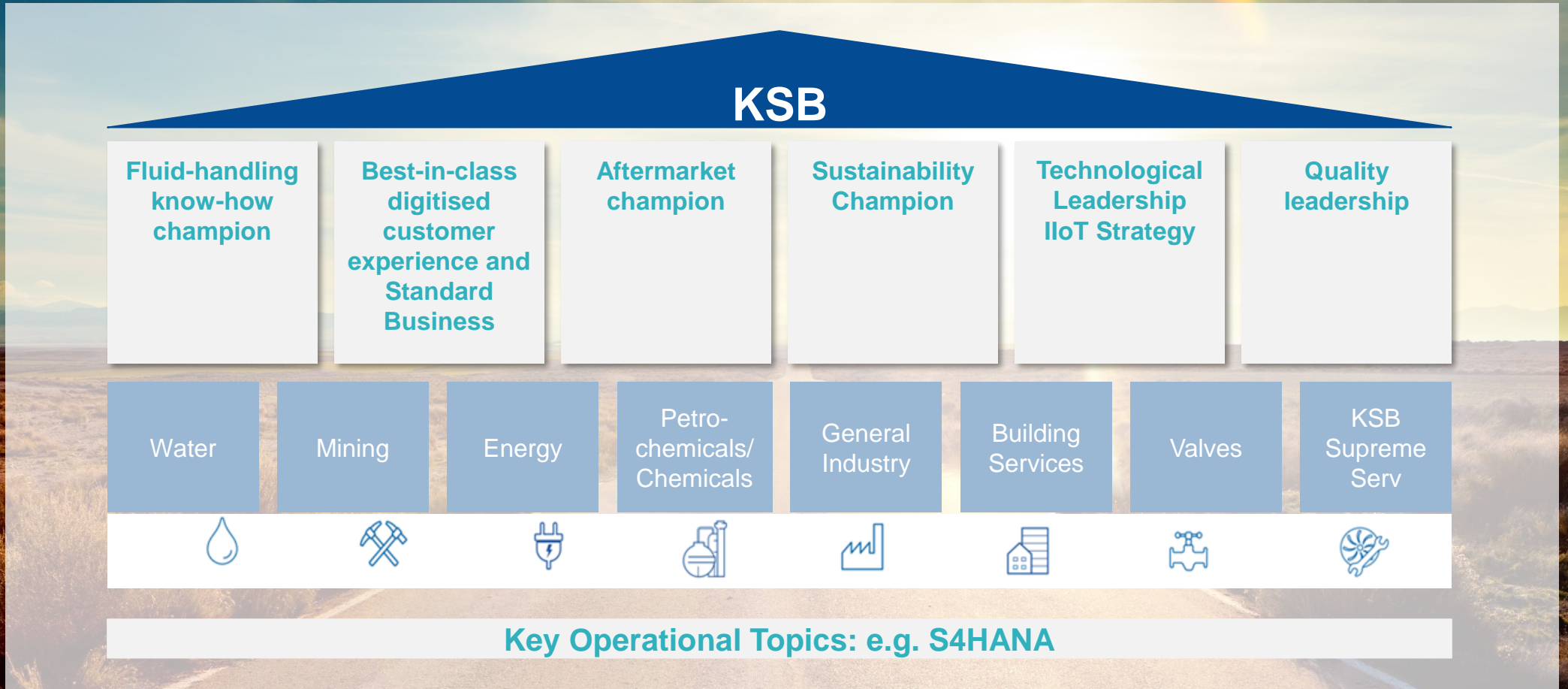


*extraordinary effect 1st half-year

Drivers of success: Change Programmes



Strategy house 2030+



Ambitions for KSB 2030

- **≥ 10% EBIT**
- **≥ 4 Mrd. EUR OI**
- **≥ TOP 3 Position in our markets**
- **≥ 40% KSB SupremeServ share**
- **≥ 50% smart products and service**
- **Professional in standard and engineered business**
- **Best-in-class processes underline our quality leadership**
- **2040 – climate neutral**

Agenda

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2. **MARKETS UPDATE**
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PUMPS

MINING



Mining | Profile

HIGH MARGIN BUSINESS DRIVEN BY SEVERE REPLACEMENTS VIA SPARE PARTS

BUSINESS DESCRIPTION	KEY GEOGRAPHIC FOCUS AREAS	GEOGRAPHIC COI* SPLIT 2022																	
<ul style="list-style-type: none"> Number 2 in the worldwide pumps market for mining Mining segment consists of hard rock mining, industrial minerals and dredging KSB pumps are used for heavy applications characterized by high product abrasion leading to a market nature with high share of spare parts of around 70% and frequent pump replacements 	<table border="1"> <thead> <tr> <th colspan="2">EMEA</th> <th colspan="3">APAC</th> <th rowspan="2">AMERICAS</th> </tr> <tr> <th>GER</th> <th>Rest</th> <th>China</th> <th>India</th> <th>Rest</th> </tr> </thead> <tbody> <tr> <td></td> <td>✓</td> <td></td> <td></td> <td>✓</td> <td>✓</td> </tr> </tbody> </table>	EMEA		APAC			AMERICAS	GER	Rest	China	India	Rest		✓			✓	✓	<p>73% 17% 10%</p> <ul style="list-style-type: none"> EMEA APAC Americas
EMEA		APAC			AMERICAS														
GER	Rest	China	India	Rest															
	✓			✓	✓														
GROWTH DRIVER	MARKET POSITION	SUBSEGMENTS																	
<ul style="list-style-type: none"> Decarbonization – increasing demand on critical minerals (lithium, cobalt, nickel, copper) Increasing global population and demand for food Sustainability, CO2 reduction & efficiency increase Regional presence in key markets 	<table border="1"> <tr> <td>2</td> <td>1</td> <td>3</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </table>	2	1	3				<ul style="list-style-type: none"> Hard Rock Mining Industrial Minerals Dredging 											
2	1	3																	

*COI includes new business and spare parts.

Case study: COBRE PANAMA

EXTENDING SERVICE LIFE OF WEAR PARTS THROUGH OWN ALLOY MATERIAL COMPETENCES



THE CHALLENGE

- Extreme conditions
- Reliability
- Maximized wear life

THE SOLUTION

- Delivery of MDX 750 cyclone feed pumps
- KSB Group has been selected based on its excellent reputation for its slurry pumps and globally successful use of the MDX 750 pumps in copper and gold applications

- Pumps for Cobre Panama are specially designed for operation under the most extreme operating conditions to achieve maximum wear life

- Increased output through highest pump reliability and lifetime based on own material competences
- Reduction of total operating costs

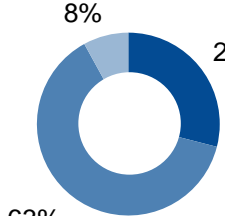


SPECIFICS

CUSTOMER BENEFITS

ENERGY

Energy | Short profile

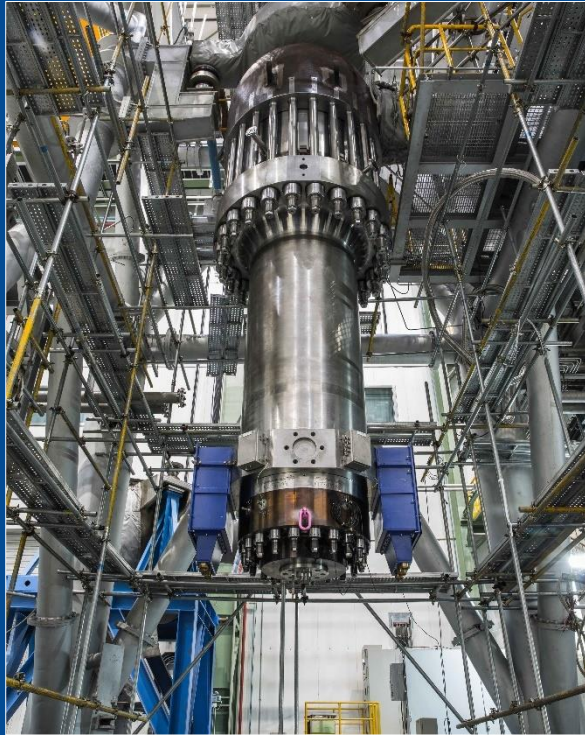
WELL POSITIONED WITHIN ENERGY WITH CERTIFICATIONS FOR DIFFERENT GEOGRAPHIES

BUSINESS DESCRIPTION	KEY GEOGRAPHIC FOCUS AREAS						GEOGRAPHIC COI* SPLIT 2022	
<ul style="list-style-type: none"> ▪ Top player in the worldwide pumps market for the energy industry ▪ Main markets for new business are China and India ▪ Local production of nuclear pumps in China (as part of a JV) and India ▪ Focus of the European business is on service, retrofit and spare parts 	EMEA		APAC			AMERICAS	 <ul style="list-style-type: none"> ■ EMEA ■ APAC ■ Americas 	
GER		Rest	China	India	Rest			
✓		✓	✓	✓	✓			
GROWTH DRIVER	MARKET POSITION						SUBSEGMENTS	
<ul style="list-style-type: none"> ▪ Global megatrends & the resulting increase in energy demand with a fundamentally positive effect on the market area ENY ▪ Climate neutrality, sustainability & digitization promise great potential for change, including opportunities & risks (de-carbonization) ▪ Disruptive developments, especially in the area of energy storage technologies and digitization ▪ Geopolitical Developments with a strong impact on the e-economy 	<div style="border: 1px solid gray; padding: 10px; text-align: center;"> 1  </div>			<div style="border: 1px solid gray; padding: 10px; text-align: center;"> Other  </div>			<div style="border: 1px solid gray; padding: 10px; text-align: center;"> Conventional (Renewables, Gas, Coal) </div> <div style="border: 1px solid gray; padding: 10px; text-align: center; margin-top: 10px;"> Nuclear </div>	

*COI includes new business and spare parts.

