



07th October, 2025

The General Manager
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BSE Scrip Code: 500249

The Manager
Listing Department
National Stock Exchange of India
Limited
“Exchange Plaza”, C-1, Block G
Bandra-Kurla Complex
Bandra (E)
Mumbai 400 051
NSE Symbol: KSB

Subject: Intimation regarding release of KSB Limited’s Sustainability Report 2024

Dear Sir / Madam,

We are pleased to inform you that KSB Limited has released its Sustainability Report 2024, marking a significant milestone in the Company’s journey towards greater Environmental, Social, and Governance (ESG) responsibility. The comprehensive report reflects our collective commitment to building a more sustainable and responsible future. It outlines the steps taken across our operations to reduce environmental impact, promote social well-being, uphold strong governance practices, and create long-term value for all stakeholders.

Key highlights of the report include:

- **Environmental Initiatives:** Green energy generation, water-saving projects, reduction in carbon footprint, and energy efficiency measures.
- **Social Responsibility:** Employee engagement and community development programmes contributing to social impact.
- **Governance Practices:** Ethical compliance, transparency, and strong governance systems across operations.

The Sustainability Report 2024 is available on the Company’s website at www.ksbindia.co.in

Thanking you,

**Yours faithfully,
For KSB Limited**

Shraddha Kavathekar
Company Secretary
Encl. as above



**SUSTAINABILITY
REPORT
2024**





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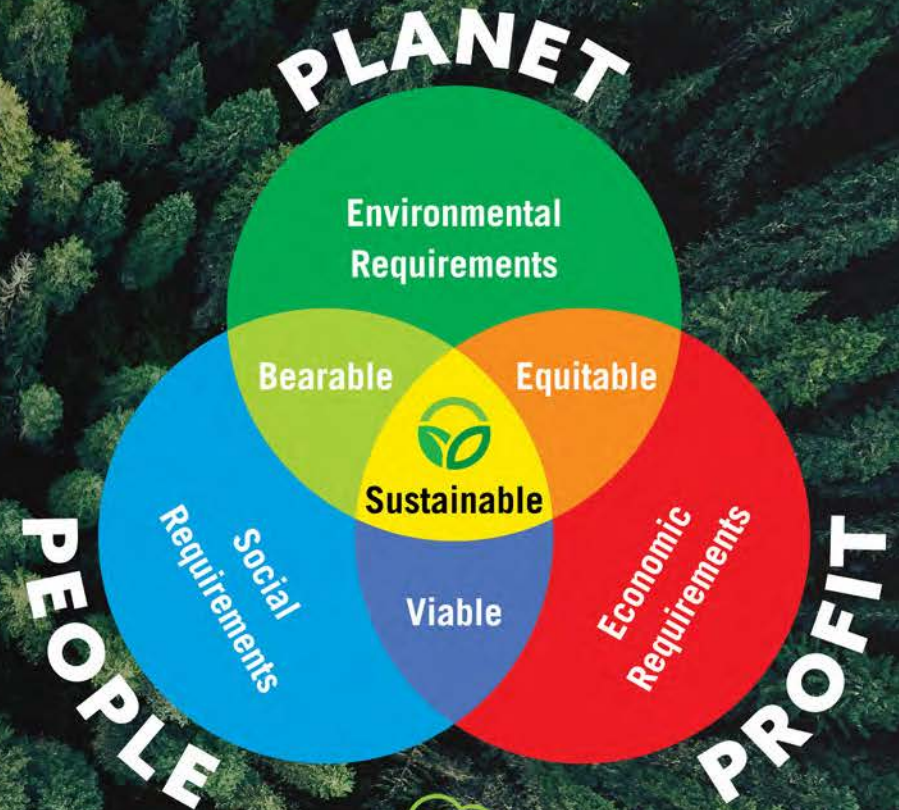
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"THE YEAR AT GLANCE"

Cyber Security Assessment Conducted



Scope 1 & Scope 2 Emission Reduction over base line 2022

41% 

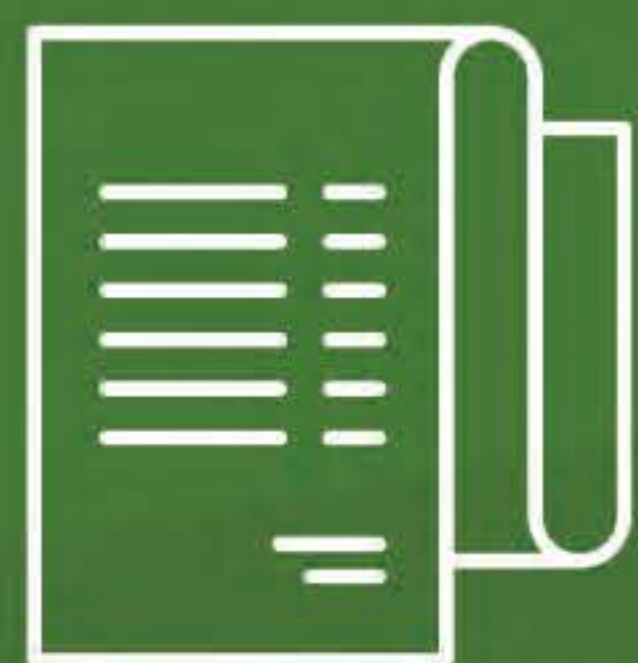
Value Chain Assessment done on ESG Parameters



CSR Spend ₹47+ Mio



EBITDA 3503 MINR



Renewable Energy Share 37%



Safety training hours 55+ hours



Total Water Recycled 39360 KL



Zero Statutory Non-compliance



Lives Impacted 9500+



“The reward for work well done is the opportunity to do more”

AWARDS AND RECOGNITIONS

VDMA Manufacturing Excellence Award, 2024: Award for CSR Initiatives

KSB Limited is proud to announce that we have been awarded the prestigious VDMA Manufacturing Excellence Award – 2024 under the CSR Large Category at the 13th VDMA (German Engineering Federation) Mechanical Engineering Summit. This esteemed recognition highlights our substantial contributions to social impact through our flagship initiatives for the Skill to Employability program under KSB Skill Development Center.



India's Moment Conclave 2024 Award, Pune

KSB Limited was recognized for Societal Impact at Y4D Foundation's 10th Annual Day "Empowerment Conclave"

KSB Limited was honoured during the Y4D Foundation's 10th Annual Day "Empowerment Conclave" by Mr. Sumit Antil, the renowned Indian javelin thrower and double gold medalist at the Paralympics. A key milestone in this journey is the signing of a Memorandum of Understanding (MoU) with the Y4D Foundation to provide skill development opportunities for 315 underprivileged girls from the tribal regions of Khed in PCB Assembly.



"Sustainable choices make a better world"

KSB India In line with Global Commitments:

We at KSB Limited have a strong dedication to sustainability since our work closely reflects our global commitment to nine sustainability goals that address issues related to the environment, employees, society, supply chain sustainability, and governance. These objectives, which align with the Sustainable Development Goals of the UN, centre on promoting fair working conditions, sustainable economic growth, health and well-being, and mitigating the effects of climate change. Our management strategy encourages cutting-edge technologies and first-rate services, which seep down to every employee in their day-to-day tasks.



MESSAGE FROM MD



Mr. Rajeev Jain

Dear Shareholders,

At KSB Limited, we are steadfast in our dedication to sustainability as we continue to manage the ever-changing environmental, social, and governance (ESG) challenges. It is abundantly clear to us that environmental consciousness is paramount. We have reinforced our commitment to reducing our environmental effect and encouraging responsible resource management in the face of persistent ESG issues, such as resource shortages and climate change.

We have been working to make our operations more efficient, lower our carbon footprint, and conserve natural resources wherever we can. Our sustainability agenda has advanced significantly over the course of the year. This entails ongoing enhancements to our goods, procedures, and services in order to conform to sustainable development ideals and establish new benchmarks for the sector.

We have top-notch facilities in India to help customers, design and test products, make them, and ensure they're the best in fluid mechanics. To further demonstrate our dedication to ethical business practices, our production facilities are certified to environmental and occupational health and safety management requirements.

We extend our commitment to responsible business practices by integrating fair working conditions and good environmental practices throughout the value chain by making our business partners aware of sustainability. With pride I would like to mention our accolades like IGBC Certification, Sustainability Champion Award, VDMA Manufacturing Excellence Award, Conclave Award, and many more to come.

We are prioritising our ESG initiatives in areas like Energy Management, Emissions Management, Water Management, Waste Management, Occupational Health and Safety, Digitization of Operations, Data Security and Data Protection, Human Rights, etc.

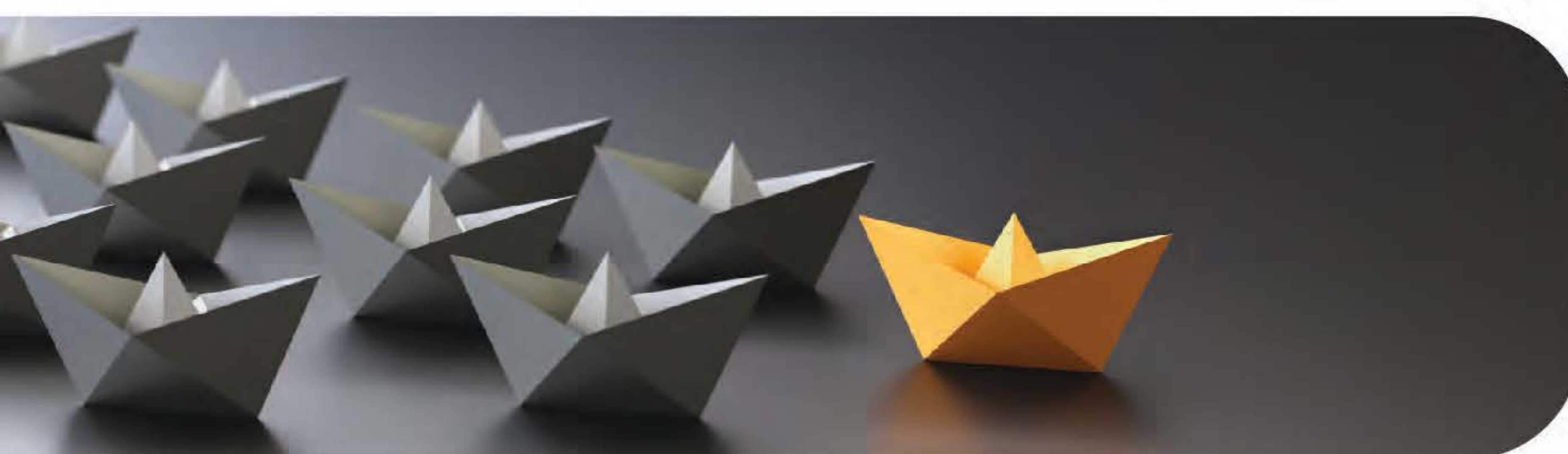
KSB India has officially signed Power Purchase Agreement with Sunsure energy (renewable energy provider) which will support us in achieving our sustainability goals by offsetting major chunk of our CO2 emissions. By next year 70% of our power generation will be green power. Our DEI policies and practices are designed and implemented in a way that accommodates people from various backgrounds, making them feel welcome and enabling them to perform at the peak of their abilities in the workplace.

Together, we will shape the upcoming decades and beyond. I would close by saying that, however good we are today, there is always a scope for better and the best.

-Mr. Rajeev Jain

Regional Executive Officer ,West Asia .

Managing Director, KSB Limited.



VOICES OF OUR LEADERSHIP



"Investing in sustainable practices aligns with our long-term financial goals. We recognize that sustainability and profitability go hand in hand, ensuring resilience and value creation for all stakeholders."

Mr. Mahesh Bhave , CFO

"Sustainability is not just environmental, it's about people. We are dedicated to creating inclusive, safe workplaces that support well-being, diversity, and continuous development for all Stakeholders, communities."



Mr. Mohan Patil, VP Human Resources

"Sustainability drives our operational decisions from minimizing waste and energy use to sourcing responsibly. We are empowered to create efficient, sustainable processes that benefit both business and the environment."



Mr. Philip P, GM-Quality & Integrated Management, Safety & Sustainability.

COMPANY OVERVIEW



Foundry Division, Vambori (1974)



Power Projects Division, Chinchwad (1978)



Valves Division, Coimbatore (1987)



Standard Pumps Division, Sinnar (1994)



Energy Pumps Division, Khandala (2017)



KSB's Footprint in PAN India:

KSB Limited is a leading manufacturer of pumps, valves, seals and related systems, delivering innovative fluid handling solutions across a wide range of industries. With a strong presence in India, the company focuses on the manufacturing, distribution, and servicing of pumps, valves, seal and seal systems tailored to diverse applications.

KSB's products serve critical functions across sectors such as agriculture, domestic water supply, boiler feed and condensate extraction, fire protection, chemical processing, hot oil circulation, refinery and petrochemicals, water and wastewater management, building services, solar energy, non-metallic applications, life sciences, pulp and paper, marine, nuclear facilities, etc.

Part of the globally renowned KSB Group, which was founded in 1871, is built on the pillars of People, Passion and Performance. These core values

have shaped KSB's 150+ years journey of technological excellence, creative problem-solving and continuous adaptation to dynamic market needs.

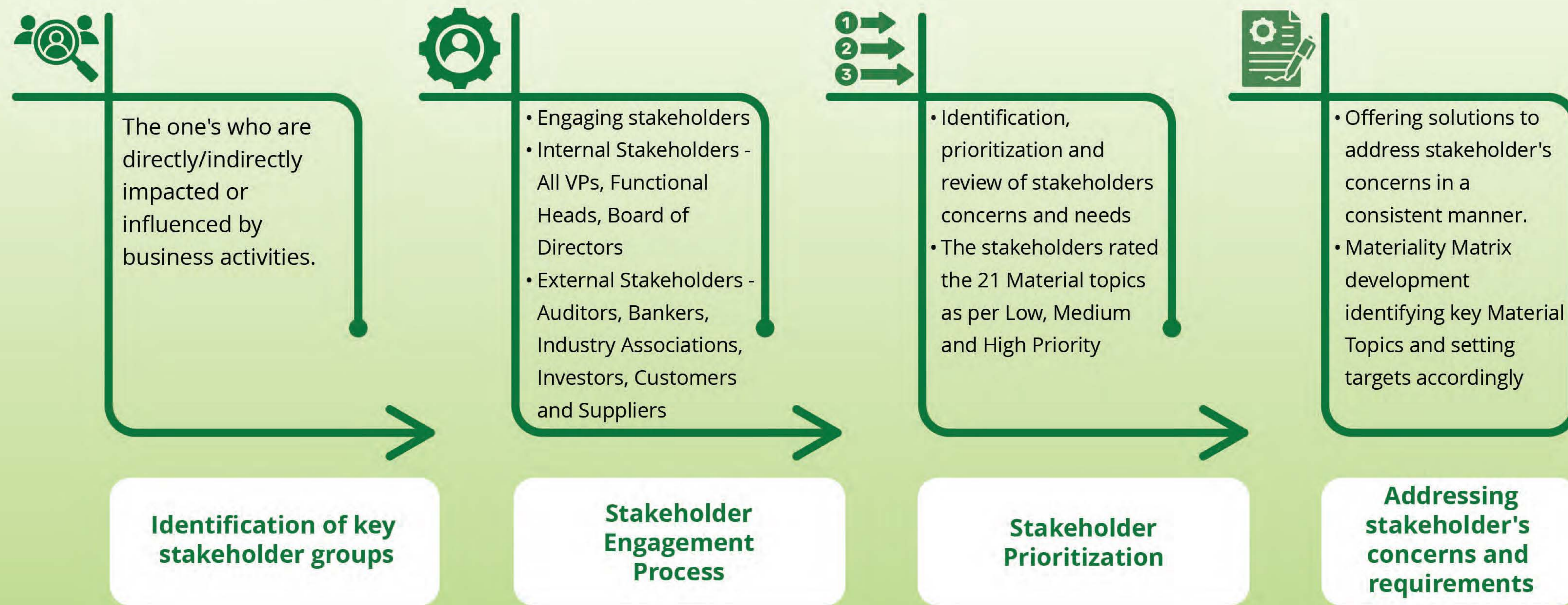
Established in 1960 and headquartered in Pune, Maharashtra, KSB Limited has made significant investments in state-of-the-art technologies and infrastructure to meet the evolving demands of a growing India. The company's six advanced manufacturing facilities—located in Pimpri, Chinchwad, Shirwal, Vambori, Sinnar and Coimbatore are equipped to deliver end-to-end solutions in fluid mechanics from advisory and design to testing, fabrication, and quality assurance.

"Success is the progressive realization of a worthy goal"

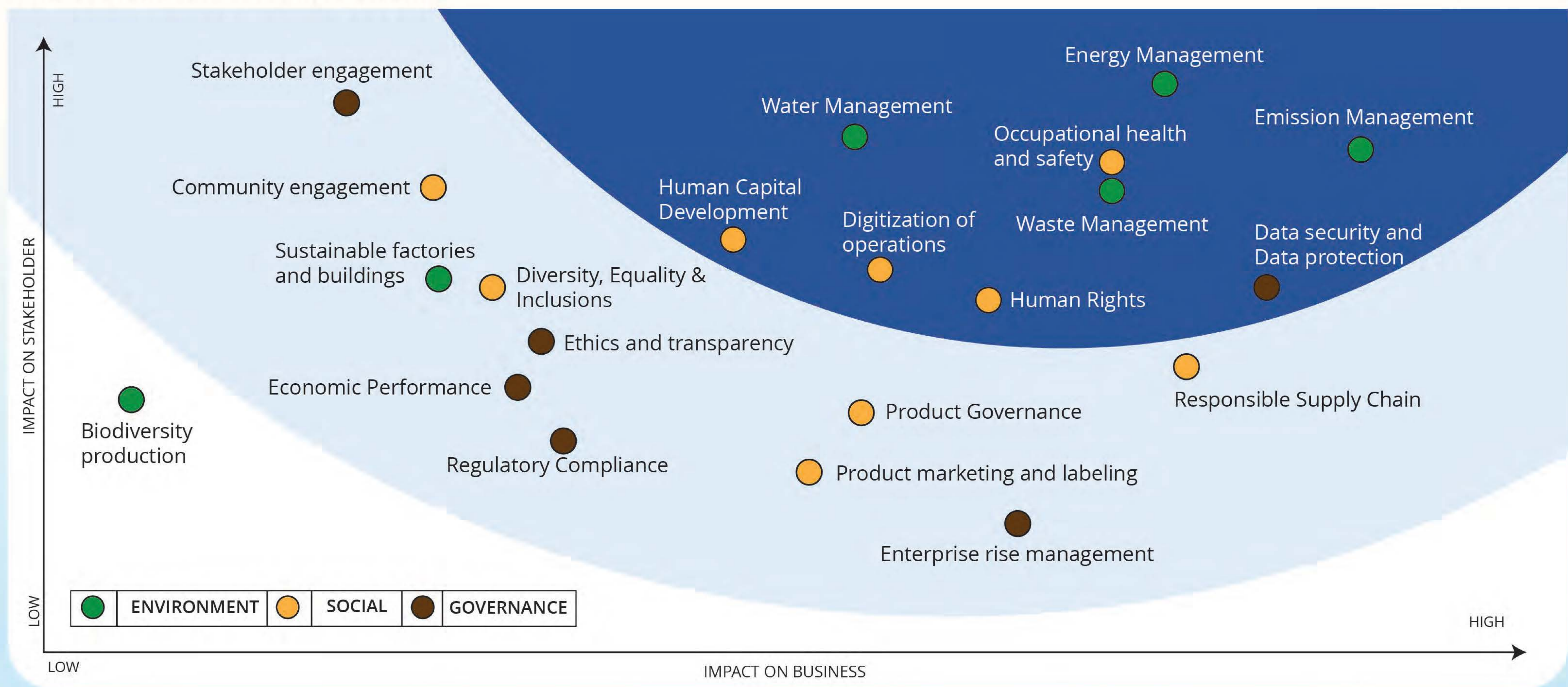


Stakeholder Engagement and Materiality Assessment

Stakeholder engagement is core of KSB Limited's Environmental, Social, and Governance (ESG) strategy. The company adopts a structured, inclusive, and continuous approach to materiality assessment by actively involving a diverse range of stakeholders including investors, employees, customers, local communities, and value chain partners. These interactions offer valuable insights into stakeholder expectations, concerns, and perspectives on environmental responsibility, social practices, and corporate governance.



