

Annual report summary
Grundfos India

2025

GRUNDFOS 



GRUNDFOS 

Possibility in every drop



Contents



Introduction

- 04 Letter from the CEO
- 05 Letter from the Country President
- 06 Group level performance at a glance
- 07 Performance review India
- 08 Purpose
- 09 Winning Aspiration 2040 and Ignite'27 strategy
- 10 Business model

Our impact

- 12 Grundfos drives energy efficiency and saves 78.8 tonnes of CO₂ for a mall in India's Silicon Valley
- 13 Building trust and comfort in domestic water solutions
- 14 Grundfos pumps power future-ready IT cooling infrastructure
- 15 Building future-ready urban infrastructure with Panvel Underground Drainage Project
- 16 Driving local action for restoring water bodies

Sustainability

- 18 Group level sustainability performance at a glance
- 19 Sustainability framework
- 20 Managing impacts, risks and opportunities across our value chain
- 21 Water stewardship
- 23 Climate transition
- 26 Circularity
- 28 People



Front page:

View of Grundfos India's Chennai facility, India's first USGBC LEED Gold-rated commercial green building, now LEED Platinum, and the world's first pump manufacturing site to be TRUE Platinum-rated for zero waste practices. A best-practice site, continuously advancing its energy-efficiency and water-stewardship journey.



Introduction



Our impact



Sustainability



GRUNDFOS 

Introduction

Letter from the CEO

Looking back on an eventful 2025, I am proud to see how the combined efforts of my 21,000 colleagues have paid off. In a year where we celebrated our 80th anniversary, we once again made significant progress, both in expanding our business and advancing our sustainability ambitions.

We delivered a solid sales growth of 5.7% and successfully met our financial targets. We made investments to gain market shares and continued to ensure a healthy bottom line of 10.6% of our revenue. At the same time, our customer satisfaction reached an all-time high, demonstrating that our success is rooted in the trust we build and the experiences we create for our customers. One of the highlights of the year was the significant growth of our business in the world's biggest pump market, the USA, where we also welcomed Newterra into the Grundfos group, thereby expanding our water treatment and reuse capabilities.

Like many other global companies, we faced geopolitical challenges in 2025, and we expect this to continue in the coming year. Nevertheless, I remain

confident that we will navigate the evolving global landscape in 2026 with the same determination and agility we demonstrated throughout 2025. I would like to take this opportunity to thank my Grundfos colleagues across the group for their hard work and contribution to our progress and results.

At Grundfos, we provide increasingly intelligent and energy-efficient

“ Our deep understanding of water gives us strong advantages in the markets and reinforces our commitment to address the world’s water challenges. ”

water solutions that strengthen the efficiency and resilience of societies, industries, businesses and homes. In 2025, we increased sales of our most energy-efficient solutions and grew their share of our portfolio. As artificial intelligence becomes a more integrated part of our daily lives, the need for data centre water cooling is rising. The rapid global expansion of data centres has created new

opportunities for us in 2025, and created the foundation for strong growth in this part of our business as we help customers reduce both water and energy consumption.

We like to say that water is the messenger of climate change. The increasing frequency of floods and droughts makes this clearer than ever. Our deep understanding of water gives us strong advantages

in the markets and reinforces our commitment to address the world’s water challenges.

These challenges include that more than two billion people still lack access to safely managed drinking water and that within a few years, half of the world’s population will be affected by water stress. Action here is essential. I am pleased that in 2025,

we enabled an additional 20 million people globally to gain access to safely managed drinking water.

Finally, we remain firmly committed to achieving net zero in line with the Paris Agreement and continue to support the UN Global Compact. Our aspiration is clear: We want to be the leading provider of intelligent water and climate solutions globally, shaping our industry in innovation, circularity and net zero impact.

I hope that you will enjoy reading this report that we have tailored specifically for our partners and stakeholders in India. On the next page, Country President Usha Subramaniam will share her thoughts on 2025.