Case study: Nuclear power plant

FIRST MOVER – CERTIFIED FOR MODERN NUCLEAR POWER PLANTS FOR HIGHEST SAFETY



THE CHALLENGE

- Develop a reactor coolant pump for nuclear power plants that meets the highest quality, reliability and safety requirements

THE SOLUTION

- KSB Group has been awarded the certificate for its RUV reactor coolant pump allowing it to be used in the latest generation 3+ of Chinese nuclear power stations
- ▶ Prototype of the RUV pump has successfully passed demanding tests in Lingang (China)
- KSB Group already received first orders for supplying five pumps to Shidaowan nuclear power station

- Development period of close to ten years
- Successful certification underlines KSB Groups position as technology leader in nuclear market

- For pumps and valves in nuclear power stations, we are certified according to German and US nuclear engineering codes
- Highest safety standards

SPECIFICS

CUSTOMER BENEFITS



PETROCHEMICALS / CHEMICALS

Petrochemicals / chemicals | Short profile

FOCUS ON GLOBAL COVERAGE OF TOP OIL & GAS DOWNSTREAM AND CHEMICAL END USERS

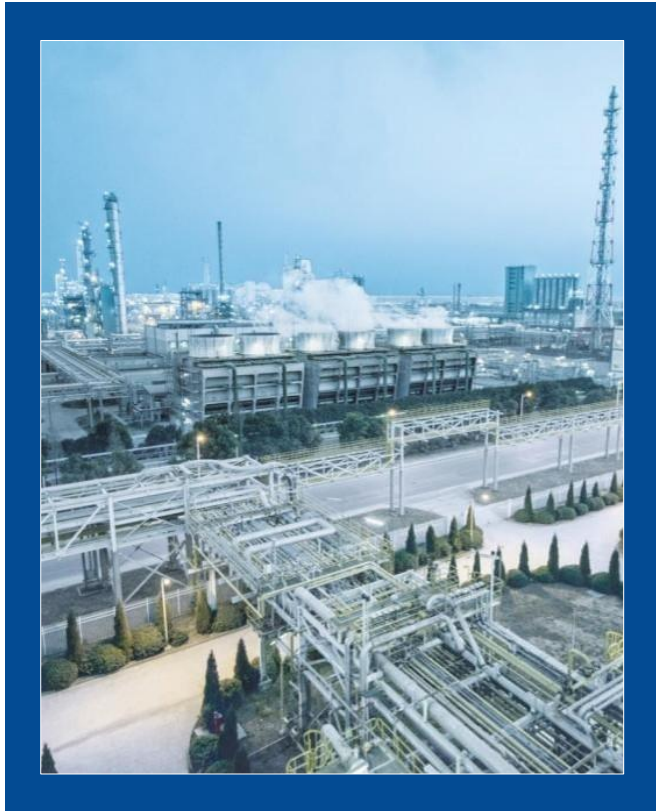
BUSINESS DESCRIPTION	KEY GEOGRAPHIC FOCUS AREAS	GEOGRAPHIC COI* SPLIT 2022																	
<ul style="list-style-type: none"> One of top three players in the worldwide pumps market for the petrochemicals / chemicals industry Particular focus on chemicals and downstream activities 	<table border="1"> <thead> <tr> <th colspan="2">EMEA</th> <th colspan="3">APAC</th> <th rowspan="2">AMERICAS</th> </tr> <tr> <th>GER</th> <th>Rest</th> <th>China</th> <th>India</th> <th>Rest</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> </tbody> </table>	EMEA		APAC			AMERICAS	GER	Rest	China	India	Rest	✓	✓	✓	✓	✓	✓	<p>12% 49% 39%</p> <ul style="list-style-type: none"> EMEA APAC Americas
EMEA		APAC			AMERICAS														
GER	Rest	China	India	Rest															
✓	✓	✓	✓	✓	✓														
GROWTH DRIVER	MARKET POSITION (EUROPE)	SUBSEGMENTS																	
<ul style="list-style-type: none"> Sustainability/Decarbonization/Circular economy Chemical biz push Skid modularization M&A in the PCC Industry Digitalization/IIoT Servitization Regional focus on Asia and North America 	<table border="1"> <tr> <td data-bbox="808 739 1137 1025"> <p>3</p> </td> <td data-bbox="1144 739 1473 1025"> <p>Other</p> </td> </tr> </table>	<p>3</p>	<p>Other</p>	<ul style="list-style-type: none"> Chemicals Downstream 															
<p>3</p>	<p>Other</p>																		

*COI includes new business and spare parts.

Case study: BASF-YPC



MEETING HIGHEST STANDARDS OF SAFETY AND EFFICIENCY



THE CHALLENGE

- Based on BASF's main plant in Ludwigshafen, one of the largest contiguous chemical sites in China was planned to be build in Nanjing
- Safety as top priority in an environment of toxic media

THE SOLUTION

- Our chemical and refinery experts were already involved in the design and planning of the plant
- Use of standard chemical pump CPKN, HPK as well as RDLO pumps
- Plant expansions followed at short intervals where KSB Group has won the tender

- A well-functioning service was one of the decisive factors to award the contract to the KSB Group

- High power density and very low energy consumption
- Maximum of operational safety and low maintenance

SPECIFICS

CUSTOMER BENEFITS



GENERAL INDUSTRY

General industry | Profile

GENERAL INDUSTRY WITH A BROAD RANGE OF END MARKETS

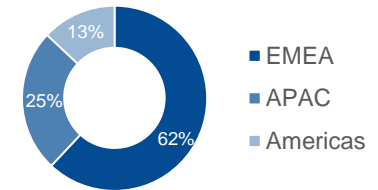
BUSINESS DESCRIPTION

- **Top 3-5 position** in one of the most profitable segments with Standard+ pumps
- **Diversified segment** subdivided into **focus industries** Machinery & Equipment and Food & Beverage as well as Marine and Metals
- **Focus on Europe** with a long-term direction towards Asia and North America

KEY GEOGRAPHIC FOCUS AREAS

EMEA		APAC			AMERICAS
GER	Rest	China	India	Rest	USA
✓	✓	✓	✓	✓	✓

GEOGRAPHIC COI* SPLIT 2022




*COI includes new business and spare parts.

GROWTH DRIVER

- Standard business
- Decarbonization – Hydrogen, Waste heat management, wind power, battery
- Digitization/IIOT – advanced customer journey, printed parts
- Future LSA

MARKET POSITION

3-5



Other



SUBSEGMENTS

Machinery & Equipment

Food & Beverage

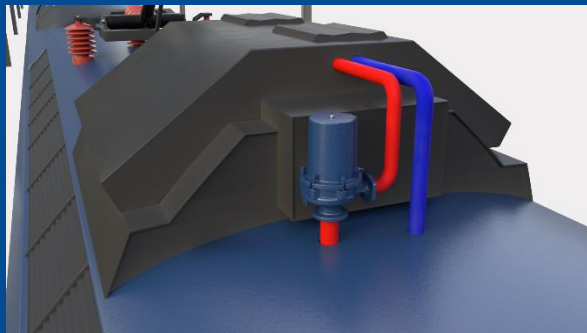
Marine

Metals

Note:
COI = customer order intake

Case study: Train cooling

HIGHEST PROCESS RELIABILITY IN LIMITED SPACE AVAILABILITY



THE CHALLENGE

- Reliable and long-lasting solution with low maintenance effort required
- Limited installation space
- Challenging environmental conditions, e.g. shock & vibration, stone-chipping (underfloor installation), rain, hail & sunray (top-mounting)