MATERIALITY MATRIX



Environment	Social	Governance
Energy Management	Occupational, Health & Safety	Data Security & Data Protection
Emission Management	Human Capital Development	Stakeholder Engagement
Waste Management	Digitization of Operations	Ethics & Transparency
Water Management	Human Rights	Economic Performance
Sustainable Factories & Buildings	Community Engagement	Regulatory Compliances
Biodiversity Protection	Diversity, Equity & Inclusion	Enterprise Risk Management
	Responsible Supply Chain	
	Product Governance	
	Product Marketing & Labeling	

- HIGH
- MEDIUM
- LOW

“The journey to success is paved with goals”

OUR AMBITIOUS SHORT-TERM GOALS

Environmental Targets & Goals

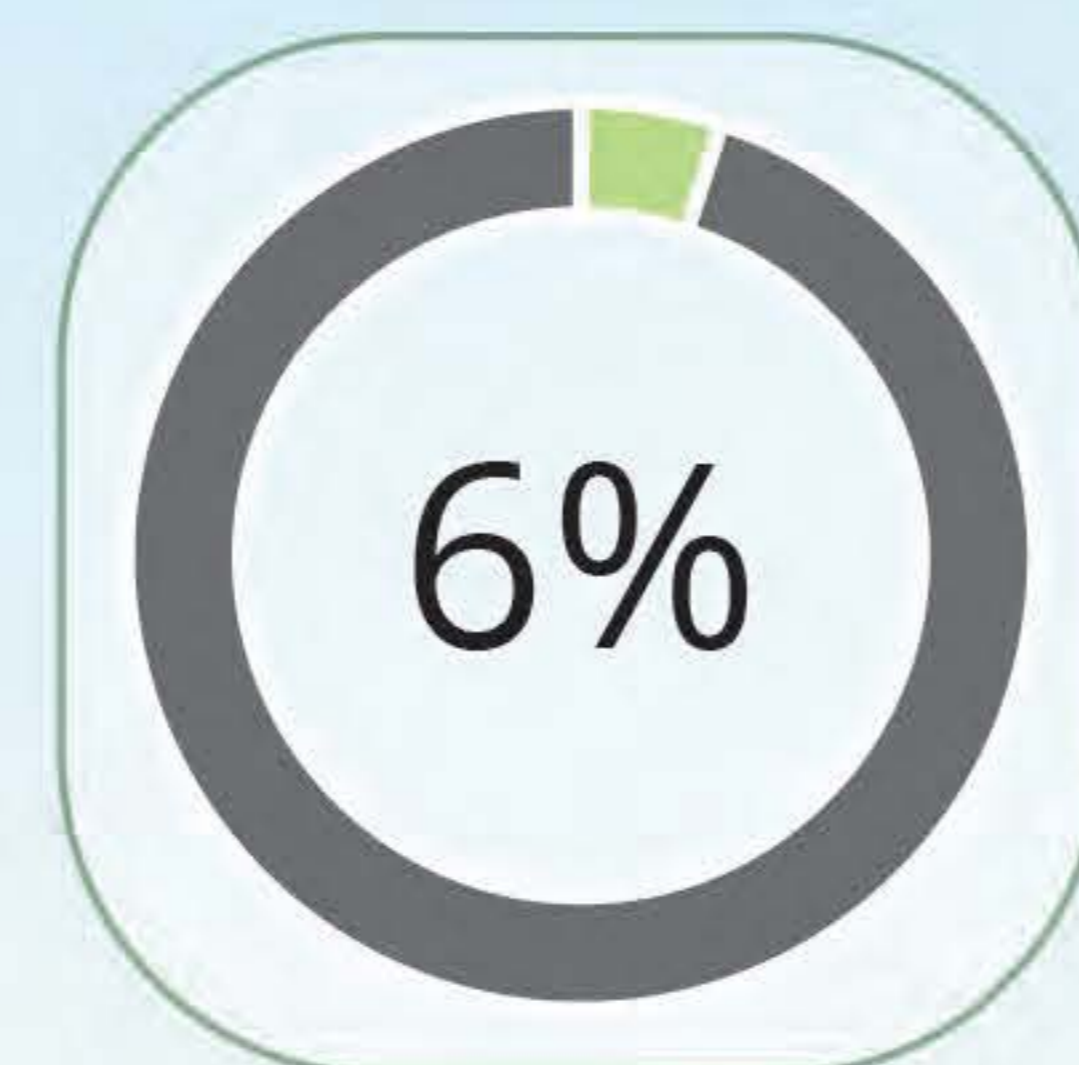
As part of its commitment to sustainable growth, KSB Limited has defined a clear set of short-term environmental goals aligned with global sustainability standards and national climate objectives. These targets reflect the company's dedication to reducing adverse environmental impact, promoting responsible resource use, and engaging stakeholders across the value chain in building a greener future. Each goal is measurable, time-bound and designed to create meaningful progress by 2025.



Absolute reduction in GHG Emissions by 2025 over base line of 2022.



Green Energy generation by 2025.



Reduction in freshwater consumption in facilities by 2025 from 2022 level.



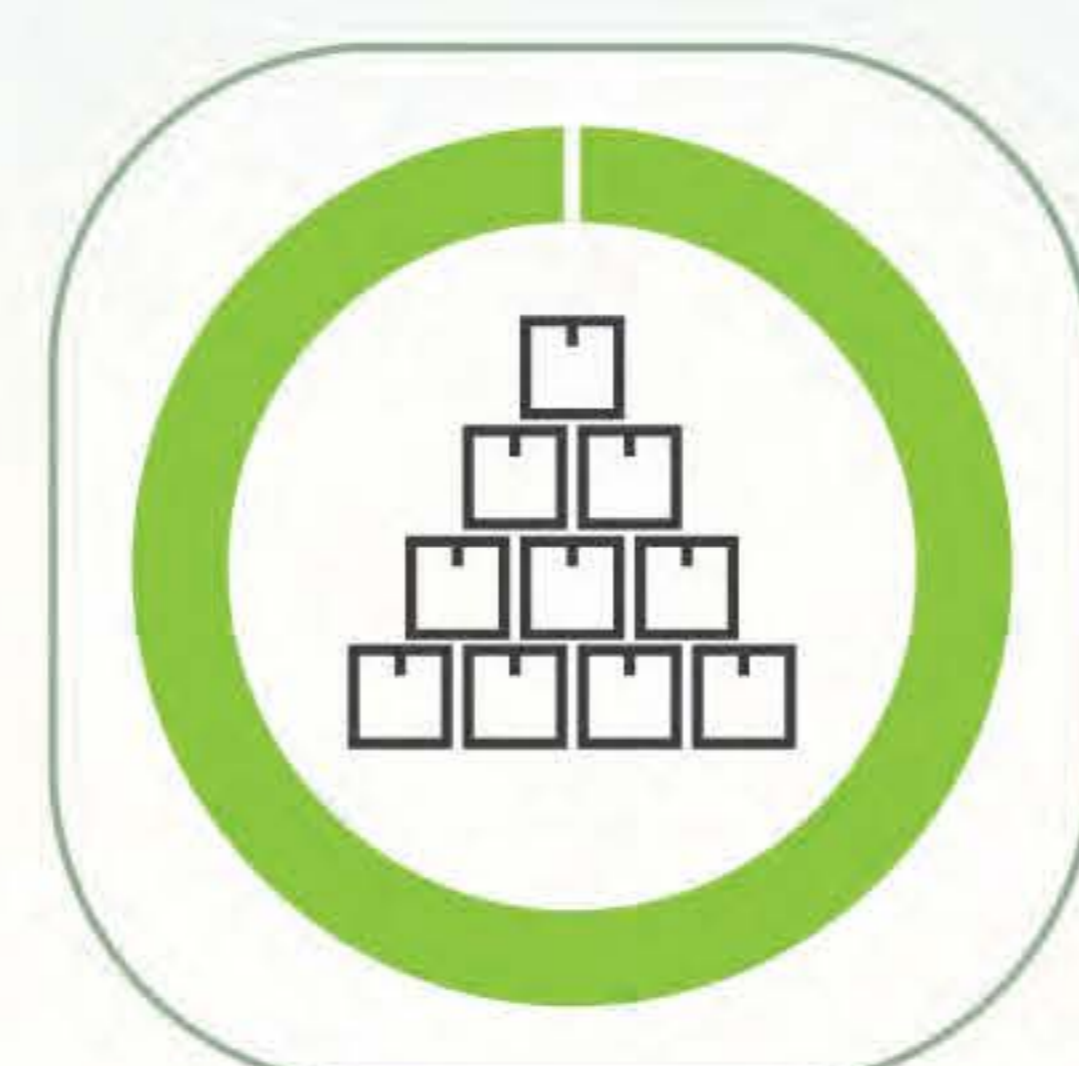
Zero waste to landfill 3rd party assurance by 2025.



Preferred suppliers' (Critical Tier-I) assessment for their sustainability performance by 2025.



Sinner Plant Platinum certification by 2025.



Eco-friendly packaging especially cardboard sheet boxes by 2025.



ESG awareness training will be completed for employees & critical suppliers by 2025.

Social Targets & Goals

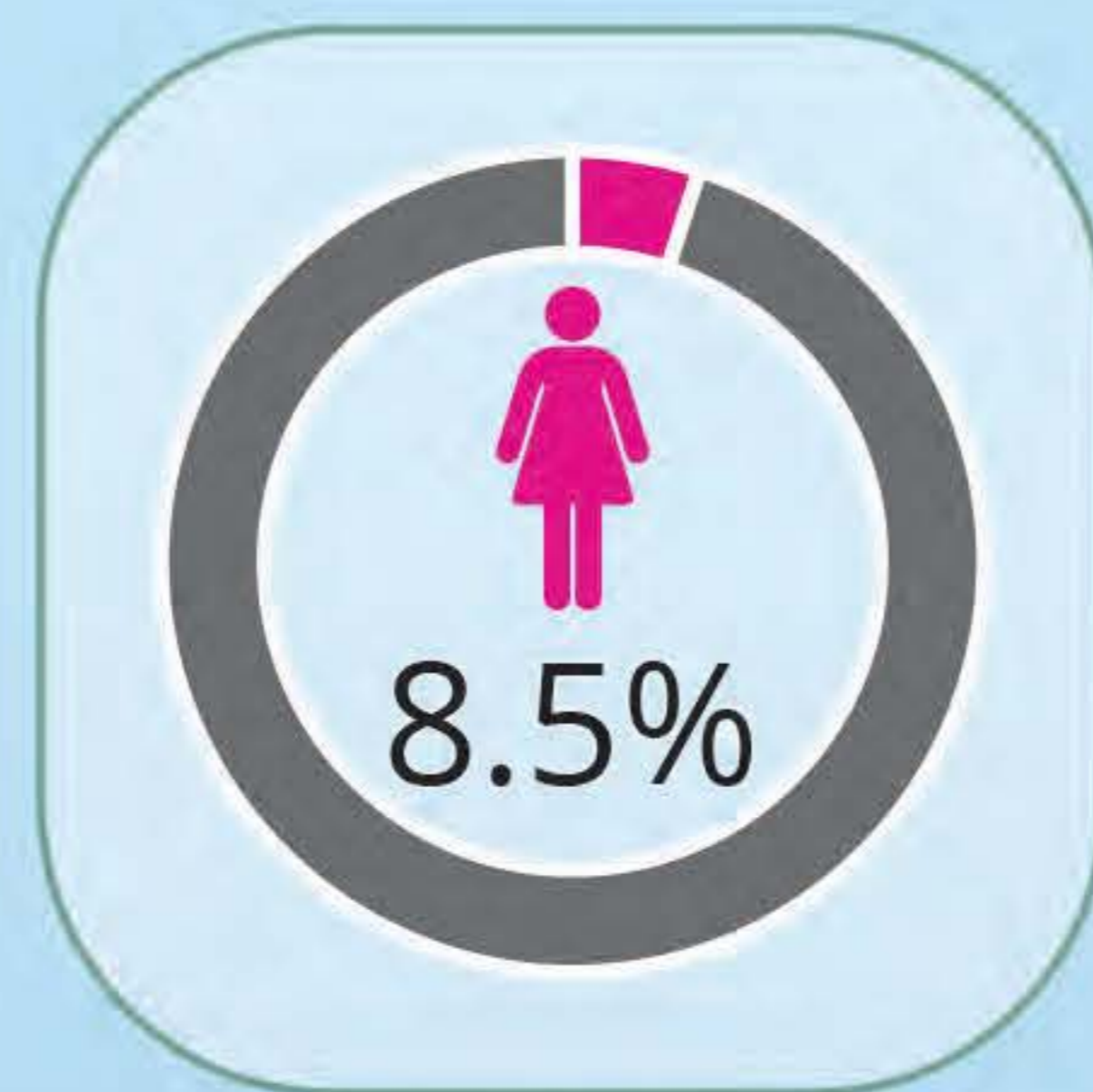
In pursuit of a more inclusive and equitable workplace, KSB Limited has established key social targets that support employee development, diversity, human rights and overall well-being. These goals underscore the company's commitment to create a safe, fair and empowering environment for all individuals across its operations. By integrating social responsibility into core business practices, KSB aims to foster a culture of continuous learning and equal opportunity.



3 Training man days per employee per year by 2024.



Differently abled employees at one of the plants by 2024.



Female employee workforce by 2024.



Complete Comprehensive training on Human Rights for all the employees by 2024.



Complete Human Rights Due Diligence audit through external party by 2024.

Governance Targets & Goals

Strong governance forms the backbone of KSB Limited's sustainability framework. The company is committed to upholding the highest standards of accountability, risk management, and information security across its operations. Through structured training, policy enforcement, and board-approved initiatives, KSB aims to strengthen its internal systems and build long-term stakeholder trust. These governance goals reflect a forward-thinking approach to operational integrity and compliance.



100% coverage of annual Risk Management training for new Managers & above employees and other employees identified by HODs. Refresher training, once in 2 years for above stated employees.



Year-wise full implementation of the measures for issues identified during Comprehensive Cyber security assessment conducted recently, as approved by the Board.





ENVIRONMENT

Sustainable Choices for a Sustainable Planet

ENVIRONMENT

Contribution to UN SDGs



"Achievement is the sum of preparation, efforts and unwavering belief"

ENVIRONMENTAL PERFORMANCE HIGHLIGHTS

In line with its commitment to environmental stewardship, KSB Limited has undertaken significant initiatives during 2024 to enhance its sustainability performance. The focus areas included renewable energy adoption, GHG emission reduction, waste management, water management and green infrastructure development. These efforts align with the company's material environmental topics and contribute to several UN Sustainable Development Goals (SDGs).

GREENHOUSE GAS (GHG) EMISSIONS AND OTHER AIR EMISSION MANAGEMENT



TARGET



Absolute reduction in GHG Emissions by 2025 over base line of 2022



ACHIEVEMENT



GHG emission reduced in 2024 with compared to baseline 2022



2022 GHG Emissions Verified by TUV Nord



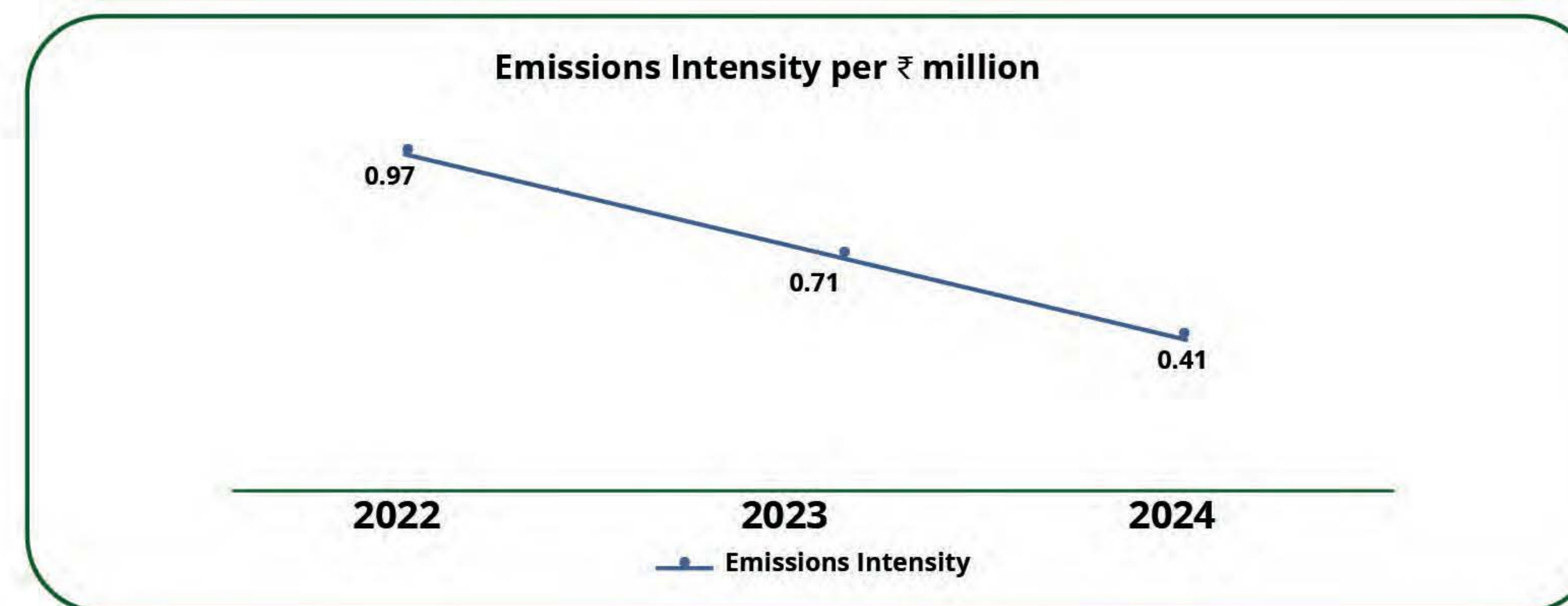
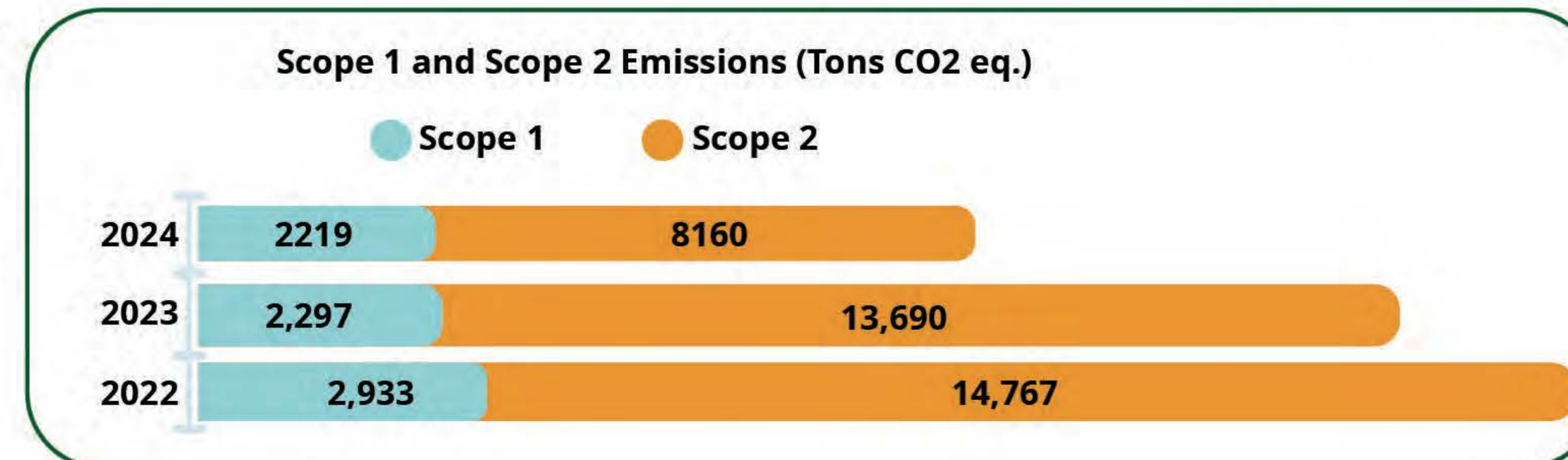
2024 GHG Emissions Verified by SGS India



KSB Limited recognizes its responsibility to use natural resources judiciously and reduce its dependence on fossil fuels. In alignment with India's Net-Zero 2070 objectives, the company continues to advance its transition towards renewable energy, aiming to significantly reduce greenhouse gas (GHG) emissions across its operations.

