



24th August, 2026

The General Manager
The Corporate Relationship Department
BSE Limited
1st floor, New Trading Ring,
Rotunda Building
P J Towers
Dalal Street, Fort
Mumbai 400 001
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 of Presentation for investors meet.

Dear Sir/Madam,

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 please find enclosed herewith the presentation to be presented at the Non-deal Roadshow scheduled to be held on 26th and 27th August, 2026.

Please note that the above will be uploaded on the Company's website www.ksbindia.co.in.

Kindly take the same on records.

For KSB Limited

Shraddha Kavathekar
Company Secretary

Encl. as above



KSB LIMITED

Non-Deal Roadshow, Singapore
26th & 27th August 2026



Disclaimer

Forward-looking statements

Cautionary Statement Regarding Forward-Looking Statements

This presentation may contain certain forward-looking statements relating to the Company's future business, developments and economic performance.

Such statements may be subject to a number of risks, uncertainties and other important factors, such as but not limited to:

- 1) Competitive pressures
- 2) Legislative and regulatory developments
- 3) Global, macroeconomic and political trends
- 4) Fluctuations in currency exchange rates and general financial market conditions
- 5) Delay or inability in obtaining approvals from authorities
- 6) Technical developments
- 7) Litigation
- 8) Adverse publicity and news coverage

These could cause actual developments and results to differ materially from the statements made in this presentation. The Company assumes no obligation to update or alter forward-looking statements whether as a result of new information, future events or otherwise.

Agenda

1. Who We Are
2. How We Operate
3. Our Financial Performance
4. Our Corporate Strategy
5. Our contribution to Environment & Society
6. Awards & Accreditations



1 Who We Are



KSB Group : A Global Flow Control Innovation Leader for Pumps, Valves and Service

Figures at a glance

1871 Founded	#3 Globally by sales revenues ¹	€ 3.0 bn 2025 sales revenues
33 % Spare parts + service revenue	170 Global services sites	8.3 % 2025a EBIT margin
16,800+ Employees	€ 30 bn Installed value	450 k # of customers

Headquarters



KSB SE & Co. KGaA
Frankenthal, Germany.

Select customers



KSB India at your Doorstep: Strong Pan-India footprint

Figures at a glance

1960 Established in India	6 Manufacturing Plants	6 Service Station
4 Zonal Offices	14 Branch Offices	350+ Service Partners
2300+ Employees	800+ Authorized Dealers	22 Warehouses

Headquarters



KSB Limited, Pimpri, Pune

Select customers



Key Customers: Across Power, Energy, Industrial, EPC and Infrastructure sectors

REGIONAL PRESENCE - Asia West

KSB Limited

- ❑ Established – 1960
- ❑ HQ. – Pune, Maharashtra



KSB Tech Pvt. Ltd.

- ❑ Established – 2005
- ❑ HQ. – Pune, Maharashtra
- ❑ Technology Centre



Bangladesh

- ❑ HQ. – Dhaka, Bangladesh
- ❑ Liaison Office.

KSB MIL Controls Limited

- ❑ Acquired – 1997
- ❑ HQ.– Meladoor, Kerala
- ❑ 1 Manufacturing Plant – Meladoor, Annamanada, Kerala



Consistent Value Creation for Investors over Decades

49+ Years

of Compounding Investors' Wealth

₹139+ Billion

Market Cap at present

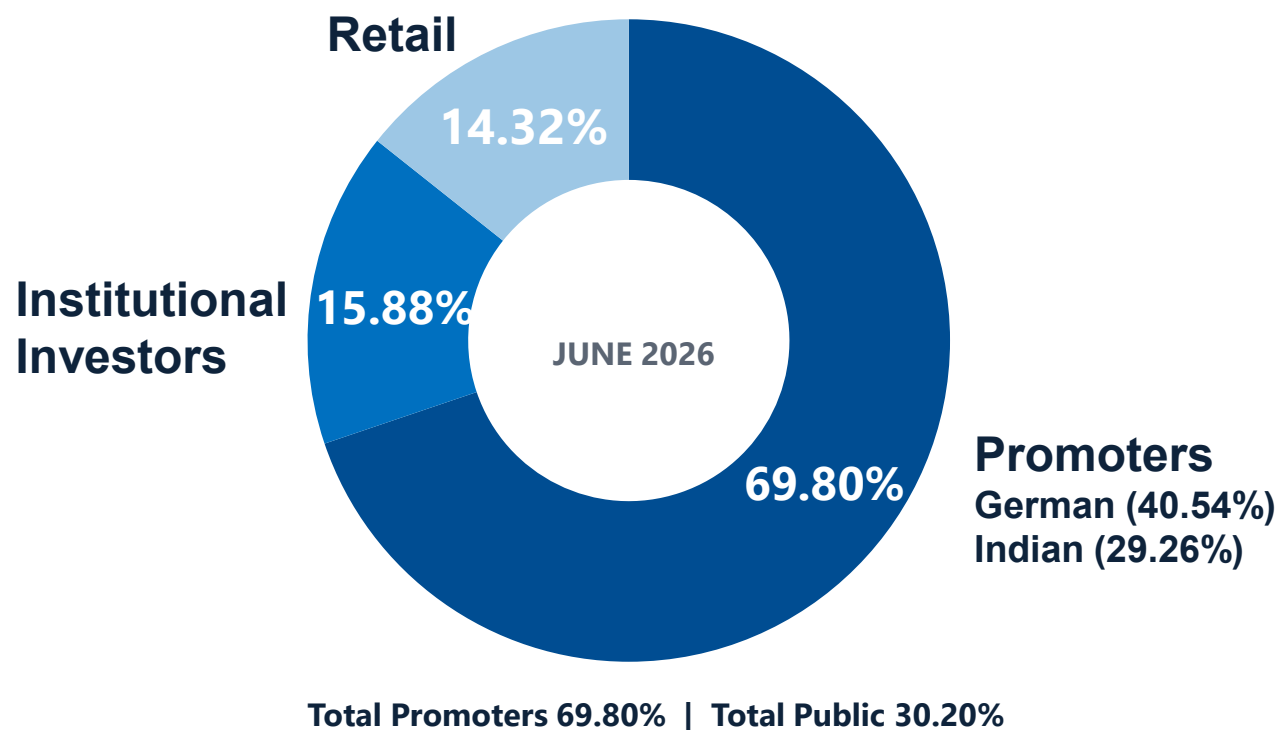
Among **Top 500**

Listed Indian entities by market cap: 454th Rank



A Stable Ownership Base Supporting Long Term Growth

Ownership Structure



Strengths

- ✓ Long term promoter commitment
- ✓ Institutional investors' confidence
- ✓ Diversified investors Mix, enhancing trading liquidity
- ✓ Sustainable value creation

KSB Limited – Esteemed Board Of Directors



Mr. Gaurav Swarup
Chairman

- ❑ Associated with KSB from FY 2000.
- ❑ A mechanical engineer & MBA from Harvard University.
- ❑ MD of Paharpur Group, Chairman & MD of Industrial & Prudential Investment Company Limited and other several bodies corporates in and outside India.



Dr. Stephan Bross
Non-Independent &
Non-Executive Director

- ❑ Associated with KSB from FY 2015.
- ❑ A mechanical engineer, an MBA and holds a doctorate
- ❑ Chief Technology Officer (CTO) of KSB SE & Co. KGaA, Germany
- ❑ Director of several other body corporates



Dr. Matthias Schmitz
Non-Independent &
Non-Executive Director

- ❑ Associated with KSB Limited from FY 2017.
- ❑ A mechanical engineer, MBA and holds a Doctorate
- ❑ Chief Financial Officer (CFO) at KSB SE & Co. KGaA
- ❑ Director of several other body Corporates



Mr. Rajeev Jain
Managing Director

- ❑ Managing Director of KSB Limited from 2016 .
- ❑ A mechanical engineer and Masters in management sciences
- ❑ Has been holding directorships in several KSB group Companies.

KSB Limited – Esteemed Board Of Directors



Mr. Ulhas Yargop
Independent Director

- ❑ Associated with KSB since FY 2024
- ❑ B.Tech in Mechanical Engineering (IIT Madras) & MBA (Harvard)
- ❑ 40+ years' experience in Finance, IT, Sustainability, CSR



Mr. U. C. Muktibodh
Independent Director

- ❑ Associated with KSB since FY 2025
- ❑ Expert in Nuclear Power expert; ex-Technical Director, NPCIL
- ❑ B.Tech (Mech) & Master's in Nuclear Engg (BARC)



**Ms. Sharmila Barua
Roychowdhury**
Independent Director

- ❑ Associated with KSB Limited from FY 2018.
- ❑ A lawyer by profession and holds bachelor's degree in social studies in human behaviour.