THE SOLUTION

- Use of special designed pump Etaseco RVP (= Rail Vehicle Pump) with the following core benefits:
 - Zero leakage due to canned motor design
 - Long service life of >30 years (= average life of a train/locomotive)
 - Minimized maintenance efforts with first maintenance after ~12 years
 - Compact & light-weight design for reduced carbon footprint

- Fulfillment of global relevant railway standards
- Versatility regarding individual customer specific requirements

- Customized product with highest reliability
 - KSB as supplier for railway industry for more than 25 years
- mount ESO and forget about all your issues

SPECIFICS

CUSTOMER BENEFITS



WATER

Water | Short profile

KSB GROUP – TOP THREE PLAYER IN THE GERMAN / EUROPEAN MUNICIPAL WATER MARKET

BUSINESS DESCRIPTION	KEY GEOGRAPHIC FOCUS AREAS	GEOGRAPHIC COI* SPLIT 2022																	
<ul style="list-style-type: none"> One of the top three players in the German European and Middle East pumps market for water and wastewater Aiming to roll-out business on a global scale into South East Asia and Americas Focus on applications with high to medium degrees of abrasion with high product abrasion in wastewater leading to higher profitability 	<table border="1"> <thead> <tr> <th colspan="2">EMEA</th> <th colspan="3">APAC</th> <th rowspan="2">AMERICAS</th> </tr> <tr> <th>GER</th> <th>Rest</th> <th>China</th> <th>India</th> <th>Rest</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> </tbody> </table>	EMEA		APAC			AMERICAS	GER	Rest	China	India	Rest	✓	✓	✓	✓	✓	✓	<p>■ EMEA ■ APAC ■ Americas</p>
EMEA		APAC			AMERICAS														
GER	Rest	China	India	Rest															
✓	✓	✓	✓	✓	✓														
GROWTH DRIVER	MARKET POSITION	SUBSEGMENTS																	
<ul style="list-style-type: none"> Reuse of water Sponge Cities/Buffer Infrastructure No sewage overflow /no flooding Efficient use of water Smart Water - IIOT 	<table border="1"> <tr> <td data-bbox="808 743 1137 1052"> <p>1-3</p> </td> <td data-bbox="1144 743 1473 1052"> <p>Other</p> </td> </tr> </table>	<p>1-3</p>	<p>Other</p>	<ul style="list-style-type: none"> Municipal Wastewater Municipal Freshwater Irrigation 															
<p>1-3</p>	<p>Other</p>																		

*COI includes new business and spare parts.

Case study: Canoas

TAILORED MADE SOLUTIONS FOR LARGE WASTE WATER PROJECTS



THE CHALLENGE

- The WWTP, called Canoas, will be the largest in Latin America when it is completed in 2026.
- Intake pumping station located at 2500m altitude (NPSH, Motor power...).
- Transport and delivery of these outstandingly large components around the world.
- Deep tunnel pumping station requires small footprint of pump aggregates and therefore pump and motors are vertically installed on different floors.
- New pump construction with three times larger flow rates than Sewatec pumps.

- The Sewatec SPN being manufactured are the largest and most powerful waste water pumps the factory of Halle has ever produced.
- Key environmental protection project.

SPECIFICS

THE SOLUTION

- Close cooperation between KSB's Bogotá office, the consortium of companies responsible for building the waste water treatment plant and KSB Germany.
- A customized solution taking into account site conditions and pump components:
 - Practice-proven wastewater hydraulics,
 - Inlet flow conditions verified by CFD simulations and physical model tests in advance,
 - Structural Analysis like Modal analysis of complete pump aggregate.

- Agreed technical performance data are met or even exceeded.
- Confidence to have a reliable solution, with the support of KSB along the way (local KSB SupremeServ).

CUSTOMER BENEFITS



BUILDING SERVICES

Building services | Short profile

WELL-POSITIONED IN BUILDING SERVICES, ESPECIALLY IN THE NON-RESIDENTIAL AREA

BUSINESS DESCRIPTION	KEY GEOGRAPHIC FOCUS AREAS	GEOGRAPHIC COI* SPLIT 2022																	
<ul style="list-style-type: none"> ▪ Solid position in the overall European pumps market and top position in water drainage ▪ Primary focus on non-residential subsector with a much higher pump intensity and stronger growing market fundamentals globally than the residential end market ▪ Increasing focus on Fire Protection following a dedicated growth plan 	<table border="1"> <thead> <tr> <th colspan="2">EMEA</th> <th colspan="3">APAC</th> <th rowspan="2">AMERICAS</th> </tr> <tr> <th>GER</th> <th>Rest</th> <th>China</th> <th>India</th> <th>Rest</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> </tr> </tbody> </table>	EMEA		APAC			AMERICAS	GER	Rest	China	India	Rest	✓	✓	✓	✓			<p>9% 13% 78%</p> <ul style="list-style-type: none"> ■ EMEA ■ APAC ■ Americas
EMEA		APAC			AMERICAS														
GER	Rest	China	India	Rest															
✓	✓	✓	✓																
GROWTH DRIVER	MARKET POSITION	SUBSEGMENTS																	
<ul style="list-style-type: none"> ▪ Global megatrends (e.g. settlement structures, climate neutrality & sustainability, population growth, increase in prosperity & digitization) with a fundamentally positive influence on BU1 ▪ Strong regional differences regarding mega trends ▪ Green Buildings in developed countries as driving idea ▪ Safety, hygiene and comfort requirements increasing with increasing prosperity 	<table border="1"> <thead> <tr> <th>Top 5</th> <th>Other</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> </tbody> </table>	Top 5	Other			<table border="1"> <tbody> <tr> <td>Non-Residential</td> </tr> <tr> <td>Residential</td> </tr> </tbody> </table>	Non-Residential	Residential											
Top 5	Other																		
Non-Residential																			
Residential																			

*COI includes new business and spare parts.

Case study: Quartier Q6 / Q7



ENERGY SAVINGS OF UP TO 60% BASED ON PUMPDRIVE 2 TECHNOLOGY



THE CHALLENGE

- Only one single supplier for all the different trades requested by the project developer
- Supplier had to be capable of handling this contract volume in the required scope and range of disciplines
- Only a very small window of time for delivery and installation due to the central location

THE SOLUTION

- KSB Group delivered a complete portfolio of pumps and valves for heating, water, wastewater and cooling
- Equipment for the entire building complex housed in just a single plant room, making system availability crucial
- 24/7/365 service package

- A variety of KSB products combination has proven to be a resounding success

- Energy savings of up to 60% and reduced life cycle costs based on PumpsDrive 2 technology

SPECIFICS

CUSTOMER BENEFITS

**WE SPEAK
VALVES.
FLUENTLY.**

That's KSB.

VALVES



Valves | Short profile

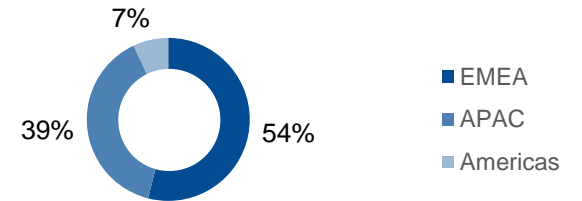
BUSINESS DESCRIPTION

- Valves segment covers **butterfly, globe, gate, control, diaphragm and ball valves**, as well as associated actuators and control systems
- Very **fragmented market** with no company having more than 5% market share
- Focusing on **18 key applications** being among the Top 3 players in 5 applications
- Standard and spec-based Project business

KEY GEOGRAPHIC FOCUS AREAS

EMEA		APAC			AMERICAS
GER	Rest	China	India	South Korea	
✓	✓	✓	✓	✓	

GEOGRAPHIC COI* SPLIT 2022



GROWTH DRIVER

- Growing demand for tailor made solutions
- Digitalization and carbon footprint reduction (eco-design, circular economy, new business models)
- Better use of water
- Energy capacity build-up

MARKET POSITION

Fragmented global market

VALVE TYPES

- Butterfly valves & VRCS
- Gate, globe and check valves
- Control valves
- Diaphragm valves

*COI includes new business and spare parts.

