



# KSB GROUP

## INVESTOR PRESENTATION

# FORWARD-LOOKING STATEMENTS

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# Agenda

**1 Introduction**

**2 Core Information and Messages**

**3 Strategy**

**4 Environmental, Social and Governance (ESG)**

**5 Appendix**

# Management Board

CEO	CFO	CSO	CTO
<b>Dr. Stephan Timmermann</b>	<b>Dr. Matthias Schmitz</b>	<b>Ralf Kannefuss</b>	<b>Dr. Stephan Bross</b>
			
Member of the Executive Board since November 13, 2017	Member of the Executive Board since June 1, 2017	Member of the Executive Board since July 1, 2017	Member of the Executive Board since September 15, 2017
Appointed until 30 November 2026	Appointed until 31 May 2026	Appointed until 30 June 2026	Appointed until 14 September 2025

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1 Introduction

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4 Environmental, Social and Governance (ESG)

5 Appendix

# A global flow control innovation leader – in transition

**PUMPS, VALVES AND KSB SupremeServ**

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

IN FIGURES		
<b>1871</b> FOUNDED	<b>#3</b> GLOBALLY BY REVENUES	<b>€2.8bn</b> 2023A REVENUES
<b>33%</b> SPARES & SERVICE REV.	<b>170</b> GLOBAL SERVICES SITES	<b>&gt; 10 %<sup>1</sup></b> EBIT MARGIN
<b>16,000+</b> EMPLOYEES	<b>€30bn</b> INSTALLED VALUE	<b>450k</b> # OF CUSTOMERS

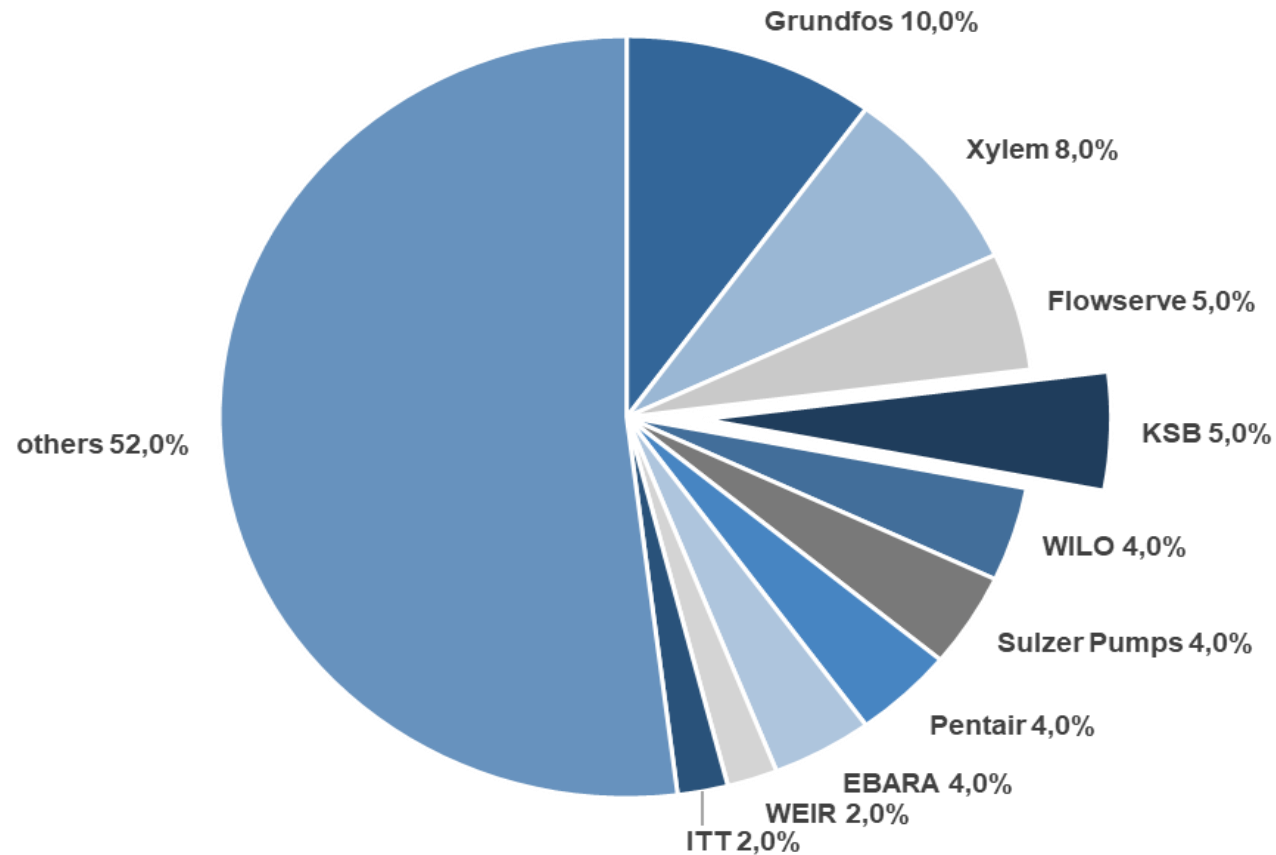
**SELECTED CLIENTS**

**BASF** The Chemical Company | **Miele** | **Mosaic** | **Nestlé** | **SAMSUNG** | **SAPPORO** | **Shell** | **VEOLIA**

Note:  
<sup>1</sup> Profitability goal 2030

# The 10 largest pump manufacturers in the world – 2022

**Market volume  
€ 45.9 billions**







Note: Source Annual Reports

# Driving growth through cycles and enhancing margins

	<p><b>PROCESS CRITICAL PRODUCTS AND SOLUTIONS</b></p>	<p>Solid <b>service and replacement</b> business, <b>significant further growth</b> potential</p> <p><b>Long standing</b> client relationships, <b>large installed base</b> worldwide</p>
	<p><b>GLOBAL LEADER IN FLOW CONTROL SYSTEMS</b></p>	<p><b>German engineering</b>, reputation for quality and innovation <b>since 1871</b></p> <p><b>Leading market positions</b> in industrial machinery, municipal water, energy applications, mining and chemicals</p>
	<p><b>DIVERSIFIED MARKETS, GROWING MARKETS</b></p>	<p><b>Diversified focus markets to limit cyclical</b>ity</p> <p><b>Target to outgrow global GDP</b> by 1% p.a.</p>
	<p><b>Mission TEN 30 - LIFTING KSB TO THE NEXT LEVEL</b></p>	<p><b>New organizational structure</b> with clear focus on selected end markets and increasing services and spare parts share</p> <p><b>Portfolio pruning for growth and profitability</b> in process – new strategy Mission TEN 30</p>
	<p><b>ATTRACTIVE FINANCIAL IMPROVEMENT TRAJECTORY</b></p>	<p>Foundation for solid <b>sales growth in all segments</b>, <b>service share</b> to grow to 40%</p> <p>Sustainable <b>profitability goal</b> in excess of <b>10% EBIT margin from 2030</b></p>