Mr. Vishal Kampani
Independent Director

- ❑ Associated with KSB since FY 2024
- ❑ Holds Master of Commerce & Master of Science (Finance) from London Business School
- ❑ Expertise: Investment Banking, Real Estate, Private Equity
- ❑ Director at JM Financial Group

Experienced Leadership Driving Growth

MANAGING DIRECTOR



Mr. Rajeev Jain

Managing Director &
Regional Executive Officer
(Asia West)

FUNCTIONAL LEADERSHIP



Mr. Mahesh Bhawe

Chief Financial Officer
VP - Finance, DTC &
Procurement



Mr. Nitin Patil

VP Operations - IPD
& EPD,
COO - Nuclear
Business



Mr. Sunil Bapat

VP Operations - WPD
& Foundry,
COO - Solar Business



Mr. Mohan Patil

VP — Human
Resources



Mr. Prashant Kumar

VP — Sales &
Marketing



Mr. Rajesh Kulkarni

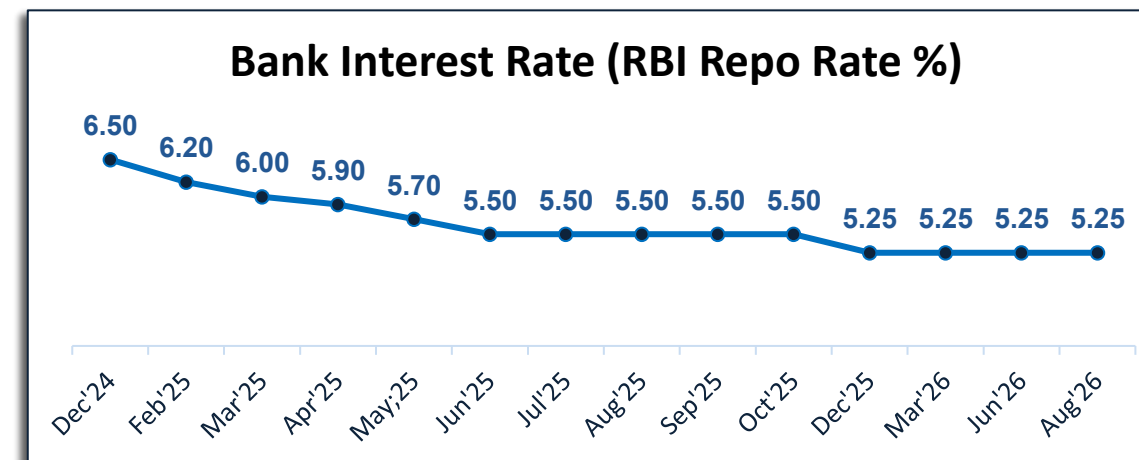
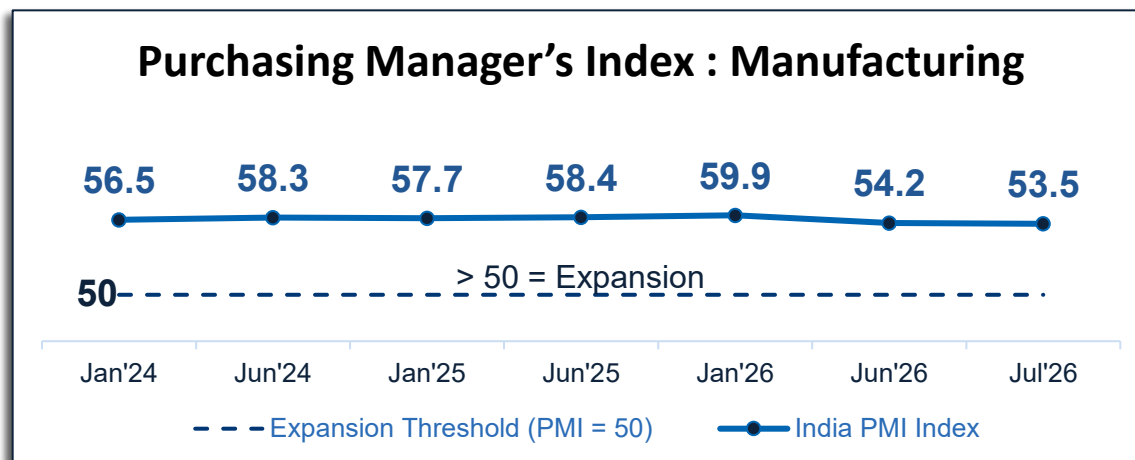
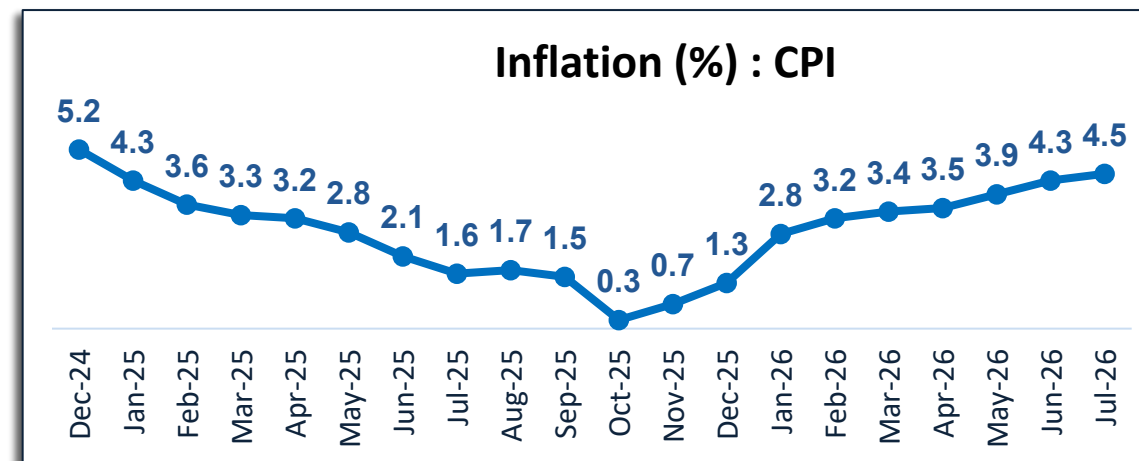
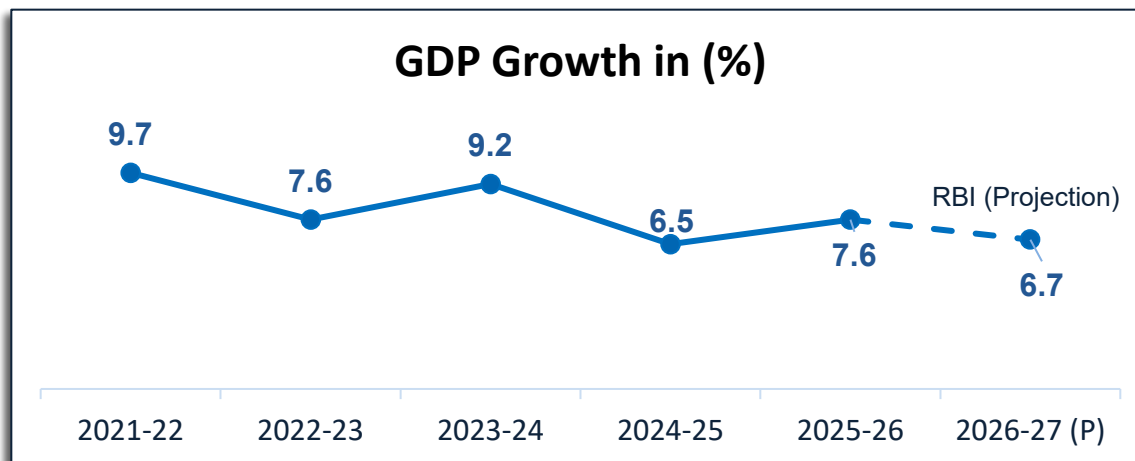
Head —
SupremeServ



Mr. Raja Manoharan

Head — Valves
Business

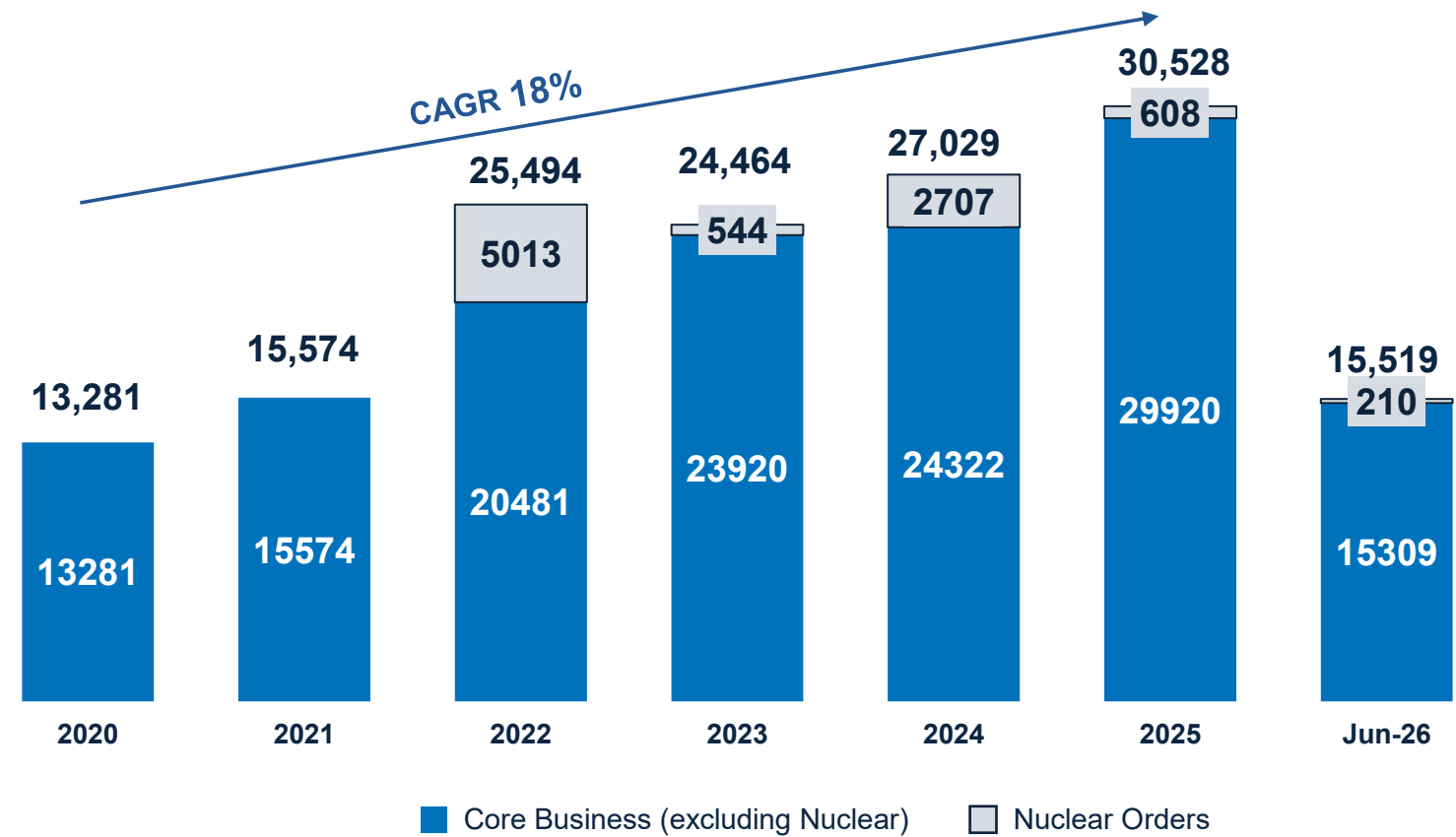
India Macro Backdrop Remains Supportive for Industrial Growth