Over the years, KSB has made substantial investments in clean energy, implemented energy efficiency measures and promoted sustainable operational practices.

KSB reported Scope 1 and Scope 2 emissions at the company level and also disclosed Scope 3 emissions across selected key categories.

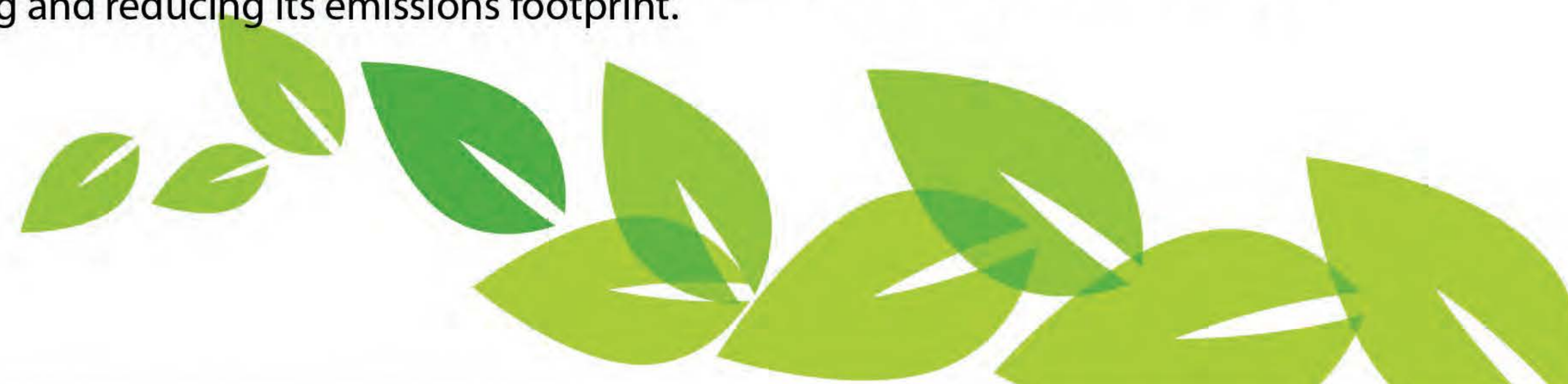


GHG Assurance Certification – 2024:

In 2024, KSB India successfully completed an independent assurance process for its GHG emissions data. The company received:

- Reasonable level assurance for Scope 1 and Scope 2 emissions and
- Limited level assurance for Scope 3 emissions (selected key categories)

This assurance was carried out by SGS India, covering all operational sites across India. The third-party validation underscores KSB's commitment to transparency, accuracy and adherence to globally recognized environmental reporting standards. It also affirms the company's accountability in tracking, managing and reducing its emissions footprint.





CARBON SEQUESTRATION INITIATIVES

As part of its long-term emissions reduction strategy, KSB has actively pursued carbon sequestration programs through afforestation efforts. The company planted over **4,000+** trees at its manufacturing sites. Further extending its impact, KSB collaborated with environmental organizations contributing to the planting of an **20000+** trees.

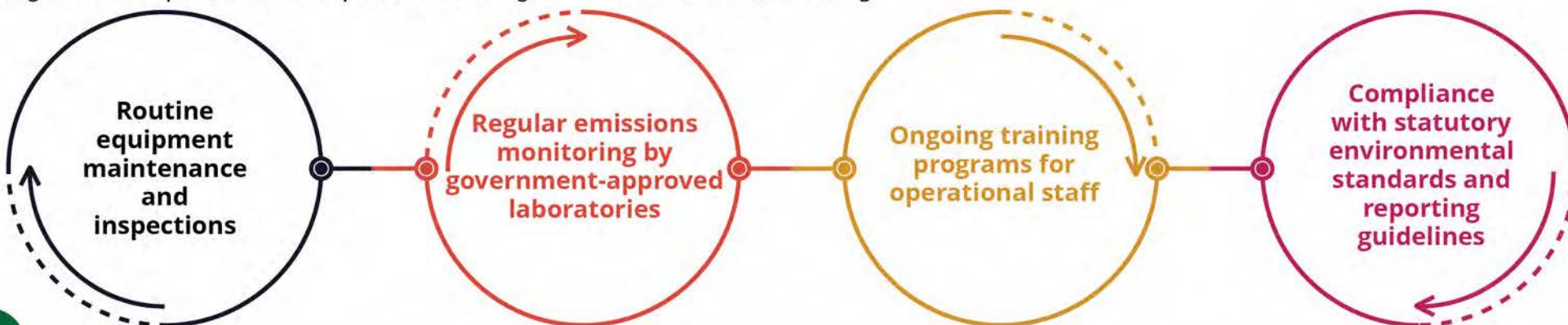


AIR EMISSIONS MANAGEMENT

KSB recognizes the importance of controlling air emissions beyond GHGs, especially pollutants such as **carbon monoxide (CO), sulfur oxides (SOx) and nitrogen oxides (NOx).**



To mitigate their impact, KSB has implemented stringent control measures, including:



GREEN ENERGY GENERATION

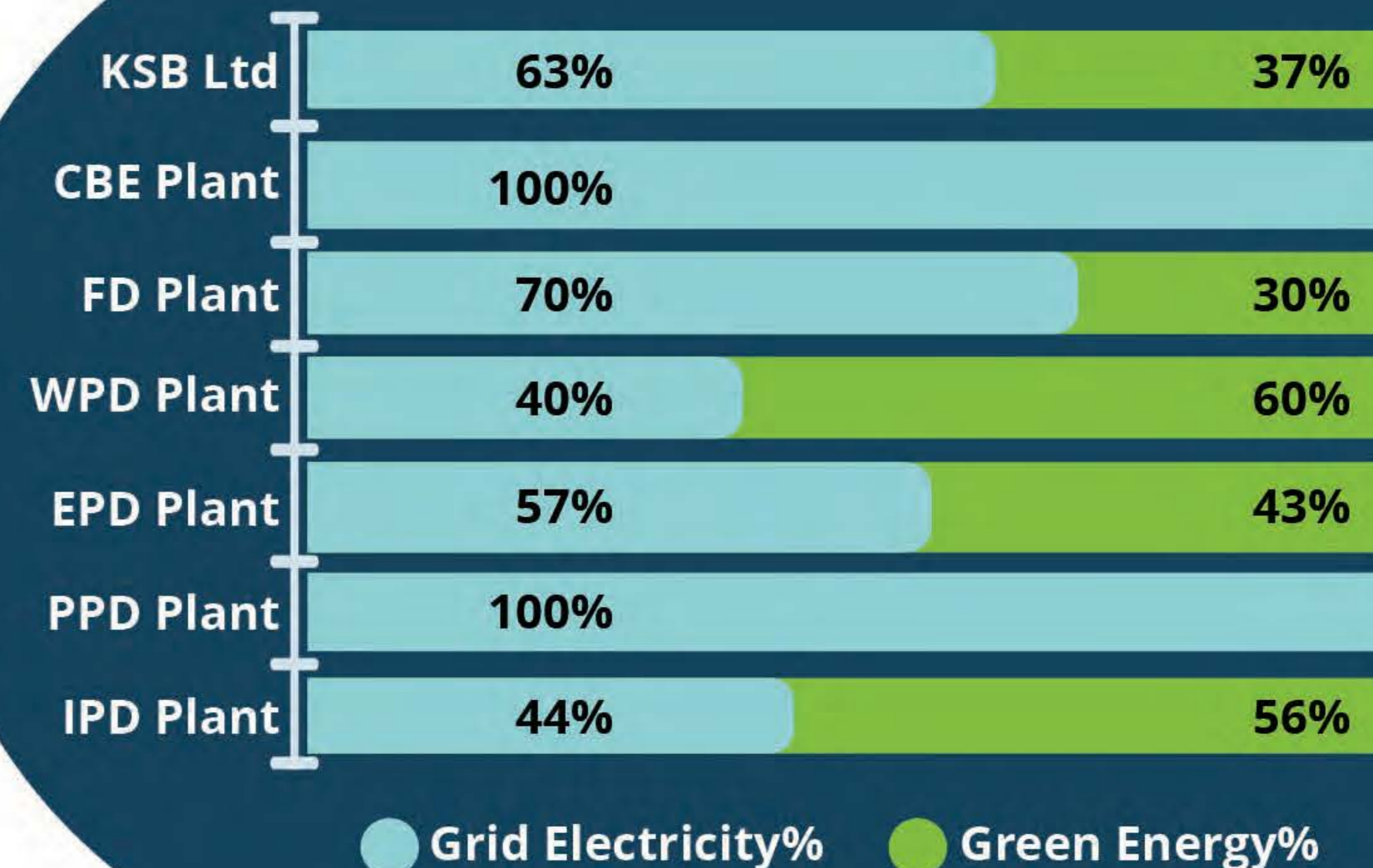
TARGET



Green Energy Generation by 2025



ACHIEVEMENT



37%

Green Energy Generation in 2024

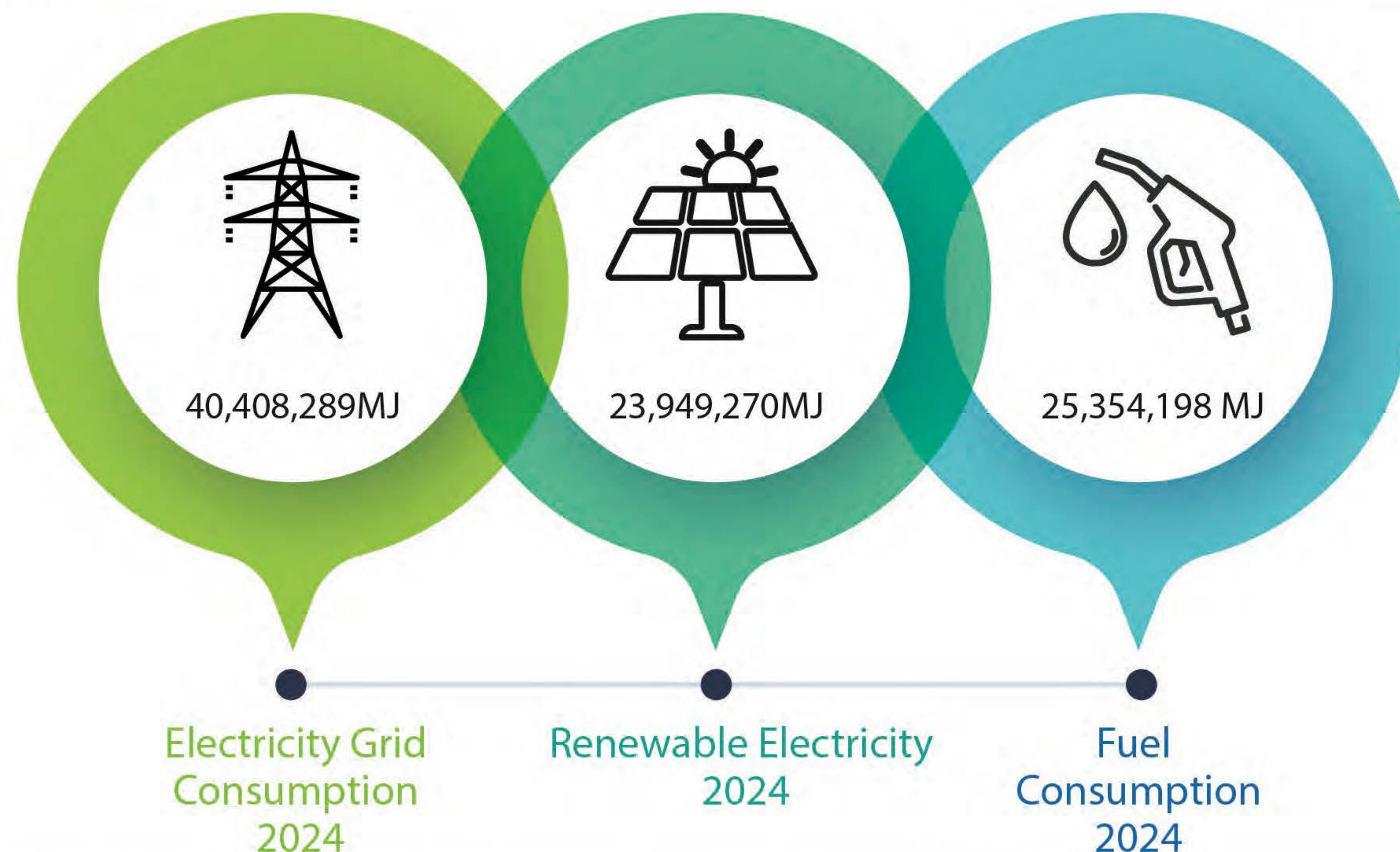
Realized Green Energy Generation in 2025

70%

Efforts Taken:



KSB signed a Power Purchase Agreement with Sunsure for the generation and utilization of 6.65 MWp of renewable energy. Additionally, the company expanded its solar energy capacity through the installation of 1.1 MWp rooftop solar panels at its Coimbatore and Chinchwad plants, adding to the existing 3.27 MWp rooftop capacity.



HOLISTIC ENERGY MANAGEMENT APPROACH

KSB has deployed Energy Management Systems (EMS) across its plants to enable real-time monitoring and analysis of energy consumption patterns. These systems help identify inefficiencies and support data-driven decision-making for future energy-saving initiatives.



Beyond solar integration, KSB employs a comprehensive approach to energy management, which includes:

- Regular third-party energy audits conducted across all locations
- Internal energy audits conducted at all locations
- Identification of energy-saving opportunities with a potential reduction of 600+ MWh in recent years.



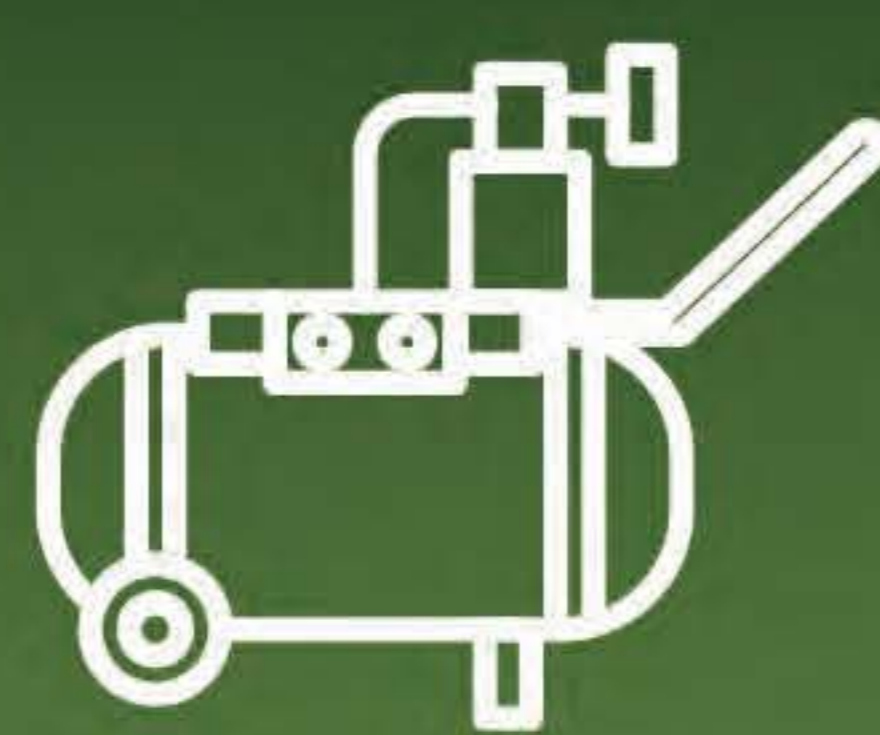
The audits and subsequent energy conservation projects have lead to the implementation of multiple efficiency improvements, including:



Installation of variable Frequency Drives (VFDs)



Detection & elimination of compressed air leaks



Replacement of inefficient air compressors



Improvement in power factor



Installation of motion sensors



Installation of Heat Pumps



Standalone solar system



Electric Vehicles (EVs)

SUPPLIER SUSTAINABILITY ASSESSMENT

TARGET



Preferred suppliers' (critical Tier-I) assessment for their sustainability performance by 2025.



Major Suppliers Audited:



ACHIEVEMENT

In line with the goal to evaluate 80% of critical Tier-I suppliers for sustainability performance by 2025, KSB developed a structured audit framework based on ESG criteria.