# Optimal energy and operational efficiency drive customer value

Product	PUMPS				KSB SupremeServ				VALVES	
	Customised standard		Engineered							
										
Description	<ul style="list-style-type: none"> <li>Portfolio of standard and engineered centrifugal pumps, also available online</li> <li>Standard pumps with various customization options</li> <li>Several types of pumps (single stage pumps, multi stage pumps and submersible pumps)</li> <li>Engineered pumps for use in Mining and especially Energy industries</li> </ul>				<ul style="list-style-type: none"> <li>Services for pumps and valves including inspection, servicing, maintenance, repairs and consultancy offered under the KSB SupremeServ brand</li> <li>Strong focus on spare parts</li> <li>Online availability</li> </ul>				<ul style="list-style-type: none"> <li>Used in power stations, buildings, on ships and in process and water engineering systems</li> <li>Alongside globe valves, gate valves, butterfly valves, ball valves, diaphragm valves and check valves, the product range also includes actuators and positioners</li> </ul>	
Sales share	<b>€1,514m<sup>1</sup></b> 54%				<b>€944m<sup>2</sup></b> 33%				<b>€361m<sup>1</sup></b> 13%	
Parameters	<b>0.7 – 65,000</b> QUANTITY (m <sup>3</sup> /h)	<b>10 – 560</b> PRESSURE (bar)	<b>(90) – 450</b> TEMP (°C)	<b>1 – 5,300</b> HEIGHT (m)	LARGE INSTALLED BASE	DIGITAL SERVICES	HIGHLY QUALIFIED STAFF	SPARE PARTS BUSINESS	<b>(196) – 816</b> TEMP (°C)	
Online sales	<b>&gt; €175m</b> 2023									

Note:

1 2023 actual, new business only

2 2023 actual, services and spare parts

# KSB Core Pump Markets - Overview

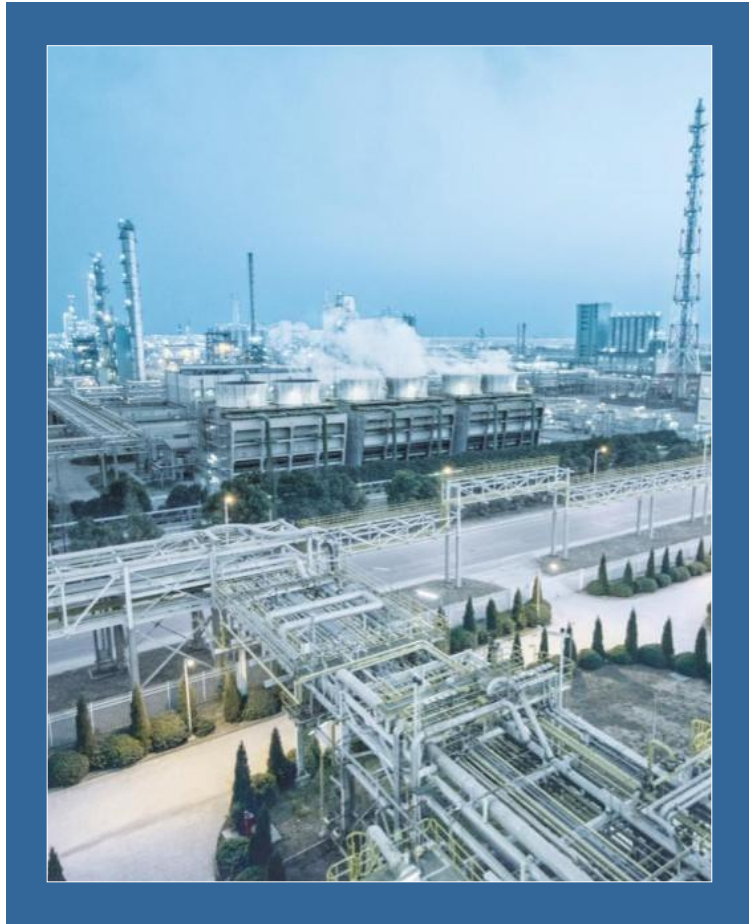
## Leading market positions in focus markets, secular growth and diversification benefit KSB



Note:

- 1 Relevant addressable market within pumps segment (new business, spare parts and service)
- 2 In core focus markets
- 3 Conventional energy primary process pumps (e.g. faced water)
- 4 Slurry pumps
- 5 New business excluding spare parts

## CASE STUDY: BASF-YPC



### 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

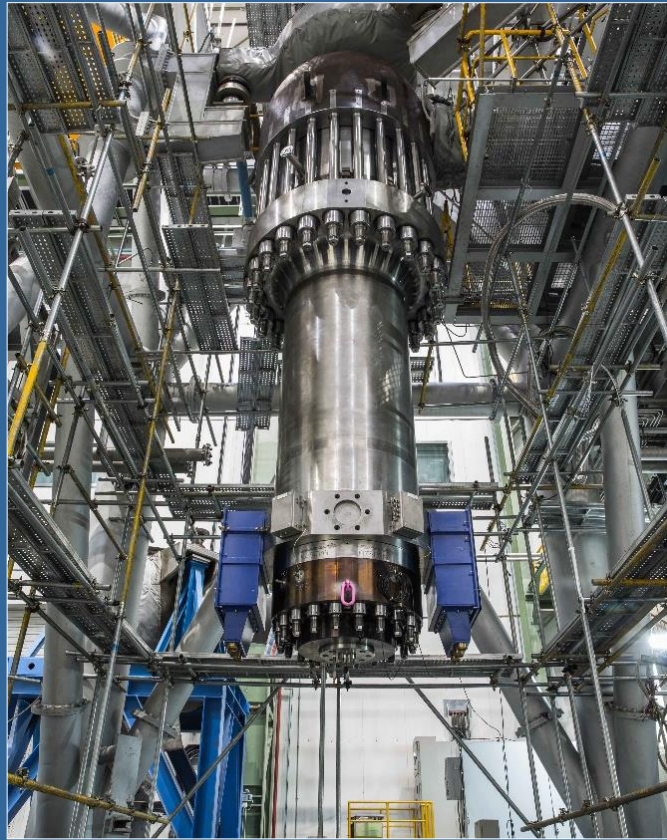
- High power density and very low energy consumption
- Maximum of operational safety and low maintenance