Poul Due Jensen
Group President & CEO





Letter from the Country President

It is such a pleasure to share my views here, on this first occasion of the release of a special annual report summary for Grundfos India.

2025 has been a year of many diverse experiences at Grundfos India. We delivered sales growth of 7% despite a rather challenging first half of the year, and successfully launched the first “Made in India for India” product – the CUE120. Becoming the world’s first pump manufacturing site to receive the TRUE Platinum certification for zero waste was special, as it is another firm commitment and action towards our sustainability goals.

People have always been at the core of our organisation. It was truly remarkable to celebrate the first silver jubilees of five of our Grundfos colleagues here in India during 2025. A national recognition as a Great Place to Work, together with a high employee motivation score, demonstrated the strength of employee engagement, the foundation of every organisational success. In our community and social responsibility efforts, we continued to focus on

water, climate and livelihoods. Our social responsibility efforts in 2025 impacted more than 36,000 people in communities across India.

“ **A national recognition as a Great Place to Work, together with a high employee motivation score, demonstrated the strength of employee engagement, the foundation of every organisational success.** ”

In India, which aspires to become a leading global economy, water and energy are twin lifelines for development. The urgency is rather pronounced with projected demand for both water and energy expected to far outweigh supply. In this context, the work we do carries renewed meaning; by contributing solutions that positively impact both energy and water, we can make a significant difference in this crucial period of transition in the country.

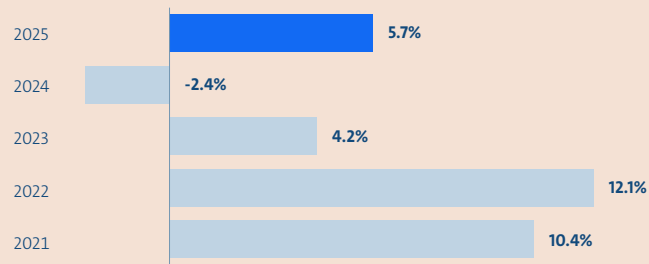
And therefore, we look forward to continuing the momentum in 2026.

Usha Subramaniam
Grundfos India President

Group level performance at a glance

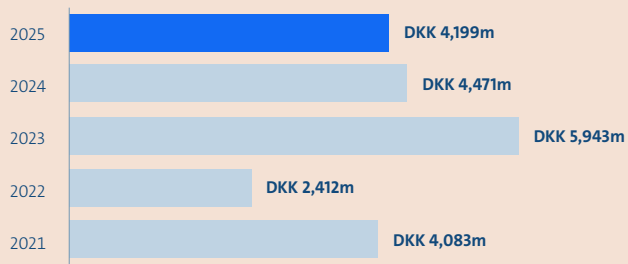
Sales growth
in local currencies
%

5.7%



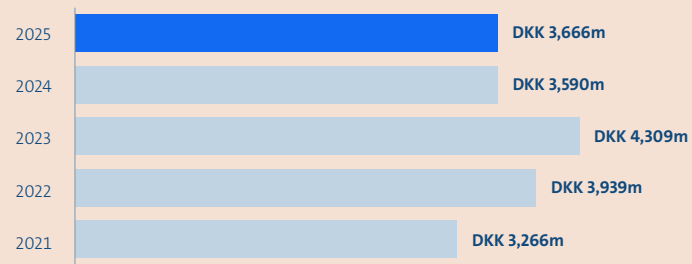
Cash flow from
operating activities
DKKm