Completed till 2024



Evolution of Sustainability



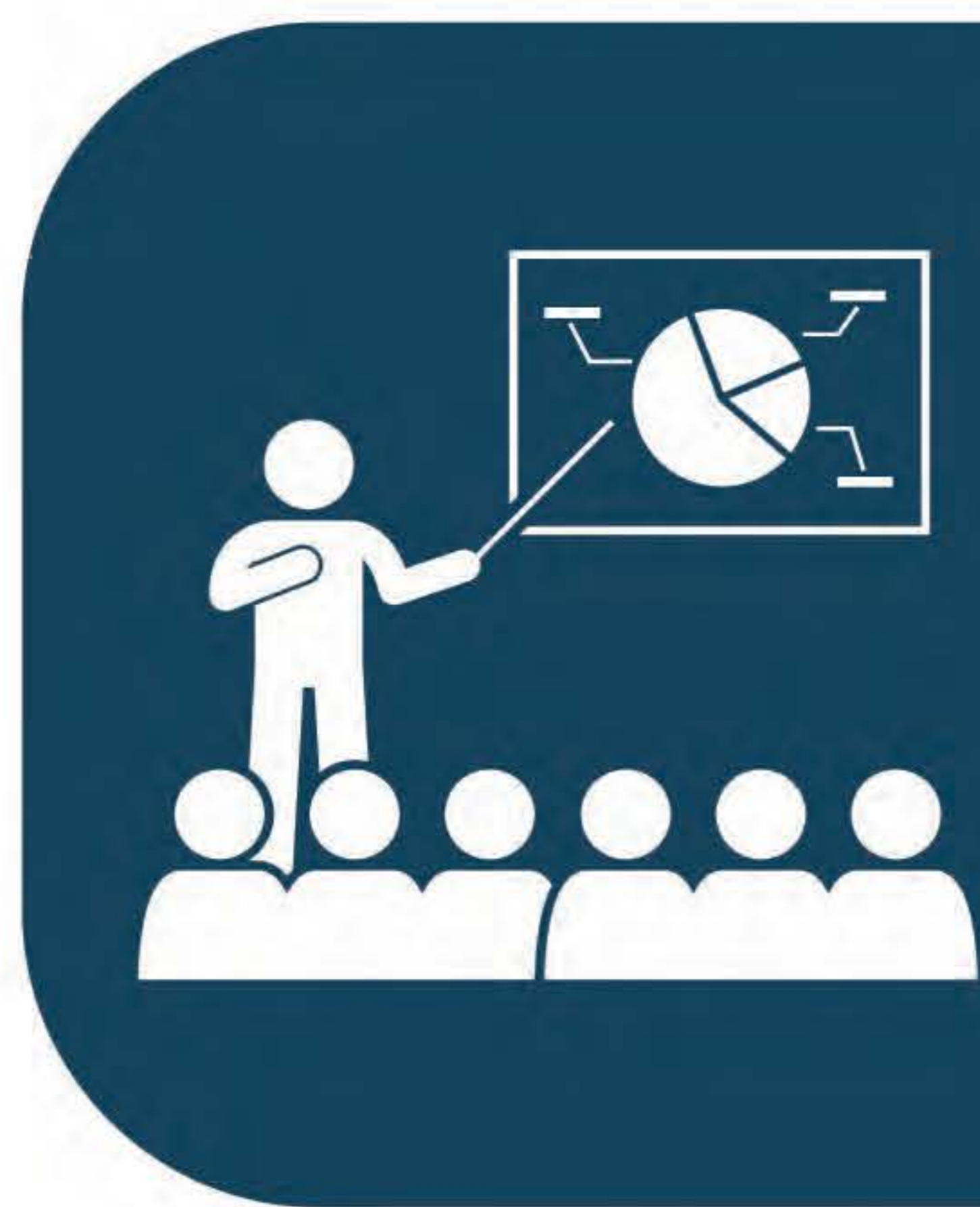
Basics of ESG and Sustainability



KSB India's Initiatives

ESG AWARENESS TRAINING FOR EMPLOYEES AND CRITICAL SUPPLIERS

ESG awareness training will be completed for Employees & critical Suppliers by 2025.



- During sustainability audits we have educated critical suppliers for ESG related topics & KSB requirements.
- KSB has launched a dedicated training module for managerial & above staff, focusing on ESG principles, sustainability concepts, and the company's strategic initiatives.



ZERO WASTE TO LANDFILL

TARGET



Zero waste to landfill 3rd party assurance by 2025



KSB Ltd has achieved Zero Waste to Landfill Assurance for Sinnar, Chinchwad & Shirwal division from 3rd Party SGS India.

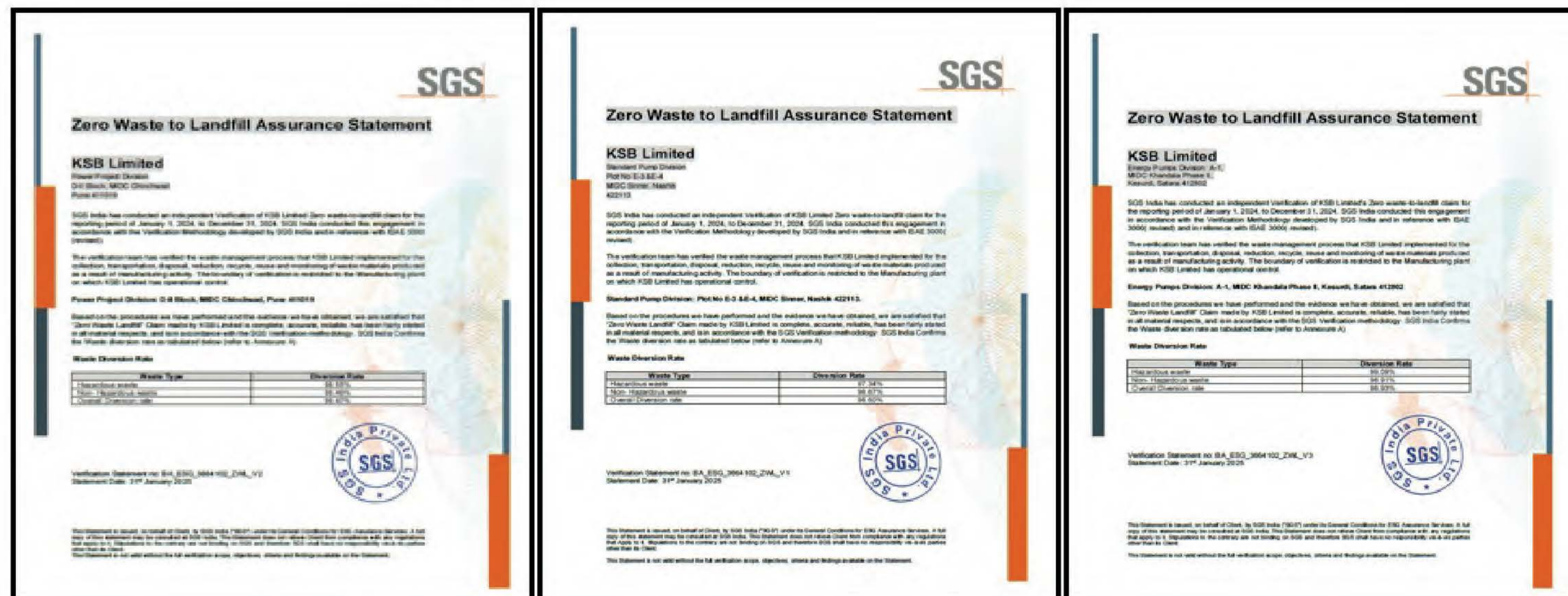


ACHIEVEMENT

Efforts Taken:

KSB enhanced its waste management practices by implementing a structured system covering waste segregation, treatment, and disposal. These efforts culminated in Zero Waste to Landfill certification for the Chinchwad, Shirwal, and Sinnar plants.

The certified waste diversion rates for these sites are as follows:



"ZERO WASTE TO LANDFILL" CERTIFICATION



Chinchwad



Shirwal



Sinnar



REDUCTION IN FRESH WATER CONSUMPTION

TARGET



Reduction in Fresh Water Consumption
6%



ACHIEVEMENT

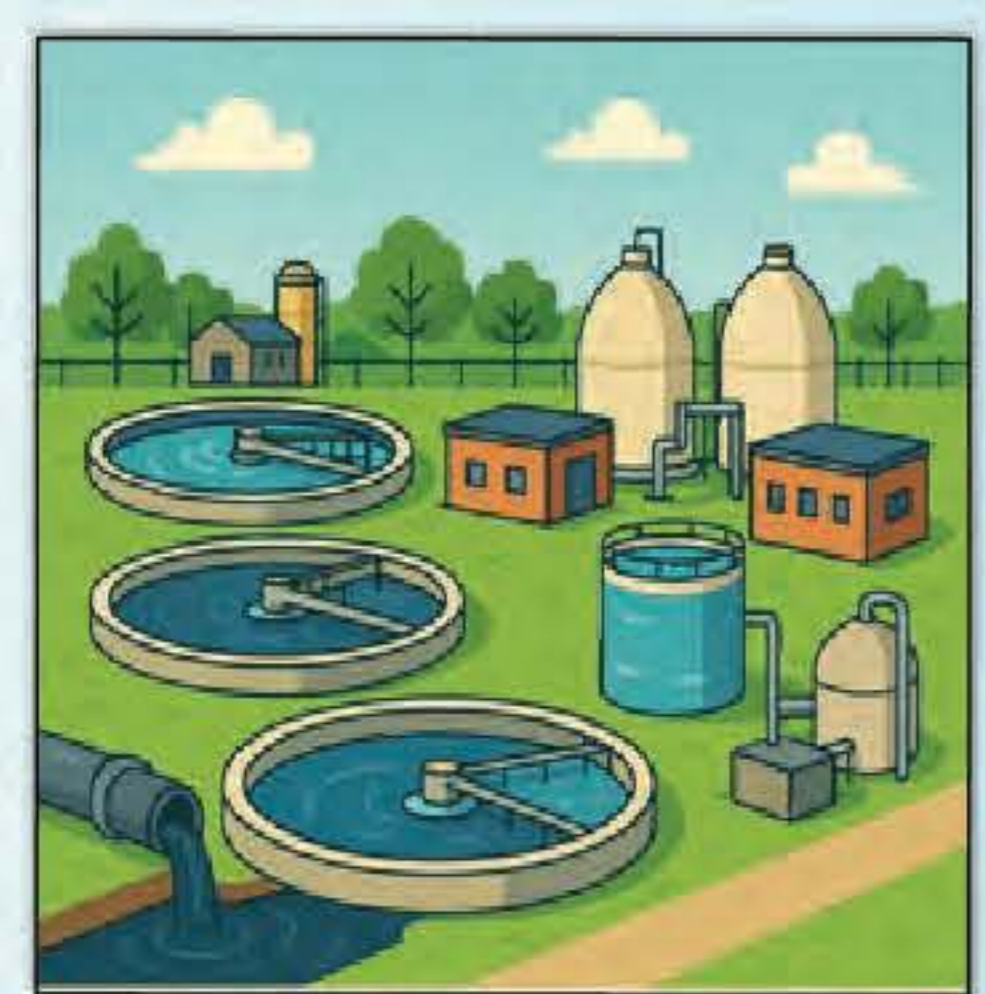
Treated water is reused effectively for flushing, industrial processes, and gardening, contributing to significant water savings. At all locations, rainwater harvesting, drip irrigation systems, aerators, and sprinklers have been deployed to optimize water usage in landscaping and green spaces.

Additional Water Conservation Initiatives:

Key actions taken in 2024 include:



Water Audits



Up-gradation in ETP & STP



Water Metering & Monitoring

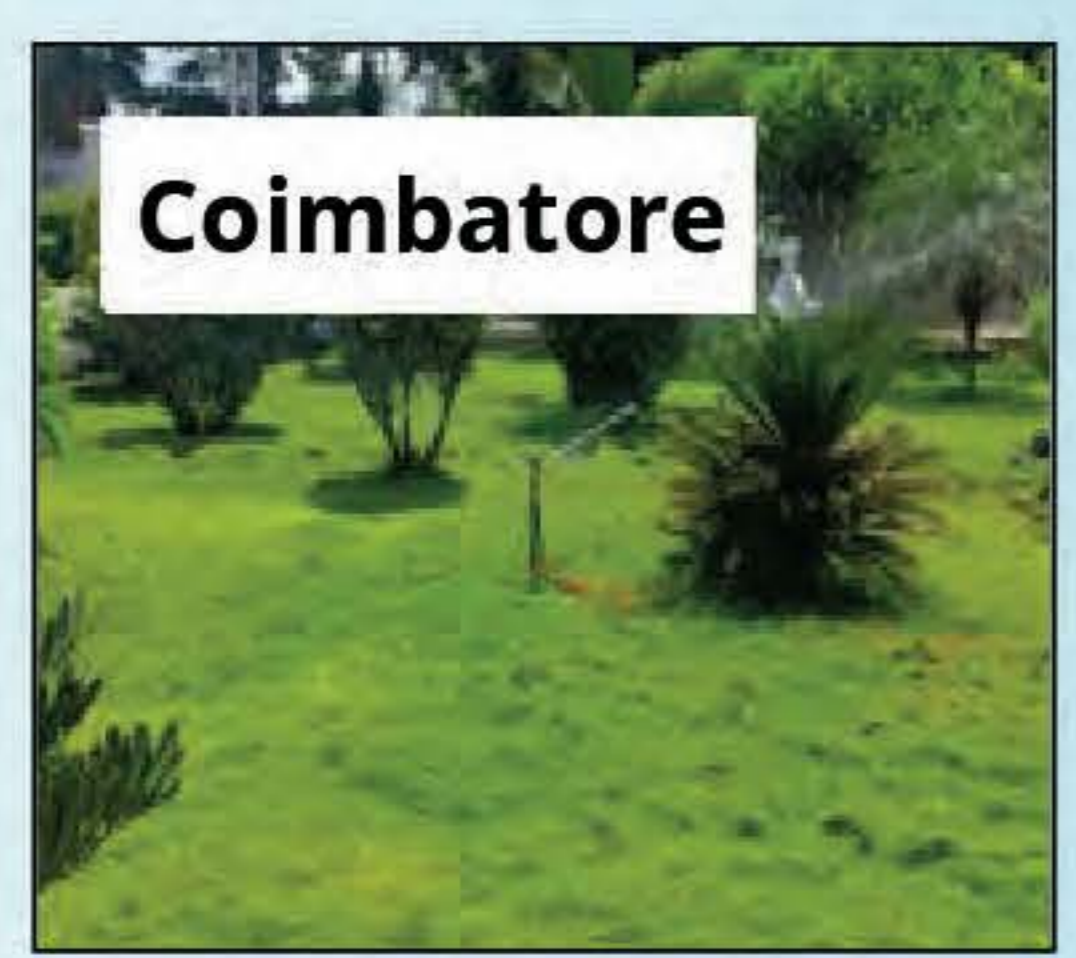


Water Tap Aerators

Efficient irrigation system :