### SPECIFICS

### CUSTOMER BENEFITS

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

## CASE STUDY: NUCLEAR POWER PLANT



### 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

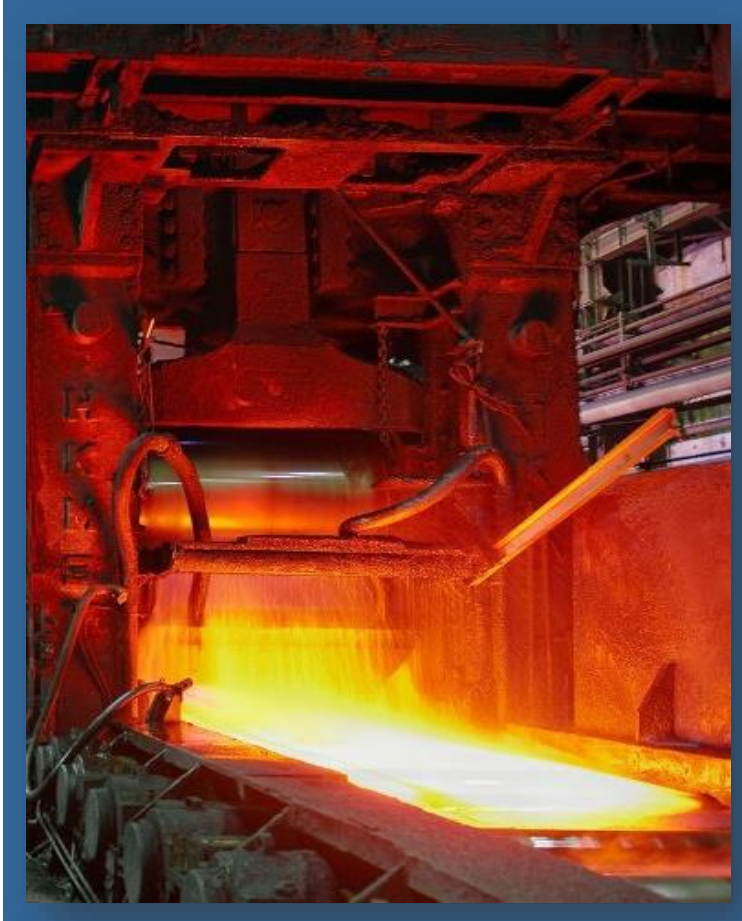
- Development period of close to ten years
- Successful certification underlines KSB Groups position as technology leader in nuclear market

- 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

## CASE STUDY: STEEL MILL



### THE CHALLENGE

- Customer had assigned KSB to review the TCO of a pump set inside his steel mill.
- No obvious signs from operation that the installed pumps have high savings potential.
- The detailed analysis of the process showed inefficient design of the pumping system and significant oversizing of the pumps.

### THE SOLUTION

- Comprehensive analysis onsite by the engineers made processes and system efficiency transparent.
- As proposed KSB received the order to supply and install four new RPH-HW 300-400 pumps from the Pegnitz plant.
- The new pump sets allow the input power to be reduced from 315 to 132 kilowatts.

- The turnkey solution with high savings and a minimum of adaptation works on site was key to award the contract to KSB SupremeServ.

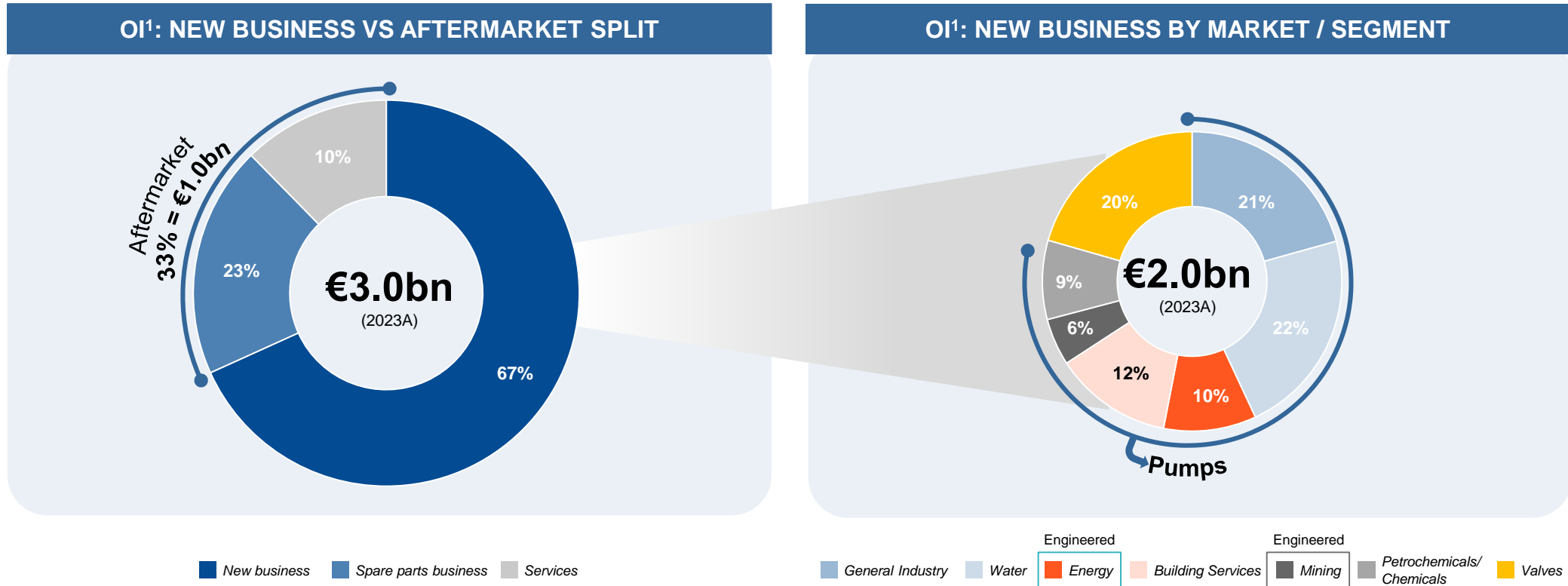
- By achieving outstanding savings of 77% the steel mill will save over 2.600 MWh per year
- Reduction of 950 tons CO<sub>2</sub>-emission per year help to decarbonize customers production.