Positioning as application specialist

FOCUS ON HIGH-SPECIFICATION VALVES

APPLICATION EXPERT FOR MULTIPLE VALVE TYPES

Description

- Development of focused valves and actuator solutions for specified market segments, especially Petrochemicals / Chemicals, Energy, General Industry, Building Services and Marine business
- Various valve technologies with high portfolio depth, targeting key applications such as HVAC, General Industry, LNG business, industrial gases, conventional steam, nuclear energy and pharmaceuticals
- Mix of Standard Business through distributors and spec-based Project Business to end-customers & EPC / OEM

Evaluation

- ✓ Tech expertise as competitive advantage

Selected players

Petrochemicals / Chemicals



Energy



Water



Mining

Metso

KSB 

KSB SUPREMESERV

KSB SupremeServ | Profile

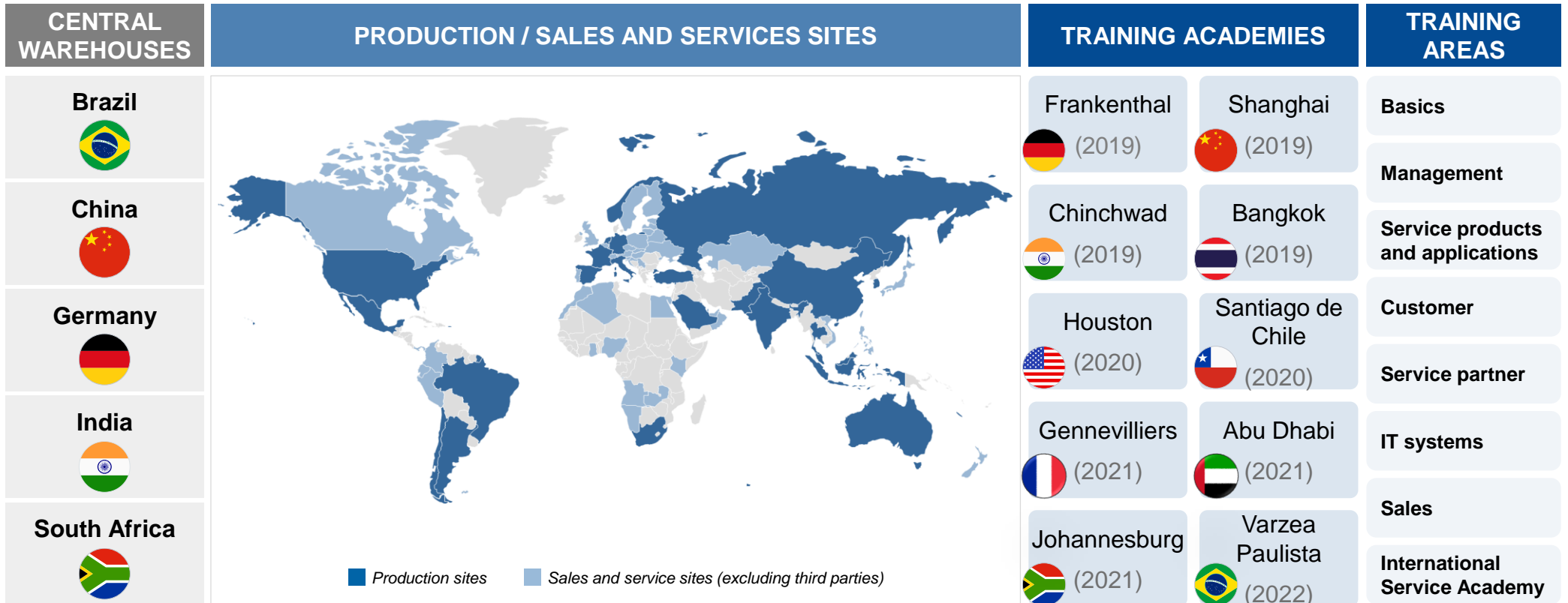
KSB SUPREMESERV WAS FOUNDED TO COVER THE AFTERMARKET NEEDS OF OUR CUSTOMERS

BUSINESS DESCRIPTION	KEY GEOGRAPHIC FOCUS AREAS	GEOGRAPHIC COI* SPLIT 2022																	
<ul style="list-style-type: none"> SupremeServ segment covers the service and spare part business for pumps & valves Business includes also digital services like KSB Guard, Sonolyzer and System efficiency services as well as reverse engineering Competition on a global level is fragmented with pump competitors, independent local service providers, suppliers and customers themselves (e.g. power plants) 	<table border="1"> <thead> <tr> <th colspan="2">EMEA</th> <th colspan="3">APAC</th> <th rowspan="2">AMERICAS</th> </tr> <tr> <th>GER</th> <th>Rest</th> <th>China</th> <th>India</th> <th>Rest</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> </tbody> </table>	EMEA		APAC			AMERICAS	GER	Rest	China	India	Rest	✓	✓	✓	✓	✓	✓	<p>30% 53% 17%</p> <ul style="list-style-type: none"> EMEA APAC Americas
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✓	✓	✓	✓	✓	✓														
GROWTH DRIVER	MARKET POSITION	SUBSEGMENTS																	
<ul style="list-style-type: none"> Digitization of services (connectivity) Future CO2 / energy saving One stop shop Sustainability to drive repairs instead of replacements 	<p>Fragmented global market</p>	<p>Spare parts</p> <p>Service</p>																	

*COI includes spare parts and service.

Service locations and central spare parts warehouses

FOLLOW YOUR CLIENT APPROACH REDUCING THE CUSTOMERS' DOWNTIMES



Additive manufacturing

LASER MELTING SIMPLIFIES THE PRODUCTION OF COMPLEX COMPONENTS AND SPARE PARTS FOR OLD DESIGNS AND EXPANDS THE ABILITY TO MAINTAIN 3RD PARTY PUMPS

MANUFACTURING



- KSB Group has been investing in 3D printing technology for some years
- In this innovative process, a laser controlled via a data set melts metal powder onto a platform, creating components layer by layer
- The technology offers completely new design and manufacturing options, even for third party pumps

CUSTOMER BENEFITS



CONSISTENT QUALITY

NEW DESIGN OPTIONS

ECONOMIC PRODUCTION

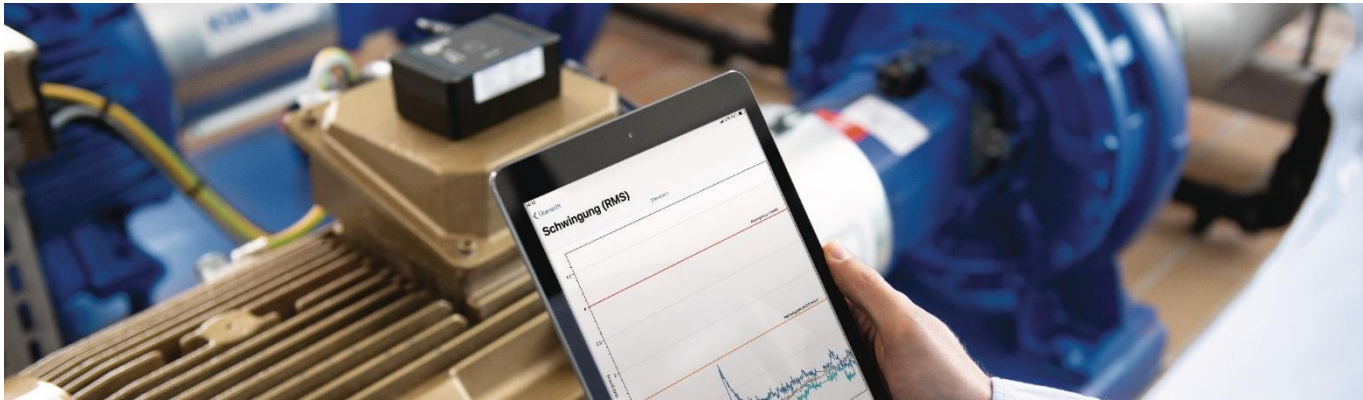
SPEED

COMPONENT AVAILABILITY

KSB Guard

SMART PUMP MONITORING SYSTEM COMPRISING SENSORS, CLOUD APPLICATION AND MONITORING-CENTER

THE SYSTEM



- KSB Guard is an intelligent pump monitoring system comprising sensors and a cloud application
- Can be installed quickly to any type of pumps
- Tracks performance and status data of pumps at all times
- The cloud-based solution monitors all connected pumps in parallel
- In case of any suspected damage or false operation, the KSB Guard Monitoring-Center informs the customer with a detailed analysis and proposal of action

CUSTOMER BENEFITS



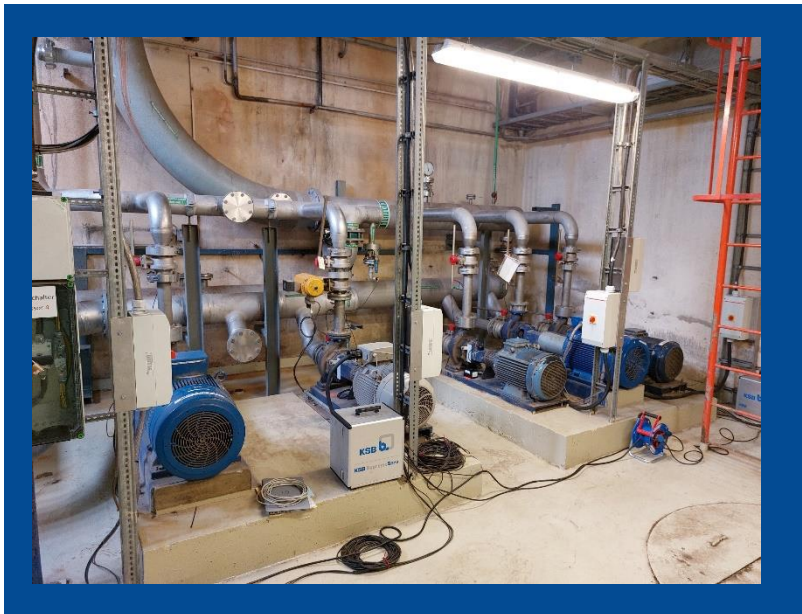
TRANSPARENCY

PREDICTIVE MAINTENANCE

REDUCTION OF DOWNTIME

Case study: System efficiency (Resin Production)