Pimpri



Coimbatore

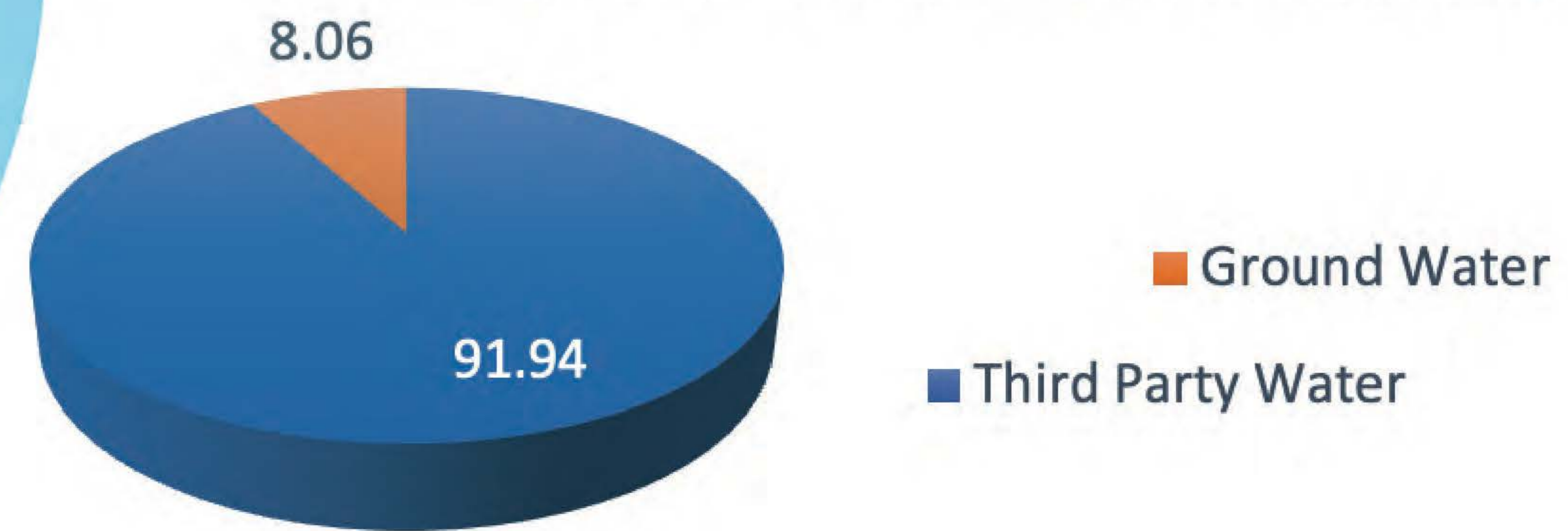


Shirwal

39
million Liters
of Water
Recycled/Annum



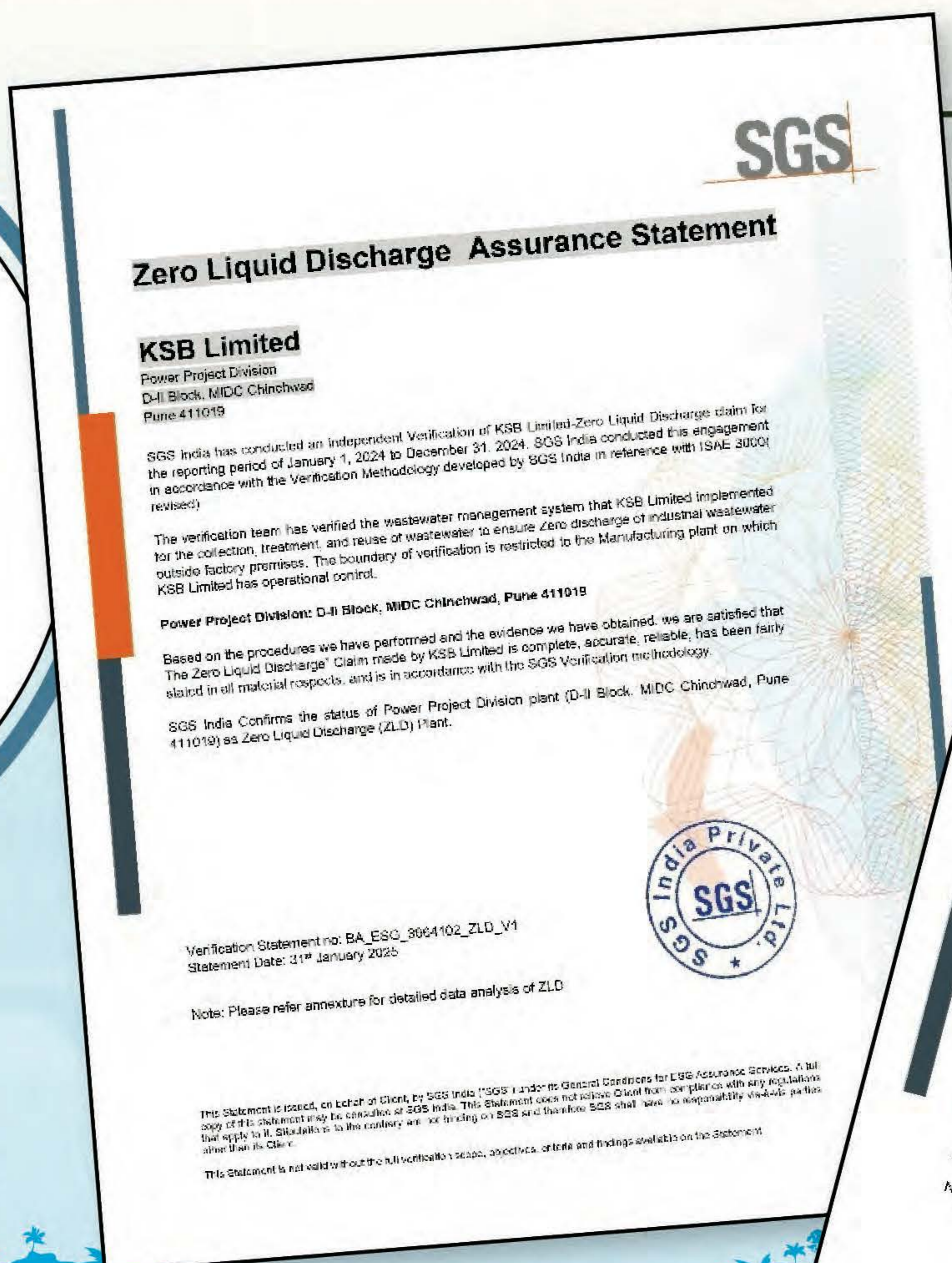
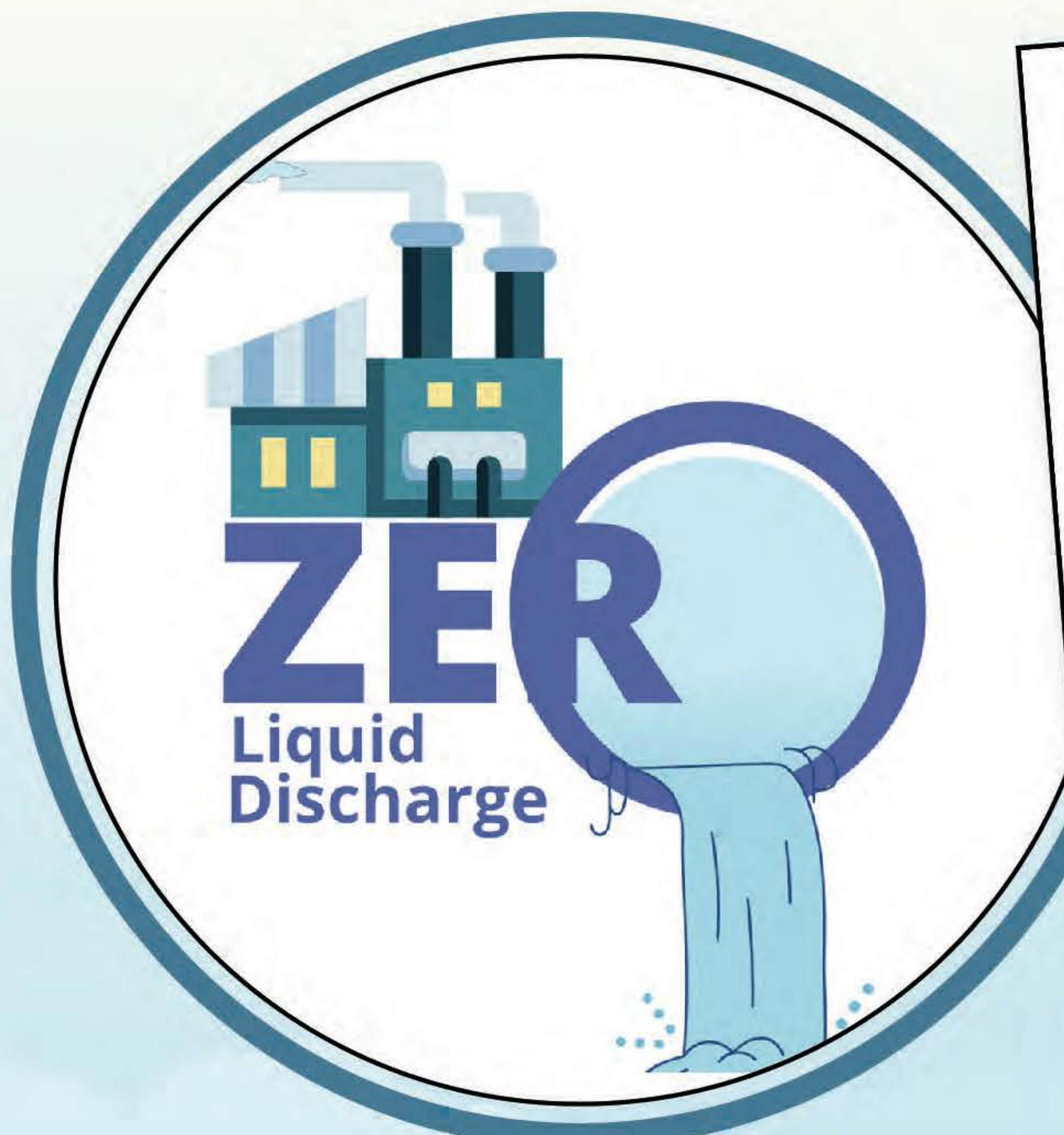
Source of Water Withdrawal (in %)



KSB Water Sources available

ZERO LIQUID DISCHARGE (ZLD) CERTIFICATION:

As part of its advanced wastewater management efforts, KSB has implemented Zero Liquid Discharge (ZLD) systems at its Chinchwad and Coimbatore plants. ZLD mechanisms ensures no liquid effluent is released into the environment. Instead, all wastewater generated from operations is treated, recycled, and reused, with only solid waste remaining for disposal.



GREEN BUILDING CERTIFICATION

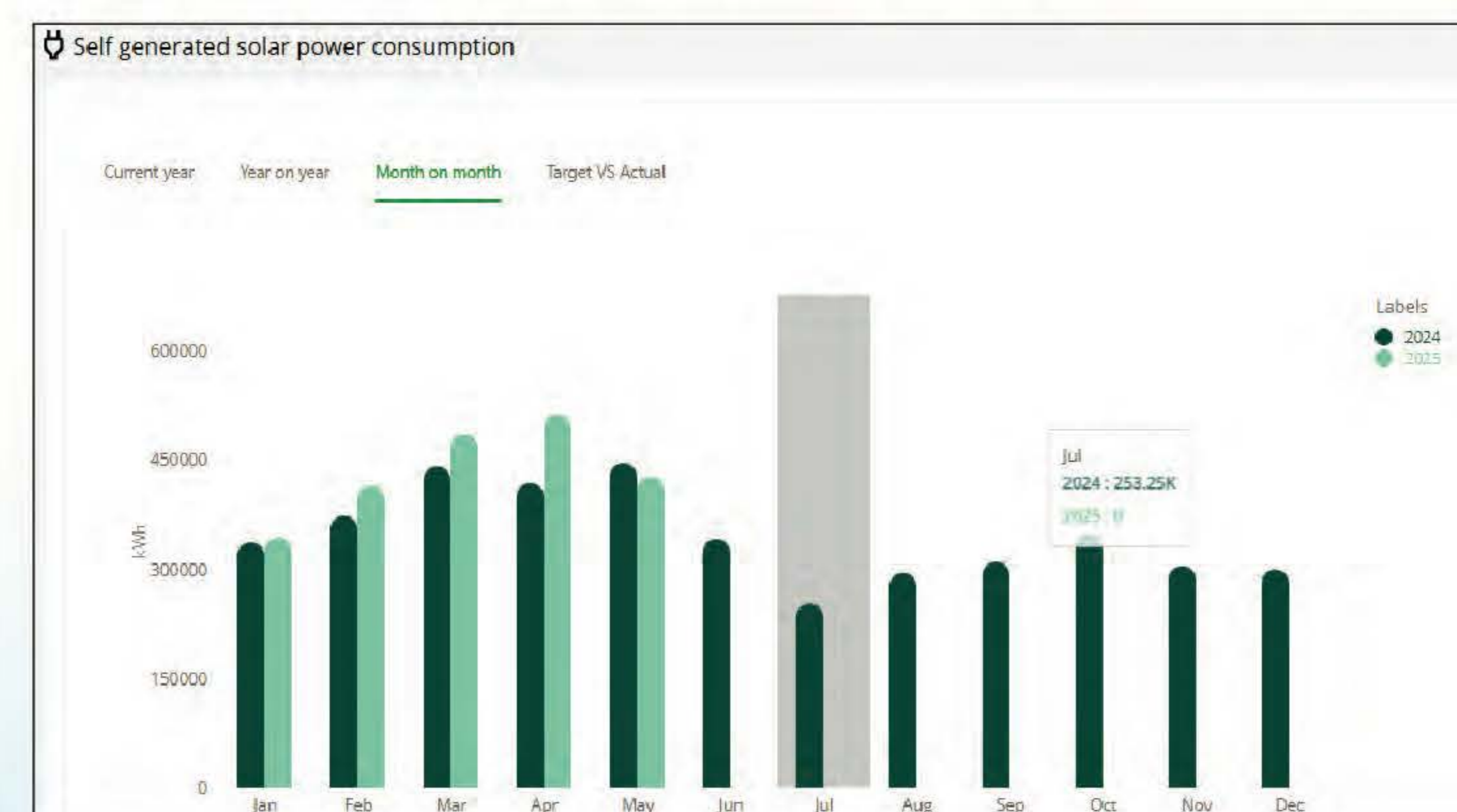
The Indian Green Building Council (IGBC) certification is a respected benchmark that recognizes buildings which demonstrate excellence in energy efficiency, water conservation, resource optimization, indoor environmental quality, and sustainable site development.



KSB has successfully achieved green building certification for the above locations.

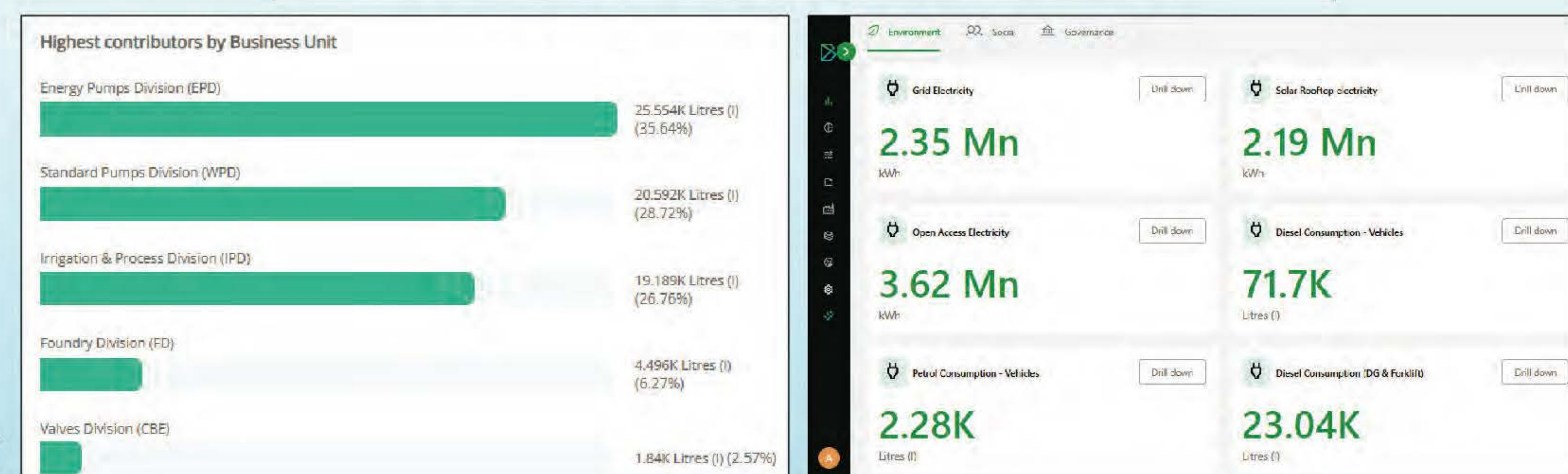
ESG DIGITIZATION TOOL

KSB Limited has implemented an ESG digitization tool to streamline the process of data collection, monitoring, and reporting of sustainability performance across its operations. This tool enables automated tracking and calculation of ESG indicators, seamless BRSR (Business Responsibility and Sustainability Report) generation, and provides real-time dashboards for management insights.



THE DIGITIZATION OF ESG PROCESSES OFFERS SUBSTANTIAL BENEFITS, INCLUDING:

- Improved accuracy and consistency in data reporting
- Reduced administrative burden on operational teams
- Enhanced decision-making through automated dashboards
- Timely availability of performance metrics for leadership review



Rainwater Harvesting Initiatives:

At the **Sinnar** facility, KSB has developed a **large-scale man-made rainwater harvesting pond** capable of storing **1Crore Liters** of water.



Actual photo of the site



Shirwal



Coimbatore



Vambori Plant



Sinnar Plant

Rainwater harvesting pits have been constructed across several manufacturing plants. These pits serve as decentralized systems that collect and store runoff, reduce surface water loss, and enhance groundwater replenishment. Collectively, these initiatives have led to the conservation of over 77 million liters of water in recent years.



OTHER ENVIRONMENTAL INITIATIVES

WORLD ENVIRONMENT DAY CELEBRATION – 5 JUNE 2024

On Jun 5th, KSB Limited celebrated Environment Day with great enthusiasm, aiming to raise awareness about environmental issues. The event started with a pledge taken by all employees at every location to protect the environment, reinforcing our commitment to sustainability.



HIGHLIGHTS OF CELEBRATION: ENVIRONMENT DAY ACTIVITIES



Tree Plantation Drive



Seedball Distribution



Dark Hour Initiative



Zero Waste Lunch day



Carpooling Encouragement



Selfie With Planted Tree



Zero Waste Lunch day



Eco-friendly Product Stalls



KSB HAS CONDUCTED AN INTERNAL BIODIVERSITY PHOTOGRAPHY CONTEST TO EXPLORE BIODIVERSITY WITHIN KSB



“The greatest achievement is to outperform yourself”

INTER-PLANT SUSTAINABILITY CHALLENGER AWARD

KSB Limited introduced the Inter-plant Sustainability Challenger Award which is designed to recognize plants demonstrating exemplary performance in sustainability metrics on a quarterly basis. The awards are declared by a corporate-level committee based on a defined set of performance criteria.

KEY EVALUATION PARAMETERS INCLUDE:

- ✔ Timely and accurate monthly updating of Environmental data
- ✔ Absolute reduction in key environmental parameters
- ✔ Reduction in Scope 1 and Scope 2 emission intensity, measured against physical output
- ✔ Improvement in air leakage arresting levels
- ✔ Increase in training man-days per employee relative to the previous year

AWARD WINNERS:

- Q1** 2024 - Coimbatore Plant
- Q2** 2024 - Foundry Plant
- Q3** 2024 - Coimbatore Plant
- Q4** 2024 - Foundry Plant



Vambori Plant



Coimbatore Plant



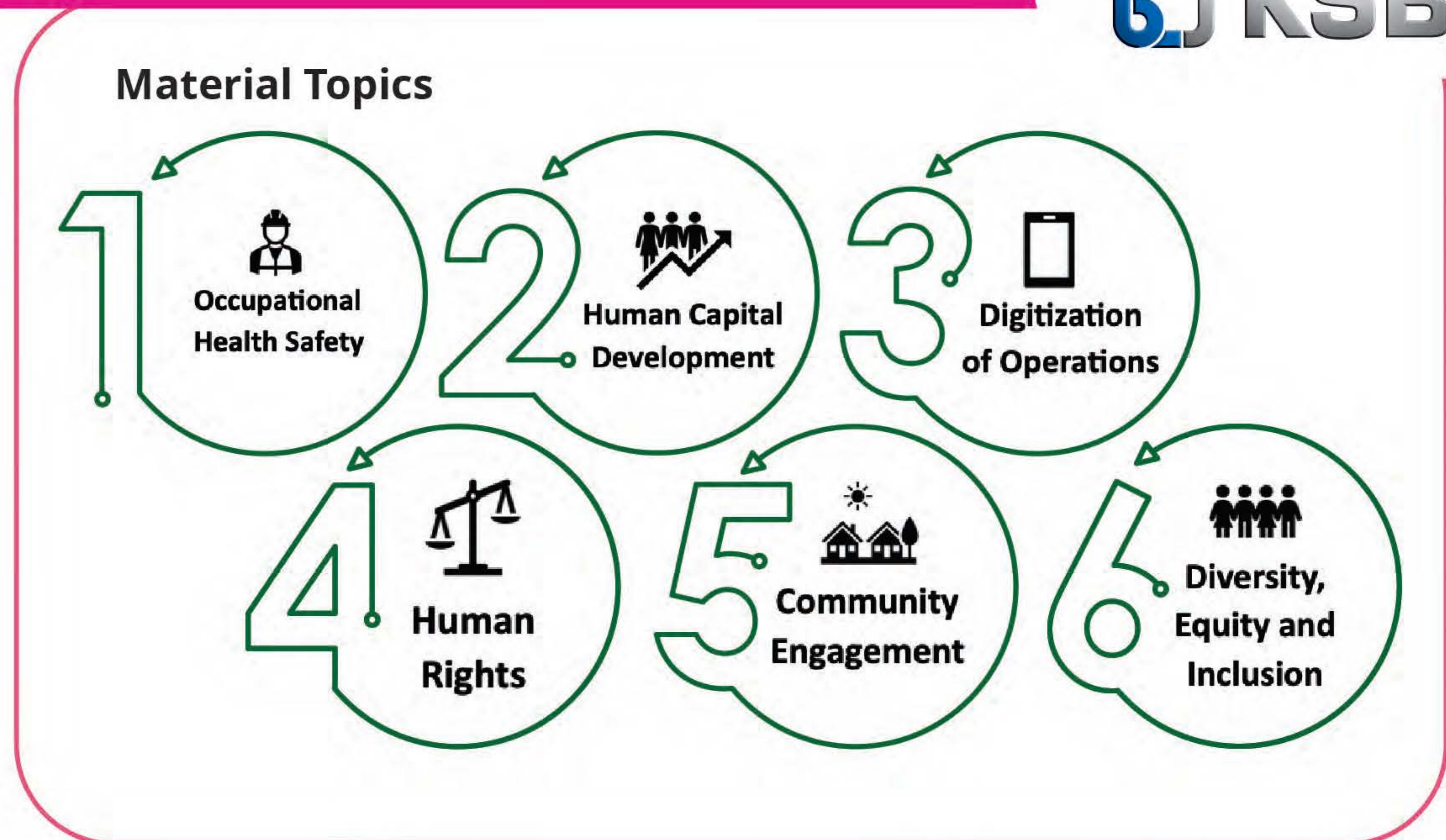


SOCIAL

Our every act of care brings a new smile ...