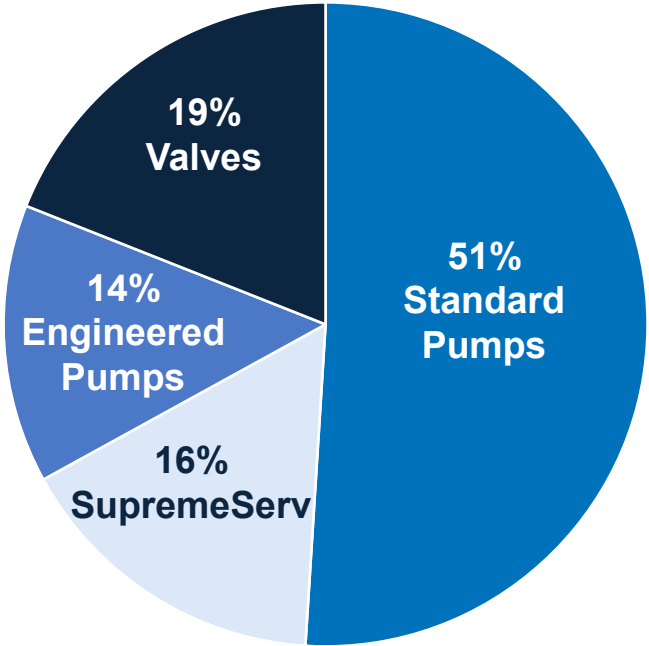
Consistent Growth in total Order Intake (MINR)

Core order intake (excluding Nuclear) doubled from ₹13.3 Bn in FY20 to ₹29.9 Bn in FY25.

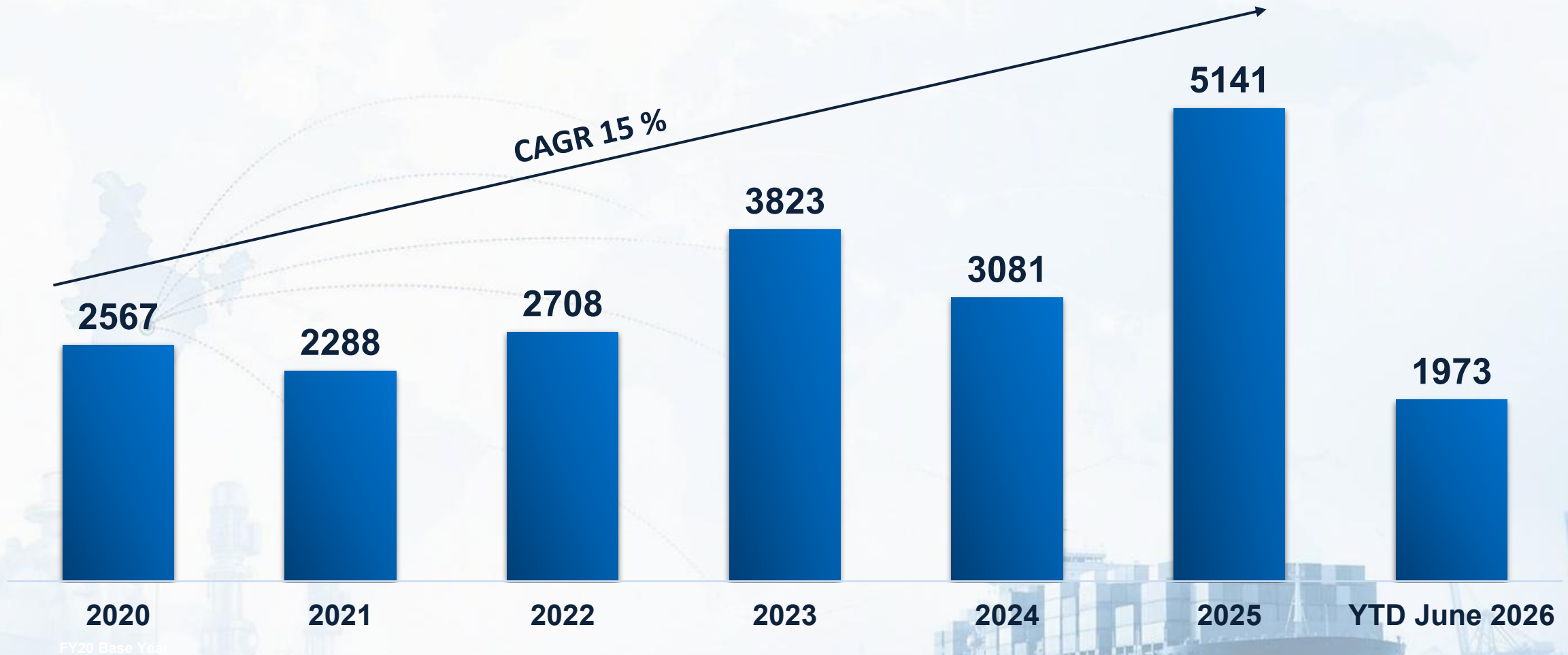
Nuclear orders commenced from FY22.



FY25 DOMESTIC ORDER INTAKE MIX



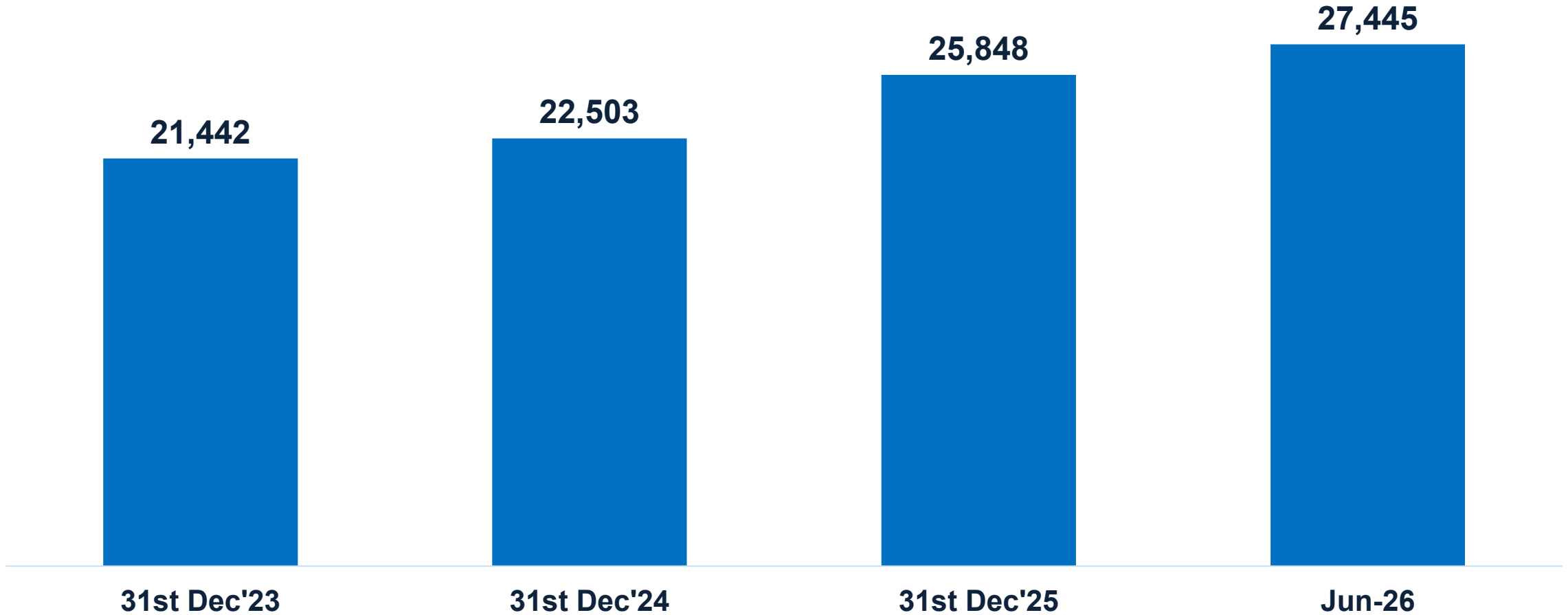
Exports Order Intake : 2x Growth driving global expansion (MINR)



Note : OI excludes Nuclear exports.