4,199



EBIT before special items
DKKm

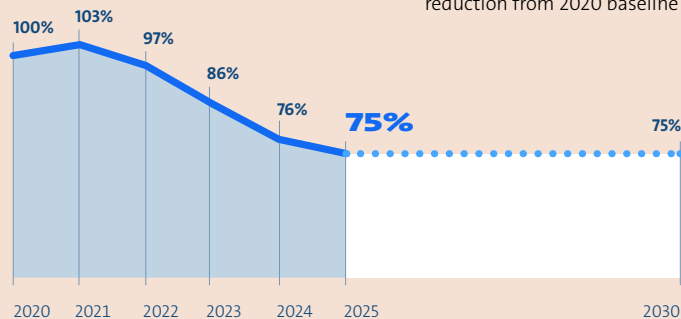
3,666



GHG emissions reduction
- scope 1, 2 and 3 (market-based)¹
%

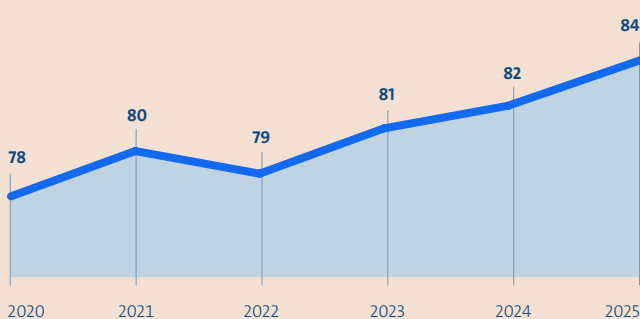
25%

reduction from 2020 baseline



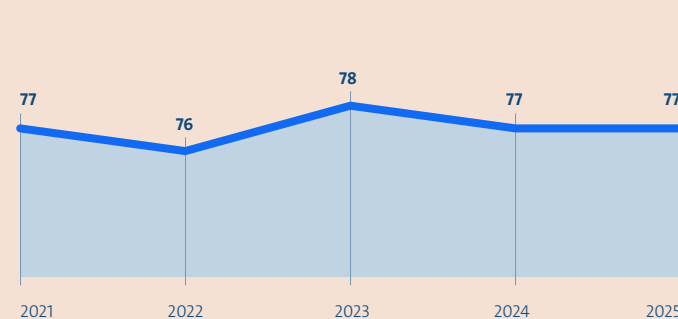
Customer satisfaction
Score

84



Employee motivation
Score

77



¹ 'GHG' = greenhouse gases

Performance review India

The growth momentum in India continued in 2025, despite unexpected challenges in certain sectors.

India closed the year 7% higher than 2024, delivering a solid result despite a challenging environment marked by delivery constraints and early geopolitical disruptions. Overall, this is a performance we can be satisfied with.

Zooming into the performance highlights, our wins in focused segments such as data centres and district cooling, both sunrise sectors in HVAC, demonstrate strong early positioning and execution in emerging markets. Securing these projects at an early stage reflects a focused and forward-looking market approach.

In infrastructure, landmark wins such as the Maldives project, the Delhi Metro Rail Corporation covering over 17 stations and the largest HVAC pump project in Bangladesh have been pivotal in enabling Commercial Building Services to secure milestone projects and strengthen its market presence.

Our Domestic Building Services division also experienced growth, although the positive development was accompanied by necessary adjustments to our plans for the market. A major milestone was the shift to the container import model, with pumps imported to the master stockist, strengthening availability and supply chain efficiency. Another highlight was the strong positioning of SCALA2,

supported by the campaign featuring Rahul Dravid, veteran cricketer and Indian team captain, which significantly enhanced brand visibility and product recall. We also saw encouraging traction in domestic wastewater solutions, such as Sololift and Macerators.

In our Industry division, strong and cohesive collaboration enables us to effectively navigate the dynamic challenges of the current environment. With products like the CUE120 drives, made in India for India, we are expanding our portfolio of energy efficient products and accelerating the adoption of speedy product development processes.

This progress is driven by close cross-functional collaboration across teams and divisions, creating a strong springboard for future growth. A focused approach on critical success products remains key to sustaining this momentum.

At the same time, we achieved growth in the municipal segment as a result of focused actions taken during 2025, which are now laying the foundation for growth in 2026 and beyond. Key wins include sales of prefabricated pumping systems to municipal corporations and growth in the flood control market.