AN EFFICIENCY ANALYSIS YIELDING ENERGY SAVINGS OF 50%



THE CHALLENGE

- Customer requires increased availability of coolant supply
- Customer suspected inefficient pump operation and therefore too high Energy consumption

THE SOLUTION

- Performed a comprehensive energy efficiency analysis on five volute casing pumps which revealed:
 - Control of pumps not according to plant needs
 - High pressure loss in valves
 - Matching of coolant supply and demand of process
- Adapt pump hydraulics
- Installation of variable frequency drives incl. control system

- Customer implemented KSB solution
- KSB awarded for full upgrade package
- KSB Guard as long term monitoring

- Energy savings of ~50%
- Decreased operation costs
- Increased operational reliability

SPECIFICS

CUSTOMER BENEFITS

Case study: Reverse engineering

REPAIR OF A FAN INCLUDING SHAFT PRODUCTION BY REVERSE ENGINEERING WITHIN 3 WEEKS



THE CHALLENGE

- A customer operating a paper mill requested KSB SupremeServ to repair a fan with a diameter of 3 m. The OEM could not offer the service.
- The shaft was heavily damaged and a new shaft had to be produced quickly to keep the time schedule.

THE SOLUTION

- Dismantling of the fan
- Measuring and production of the shaft with a length of 3,5 m and diameter of 670 mm within 8 days using Reverse Engineering process.
- Assembly of all parts
- Complete repair in 3 weeks

- Excellent cooperation between the customer, KSB Service Center and Reverse Engineering production hub.

- Customer could keep the time schedule to overhaul and run-up the boiler.

SPECIFICS

CUSTOMER BENEFITS

Agenda

1. INTRODUCTION
2. MARKETS UPDATE
3. **STRATEGY 2030+**
4. FINANCIALS
5. Q&A SESSION AND WRAP-UP

KSB Group Strategy 2030+

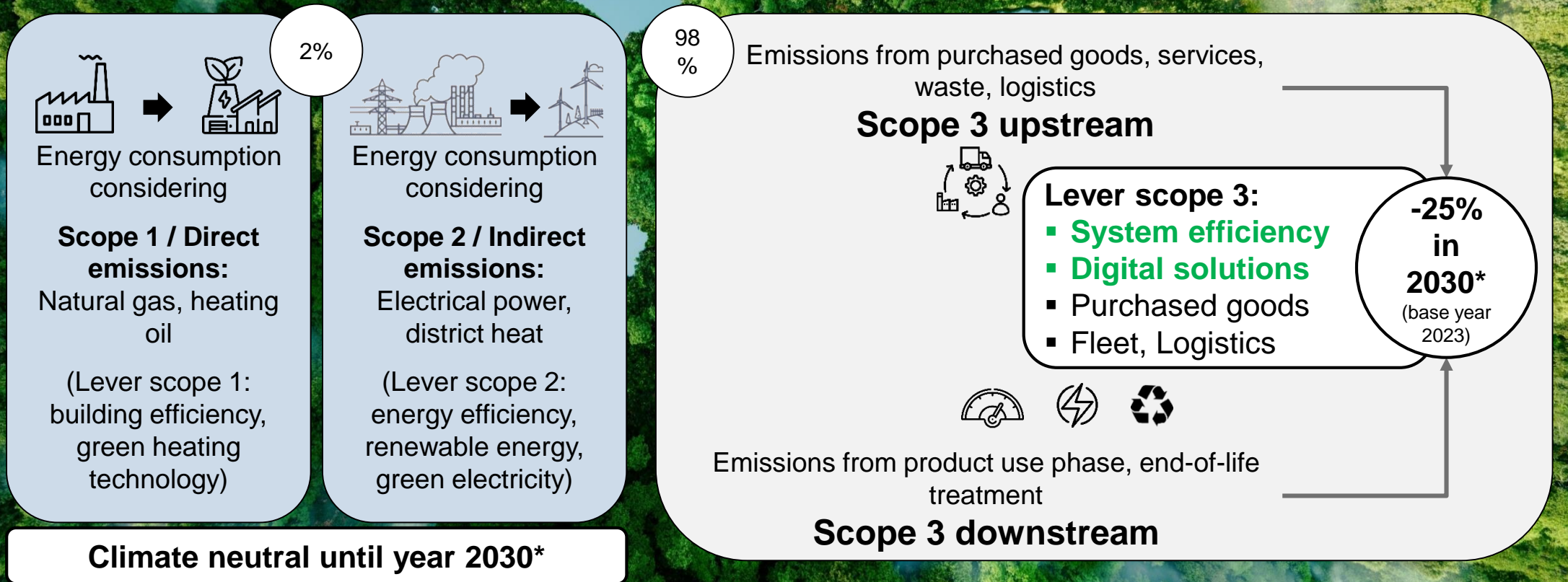


Ambitions for KSB 2030

- **≥ 10% EBIT**
- **≥ 4 bnEUR OI**
- **≥ TOP 3 Position in our markets**
- **≥ 40% KSB SupremeServ share**
- **≥ 50% smart products and service**
- **Professional in standard and engineered business**
- **Best-in-class processes underline our quality leadership**
- **2040 – climate neutral**

SUSTAINABILITY

Corporate emissions target



*Possible KSB target

HYDROGEN

Focus on a dynamic market



A world wide drive towards
decarbonisation:
Hydrogen as a key element for the energy transition!

What means dynamic? Why to act now?

167
Project Funnel

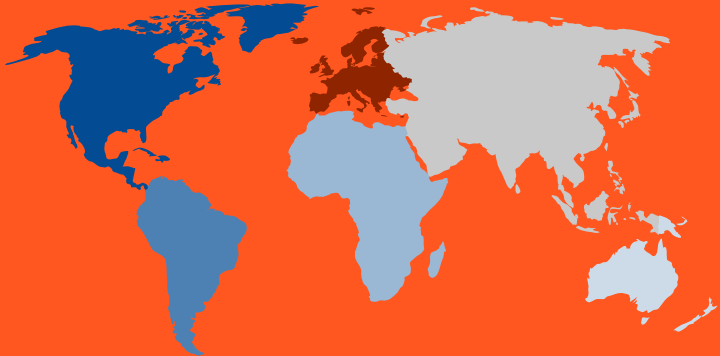
05/2023
Project volume
about €78 Million

150
Projects won

05/2023
Order volume
about €22 Million

KSB is not just "H₂ ready",
KSB is "H₂ active"!

Global hydrogen projects



announced 2021
~ 228 projects

announced 03.2023
600+ projects

Electrolyzer capacity

As of 2020
~ 0,3 GW

By 2030
~ 175 GW

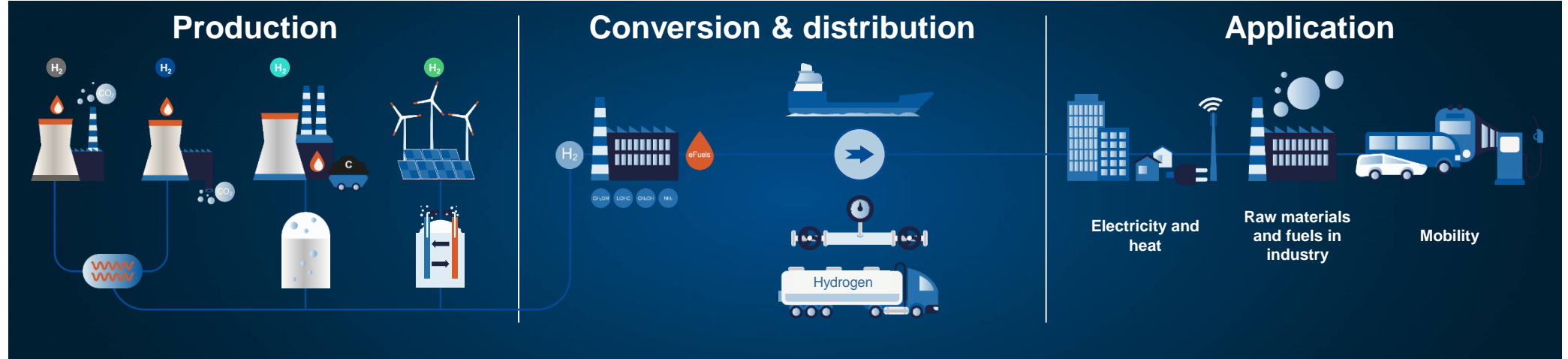
KSB as a **leading supplier** of pumps, valves and services for hydrogen, carbon capture and utilization and storage (CCUS) and non-fossil fuels.