### SPECIFICS

### CUSTOMER BENEFITS

# Driving the installed base across a wide range of markets

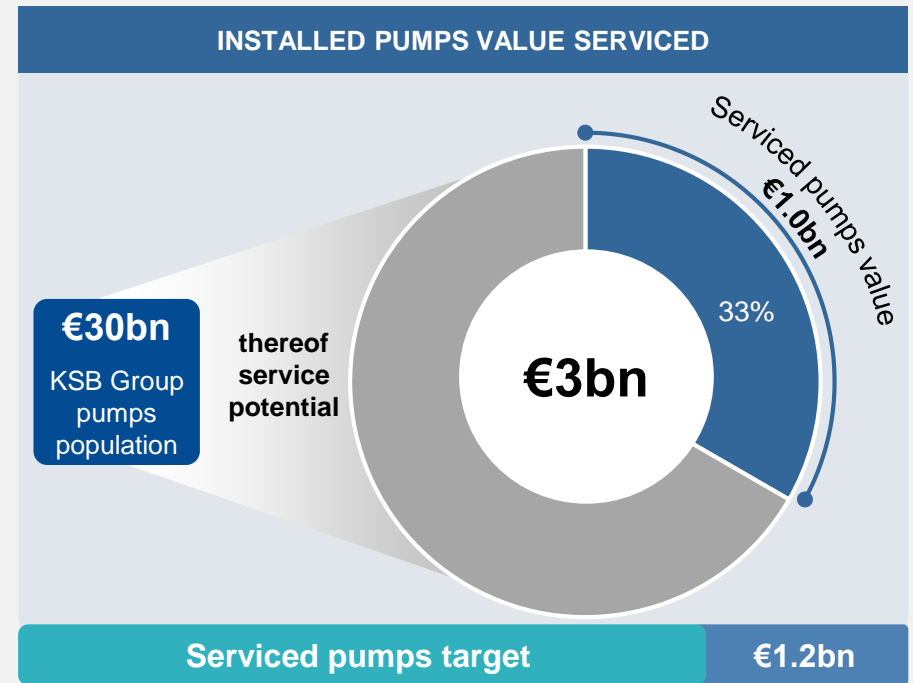
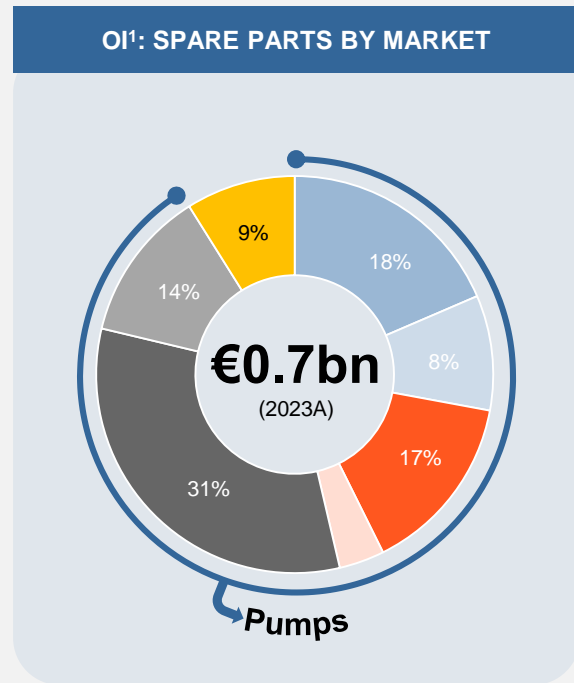
Out of €3.0bn OI<sup>1</sup>, €2.0bn is related to new business<sup>2</sup>