We have great confidence in the strong and sustained performance across our business divisions, and we are determined to move Grundfos forward in India with our intelligent and powerful water solutions.

Group level performance review

Group revenue
DKKbn

34.7

Group EBIT before
special items ratio

10.6%



A quick overview
Poul Due Jensen,
Group President, CEO

Purpose

**We pioneer solutions to
the world's water
and climate challenges
and improve quality
of life for people.**

Since the birth of Grundfos, water and treating people with respect and dignity have been at the heart of what we do. Today, this is expressed in our purpose statement.

This purpose is central to everything we do, and it also guides us in our promise to respect, protect and advance the flow of water.

Winning Aspiration 2040

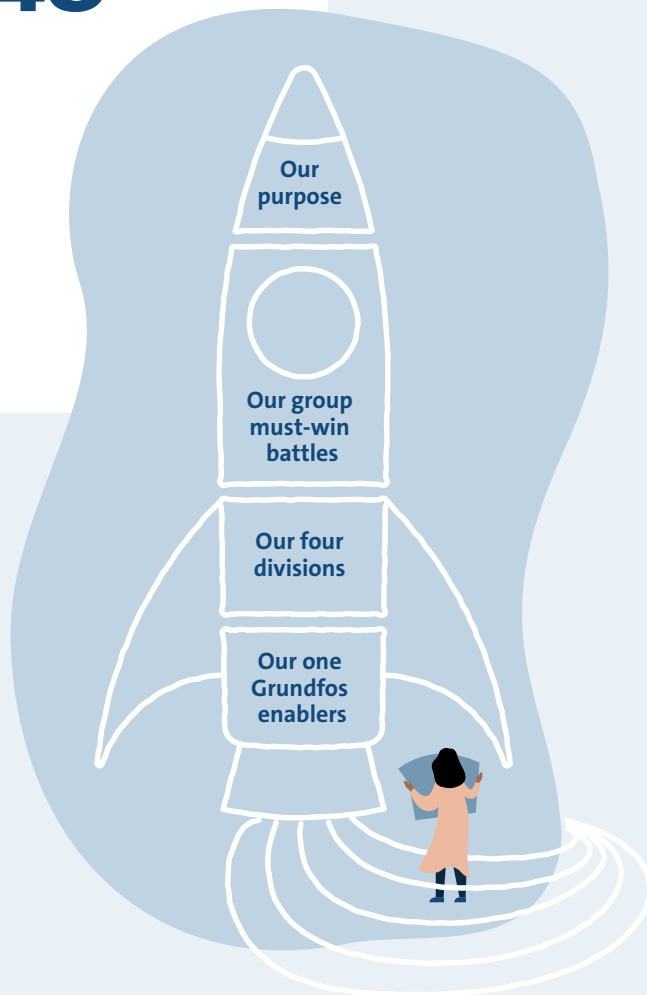
In 2040, we are the leading provider of intelligent water and climate solutions globally, shaping our industry in innovation, circularity and net-zero impact.

We see the achievement of our winning aspiration as a rocket journey to the Moon. This ambitious journey consists of several steps or strategic phases. We are now one year into the first strategic phase, which is called Ignite'27.

Ignite'27 strategy

Launched in February 2025, Ignite'27 outlines the strategic agenda for Grundfos in 2025-2027.

Important steps were taken during 2025 to deliver on the Ignite'27 strategy, for example the launch of several new and innovative products, the acquisition of Newterra to continue the development of our water treatment business platform.



We pioneer solutions to the world's water and climate challenges and improve quality of life for people.

The current strategy phase is called Ignite'27 because we see it as the ignition of our journey.



Innovate to grow



Expand through M&A

For Ignite'27, we have defined the following must-win battles:



Win in the US



Organise for competitiveness

Our strategy comes to life through the efforts of four business divisions.



Commercial Building Services



Industry

Read more about our divisions on the next page.



Domestic Building Services



Water Utility

To empower our four business divisions, our business enabling functions provide what we call 'group enablers.'