THE SAFEST THAT CAN HAPPEN TO HYDROGEN.



Strategy 2030+

KSB hydrogen business: Experience along the hydrogen value chain



> 22 Mio. €

Sales revenue

> 170

Ongoing projects



WE ARE LIKE HYDROGEN: NUMBER 1.

Strategy 2030+

The existing KSB pump and valve range covers a wide spectrum of different requirements for the hydrogen economy

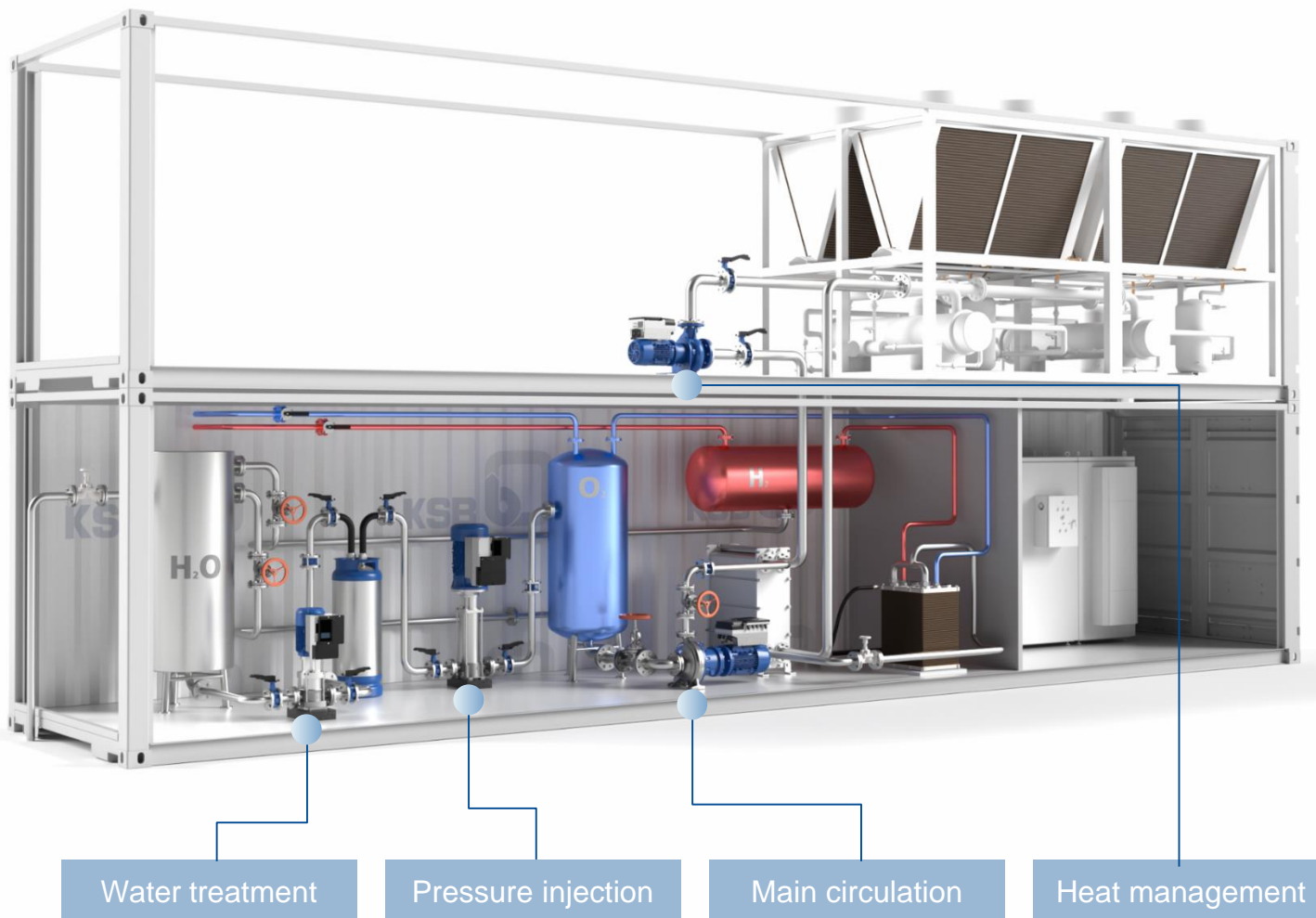


KSB Electrolyser

KSB as a full-line supplier, taking the example of a PEM electrolyser

Best-in-class products for all sub-applications:

- Water treatment
- Pressure injection
- Main circulation
- Heat management



H2/CCUS experience in a lot of applications



KSB pumps CO2 away
MegaCPK handles amine solutions with CO2 at carbon capture plants



KSB is powering the X
Movitec pumps are installed at pilot plants to produce clean e-fuels to decarbonize the aviation sector



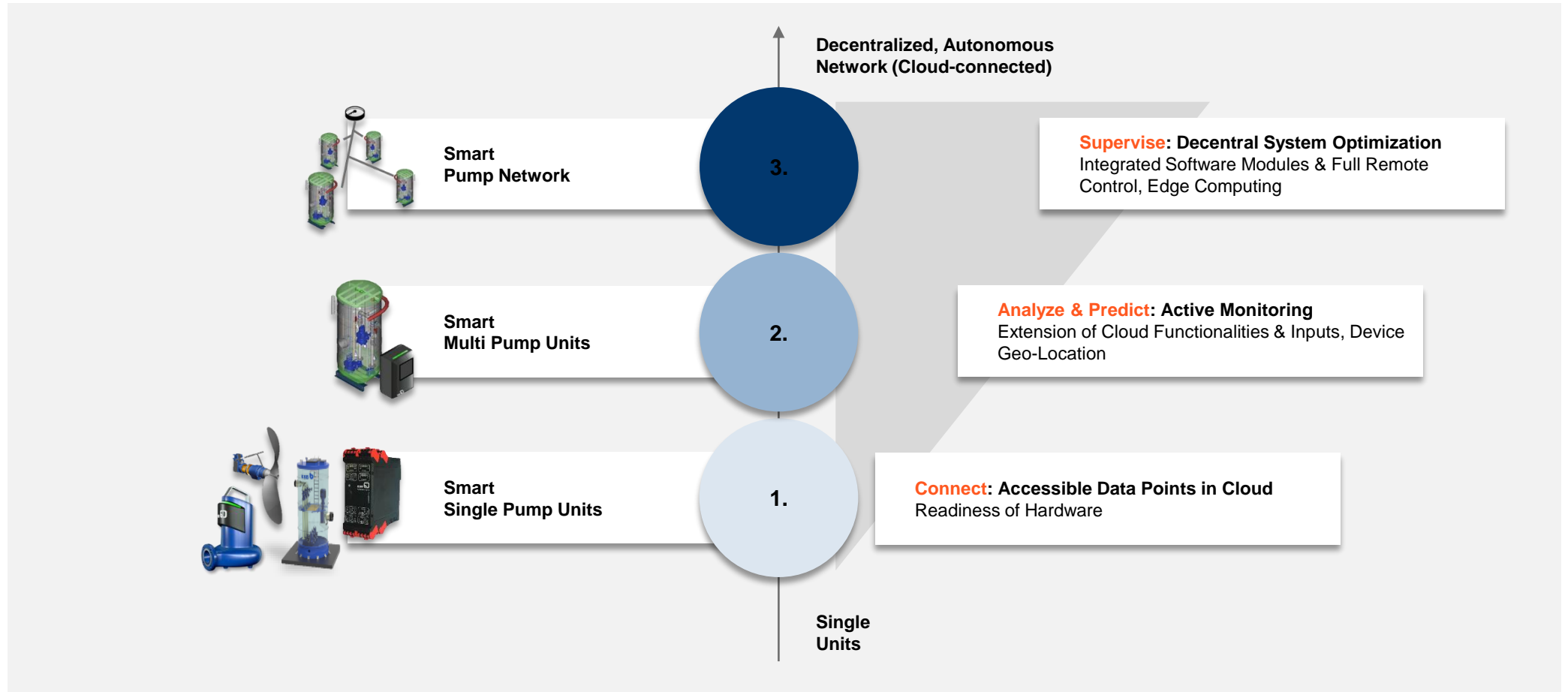
KSB grants safety
WKTR pumps designed to API 610 transport liquid ammonia at safety and reliable conditions