SOCIAL

Contribution to UN SDGs



21*
CSR projects implemented



47.74* MINR
Spent on CSR activities (19.3 % ↑ compared to last year)



20000+
Trees planted



9500+
Total lives impacted

* CSR projects which are executed in 2024

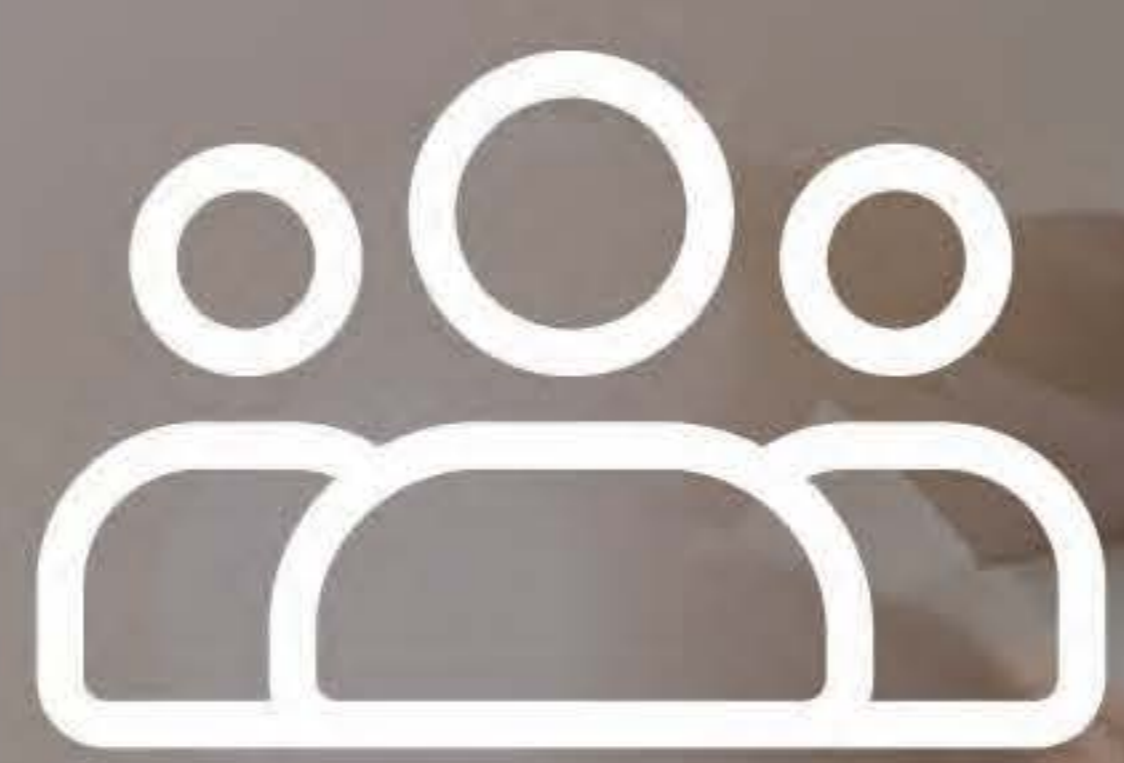
Empowering People Through a Sustainable Workforce Strategy

In 2024, KSB reinforced its commitment to social sustainability by placing people at the heart of its progress. The company prioritized employee engagement, health, and safety, while building a workplace culture that drives long-term retention and growth. KSB's HR strategy focused on skill development, streamlined processes, leadership grooming, and performance improvement. A low attrition rate reflected the company's strong emphasis on career development, competitive compensation, transparent communication, and recognition-driven culture. Investments in infrastructure and succession planning further supported a stable, future-ready workforce.

Through sustained efforts, KSB strengthened its identity as a socially responsible and future-focused organization.



Employees: The Heart of Our Success

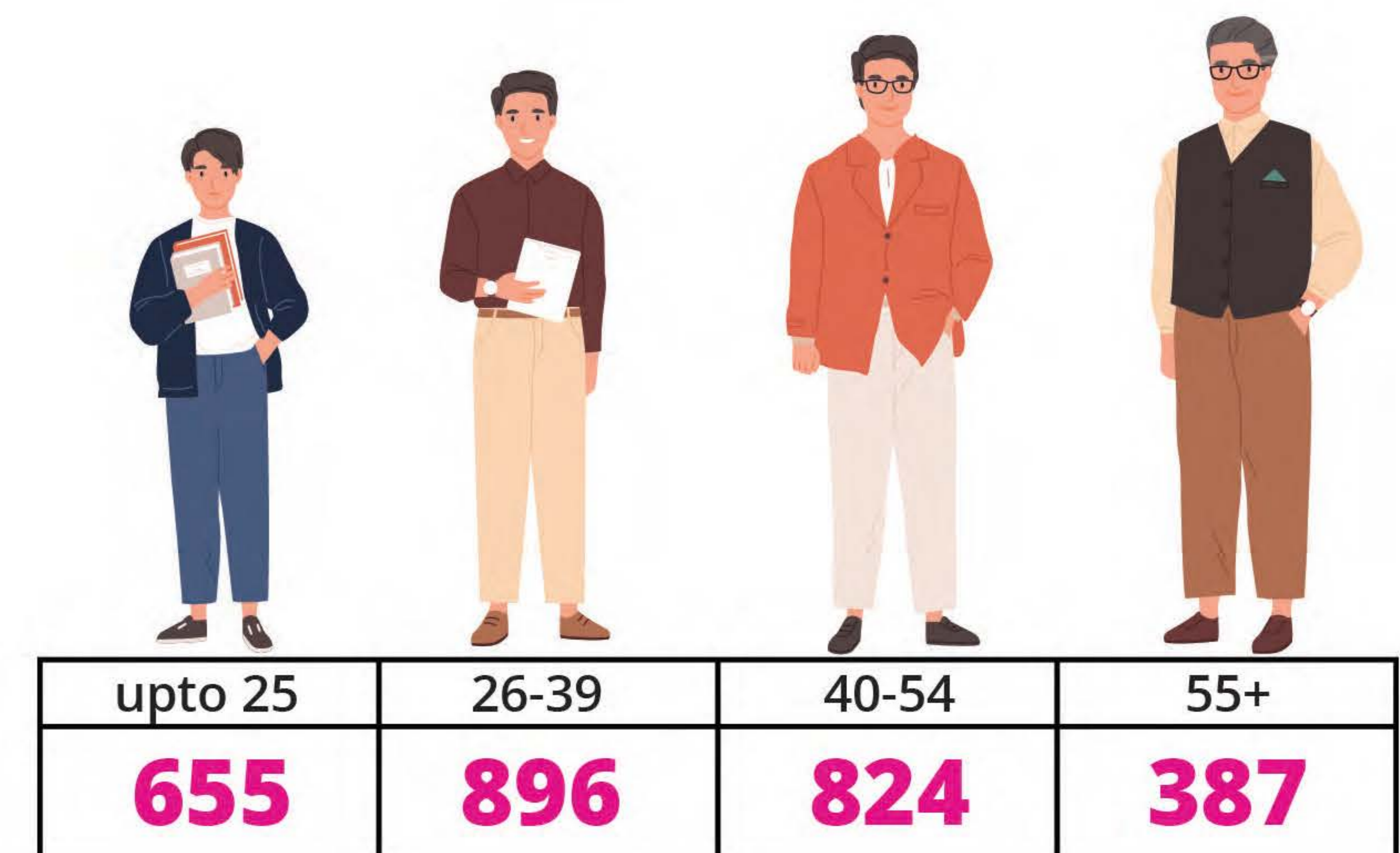
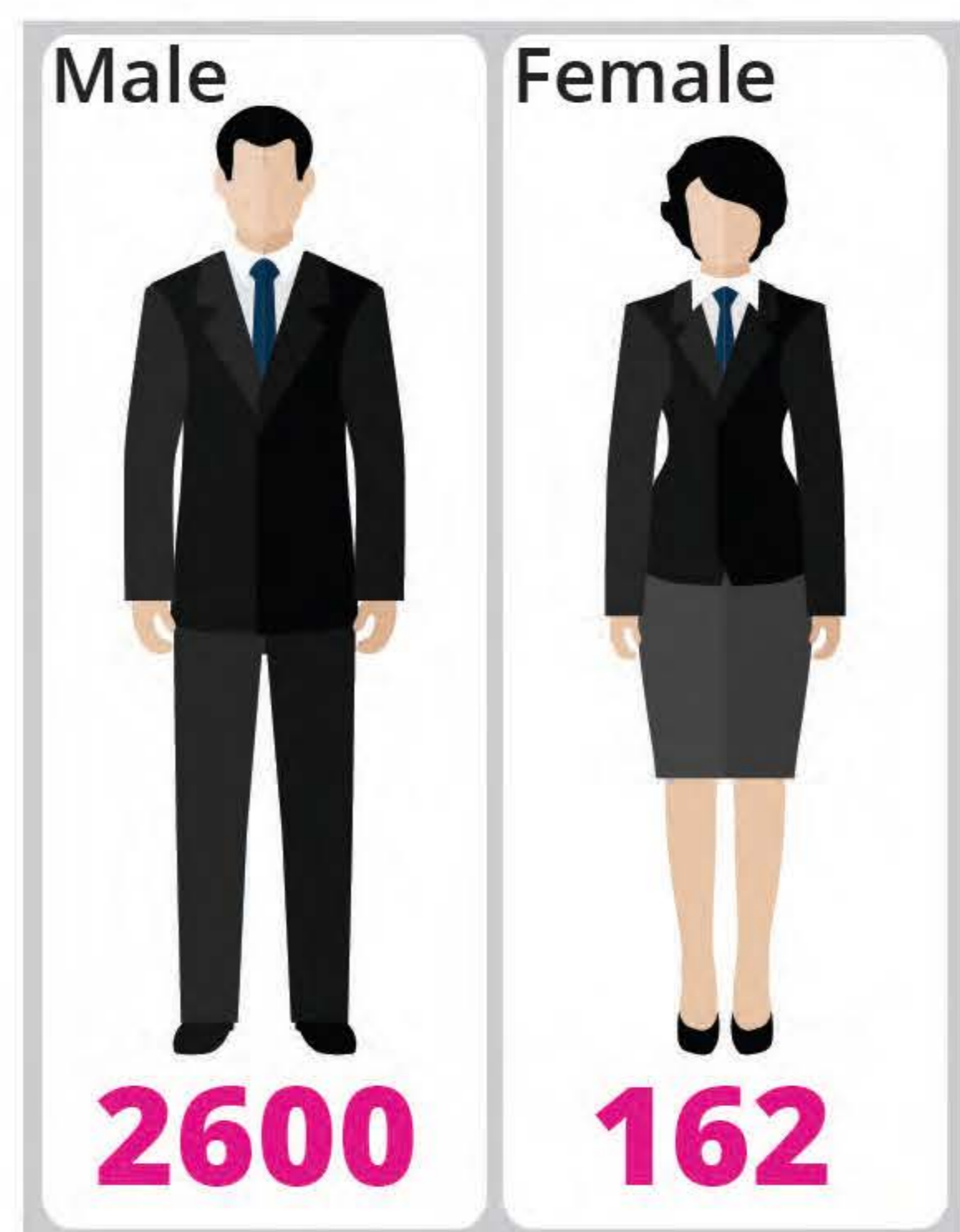
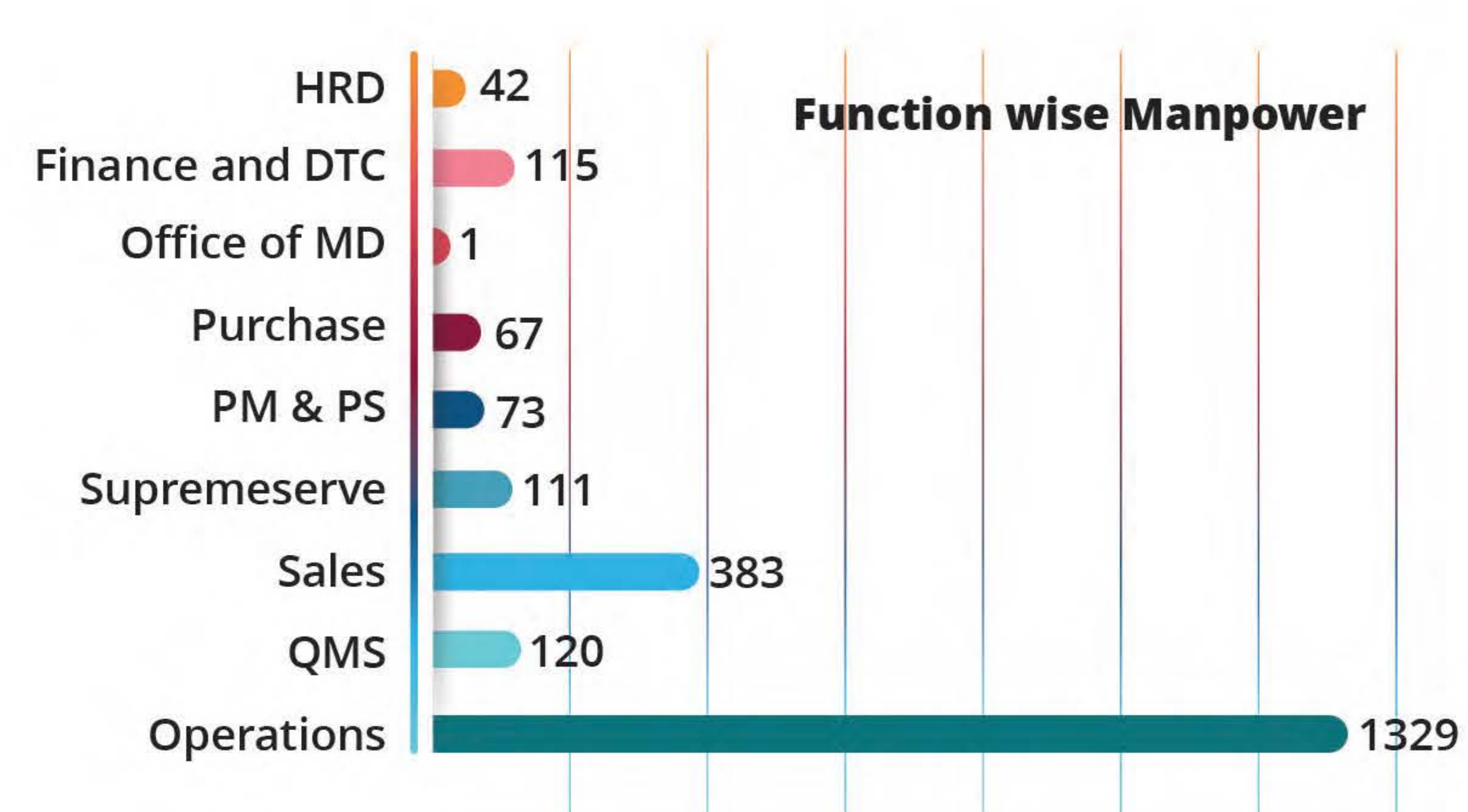


KSB fosters a safe, inclusive, and equitable workplace that values diversity and fair treatment. Ongoing training programs support continuous learning and career advancement, while the company ensures fair wages, balanced work hours, and respect for employee rights—upholding the core principles of decent work.

Diversity, Equity and Inclusion

KSB is committed to building a diverse and accessible workplace. Infrastructure improvements and inclusive hiring practices have enabled the recruitment of qualified individuals with disabilities. Gender diversity remains a priority, with 12.5% representation of women on the Board of Directors in 2024.

The company also embraces diversity across age, education, and regional backgrounds—fostering a well-rounded and inclusive workforce.



COMPREHENSIVE CARE FOR EVERY EMPLOYEE

KSB is committed to the well-being of its workforce. A comprehensive benefits package supports employees across various life stages and needs. These include:

Healthcare benefits	Accident Insurance	Maternity benefits	Retirement benefits	Occupational Health Centre	Bereavement Support	Loan Facility	Welfare Society
<ul style="list-style-type: none"> •Group Medical Policy and ESIC is available according to the employee categories •Annual health checkup is provided and financial assistance is also provided to eligible cases 	<ul style="list-style-type: none"> •100% of all the employees and workers were covered 	<ul style="list-style-type: none"> •100% of the female workers are covered 	<ul style="list-style-type: none"> •100% of the employees and workers get the benefits of PF and gratuity 	<ul style="list-style-type: none"> •The company has appointed a medical officer, who provides general healthcare services in OPD to all employees and workers 	<ul style="list-style-type: none"> •Adequate assistance fund to the family member (nominee) of the deceased employee is provided 	<ul style="list-style-type: none"> •Low-interest loans for essential life events such as education, marriage and Housing loan 	<ul style="list-style-type: none"> •Financial aid for funeral expenses, sickness benefits for prolonged illnesses and a retirement gift •Death Benevolent Fund •Robust scholarship program

Listening, Responding, and Acting: Our Grievance Redressal Framework

"At our organization, a uniform and inclusive grievance redressal system is established for all categories of the workforce permanent workers, permanent employees, and other than permanent workers/employees. All employees have access to various open forums such as Communication Meets, Workers' Meets, and Strategy Meets, which are conducted at periodic intervals across locations. These platforms enable individuals to freely raise concerns, share feedback, and discuss day-to-day issues. Additionally, permanent employees can approach grievance cells for specific complaints, while permanent workers also have the support of workforce associations and unions for collective deliberations. For non-permanent staff, operational heads and/or HR coordinators remain the point of contact for resolution. This integrated approach fosters transparency, inclusivity, and timely redressal of grievances across all levels of the organization."



TRAINING AND DEVELOPMENT PROGRAMS

Empowering Growth Through Learning

KSB fosters a culture of continuous learning by investing in skill-building and professional development. From technical training to leadership and industry-specific programs, every learning initiative is designed to help employees stay future-ready.

214

Compliance, Information and Cyber Security, Code of Conduct, POSH, ESG and CSR training

25+
Safety Training

Continuous Learning Culture

Encouraging a culture of continuous learning and curiosity can help employees adapt to new technologies and industry trends. We have various training programs as per the training needs. At KSB there is a dedicated platform for e-learning called youLearn for technical trainings and subscription of Skillsoft Percipio for various skill enhancement.



PERFORMANCE MANAGEMENT

At KSB, clear performance expectations and regular feedback form the backbone of our appraisal process, helping employees align with goals and identify growth areas.