Lead in water sustainability and net zero



Build people and organisational capabilities

Our four critical group enablers are:



Build efficient and resilient supply chains



Differentiate through software, digital and AI

Business model

Grundfos is organised into four divisions, with full end-to-end accountability to accelerate innovation and create the best customer experiences.

Together, the four divisions and the non-Grundfos branded entities DAB and Peerless Pumps form a unified Grundfos group, guided by our shared purpose and values. The divisions are supported by three corporate functions, led by the Chief Operating Officer, Chief Human Resources Officer and Chief Financial Officer.

We call our business model 'One Grundfos to the power of four.' This refers to the fact that - while our four divisions have end-to-end accountability within their areas - they and our group functions are united by a common culture and common values, as well as a shared responsibility to realise synergies, functional excellence and specialised capabilities to serve customers and to accelerate innovation and growth.



Commercial Building Services (CBS)

CBS serves customers within commercial building services with reliable, high-technology products and solutions, as well as a range of services, including energy and system optimisation. CBS is dedicated to helping the end users of commercial buildings reach their water and climate ambitions, while respecting, protecting and advancing the flow of water.



Domestic Building Services (DBS)

DBS serves OEMs, distributors, installers and homeowners with the world's most energy-efficient pumps and solutions for domestic homes. DBS develops, produces and sells smaller domestic pumps and solutions for single-family housing and residential buildings, serving five domestic applications; heating, HVAC OEM, domestic hot water, boosting and wastewater. The DBS division aspires to offer homeowners the most attractive choices for sustainable homes and comfortable lives.



Industry (IND)

IND serves industry customers with a wide range of premium-quality products, solutions and services based on pumping and water treatment systems. IND optimises industrial utilities and processes, covering areas such as water treatment and water reuse, system integration and energy and process optimisation by delivering value-adding digital solutions. The division helps industrial customers and end users globally reach their water and climate ambitions while maximising their output.



Water Utility (WU)

WU serves water utilities customers by providing intelligent pumping solutions aimed at optimising water management in groundwater and irrigation, clean water distribution, wastewater collection and transport, as well as water intake. WU is committed to transforming challenges into opportunities, pioneering innovation and delivering consistent value.



Introduction

Our impact

Sustainability



GRUNDFOS 

Possibility in every drop



புகழ்நீர் →

← Drinking Water

Our impact

Case

Grundfos drives energy efficiency and saves 78.8 tonnes of CO₂ for a mall in India's Silicon Valley



A mall in India's Silicon Valley.

A luxury mall chain in India, renowned for its exceptional guest experience, faced a critical challenge: its outdated pump system was draining energy and sustainability efforts. Operating at 13.3 kW/hr, the system consumed over 114 MWh annually and emitted 78.8 metric tonnes of CO₂. The inefficiency stemmed from a lack of proper control and reliance on pressure switches.

Grundfos' Hydro MPC-E booster system with three CRE pumps and four KW IE5 motors precisely regulated pressure and flow, slashing energy use by 55.4 MWh/year and cutting CO₂ emissions to 38.44 metric tonnes. With a swift ROI of just two years, the mall met its sustainability goals and reinforced its commitment to environmental responsibility.

The customer was quite impressed with the savings from our iSolutions, which in turn has helped Grundfos gain entry to other retail properties of the group.

Case

Building trust and comfort in domestic water solutions

For over four decades, Darshan Parekh, a second-generation entrepreneur from Raipur, Chhattisgarh, has been closely associated with the evolving domestic water solutions market. As a Grundfos partner and a homeowner himself, he has seen firsthand how expectations have shifted, from simply meeting basic water needs to delivering consistent pressure, reliable flow and enhanced comfort across multi-storey homes.

In today's homes, water is not just about supply; it is about experience. As houses grow taller and lifestyles become more aspirational, ensuring uninterrupted water movement in multi-storeyed floors has become critical to daily comfort and convenience.