Healthy Orders On Hand : Supporting Future Growth

(MINR)

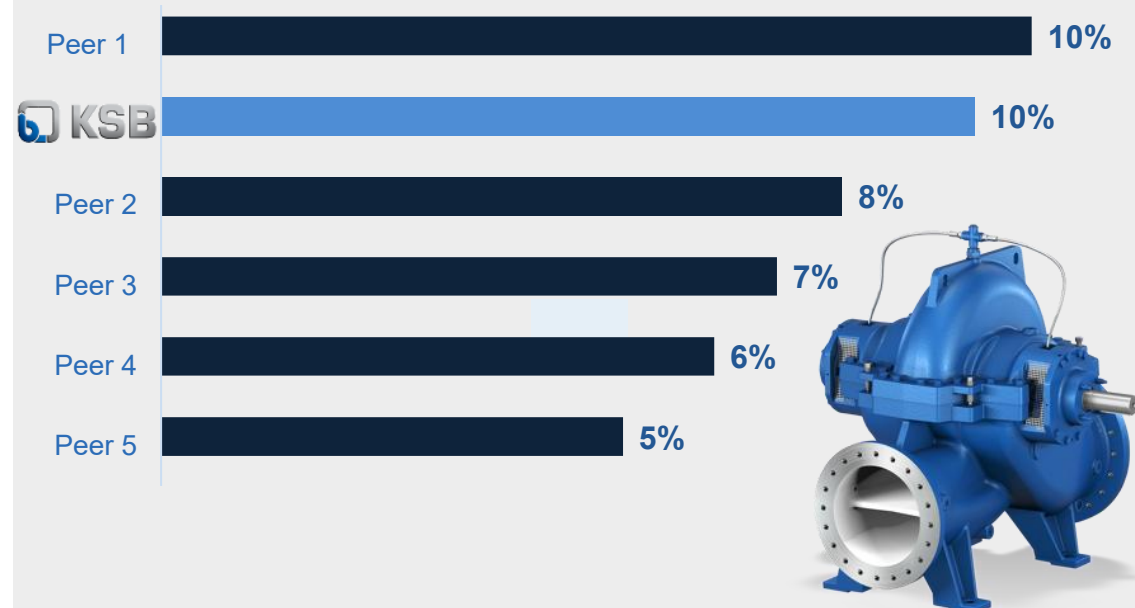


Indian Pump & Industrial Valves Market – Among Top 2 Players

Indian centrifugal pump market

Market size : ~ INR 280 Bn

Among **Top 2 players** in Pumps



Indian industrial valve manufacturers

Market size : ~ INR 320 Bn

Among **Top 2 players** in Gate, Globe, Check(GGC) valve market

Among the Leading players in Control Valves Segment



Why KSB

Engineering Excellence. Industrial Leadership

German Technology. Indian Manufacturing.
Global Standards.



**Among India's
Top 2 Leaders**



**Global Technology
& Engineering
Expertise**



**Comprehensive
Product portfolio**
Pumps, Valves & Aftermarket



**Strong Market
Capitalization**



**Consistent returns
to shareholders**



Debt-Free Company

OUTLOOK



Nuclear



Energy & Power



**Water
Infrastructure**



Data Centres



Infrastructure



Petrochemicals

Participation in India's long-term growth opportunities

2 How We Operate



Diversified Presence: Across Six Markets with comprehensive solutions

General Industry



- Metals
- Pharmaceuticals
- Sugar & Distillery
- Food & Beverages
- Marine

Water



- Water supply & treatment
- Wastewater
- Agriculture
- Residential
- Solar Pumps

Energy



- Conventional
- Nuclear
- Renewables

*KSB Ltd :
The Market leader*



Building Services



- Heating, ventilation & air conditioning
- Fire protection
- Public Health Engineering
- Airports, Metros & Commercial Buildings

Mining



- Industrial minerals & hard rock mining
- Dewatering
- Dredging

Petrochemicals/ Chemicals



- Bulk, specialty & consumer
- Agrochemicals & Fertilizers
- Petrochemicals
- Non-fossil fuels & natural gas

Our Comprehensive Portfolio catering to Diverse Customer Needs

% Share in Sales for FY 2025

67% Pumps



Standard | Engineered | Customized

18% Valves



GGC | Control | Ball & Butterfly

15% SupremeServ



Spares | Services | Mechanical Seals

REVENUE MIX FY25

83% Domestic Revenue

17% Export Revenue

Balanced mix across Pumps, Valves and recurring aftermarket revenue

i. Pumps: Standard Business Today. Sunrise Segments for Tomorrow.

Standard Business

~50% Revenue Base



Commercial Building Services



Water & Wastewater



Agriculture & Residential Pumps



Mining



Exports

Sunrise Segments

Future Growth Opportunities



Green Hydrogen



Chemical Applications



Railways



Fire-Fighting Pumps



Data Centres



Marine

Balanced mix of established revenue streams and emerging growth opportunities

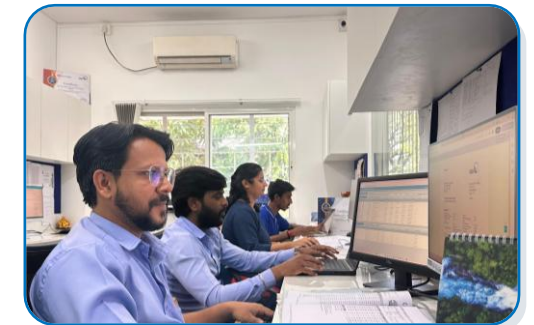
Extensive Dealer Network Ensures We Are Accessible To Our Customers

Our sales network spread across India.



800+

Authorized dealers of Pumps and Valves



Our extensive channel partner network ensures we stay visible, accessible, and a trusted partner

ii. KSB Valves : Driving Excellence through extensive Portfolio

Meladoor Manufacturing facility



Our Product Portfolio

Linear



Rotary



Steam Conditioning



Specials



Coimbatore Manufacturing facility



Gate Valves



Globe Valves



Check valves



Butterfly valves



Ball valves



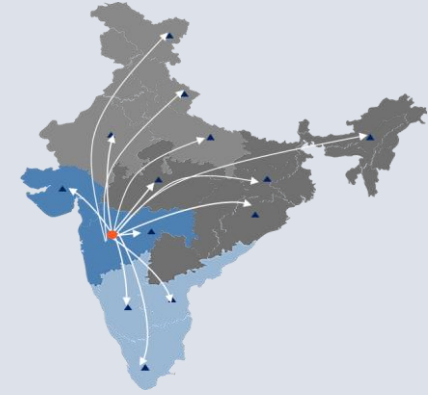
iii. SupremeServ : Our Comprehensive Aftermarket Solutions