KSB at the bulk
RPH pumps are present in the full production process of methanol, a key chemical-block for our society

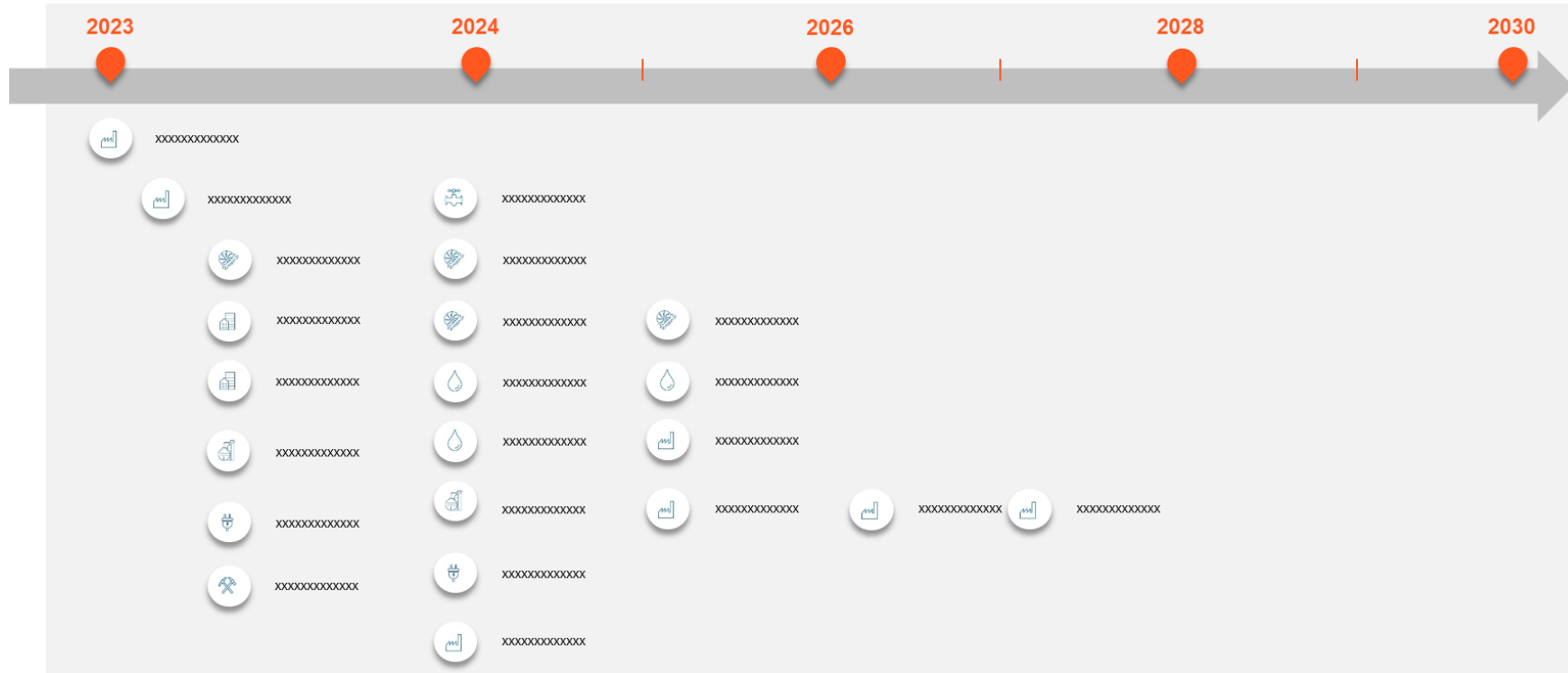
INDUSTRIAL INTERNET OF THINGS

Integrating mechanics and software intelligence in business models (IIoT)



Industrial internet of things

ROADMAP OVER THE NEXT YEARS – OVER 20 IIOT PRODUCTS IN THE PIPELINE WITH DEDICATED DELIVERY TIMES



STANDARD BUSINESS DIGITIZED CUSTOMER EXPERIENCE

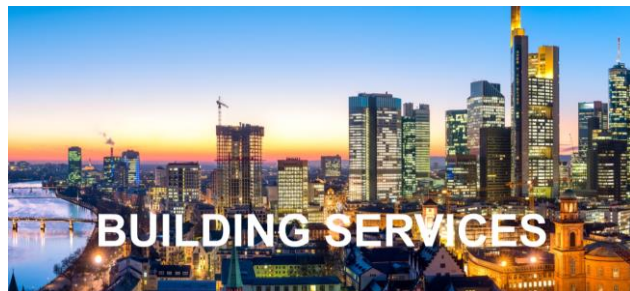
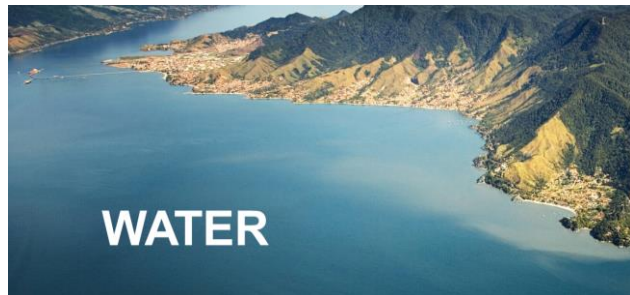
Besides spare parts, standard business is a key profit driver for KSB



Goals

- **Digital end2end processes** – from the first customer interaction until the product delivery and after market support
- **Doubling** the standard business

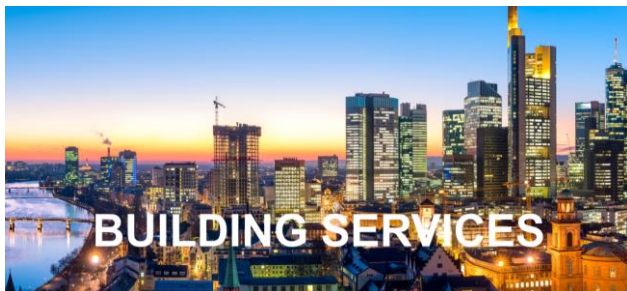
Three standard markets are in focus to double their standard business



Key Facts

- **New products business** of standard market areas General Industry, Water and Building services is almost as big as total KSB spare parts business
- **Product Contribution margin** of that standard business is significantly higher than the rest of the KSB business
- **Targeting to double** the standard business until 2030 and to improve EBIT by 1 ppt

Growth strategies are developed and implemented.