Succession Planning

To ensure future leadership readiness, KSB has invested in structured succession planning through programs like the Young Leadership Development Program (YLDP) and Management Development Program (MDP). Since 2006, 263 employees have benefited from these initiatives across 14 batches. In 2023, two YLDP batches engaged 48 participants, while in 2024 (January and May) and 2025 (February), three MDP modules were delivered to 23 participants of batch - 14.

Career trajectory

Career growth at KSB is supported by structured assessments. Through our Assessment and Development Centres (DC), employees receive feedback on their competencies and create tailored Individual Development Plans (IDPs). Since 2006, 250 employees have undergone this process, including 24 in 2024. Additionally, our Internal Job Posting (IJP) policy encourages internal mobility. In 2024, 22 employees advanced their careers through IJP transfers—demonstrating our commitment to nurturing talent from within.



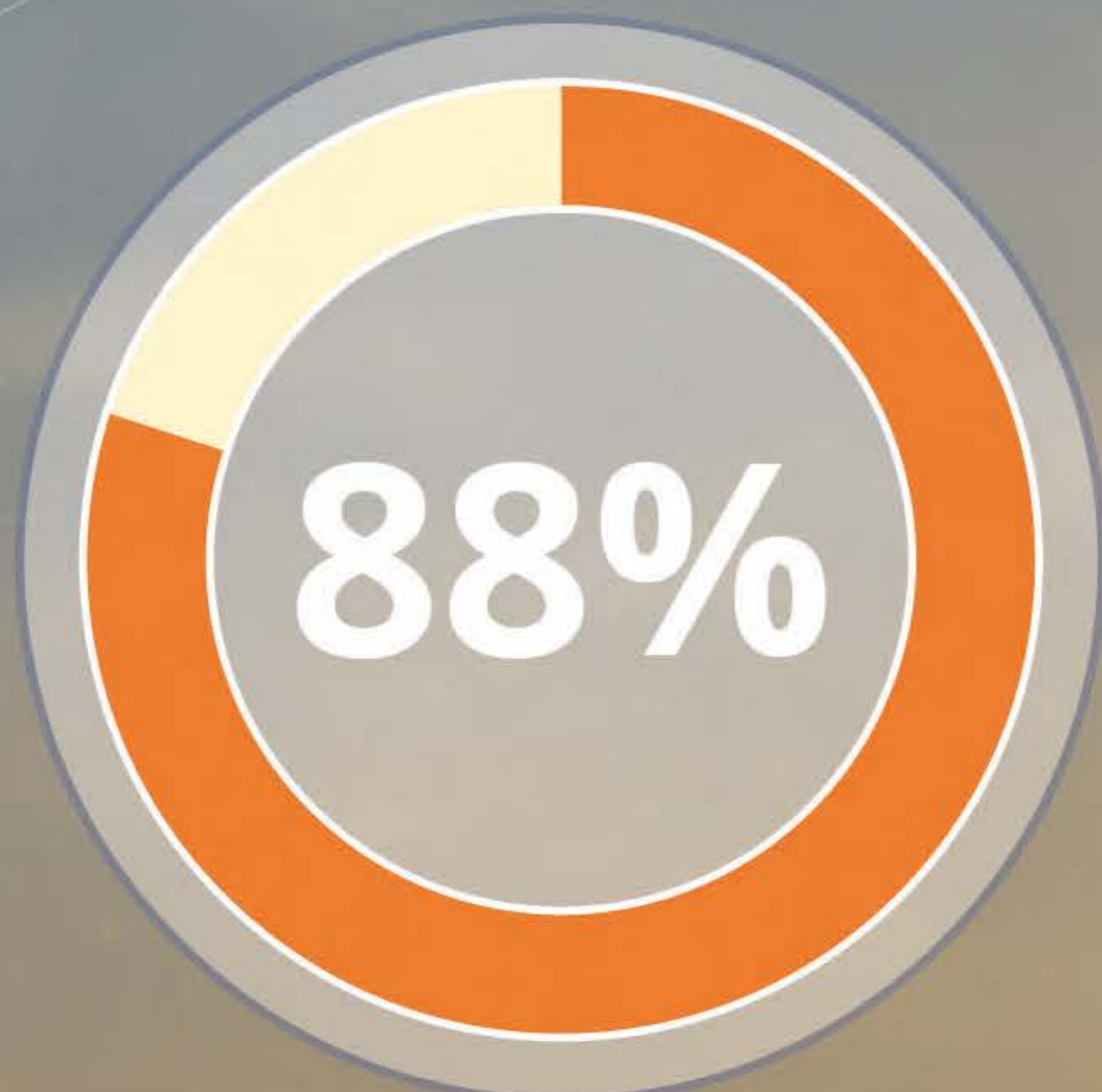
"Engaged employees, Empowered results"



EMPLOYEE WELLNESS AND ENGAGEMENT

At KSB, employee well-being is integral to productivity and performance. In 2024, a series of wellness and safety training sessions were conducted, covering topics such as safety induction, manual/mechanical material handling, fire alarm awareness, total flooding systems, and working at heights. Engagement is equally important. Through regular surveys and focused initiatives, we capture employee feedback to drive satisfaction, encourage participation, and strengthen alignment with organizational goals—fostering a culture of continuous improvement.

As per our most recent employee engagement survey 88% employees are highly engaged & standing as a preferred employer to work with.





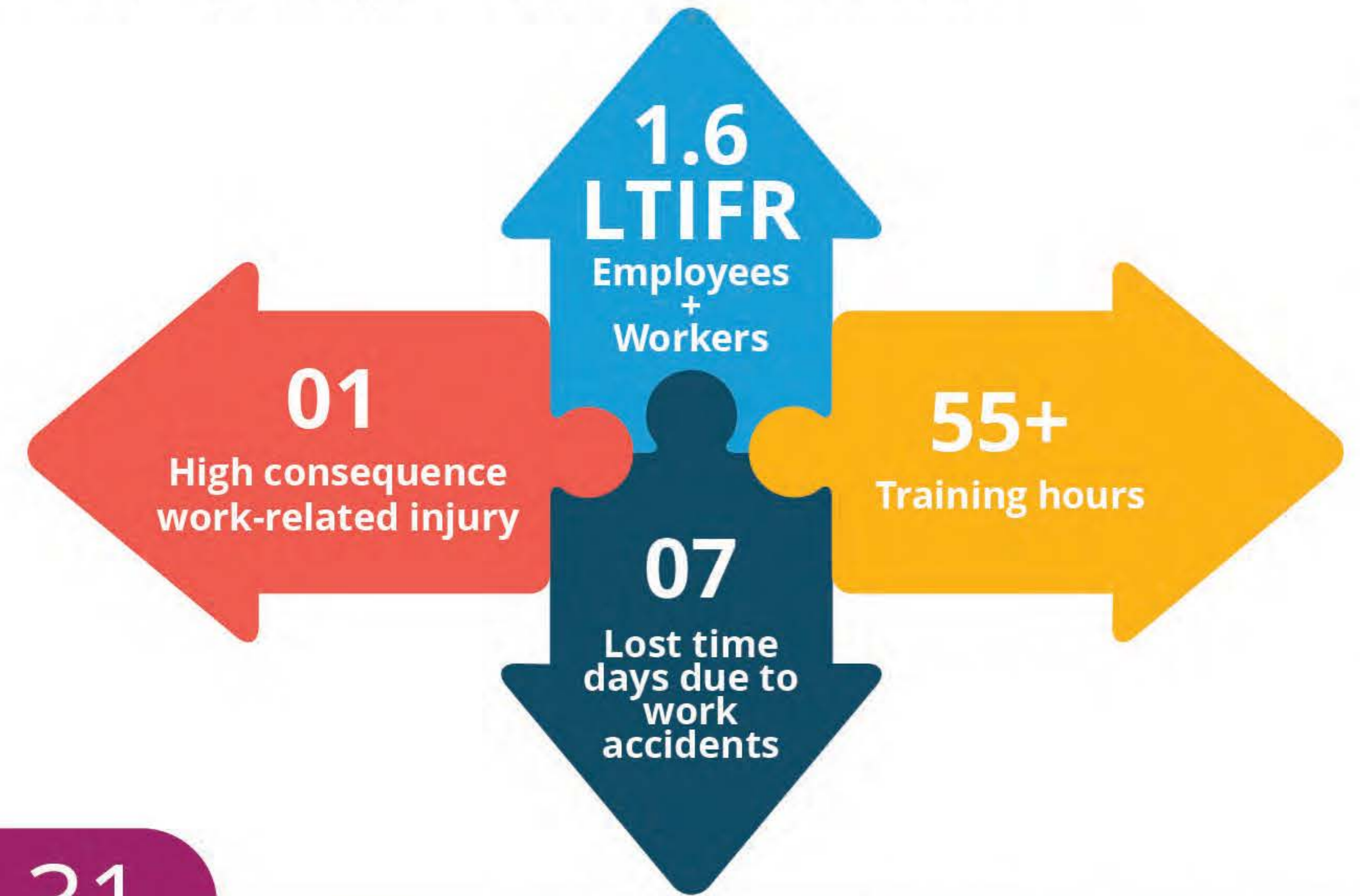
"Safety isn't expensive, it's priceless."

OCCUPATIONAL HEALTH AND SAFETY

KSB Limited has implemented ISO 45001:2018 across all locations, ensuring a standardized and effective occupational health and safety management system. All EHS processes are aligned with local regulations to create a safe, healthy, and supportive work environment. Safety officers are appointed at every plant even where not legally required to drive a strong safety culture and increase awareness across the organization. To proactively manage workplace safety, robust processes are followed to regularly identify and assess work-related hazards and risks.

- Hazard Identification & Risk Assessment study (HIRA)
- Job Safety Analysis (JSA)
- Internal and External Safety Audit
- Incident Investigation
- Work Permit System
- HAZOP Study
- Fire Audit

The summary of safety-related incidents during the year is presented below:



The company has a functional Safety Committee at respective manufacturing locations.. Workers are empowered to report unsafe acts, conditions, and near misses through a direct-access system that connects them with the safety officer or plant manager, promoting a proactive safety culture. A total of 25+ safety trainings were conducted in 2024 in which 358 employees were trained with 55+ training hours.

Safety Week celebration



UPHOLDING HUMAN RIGHTS

KSB is committed to upholding equality, dignity, and ethical conduct both within the organization and throughout its supply chain. Regular human rights due diligence is conducted to identify and address potential risks, ensuring that our operations do not contribute to any form of rights violation.

100% of employees have been trained on our human rights policies and associated challenges. The HR Head is responsible for monitoring ethical behavior and addressing any violations swiftly, transparently, and without retaliation. Multiple policies are in place to protect the rights of employees and stakeholders, reinforcing our zero-tolerance stance on human rights abuse.



POSH POLICY

Internal complaints committee overviews complaints

100% of the employees were provided with POSH training during the year



CODE OF CONDUCT

Common across the KSB group which promotes equal opportunities for all

100% of the employees were provided with Code of Conduct training during the year



WHISTLE BLOWER POLICY

Designated email id and drop box for receiving complaints

The audit committee monitors whistle blower mechanism

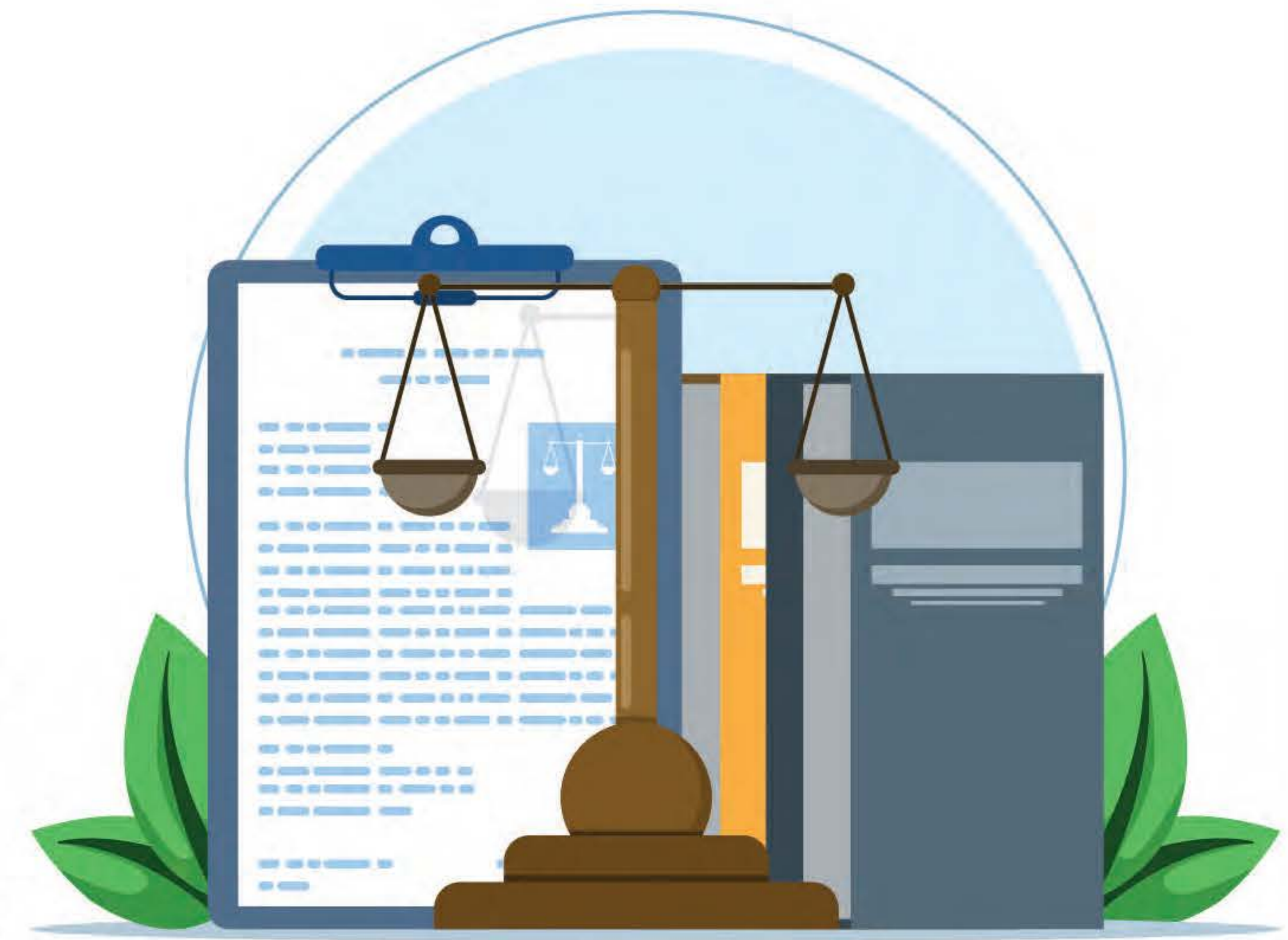
Upholding Human Rights Across Our Value Chain

KSB expects all value chain partners to uphold high standards of ethics and integrity. We maintain strong internal controls and policies to safeguard human rights across operations. In 2024, there were zero instances of child labour, forced labour, sexual harassment, or discrimination affirming our commitment to safe and respectful workplaces for all, including employees and extended workforce. Human rights compliance is embedded in our regular internal audit cycles. While no formal external due diligence was conducted this year, internal assessments were carried out to ensure adherence and flag potential gaps. Findings were used to develop action plans where necessary.





100% of the offices and plants were assessed and zero cases were observed for discrimination of any form



CORPORATE SOCIAL RESPONSIBILITY

Since 2008, KSB has consistently created social value through dedicated Corporate Social Responsibility (CSR) initiatives. Aligned with the Companies Act 2013, our CSR Policy guides us in identifying eligible activity areas.

Our focus areas include health, education, and social welfare, tailored to the specific needs of communities where we operate. Local HR/CSR teams work closely with stakeholders and authorities to conduct need assessments and design impactful programs. Through these efforts, KSB remains committed to building stronger, healthier, and more inclusive communities.



1. Rebuilding KSB Gurukul, Vambori

A fully reconstructed ZP Primary (Upper) School for girls was inaugurated in Vambori, providing improved infrastructure and a better learning environment



2. Skill Training with Y4D Foundation

A total of 182 students were trained as PCB Assembly Operators and Assistant Assembly Operators. All trainees were successfully placed, now earning an average monthly in-hand salary of ₹15,000.



CSR

"Building bridges, sharing stories"

3. Technical Skilling at Don Bosco ITI

KSB established a CNC training lab equipped with simulator software at Don Bosco ITI, enhancing hands-on learning opportunities for aspiring youth in precision manufacturing.