Dedicated spares manufacturing plant



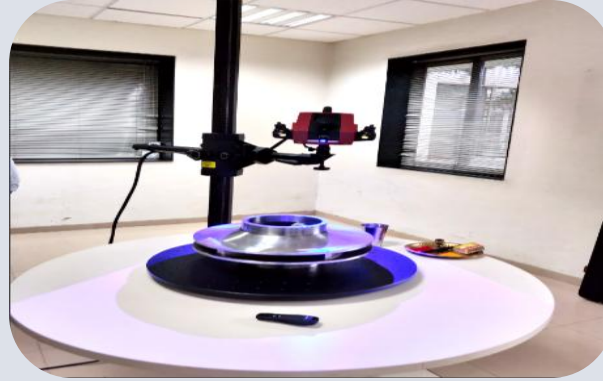
Central Warehouse



Over 350+ Authorized Service Centers



6 KSB service centres



Reverse engineering & 3D printing



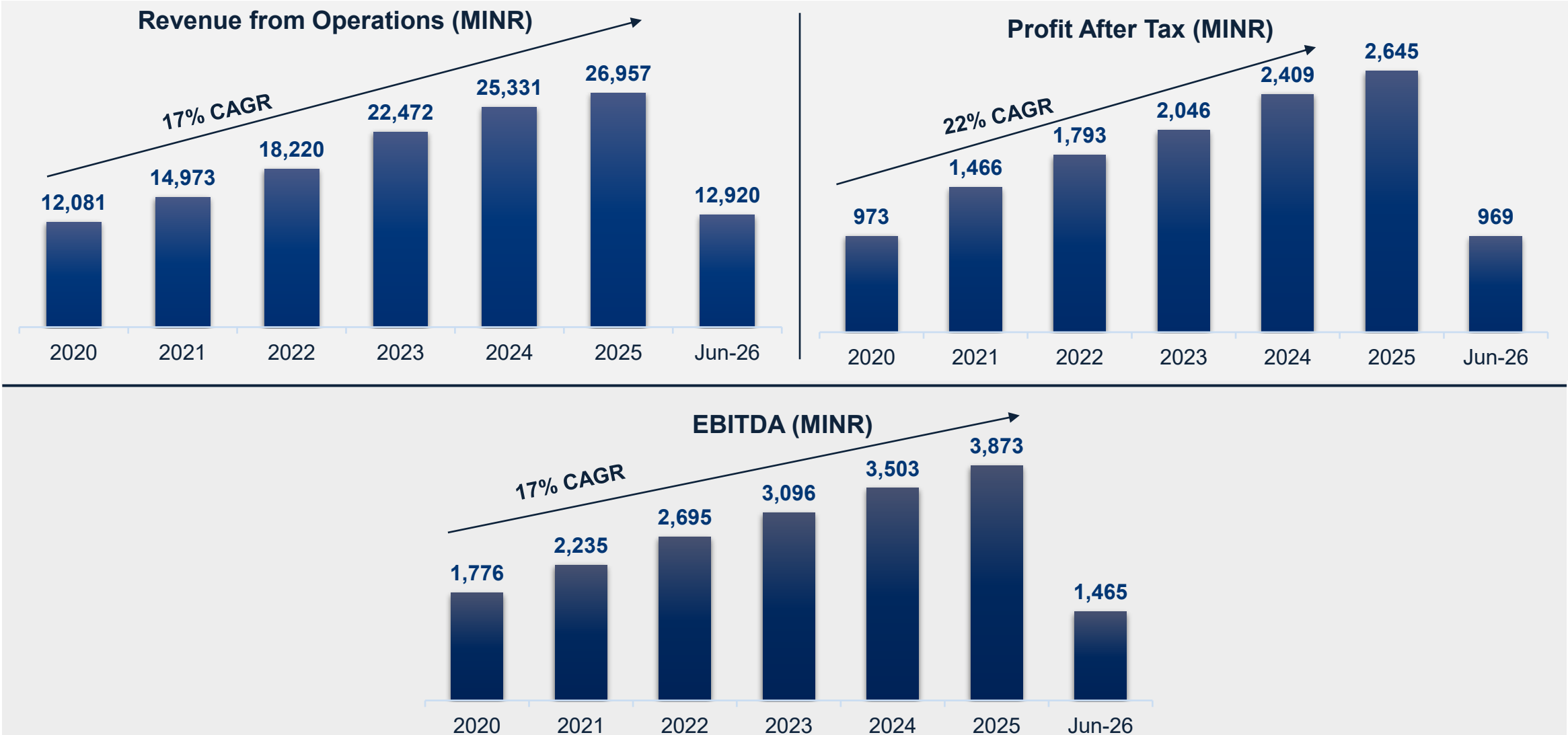
SupremeServ Academy

3

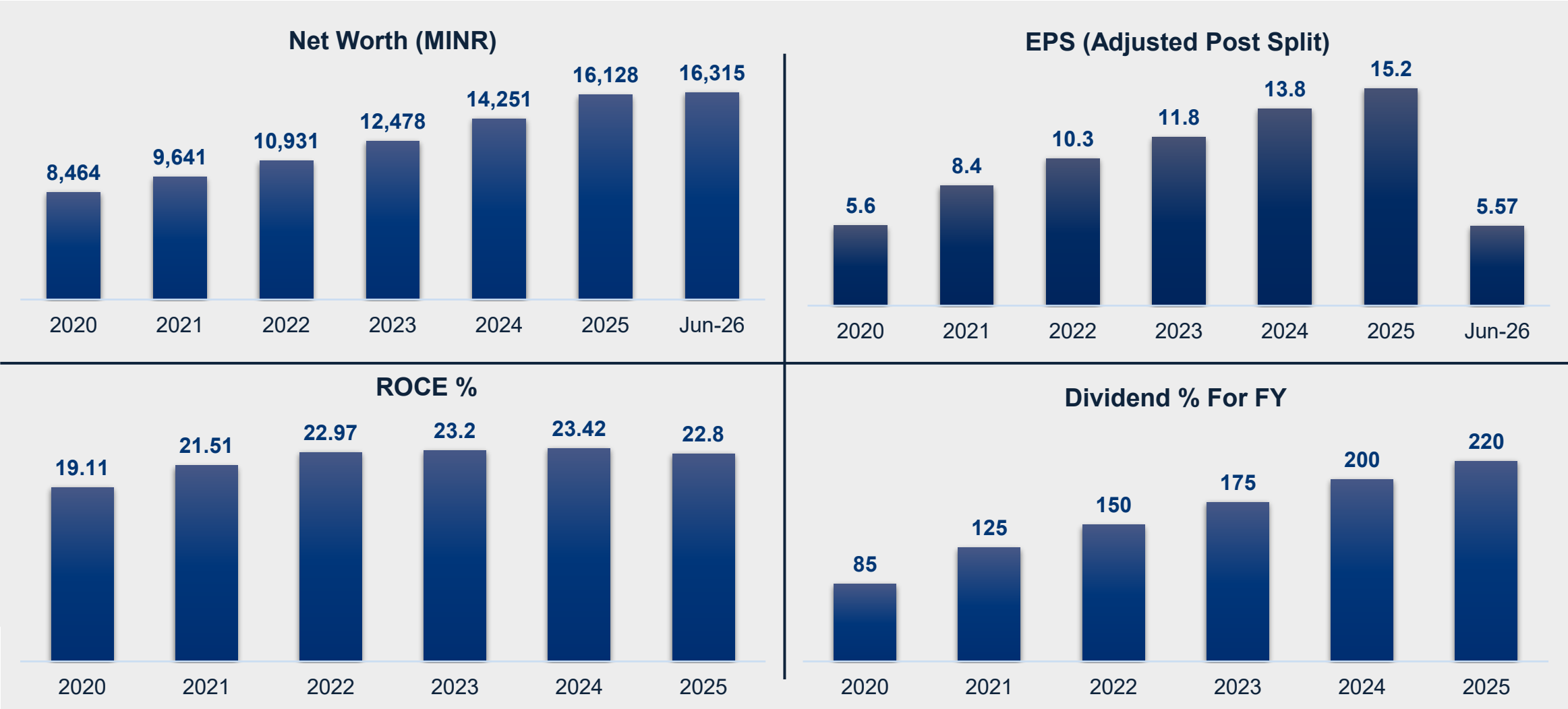
Our Financial Performance



Consistent Financial Track Record...