For Darshan's own home, occupied by a 20-member family, this reliability is non-negotiable. By installing Grundfos booster pumps, he was able to ensure stable water pressure across all floors, regardless of demand. The solution delivered not only consistent performance, but also energy efficiency, helping reduce operational costs while maintaining high standards of comfort.

In his retail showroom, four Grundfos booster systems are installed across four different locations to support live demonstrations of luxurious bath fittings, body jets and rain showers. This allows customers to experience performance and pressure firsthand. As a satisfied user and trusted partner, Darshan also packages Grundfos booster solutions



with premium bathroom fittings, positioning them as an integral part of high-end domestic plumbing solutions.

What stands out most for Darshan is the reliability of the system. With Grundfos, his family and his customers enjoy peace of mind, knowing that their water needs are met seamlessly every day. This combination of efficiency, durability and performance reinforces the trust homeowners place in Grundfos, turning functional water solutions into an integral part of modern, comfortable living.

Case

Grundfos pumps power future-ready IT cooling infrastructure

India's data centre capacity is expected to grow exponentially from 1.4 GW in 2024 to 9 GW in 2030 and is likely to consume 3% of the country's total electricity. There is a need and significant opportunity to meet this demand sustainably and responsibly.*

Grundfos supported one of the leading global IT cooling system builders to power their next-generation chiller series, a project designed for scale and sustainability. 74 Grundfos NB pumps with UL-approved Innomotics motors were commissioned in the first phase, with phase two underway, as part of a total scope of 300 pumps. By combining global expertise with local assembly, we have created a model that not only meets cost and delivery priorities but also sets a benchmark for energy-efficient, future-ready solutions in the IT sector.

Through this effort, Grundfos reinforced its role as a trusted partner in building a more sustainable digital infrastructure.

* Source – Institute for Energy Economics and Financial Analysis



Grundfos pumps installed at an industrial customer's site

Case

Building future-ready urban infrastructure with Panvel Underground Drainage Project

The Panvel Underground Drainage Project is a landmark urban infrastructure initiative supporting Panvel's development as the third metropolitan city in the Mumbai region, strategically located near the upcoming Navi Mumbai International Airport.

Initiated in 2019, the project set out to create a modern, sustainable and environmentally compliant sewage infrastructure for rapidly growing villages and urban zones. The requirements were clear: optimise land use, protect the environment, ensure odour-free operation and deliver long-term operational reliability.

To address these challenges, Panvel Municipal Corporation chose Grundfos' prefabricated pumping station tanks (PUST) over conventional civil-built pumping stations. The compact underground design significantly reduces land footprint, shortens installation timelines and delivers superior environmental performance.

In 2025, Grundfos delivered more than 12 prefabricated pumping station tanks along with 30 SE and SEG sewage pumps. The adoption of PUST in a dense urban environment such as Navi Mumbai is a major milestone, as it enables efficient land utilisation, odour-free operation and high durability—key factors in safeguarding the urban ecosystem.



Grundfos' prefabricated pumping station tanks installed in the Mumbai region's Panvel

The success of this phase has already translated into multiple follow-on pipeline orders, underlining strong customer confidence, repeat business and long-term engagement in government-led infrastructure projects.

The Panvel Underground Drainage Project demonstrates how innovative, prefabricated pumping solutions can effectively address critical urban challenges including land scarcity, environmental compliance and rapid deployment. With successful execution across multiple phases and continued expansion, it now stands as a powerful reference case for municipal underground drainage projects across India's fast-growing cities.

Case

Driving local action for restoring water bodies



Chetty kulam (pond) restored in 2025 (Kovalam village)

At Grundfos, we continue to deepen our commitment to strengthening water security. In 2025, our efforts focused on improving local water availability through targeted conservation measures, groundwater recharge projects and the restoration of critical water systems. By combining technical expertise with data-driven planning, we are delivering measurable improvements in both the volume and reliability of usable water in water-stressed regions. From supporting rainwater-harvesting structures to enhancing the efficiency of community water management, each initiative reflects our disciplined, long-term approach to responsible water stewardship. As a result, the share of water–climate-focused projects increased from 54% in 2024 to 69% in 2025.