Note:  
 1 Order intake (2023A)  
 2 Pumps € 1.6bn, Valves € 0.4bn

# Coverage set to grow from 20 % to 40 % of Installed Base

€1.0bn Service and replacement business driven by pumps



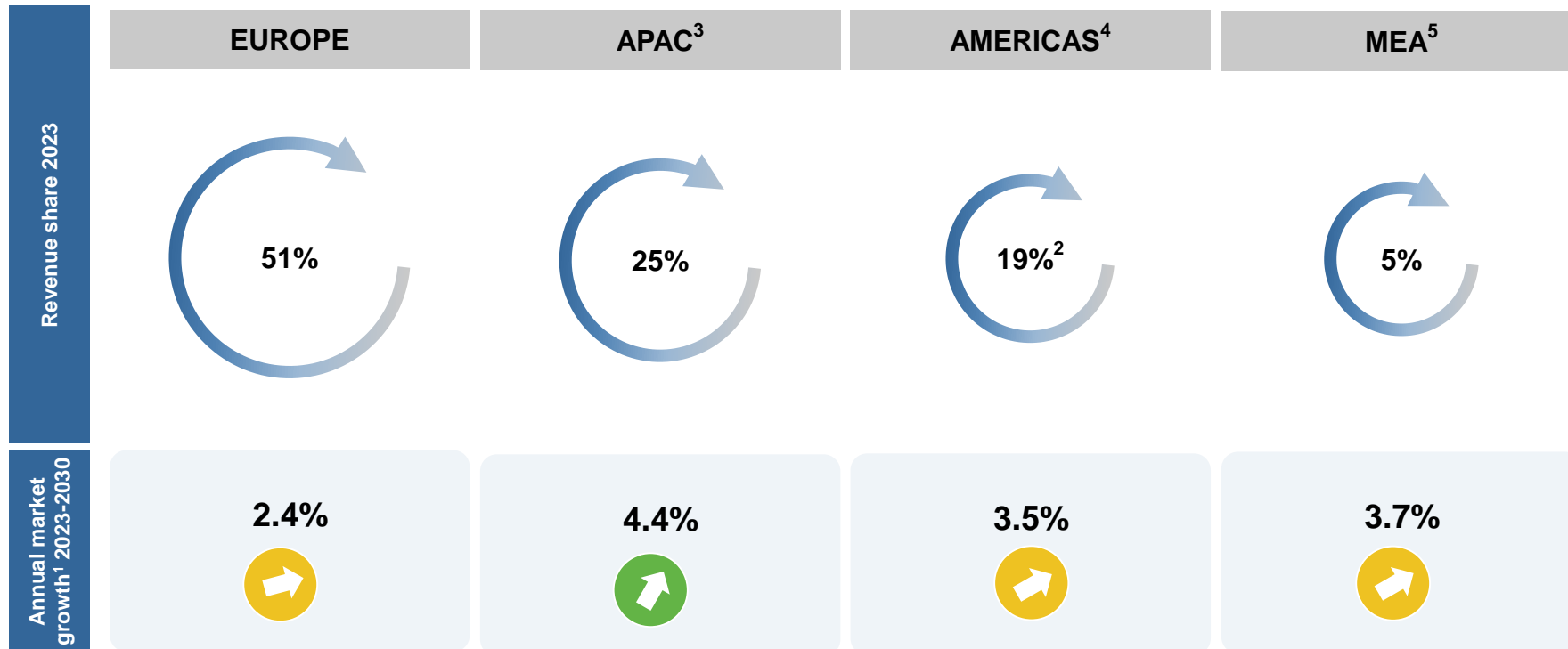
■ General Industry 
 ■ Water 
 ■ Energy 
 ■ Building Services 
 ■ Mining 
 ■ Petrochemicals/Chemicals 
 ■ Valves

■ Share of KSB pumps services

Note:  
1 Order intake (2023A)

# Expansion strategy ...

...with diversification from Europe into higher growth regions with strong regional hubs



Note:

- 1 Growth rate set up in 2023
- 2 Strong footprint for mining operations
- 3 Asia / Pacific
- 4 North + South America
- 5 Middle East / Africa / Russia



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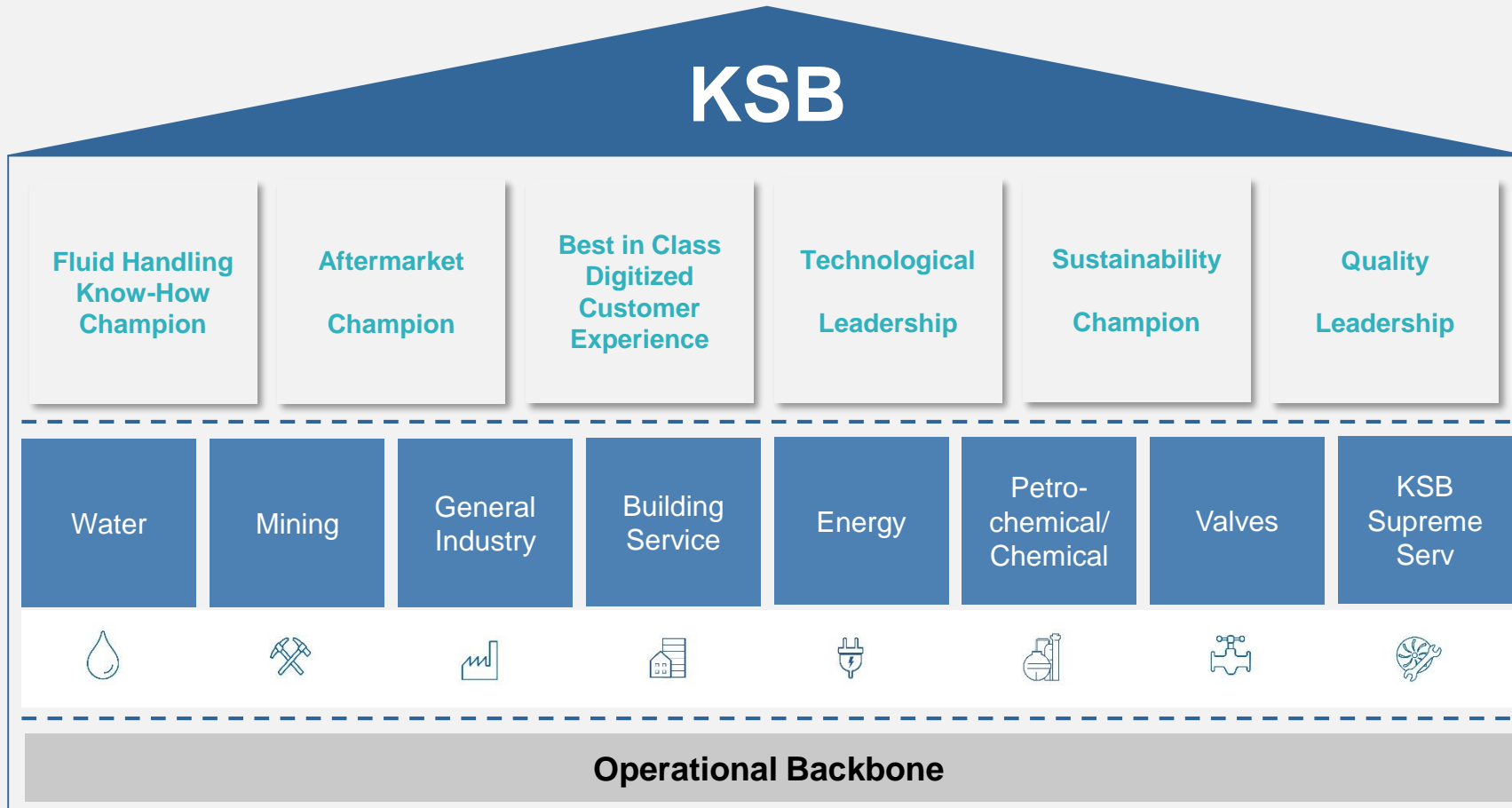
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# KSB milestones in the company's development