Compounded Returns to our Shareholders

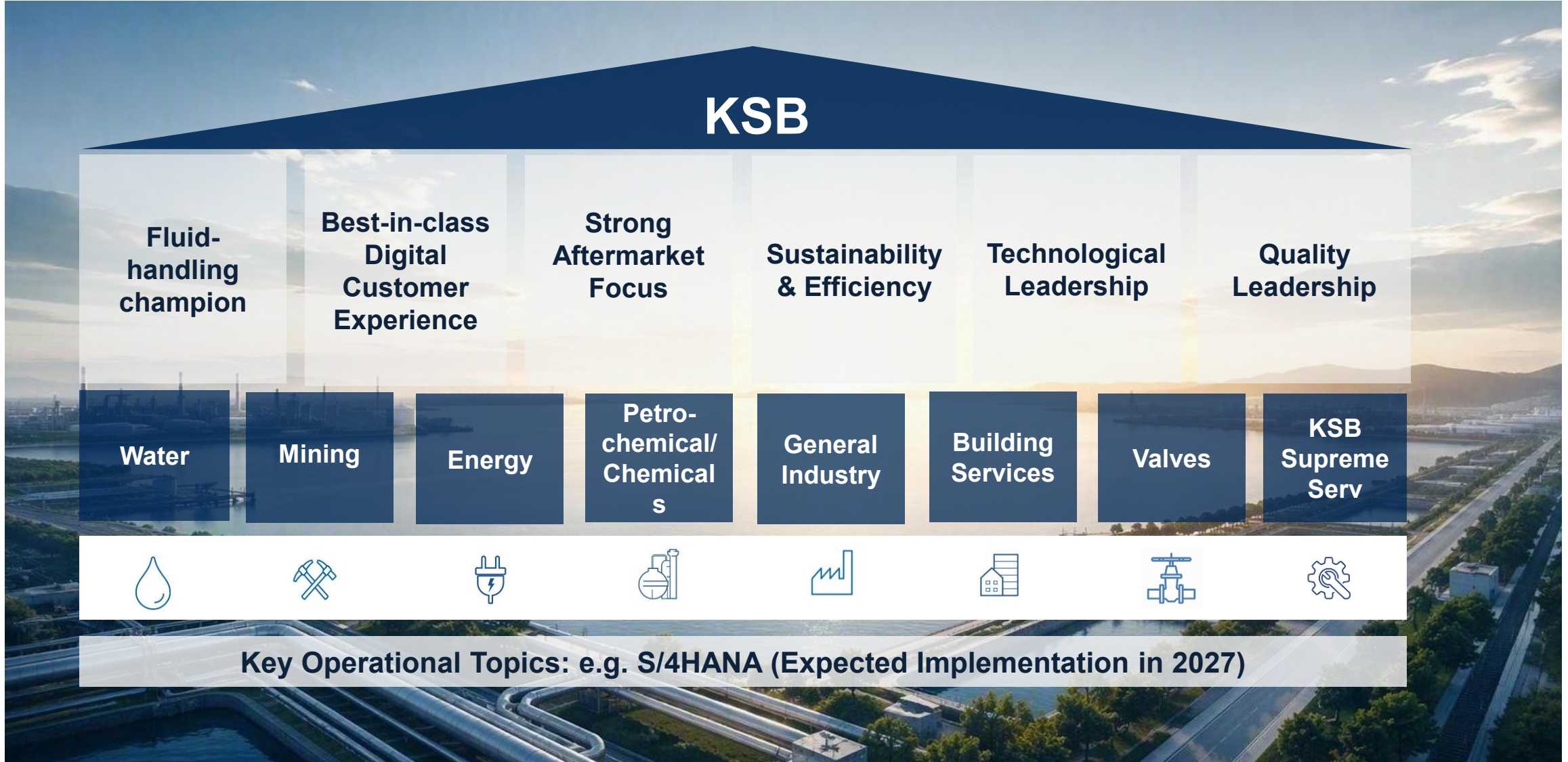


4 Our Corporate Strategy

- A. Group Strategy 2030
- B. Key Growth Drivers
- C. Emerging Segments



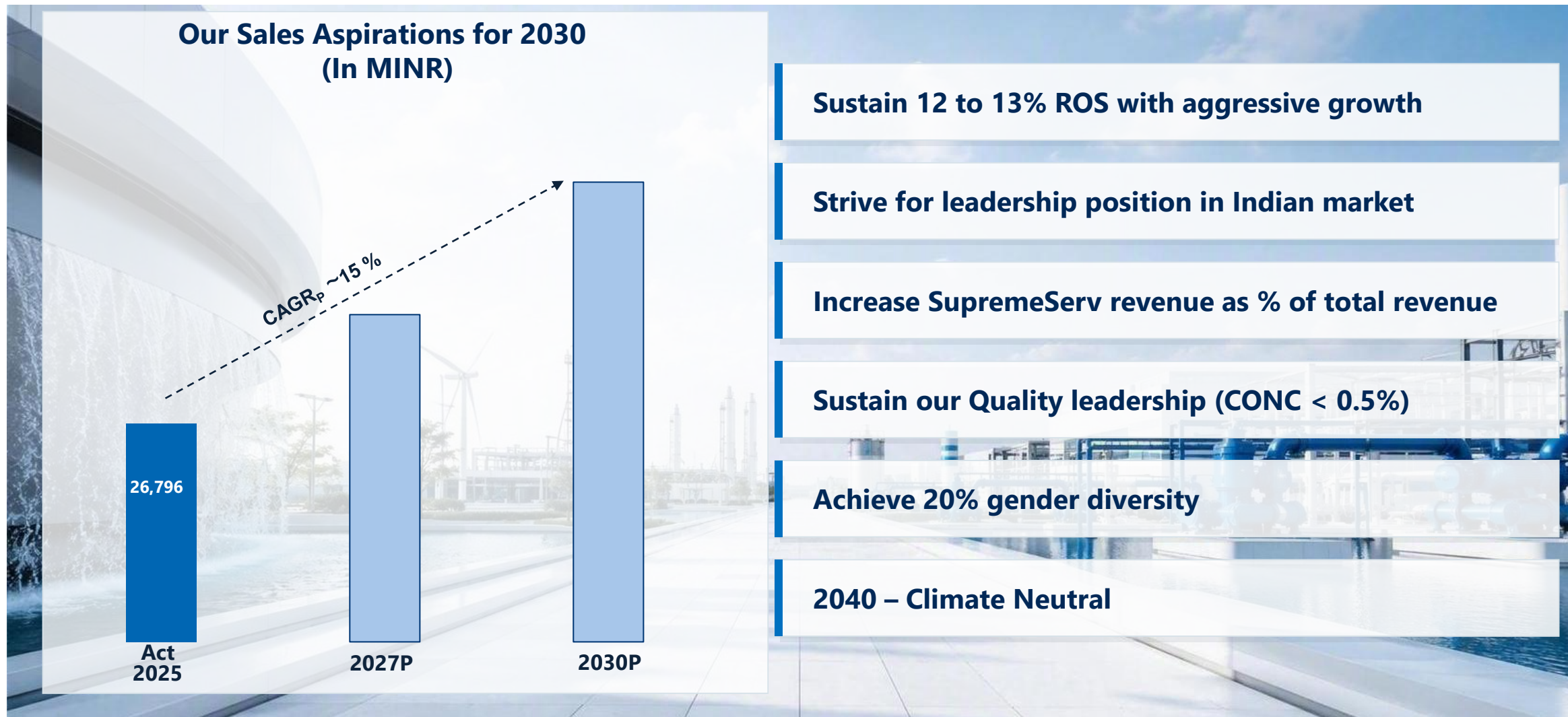
A. KSB Group Strategy 2030+



Our Strategic Pillars



Our Ambitions For 2030



Supporting India's Strategic Infrastructure *Govt.-led 5 infra. growth opportunities*



Aligned with Multiple Long-Duration Government-led Investment Cycles Across India

4. Corporate Strategy

B. Key Growth Drivers

Key Growth Drivers – Energy (Conventional)

Key Order Wins

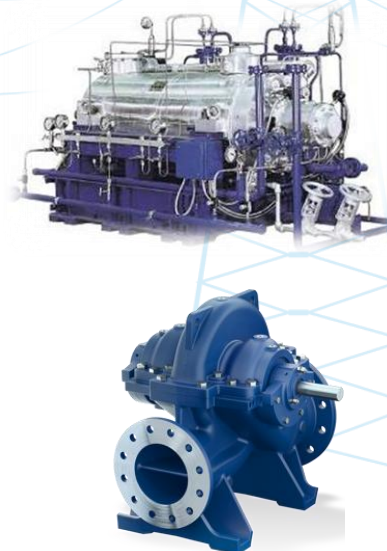
- 01 **Boiler Feed Pump (BFP) Packages for Thermal Power Projects**
- 02 **Condensate Transfer Pump (CTP) Packages for Power Generation Applications**
- 03 **Refinery & Hydrocarbon Processing Pump Packages**
- 04 **First Localized LUV / Boiler Circulation Pump Order**

Product Portfolio

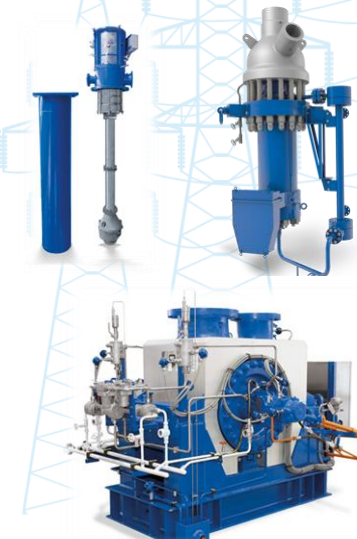
HG / HDA / HGB / HGC



CHTR / OMEGA



LUV / WKTA-WKTB / YNK



Key Growth Drivers – Water/Waste water

Key Order Wins

01 Municipal Water Supply & Distribution Projects

03 Rural Water Supply & Infrastructure Projects

02 Desalination Applications

04 Strengthened presence in sustainable water management & infrastructure investments

Product Portfolio

Waste Water Application

Submersible



End Suction



Line Shaft Pumps



Water Application

End Suction



Horizontal Split Case



Multi-stage



Key Growth Drivers – Commercial Building Services

Key Order Wins

01 Metro Rail & Urban Infrastructure Projects

03 Residential Township & Mixed-Use Projects

02 Commercial Real Estate Developments

04 Large Institutional & Building Services Applications

Product Portfolio

Firefighting

Gamma FXF / ETN FXM



ETN FXM : FM and UL Approved.



Pressure Boosting

moviBOOST



HVAC

ETA Series



Smart Building Solutions

IE5 Etaline Pro



Key Growth Drivers – Petrochemical

Key Order Wins

- 01 Gas Separation & Processing Applications
- 02 Petrochemical Capacity Expansion Projects
- 03 Refinery Process Pump Applications
- 04 Strengthened presence in large-scale domestic and international petrochemical investments

Product Portfolio

CHTRa



CHTR / CHTD



CHTD



RPHd / RPHv



4. Corporate Strategy

C. Emerging Segments

Emerging segments- Marine Business

Key Order Wins

01 Commercial Shipbuilding Applications

03 Coast Guard Vessel Applications

02 Battery-Electric & Green Marine Propulsion Projects

04 Growing Presence in India's Marine & Shipbuilding Sector

Product Portfolio



ILN / ILNC / ILNR



AU / AU-Monobloc



Cooling, Bilge & Utility Water Systems

Emerging segments- New Technologies

Key Order Wins

- | | |
|--|--|
| <p>01 Green Hydrogen
Electrolyser & Hydrogen Infrastructure Applications
Hydrogen Production & Processing Systems</p> <hr/> | <p>02 Railways
Railway Propulsion & Traction Applications
Transportation Electrification Projects</p> <hr/> |
| <p>03 Renewable Energy
Wind Turbine Cooling Applications
Generator & Inverter Cooling Systems</p> <hr/> | <p>04 Strategic participation in renewable energy ecosystem</p> <hr/> |

Product Portfolio

Green Hydrogen



Magnochem

Railways



Etaseco-RVP

Renewable Energy



Movitec

Emerging segments- Data Centre

Key Order Wins

Leading OEM

- ❑ Etabloc pumps for a global manufacturer of Data center cooling solutions
- ❑ Etachrom pumps for a German IT Infrastructure OEM

Commercial Building Services

- ❑ Firefighting solutions for major Data centers in Chennai,
- ❑ PHE application for major Data Centers in Navi Mumbai, Chennai

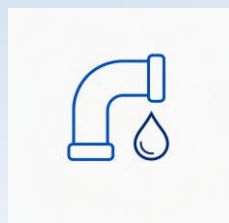
Product Portfolio



HVAC



Firefighting



Plumbing



Liquid Cooling



Data Centre Opportunity

Strengthening participation in hyperscale and enterprise data center developments through cooling, water circulation and liquid cooling solutions.

Nuclear Segment

Energy Plant, Product Portfolio & Business Outlook



Energy Plant Division :

State of the art Facility

- Dedicated Nuclear Organization.
- Qualified quality manpower including level 3 qualifications & ASME section III NB requirements
- First pump company to get ISO 19443 (ITNS-Important To Nuclear safety) certification

Plant established in 2017 with the site size of 1,15,000 sq mt.

Salient Features:

- Best in class and State of art Factory
- Nuclear mechanical seal manufacturing and Dynamic testing set-up
- IGBC Green factory building - Platinum rating (Global Excellence)
- Dust-free Environment / Better working condition
- Roof top Solar - 1000 kW
- Digitized Test Bed
- Dedicated bays Under one-roof processing pumps

Segments Catered Through EPD Plant



Major segments catered :