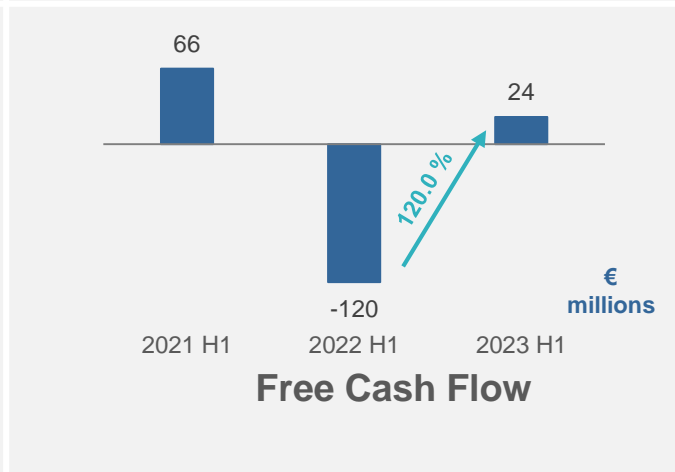
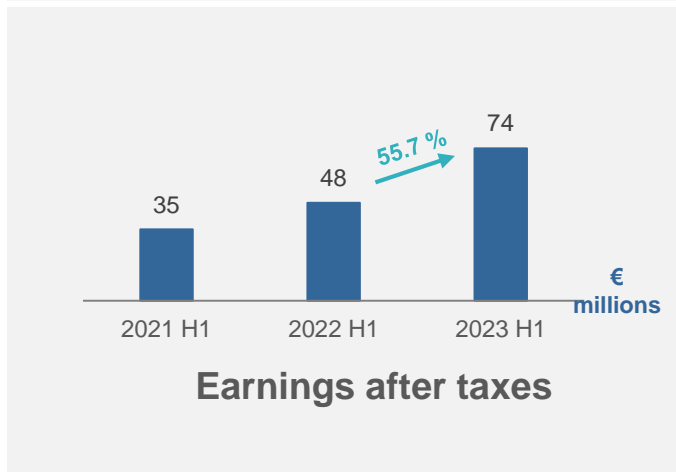
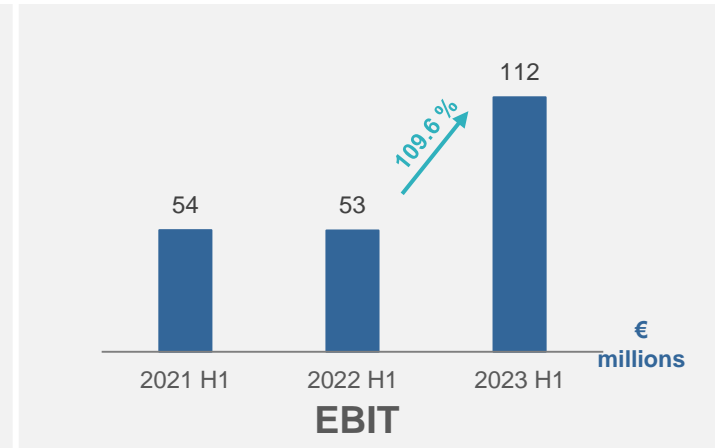
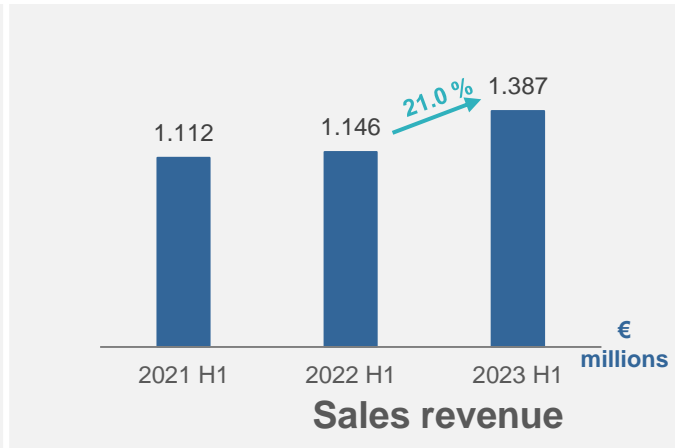
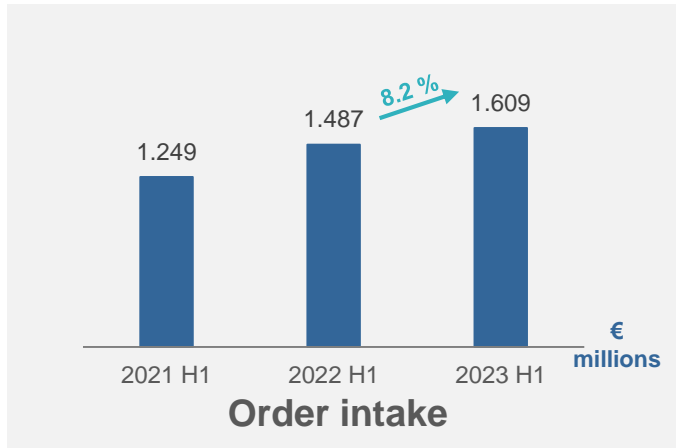


- **Dedicated sales approach** to gain new customers with high quantity demands and recurring business
- Successful rollout in **Europe**
- Rollout in **Asia** already started with huge potential in China
- **Expanded sales coverage** in selected target markets in South and East Africa including investments in local stocks
- Investments in **North America** to increase stock levels and further development of partner support platform
- Investments in **test bed** and production to ensure fast delivery
- **Accelerate penetration** of existing markets
- Further development and rollout of digital customer tools like **KSBBuildingConsult** and **KSB Select**
- Offer best-in-class **user experience** for building services customer

Agenda

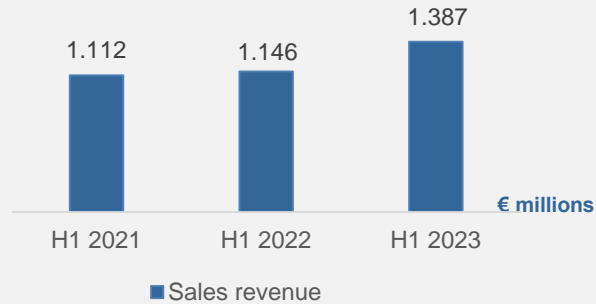
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Performance of half-year key indicators of the KSB Group from 2021 to 2023

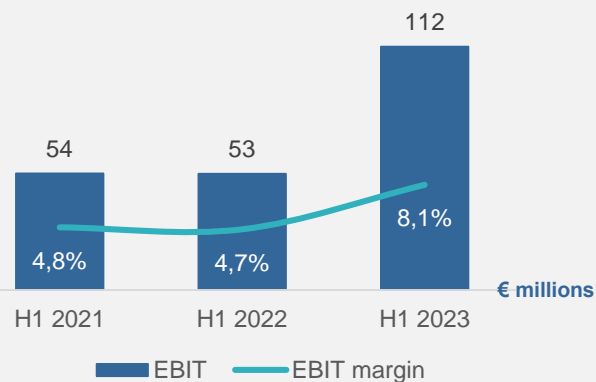


EBIT soars despite economic downturn

Sales revenue performance



EBIT performance



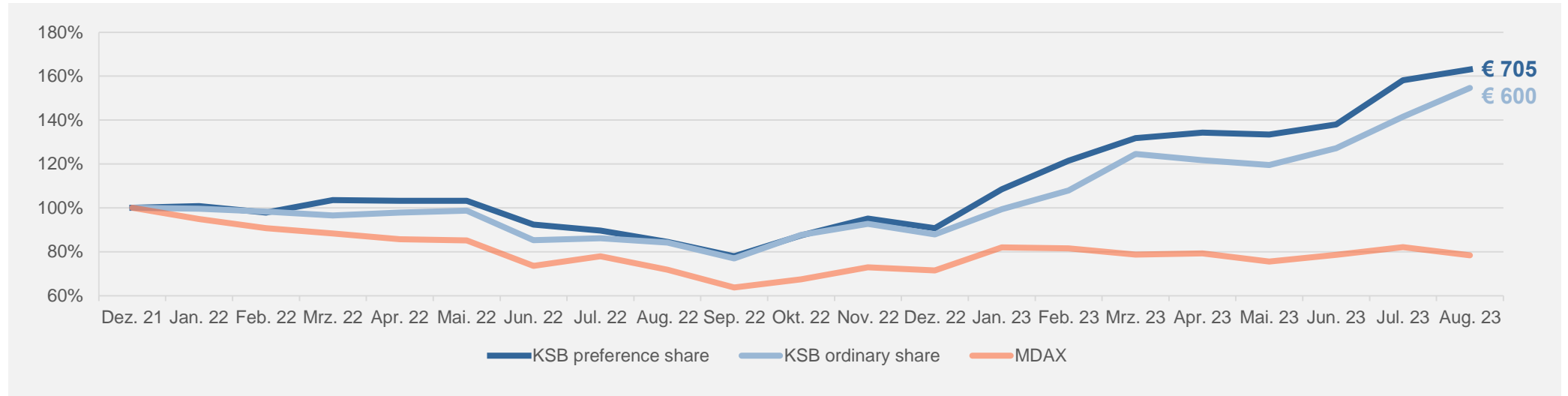
€ millions	H1 2023	H1 2022	H1 2021
Sales revenue	1,386.6	1,145.7	1,111.9
Cost of materials	599.3	560.8	461.2
<i>in % of sales revenue</i>	43.2 %	48.9 %	41.5 %
Staff costs	481.7	448.4	420.7
<i>in % of sales revenue</i>	34.7 %	39.1 %	37.8 %
Other expenses	220.1	169.9	159.3
<i>in % of sales revenue</i>	15.9 %	14.8 %	14.3 %
EBITDA	155.1	94.8	94.3
EBIT	112.1	53.5	53.6
<i>in % of sales revenue</i>	8.1 %	4.7 %	4.8 %



KSB Group balance sheet H1 2023 vs 2022

€ millions	30 June 2023	31 Dec. 2022	Delta vs. PY
Non-current assets	757	758	-1
Current assets	1,789	1,721	68
Total assets	2,546	2,479	67
Equity	1,140	1,126	14
Non-current liabilities	512	504	8
Current liabilities	895	849	46
Total equity and liabilities	2,546	2,479	67




KSB SE & Co. KGaA share price performance



	30 June 2022	31 Dec. 2022	30 June 2023
Earnings per ordinary share in €	21.84	59.05	35.30
Ordinary share price on the reporting date in €	389	400	585
Market capitalisation on reporting date in € m	638.9	644.3	957.9

Outlook 2023

SUCCESSFUL FIRST HALF OF 2023 FOR KSB

	Actual 2022	Outlook 2023 <small>(updated July 2023)</small>	Growth
 Order Intake	€2,862m	€2,900-3,100m	~ 1 % - 8 %
 Revenues	€2,573m	€2,800-2,950m	~ 9 % - 15 %
 EBIT	€169m	€210-230m	~ 24 % - 36 %

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Q&A SESSION AND WRAP-UP