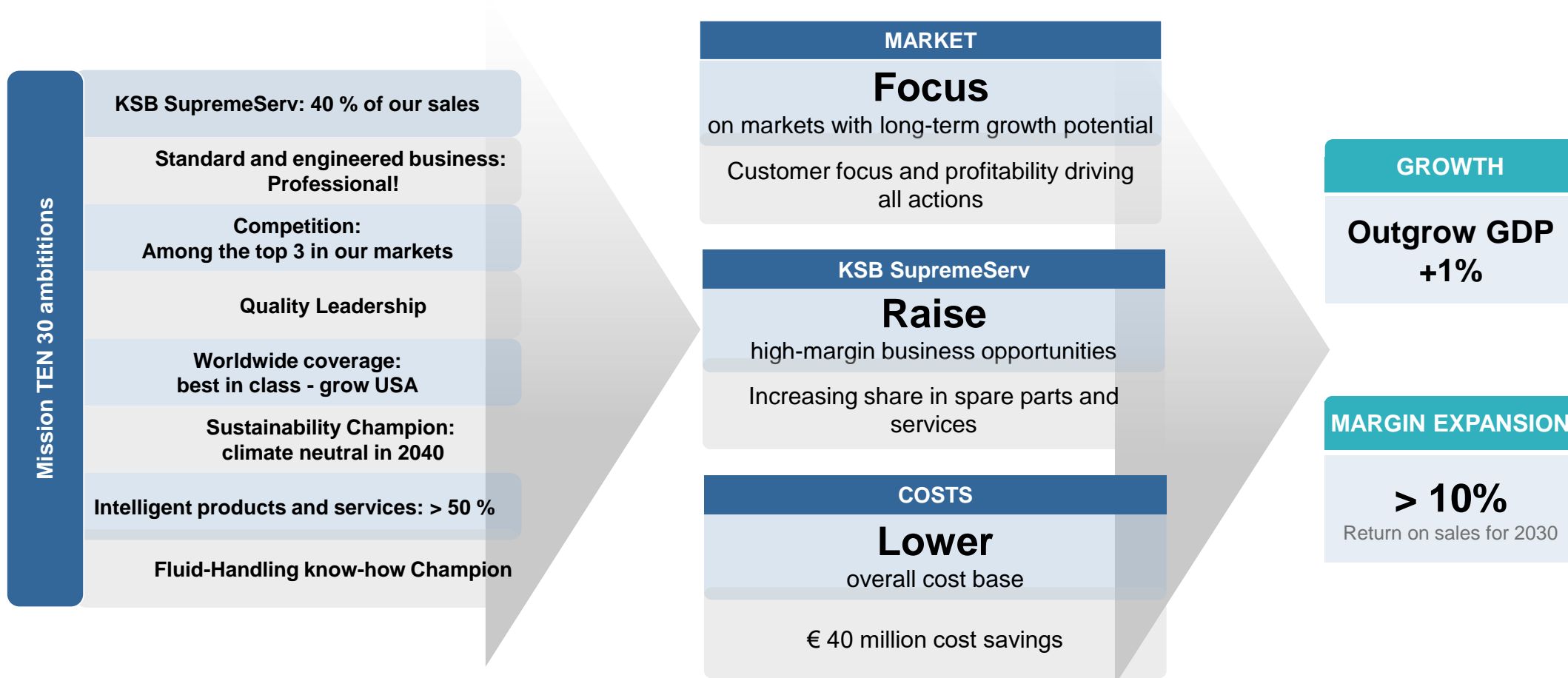


# House of Strategy – main focus clusters



# Unlocking KSB Group's full potential

Path to clear value creation for KSB Group Shareholders



# KSB is going to establish a recognizable footprint in the US besides mining

**Our goal**  
in line with „Mission TEN 30“

**Our action plan to achieve this:**



Establishing a **recognizable footprint** in the US, the biggest economy in the world, and strengthening the resilience of KSB through better balancing



Extend product portfolio (ANSI) and offerings (reverse engineering)



Extend dealer network



Establish best in class supply chain by extending warehouse capacity and a center of gravity in Houston



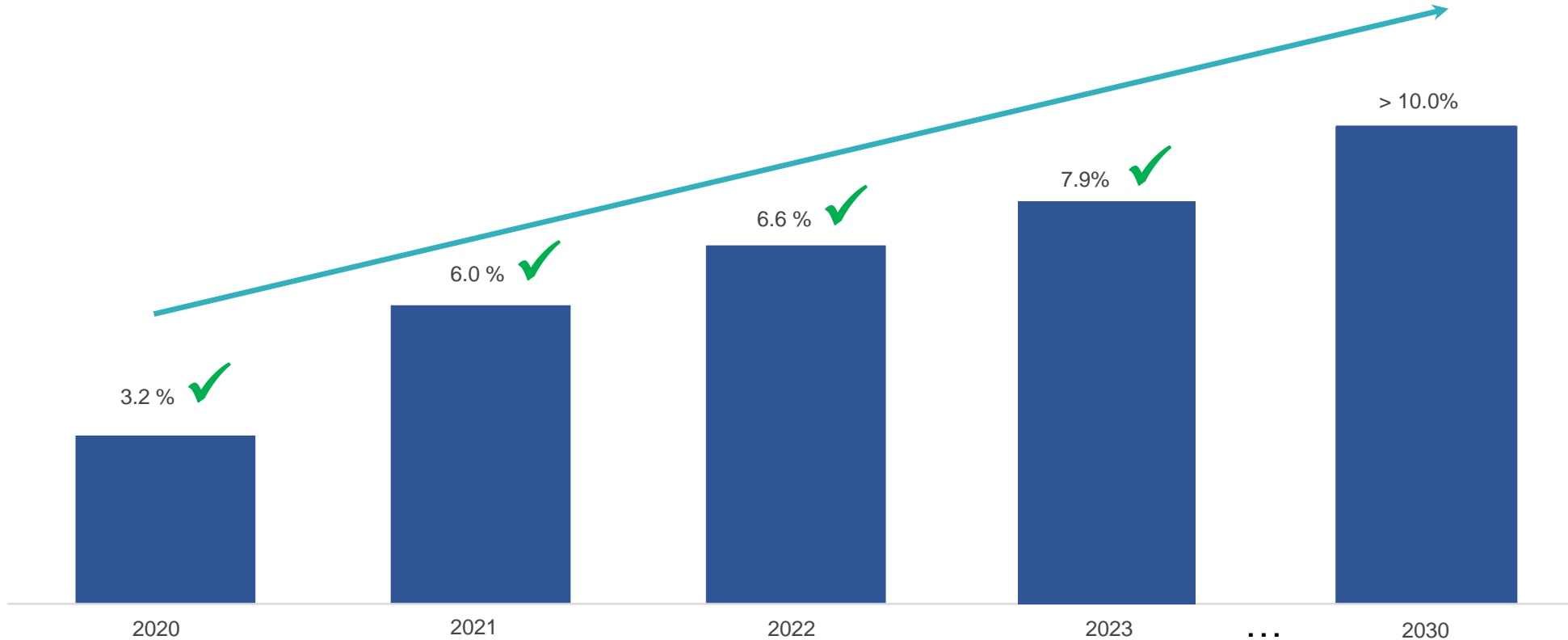
Staying tuned in the core markets of Water, General Industry, Petrochemicals & Chemicals, Energy and KSB SupremeServ