- Nuclear power plant
- Thermal power plant
- Oil and Gas industry

Product Portfolio for Energy & Nuclear Applications

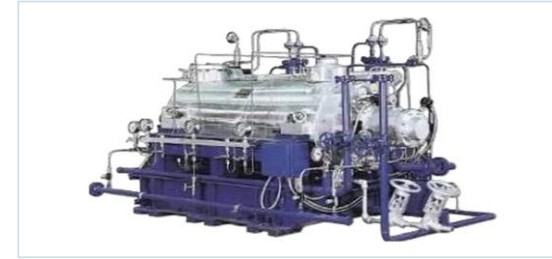
ENERGY APPLICATIONS



Boiler feed | 660 MW+ plants
CHTD



Condensate extraction | 800 MW
WKTA/WKTB



Boiler feed & refinery service
CHTR

NUCLEAR APPLICATIONS



Primary coolant | nuclear plants
RSR



Nuclear power applications
RVRI



Boiler-feed applications
RHD



Energy & process applications
CHTRa



A PIONEER IN NUCLEAR PUMP TECHNOLOGY



The **FIRST** company to
support India's dream of
NUCLEAR POWER



Nuclear Grade
Reliability



Engineered for
Safety & Precision



Decades of
Proven Expertise



Trusted Partner in
India's Nuclear Journey

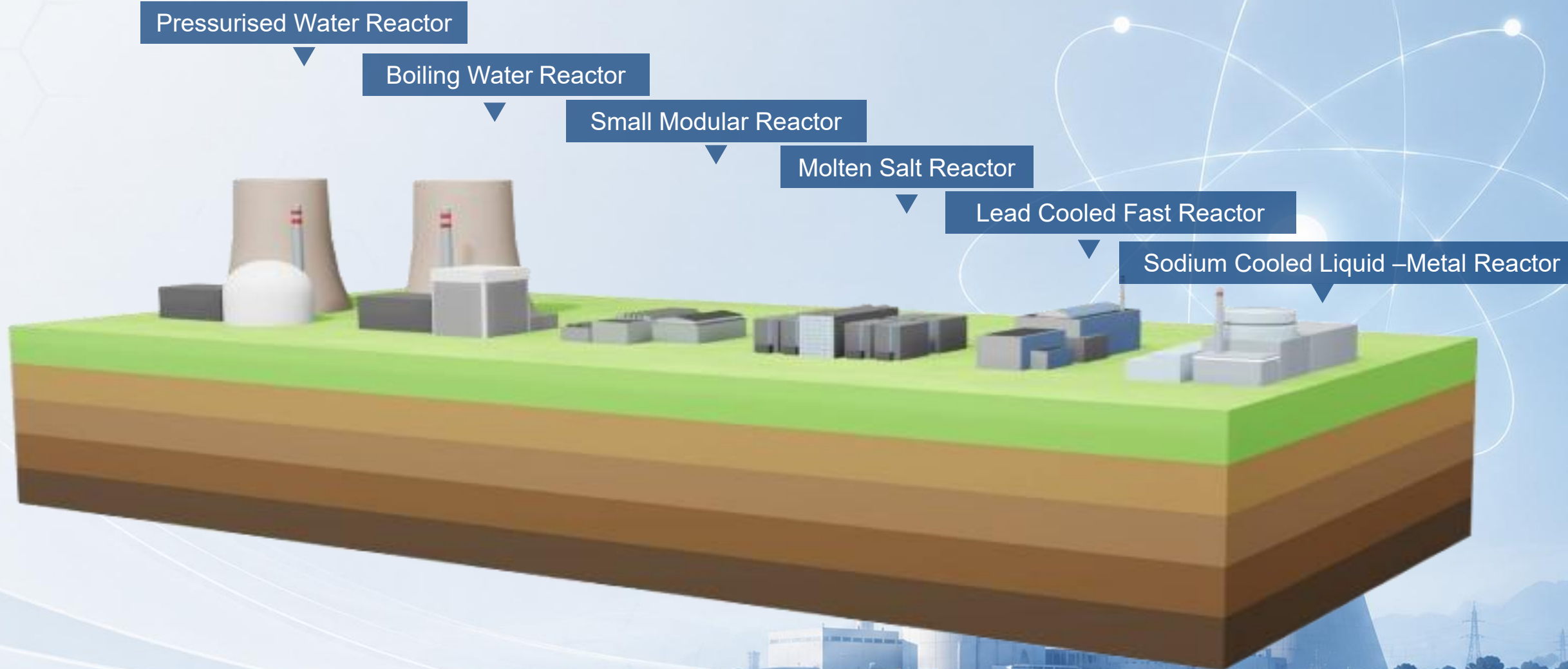
Strong Support System – Most Reliable Partner

- **1000+ KSB experts** worldwide are in the service of our customers
- **210+ specialized staff** at KSB Frankenthal support from back-end
- **Over 90 engineers**, sales engineers and field engineers are part of the Nuclear Energy Division
- **Over 120 staff at KSB India** out of which 60 are in critical department of Nuclear Engineering & Quality



POWERING
PROGRESS
POWERING
INDIA

KSB has Products for every Nuclear Application



Primary & Secondary Circuit



RUV reactor coolant pump



RER / RSR reactor coolant pump



LUV reactor water clean-up pump



RTS Turbine driven pump



RHM high-pressure charging pump



YNK booster pump



RHD main feed pump



WKV condensate extraction pump



CPK auxiliary pump

Products for every Application

Primary circuit

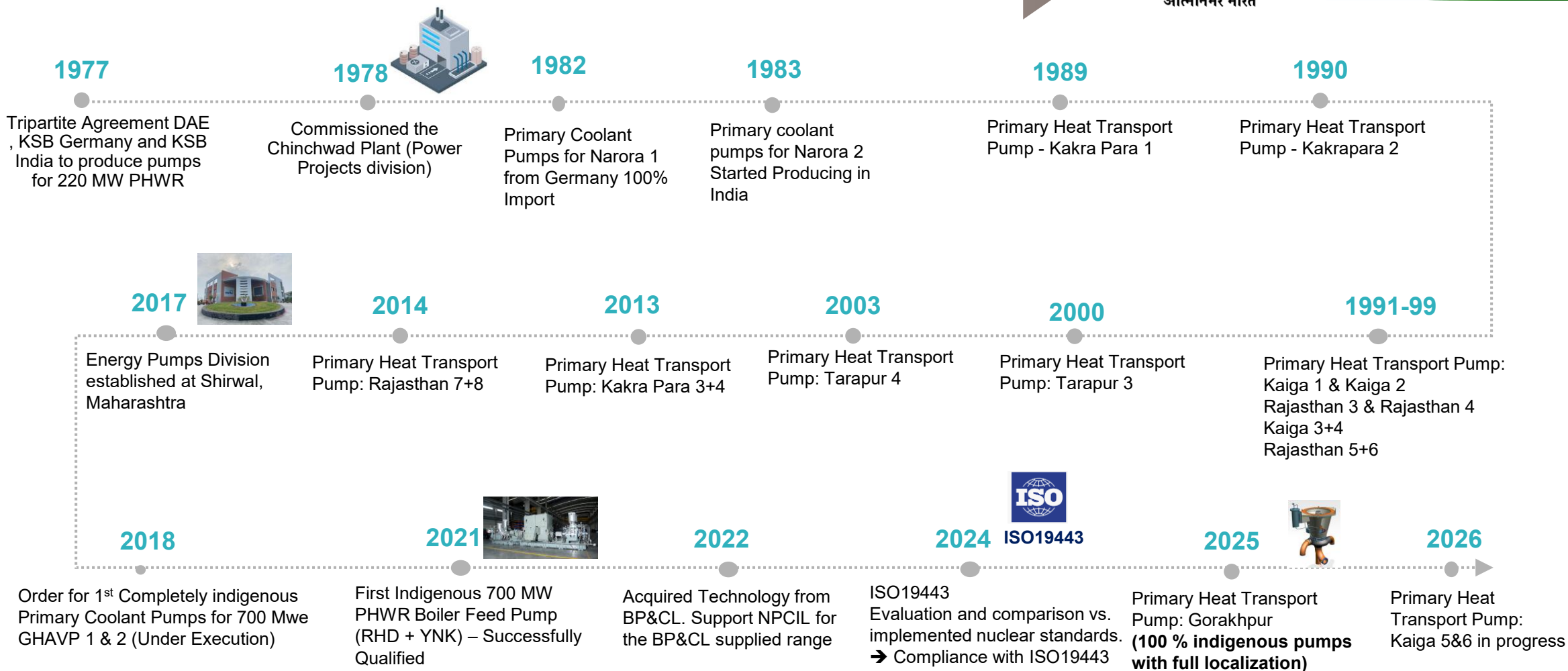
- Reactor coolant recirculation
- Emergency cooling and residual heat removal
- Safety injection
- Reactor water clean-up
- Volumetric control system