Through the Jalsamruddhi Project—a three-year collaboration between Grundfos India and the Watershed Organisation Trust (WOTR)—water security is being restored for over 900 residents in Gadakwadi village, Pune district. Aligned with UN sustainability goals 6 (clean water and sanitation) and 13 (climate action), the initiative addresses persistent challenges of water scarcity, soil degradation and declining agricultural productivity, creating a resilient foundation for sustainable livelihoods.

In Tamil Nadu’s Chengalpattu and Kanchipuram districts, over five water bodies, collectively with an area of 5.6 acres, were restored in 2025 through interventions such as desilting, deepening, bund strengthening and fencing, benefitting over 13,000 individuals. Phase two of the projects will focus on native tree plantation, restoring hydrological flows and ensuring long-term sustainability.



Sustainability



Introduction



Our impact



Sustainability



Group level sustainability performance at a glance

In 2025, we continued to help customers and end users save water and energy, while bringing water access to millions worldwide. We closed out several of our 2025 sustainability targets, and while not all were met, we made progress across key impact areas and captured valuable lessons along the way. In the coming year, we will set new targets to guide our sustainability journey.

Water access



20.4m

people reached with safe water access in 2025, totalling 70.6m people since 2020.

Water stewardship

4.5%

increase of own water withdrawal in 2025, 46% reduction of own water withdrawal since 2008 baseline

1.6bn m³

estimated water saved for end users in 2025, 9.6bn m³ estimated water saved by end users using Grundfos products compared to our 2020 baseline

Climate transition

1.5%

total greenhouse gas (GHG) emissions reduction in 2025, 25% total GHG emissions reduction since 2020 baseline

NEW

climate transition action plan launched

B

CDP Climate score

Circularity

83

tonnes of used products collected by Grundfos in 2025

People

25%

women in leadership positions, meeting our 2025 target



Governance and integrity

Top 1%

ecovadis

second consecutive year with an EcoVadis platinum medal, keeping Grundfos in the top 1% of all rated companies

93.4%

audited suppliers' compliance rate

Sustainability framework

In 2025, we updated our sustainability framework to align with our Ignite'27 business strategy and the outcome of our double materiality assessment (DMA).

The sustainability framework highlights our four strategic priorities on water stewardship, water access, climate transition and circularity, in line with our Ignite'27 strategy and Winning Aspiration 2040 to shape our industry in innovation, circularity and net-zero impact.







These priorities are supported by two key enablers: empowering people and respecting human rights and building a strong foundation of business integrity.



Continued support for the United Nations Sustainable Development Goals (UN SDGs)

While we support and have a positive impact on a range of the SDGs, we focus on Goal 6 (Clean water and sanitation) and Goal 13 (Climate action), where we have the most positive impact through our core solutions and wider influence.

Our purpose is to pioneer solutions to the world's water and climate challenges and improve quality of life for people

	 Water stewardship	 Water access	 Climate transition	 Circularity
Ambitions	Build a water resilient world	Transform lives through access to water	Decarbonise every drop of water	Realise the value of circular solutions
Impact	Reduce water use through water efficiency, reuse and recycling of water	Provide access to safe water for 300 million people	Net zero by 2050 25% GHG emission reduction by 2030	Drive circularity across the lifecycle of our products
Key enablers	 People Empower people and respect human rights			
	 Governance and integrity Build on a strong foundation of business integrity			

Managing impacts, risks and opportunities across our value chain



Upstream

1 Raw material sourcing
We conduct due diligence and strive to enhance our efforts in responsible sourcing and respect human rights.

2 Supply chain
We hold ourselves and our suppliers to the highest standards of social and environmental responsibility by upholding human rights, maintaining labour standards, reducing carbon and water footprints, ensuring chemical compliance and sourcing materials responsibly, including conflict minerals.