# Boundary conditions for all: Megatrends



# Corporate objective: Sustainable, profitable growth

## Return on Sales



# Financial Outlook 2024

€m	2023	Outlook 2024
Order intake	2,960	2,800 – 3,1500
Sales revenue	2,819	2,700 – 3,050
EBIT	234	210 – 245

The continuing uncertainties relating to increasing geopolitical tension may have a negative impact on the forecasts made. Moreover, bottlenecks in the supply chains and price increases on the procurement markets can also have a negative impact on the forecast. In addition, the acts of wars between Russia/Ukraine and Hamas/Israel/Iran resulting in considerable further uncertainties for the 2024 financial year, the impact of which KSB cannot currently estimate.



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# Sustainable development goals

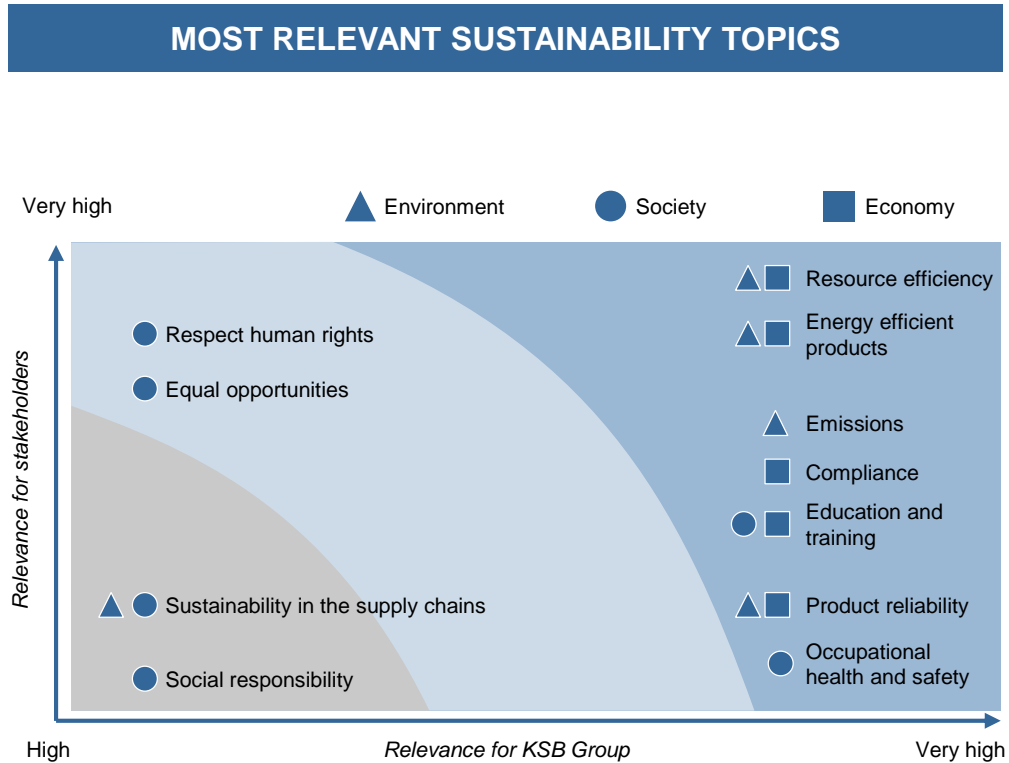


The infographic displays the 17 Sustainable Development Goals (SDGs) in a grid format. On the left, a central box features the United Nations logo and the text "SUSTAINABLE DEVELOPMENT GOALS". The goals are numbered 1 through 17, each with a unique icon and color. The goals are:

- 1 NO POVERTY
- 2 ZERO HUNGER
- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 6 CLEAN WATER AND SANITATION
- 7 AFFORDABLE AND CLEAN ENERGY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 10 REDUCED INEQUALITIES
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION
- 14 LIFE BELOW WATER
- 15 LIFE ON LAND
- 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
- 17 PARTNERSHIPS FOR THE GOALS

KSB joined the UN Global Compact in 2010.