Secondary circuit

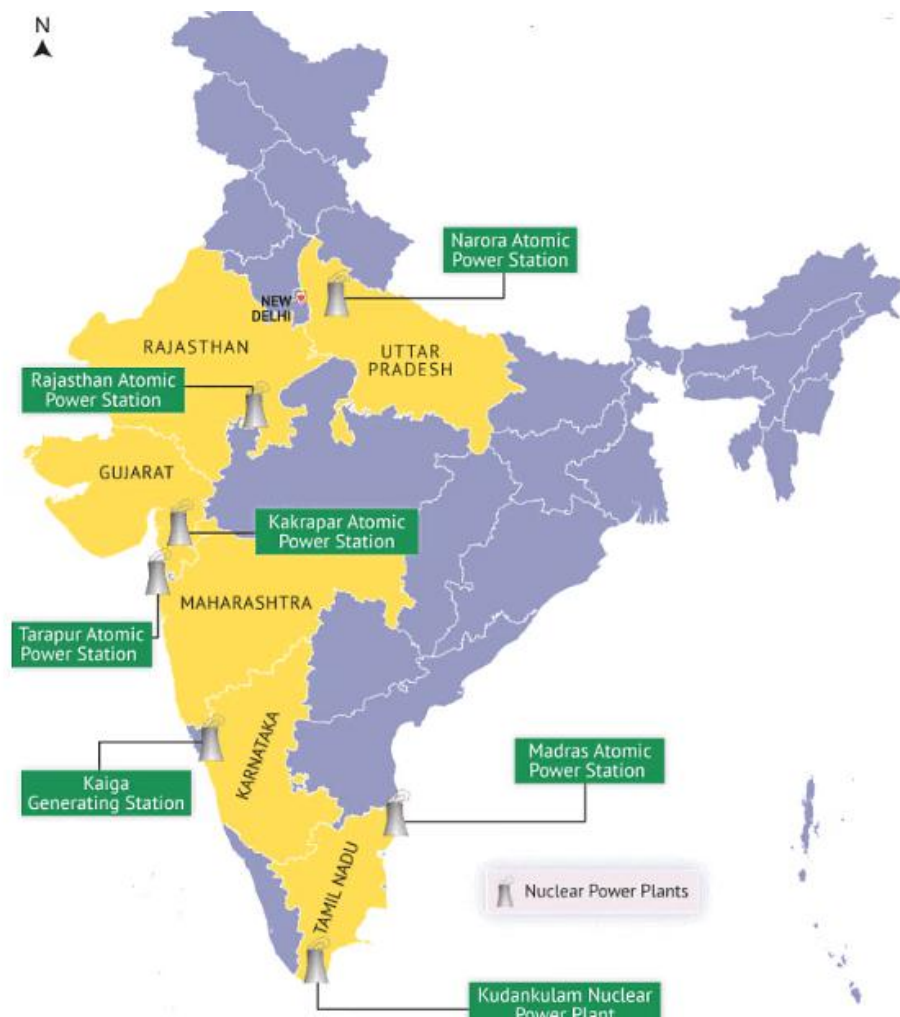
- Feed water
- Main condensate

KSB India's Nuclear journey

Progressive Localisation for various projects from 220 Mwe to 700 Mwe



Primary Coolant Pumps – Indian Reference



220 Mwe PHWR

Narora 1 & 2

Kakrapara 1 & 2

Rawatbhata 3 – 6

Kaiga 1 – 4

540 Mwe / 700 Mwe PHWR

Tarapur 3-4

Kakrapara 3 & 4

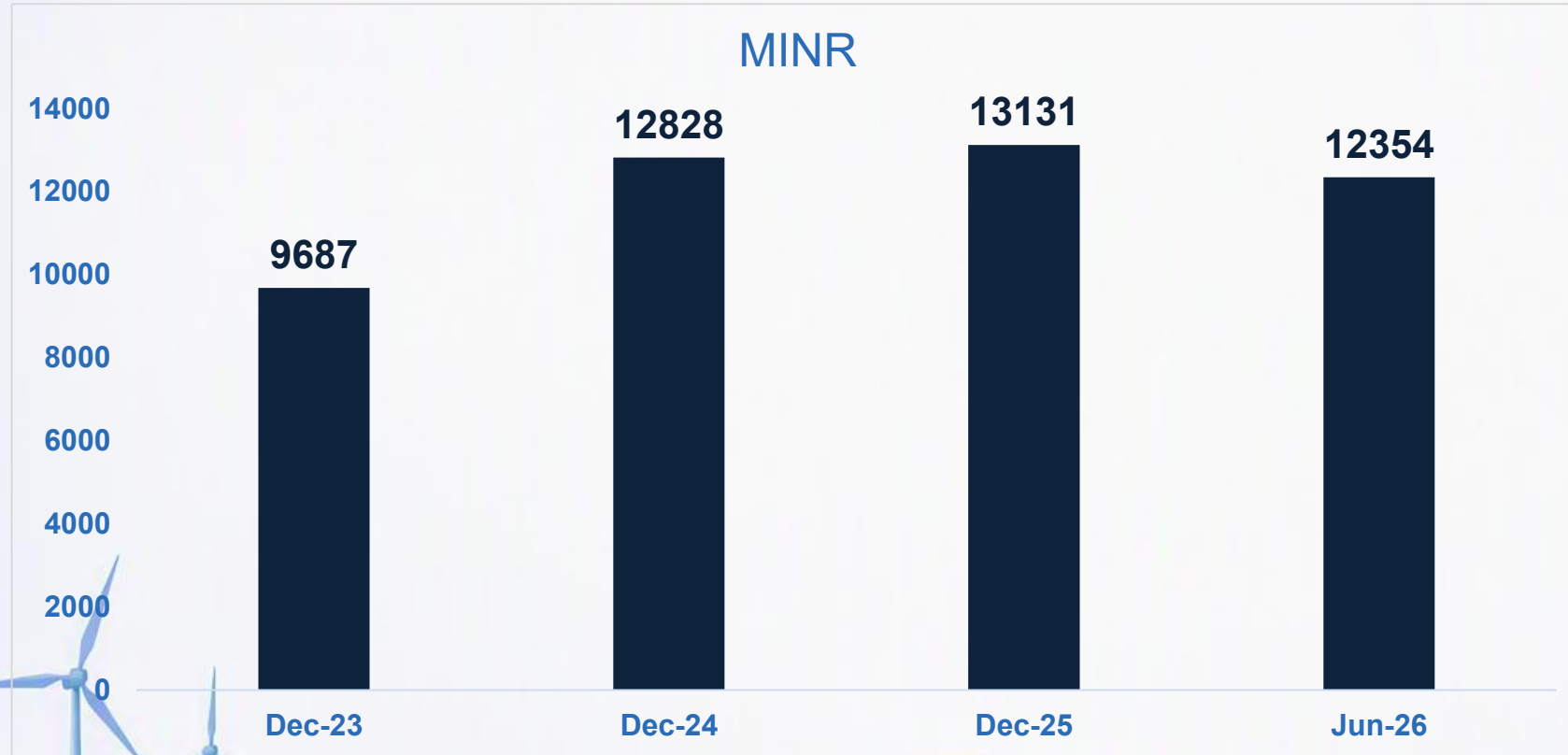
Rawatbhata 7 & 8

700Mwe PHWR Under Manufacturing

GHAHP 1 & 2

Kaiga 5 & 6

Order on Hand : Strong Growth Visibility



Order on Hand include pumps for

- GHAVP 1 & 2 (execution delayed)
- Kaiga 5 & 6
- Kudankulam project

KSB Limited's entry into the substantial export market for nuclear pumps and involves the supply of eight Critical Safety Class 2 Pumps for two units (Unit 5 and Unit 6) of a newly established Nuclear Power Plant in Europe

India's Nuclear roadmap

- 8 reactors (6.6 GW) under construction
- 10 reactors (7 GW) in pre-project stage
- Target: 22,480 MW by 2031-32
- Long-Term Goal: 100 GW by 2047

Expansion Plan

- ₹20,000 Cr for Small Modular Reactors (SMRs)
- 5 indigenous SMRs by 2033
- Bharat Small Reactors (BSRs): 220 MW for captive use

Technological Initiatives

- Atomic Energy Act and Liability Act amendments- private sector participation in nuclear energy development – SHANTI BILL
- NTPC to invest \$62B for 30 GW nuclear capacity

Policy & Investment

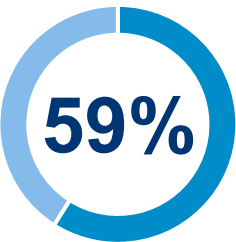
SHANTI BILL - Sustainable Harnessing and Advancement of Nuclear Energy for Transforming India Bill, 2025

5 Our contribution to Environment & Society

- A. Sustainability- Environmental, Social & Governance (ESG)**
- B. Corporate Social Responsibility (CSR)**

ESG-Sustainability Achievements in 2025

GHG emissions reduction



Target: 30% reduction

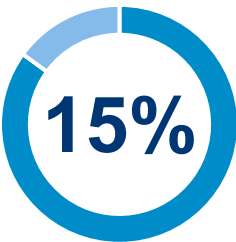
Achieved

GHG emissions reduced over 2022 baseline



Open access 150MWp project (Sunsure)

Freshwater consumption



Target: 6% reduction

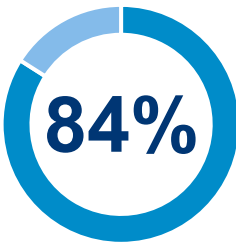
In process

Freshwater consumption increased due to new constructions & operations



Rainwater Harvesting : 1 Crore Liters

Sustainability Assessments



Target: 80% sustainability assessments

Achieved

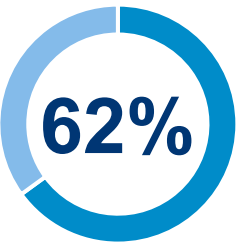
71 key suppliers assessed, 59 audits completed



Supplier sustainability assessments

ESG-Sustainability Achievements in 2025

Green Energy generation



Target: 40% green energy by 2025

Achieved

Roof top solar installed across plants



Zero Waste to Landfill

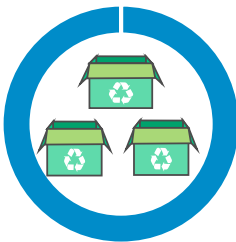


Achieved

Completed ZWL assurance audits 2026 for Pimpri, Chinchwad, Shirwal, Sinnar & Foundry plant.



Ecofriendly Packaging



43,120+ kg wood saved

78+ tons CO₂ emissions reduced

Shift to Ecofriendly packaging boxes for select products

Before

After



Wood boxes



Corrugated Boxes (recycled paper)

Creating Sustainable Community Impact through CSR

H1 2026 CSR HIGHLIGHTS

1000+ Women Beneficiaries



**Tailoring & Beautician
Skill Development**

300+ Students Beneficiaries



Mechanical Engineering Lab

160+ Women Beneficiaries



**Y4D Employability Skill
Development Program**

500+ Beneficiaries



**White Cane Workshop
(For Specially abled Blind
beneficiaries)**

Focused on Education, Skill development, Employability etc.

6

Awards & Accreditations

Certified for Quality. Recognized for Excellence.

Our Awards & Accreditations

Global Recognition of Our Commitment to Excellence

AWARDS		CERTIFICATIONS & ACCREDITATIONS			& More....
	KSB Wins MCCIA Sustainability Award 2025	 TÜVRheinland® Precisely Right. ISO 9001 ISO9001:2015 Quality Management Systems	 TÜVRheinland® Precisely Right. ISO 14001 ISO14001:2015 Environmental Management Systems	 TÜVRheinland® Precisely Right. ISO 45001 ISO14001:2015 Occupational Health and Safety Management Systems	
	VDMA Manufacturing Excellence Award for CSR Initiatives	 NABL Calibration & Testing Laboratory	 Nuclear Safety Nuclear Safety Management System	TÜVNORD SIL Certification Safety Integrity Level (SIL) Certification	
		 API Spec Q1 American Petroleum Institute Certification	 TSG “Traditionelle Spezialitäten Garantie” special equipment manufacturing for China	TÜVNORD PED Certification Pressure Equipment Directive (PED) Certification	

Globally Recognized Standards Across Quality, Safety, Environment and Nuclear Applications.

Key Certification : KSB Employees' High Engagement. High Impact. High Growth.

INDIA
Certified as a



Oct 2025 – Oct 2026

Average of all Statement:

89%

Great Place to Work® Statement Score:

91%



Strongly Positioned to Participate in India's Long-Term Growth Journey

Energy, Water, Industry, Infrastructure, Emerging Segments

German Technology • Local Manufacturing • Comprehensive Product Portfolio • Strong Service Capabilities

Thank you!

KSB continues to deliver Sustainable Growth & Long-Term Value.....