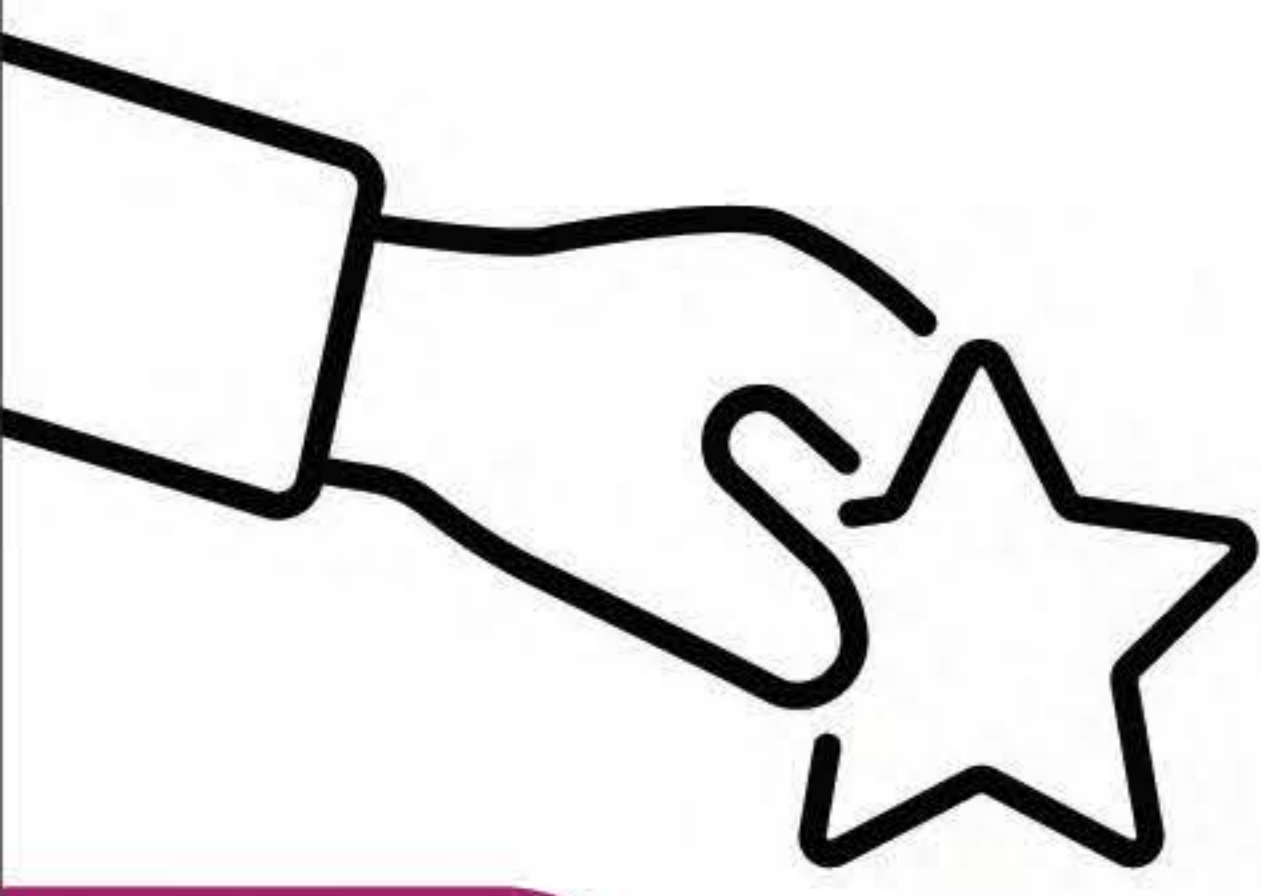
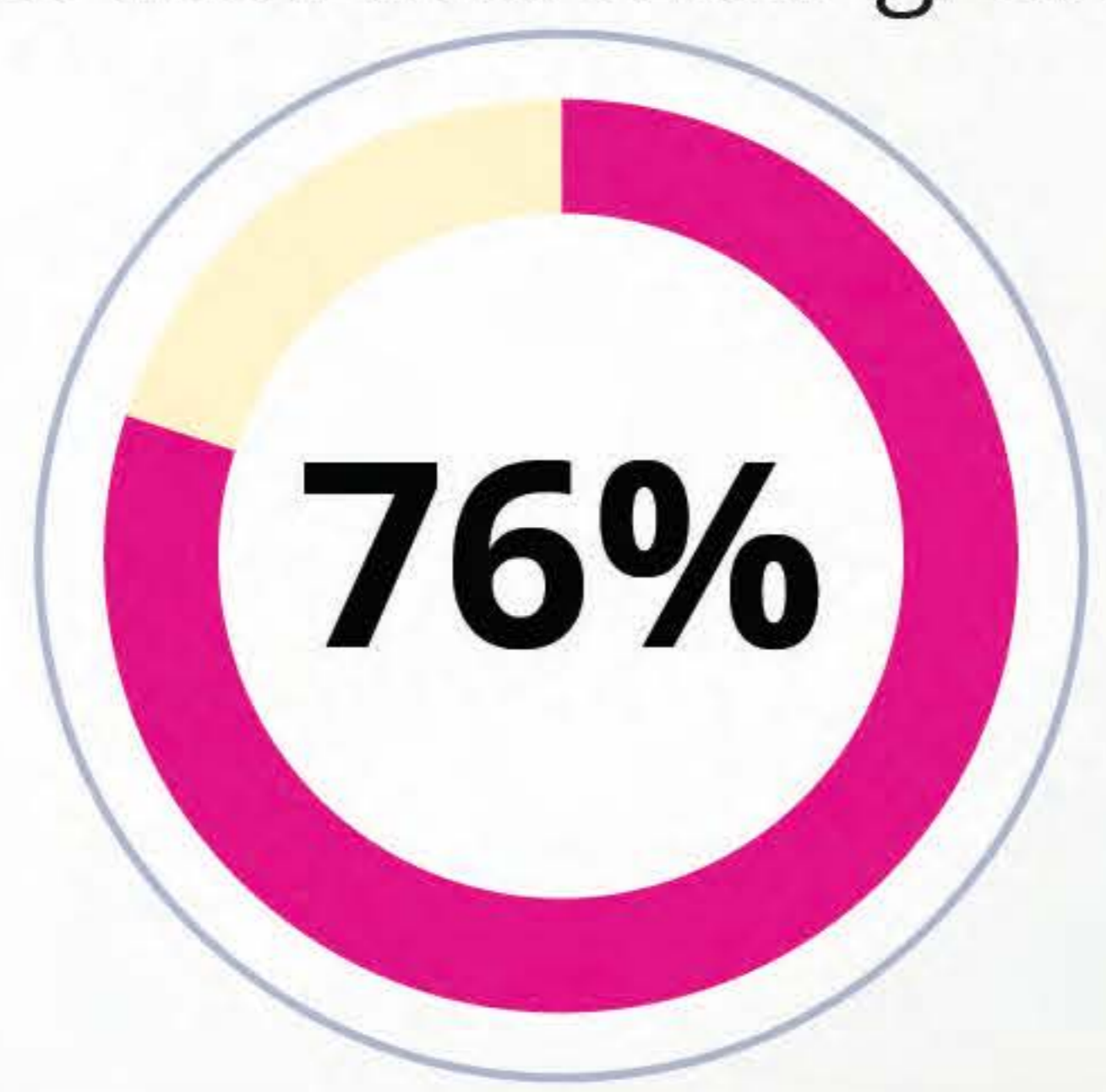
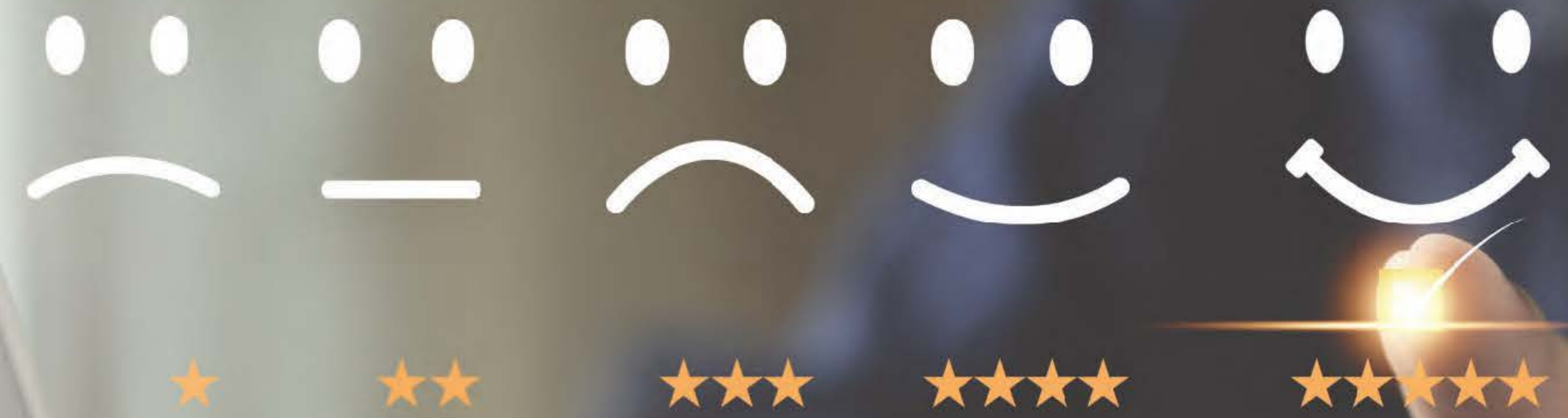
"Because happy customers come back"

CUSTOMER SATISFACTION

KSB serves a diverse customer base, including public sector enterprises, EPC/LSTK contractors, corporates, semi-government bodies, dealers, retailers, online buyers, and inter-company exports. We actively engage with them through regular feedback mechanisms, ensuring their needs are understood and addressed.

To strengthen relationships, we conduct periodic customer satisfaction surveys. Our recent survey saw participation from over 300 customers and achieved a satisfaction score of 76%. We also organize plant visits to provide transparency and build trust.

Customer development remains a key focus. Alongside our employees, we invest in enhancing our customers' skills and competencies, reinforcing our belief that customer growth fuels mutual success.



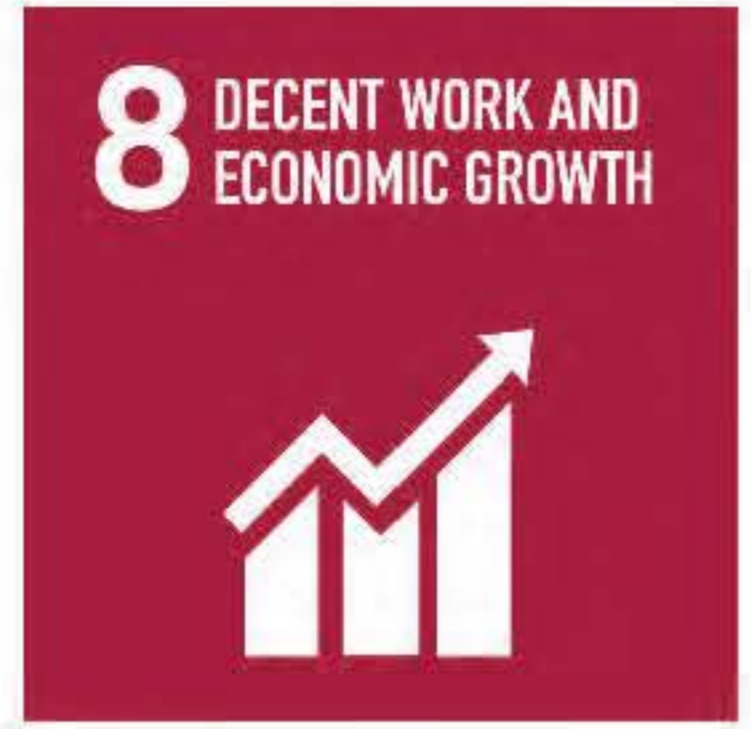


GOVERNANCE

Bridging the Gap between Profit and Planet

GOVERNANCE

Contribution to UN SDGs



HIGHLIGHTS



No statutory non-compliances during the reporting period.



No grievances open.



No complaints received related to POSH during the reporting period.



No legal actions pending against the company during the reporting period.

GOVERNANCE

At KSB, governance and ethics form the cornerstone of our corporate culture. We believe that long-term sustainability is only possible when an organization is built on a foundation of integrity, accountability, and transparency. With regulatory frameworks continuously evolving, our governance model is not just aligned with current standards but is also designed to anticipate future expectations.

Our governance framework promotes ethical behaviour across all levels. Central to this framework is the KSB Group Code of Conduct, which clearly defines the principles that guide our business operations and employee conduct. It is supported by robust policies, processes, and internal systems that promote responsible decision-making and ethical compliance.



We have implemented a Whistleblower Policy and multiple reporting channels to ensure that concerns and potential risks can be raised confidentially and addressed promptly. Oversight is provided by the Audit Committee, which reviews the effectiveness of these mechanisms and reports findings to the Board, ensuring continuous improvement and adherence to the highest standards of corporate governance. KSB's unwavering commitment to ethical conduct ensures that we not only comply with current regulatory requirements but also remain future-ready.



BOARD OF DIRECTORS

KSB's Board of Directors functions as an independent and balanced authority, ensuring strategic oversight, responsible governance, and unbiased decision-making. The inclusion of Non-Executive Directors brings diverse perspectives that enrich board deliberations and promote sound governance.



Mr. Gaurav Swarup

Chairman, Non Executive Director



Dr. Stephan Bross

Non Executive Director



Dr. Matthias Schmitz

Non Executive Director



Mr. Rajeev Jain

Managing Director



Ms. Sharmila Barua Roychowdhury

Non Executive - Independent Director



Mr. Ulhas Yargop

Non Executive - Independent Director From 1st October, 2024



Mr. Vishal Kampani

Non Executive - Independent Director From 1st October, 2024



Mr. U.C. Muktibodh

Non Executive - Independent Director From 16th January, 2025

The Board is supported by five specialized committees, each aligned with regulatory expectations under the Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015:



Each committee operates under clearly defined terms of reference, facilitating focused governance and accountability across all areas of business responsibility.

CORPORATE GOVERNANCE

Board and Risk Management

KSB has implemented a robust risk management framework that supports informed decision-making at all levels. Risk assessment and mitigation protocols are clearly defined and regularly updated, ensuring executive actions remain aligned with strategic goals.

The Risk Management Committee, with active oversight from the Board, plays a central role in identifying, evaluating, and addressing critical risks. This governance structure ensures that risk mitigation is not only systematic but also embedded within the Company's core values and long-term vision.

SENIOR MANAGEMENT

KSB India's executive leadership, headed by Mr. Rajeev Jain (Managing Director, KSB India & Regional Executive Officer – Region Asia West), plays a pivotal role in navigating emerging opportunities and challenges. With clearly defined responsibilities and an integrated governance model, the leadership ensures strategic alignment and operational accountability. *Key members of the leadership team play an integral role in upholding KSB's governance philosophy.*

Mr. Rajeev Jain
Regional Executive Officer, West Asia .
Managing Director
KSB Limited.











Recognizing the growing importance of Environmental, Social, and Governance (ESG) imperatives, the leadership continues to integrate ESG priorities into business decisions—ensuring long-term value creation rooted in transparency, ethics, and sustainability.



CORPORATE GOVERNANCE PRINCIPLES

At KSB, sound corporate governance is not just a mandate—it is the cornerstone of our organizational ethos. Our governance framework ensures accountability, transparency, and ethical conduct across all levels of the company and among all stakeholders. A defined Code of Conduct guides the behavior and decisions of directors, senior management, and employees alike. Key principles include:

 Conflict of Interest	<p>This includes refraining from investments compromising their responsibilities to the Company and avoiding transactions involving relatives or related parties without full disclosure to the Board or concerned authorised person.</p>
 Compliance	<p>Compliance with all applicable laws, rules, and regulations, reporting any possible violation promptly.</p>
 Other Directorships	<p>Directors and Senior Management Personnel are required to annually disclose their interests and any relationships with other concerned company Boards. Emphasis is placed on ensuring that their service on the Board is free from potential conflict of interest, particularly those arising from potential conflict of interest.</p>
 Confidentiality	<p>All Unpublished Price Sensitive Information relating to the Company, its business, customers, or suppliers must be treated as confidential and safeguarded accordingly. Disclosure is permitted only when expressly authorized or mandated by applicable laws or regulations.</p>
 Insider Trading	<p>Directors and Senior Management Personnel must comply with the guidelines for prohibition of insider trading as issued by SEBI and the Company's code of conduct in this matter.</p>
 Gifts and Donations	<p>No Director or Senior Management Personnel shall offer or accept any gifts, donations, remuneration, or hospitality intended to secure business favors. Exceptions may be made only for customary, commemorative gifts received on special occasions, provided such instances are appropriately disclosed to the Board or concerned authorised person.</p>
 Protection of Assets	<p>Directors and Senior Management Personnel must protect the Company's assets and information. Company assets should not be used for personal purposes without requisite explicit approval.</p>
 Periodic Review	<p>Directors and Senior Management Personnel must annually acknowledge and execute an understanding of the code, agreeing to comply and new Directors are required to affirm the same beginning of their directorship.</p>



Furthermore, Independent Directors carry additional responsibilities as outlined in Schedule IV of the Companies Act, 2013. These include:

- | | | | |
|---|---|---|---|
|  | Ongoing skill enhancement |  | Staying informed of business developments and external risks |
|  | Proactive participation in Board and Committee meetings |  | Safeguarding the Company's interests |
|  | Attending general meetings |  | Reporting violations of ethics or conduct codes without fear of retaliation |
|  | Monitoring stakeholder grievances | | |

This comprehensive governance model ensures that KS remains compliant, competitive, and committed to long-term value creation through ethical leadership.

BUSINESS ETHICS AND COMPLIANCE

At KSB Group, ethical conduct and legal compliance form the bedrock of our operations. Adhering to applicable laws and internal policies is not merely a requirement but a reflection of our core values. Our global compliance framework ensures that all business practices meet the highest standards of integrity and transparency.

The KS Code of Conduct acts as a comprehensive reference for employees, managers, and business partners, guiding behavior across functions and geographies. It reinforces the importance of responsible decision-making, fair practices, and regulatory compliance.

To ensure consistent awareness and application of these standards:

- Group-wide compliance training is conducted at regular intervals.
- Supplementary sessions are held biannually to onboard new hires and transfers.
- Any emerging needs, regulatory changes, or identified risks trigger immediate training interventions.

This structured approach cultivates a strong culture of accountability and trust, reinforcing our long-term commitment to sustainable and ethical growth.

BASIC RULES OF CONDUCT:



During the reporting period, KSB India recorded zero incidents of legal action related to anti-competitive behavior, anti-trust violations, or monopoly practices. No instances of regulatory non-compliance were reported across our operations. KSB's robust Group-wide Risk Management System ensures that potential threats are systematically identified, evaluated, and mitigated. The framework is built on a disciplined cycle of:

- Identification of potential internal and external risks
- Assessment of impact and likelihood
- Management and control through structured mitigation strategies
- Documentation of risk-related actions and decisions
- Transparent communication to all relevant stakeholders

This proactive approach strengthens operational resilience and upholds stakeholder trust, aligning with our commitment to responsible governance and ethical conduct.



GOVERNANCE STRUCTURE AND POLICIES

KSB India maintains a robust governance structure, including a diverse board of directors and various committees responsible for overseeing different aspects of the company's operations.

policy



Whistle Blower Policy

Applies to all stakeholders, who can raise concerns about alleged wrongful conduct related to the Company.

There were no concerns raised during the reporting year.

The Audit Committee and Board reviews



Remuneration Policy

The Policy aims at recommending and reviewing the remuneration to Managing Director, Non-Executive Directors and Senior management Personnel of the Company



Risk Management System

A Group-wide risk management system and India's Risk Management Policy is in place.

The risk management process consists of the successive phases of identification, assessment, management, control and communication of risks.

The Risk Management Committee and Board monitors the Risk Management mechanism regularly.



Policy on POSH at Workplace

A Group-wide risk management system and India's Risk Management Policy is in place.

The risk management process consists of the successive phases of identification, assessment, management, control and communication of risks.

The Risk Management Committee and Board monitors the Risk Management mechanism regularly.

CYBER SECURITY AND RISK MANAGEMENT

At KSB Limited, safeguarding our data and systems is a top priority. We assure you of our proactive measures to ensure a secure environment for everyone. We've deployed advanced Data Leakage Prevention (DLP) tools to monitor and secure sensitive information, reducing risks of unauthorized access or exposure. MFA is implemented across critical systems, adding an extra layer of security to protect your accounts and our network. Our Laptops, desktops and servers are protected with SentinelOne, a cutting-edge solution that detects, prevents, and responds to cyber threats in real time by keeping our endpoints and data secure. Regular cybersecurity training and awareness initiatives ensure we stay vigilant against evolving threats like phishing and social engineering. We're on a clear path to achieving **ISO 27001 certification**; a globally recognized standard for information security, demonstrating our commitment to best practices. Our cybersecurity strategy is dynamic, with regular audits, updates, and employee feedback to adapt to new challenges. Cybersecurity is a shared responsibility hence we focus on awareness of stakeholders also.

To systematically address and manage risks, a comprehensive risk manual has been formulated, providing guidelines for defining, measuring, reporting, controlling, and mitigating identified risks.



Our Correspondents:



Mr. Tushar Ahirrao



Ms. Shraddha Kavthekar



Mr. Akash Gore



Mr. Himanshu Limaye



Ms. Madhura Hande

As we move forward, our responsibility remains steadfast to innovate responsibly, minimize our environmental impact, and create lasting value for our stakeholders. Sustainability is not a milestone, but a continuous journey.

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-  <https://www.youtube.com/channel/UC4vbt7KBTMk0cK40UJUeQ-0>