# With a focus on climate protection, health, safety and social responsibility



**GLOBALY INTEGRATED MANAGEMENT SYSTEM**

High standards worldwide

**FOLLOWING UN GLOBAL COMPACT PRINCIPLES**

Fundamental responsibilities of the business in the areas of human rights, labor, environment and anti-corruption

**CONCISE SUSTAINABILITY GOALS**

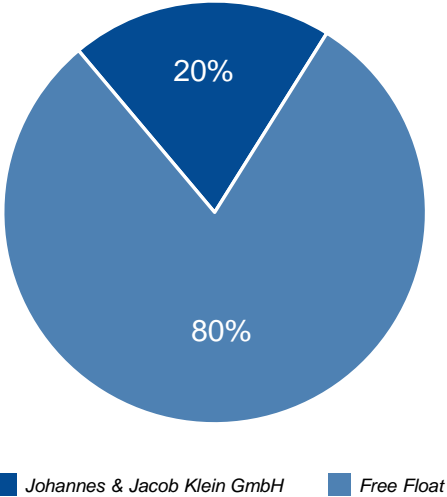
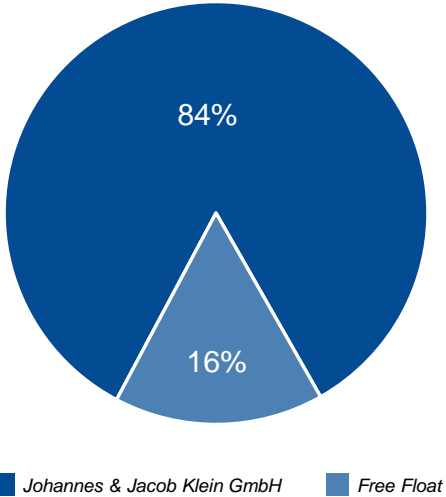
Reaching nine sustainability goals by 2025

# KSB Environmental, Social and Governance (ESG)

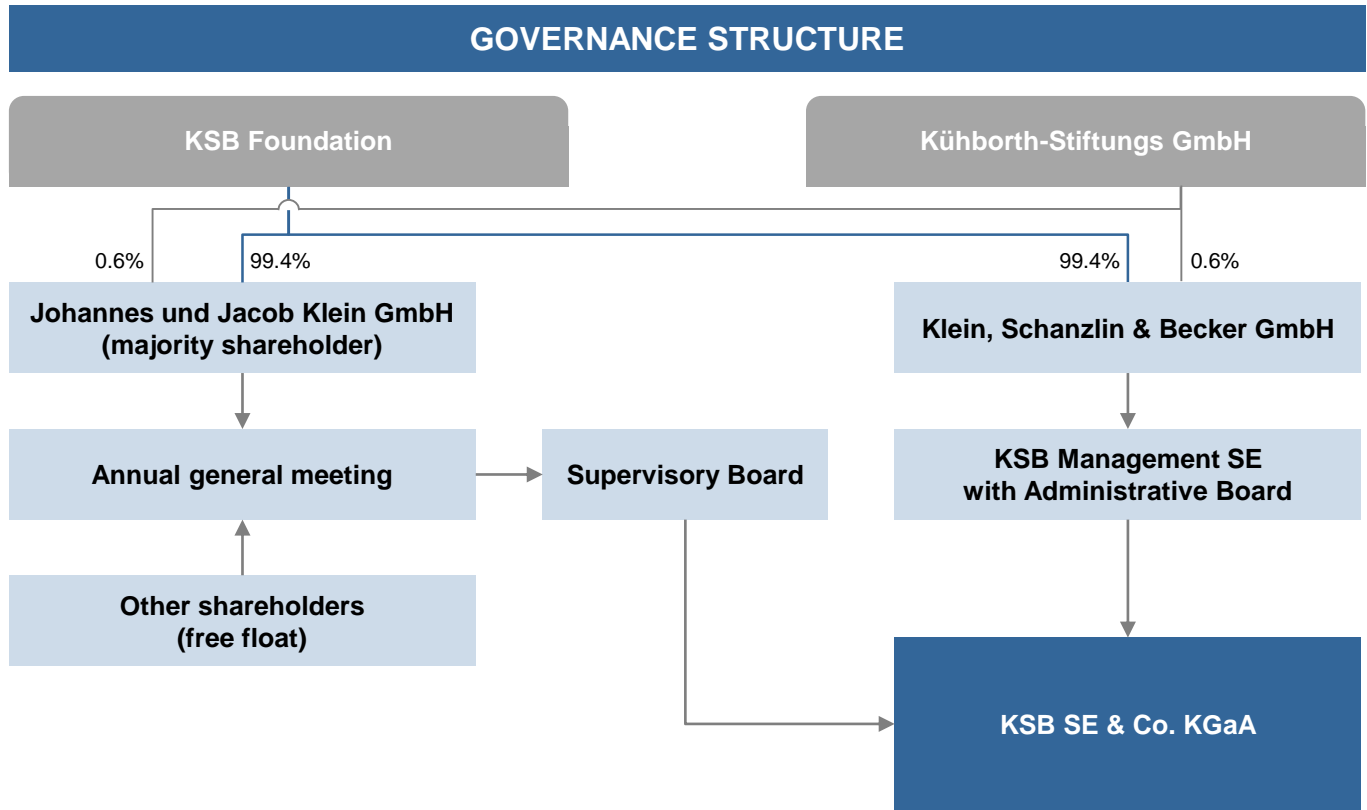
## Shareholding Structure

ORDINARY SHARES	
# SHARES	% OF SHARE CAPITAL
886,615	51%

PREFERENCE SHARES	
# SHARES	% OF SHARE CAPITAL
864,712	49%



# Governance Structure



## COMMENTARY

- **Legal form:** KGaA, Kommanditgesellschaft auf Aktien / limited partnership by shares
- KSB SE & Co. KGaA is managed by the general partner KSB Management SE (with Non-executives and Executive Directors)

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## Balance sheet

<b>Assets in € millions</b>	<b>31 Dec. 2023</b>	<b>31 Dec. 2022</b>
Non-current assets	852	758
Current assets	1,818	1,720
	2,670	2,478
<b>Equity and liabilities in € millions</b>	<b>31 Dec. 2023</b>	<b>31 Dec. 2022</b>
Equity	1,217	1,126
Non-current liabilities	551	504
Current liabilities	902	848
	2,670	2,478

# Income Statement

<b>Income Statement in € millions</b>	<b>2023</b>	<b>2022</b>
Sales revenue	2,819	2,573
Total output of operations	2,845	2,675
Cost of materials	-1,154	-1,156
Staff costs	-961	-902
Depreciation and amortisation	-88	-90
Other income/expenses	-419	-358
<b>E B I T</b>	<b>224</b>	<b>169</b>
Financial result	-31	-17
<b>E B T</b>	<b>209</b>	<b>161</b>
Taxes on income	-32	-33
<b>NET PROFIT</b>	<b>177</b>	<b>127</b>





Thank you.