Own operations

3 Production
We work continuously to reduce our carbon and water footprint by improving operational efficiencies, while ensuring the best conditions for the health, safety and well-being of our employees.

4 Design and product development
We focus on developing products and solutions that enable energy and water efficiency, as well as circularity and reduced material use.

5 Sales
We are transparent with our customers about our products and ensure the most suitable solutions for their needs.

6 Research and development
We invest in research and development of products and solutions that enable energy and water efficiency, as well as circularity and reduced material use.

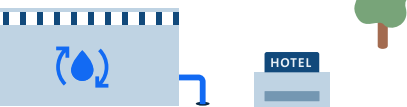
7 Governance
Our sustainability governance ensures action and accountability for key sustainability ambitions.



Downstream

8 Distribution
We reduce logistics impact with reusable packaging, use of fewer resources and reduced emissions.

9 End-of-life
We take back end-of-life products to cut waste through remanufacturing and reuse.



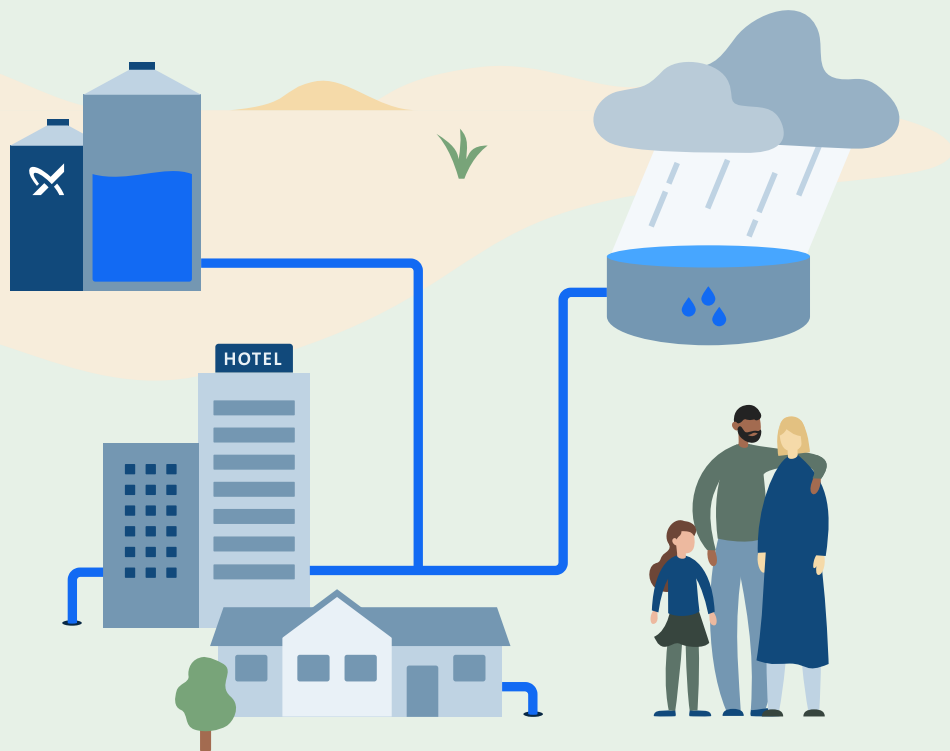
10 Use and services
We cut emissions with efficient solutions and extend product life through our global service programme.



11 Collective action and local communities
Through collective action, we actively engage with partners to improve quality of life for people.

Water stewardship

Water is the foundation of thriving communities and economies. Yet, challenges like scarcity, pollution and flooding are intensifying, driven by the accelerating impacts of climate change. Water-related pressures are growing and impacting communities, ecosystems and businesses everywhere.



As demand for water rises across sectors, these challenges directly influence how we manage our supply chain and serve our customers. In 2025, we introduced a holistic water stewardship approach throughout our value chain, reinforcing our commitment to global water resilience and climate action. This approach is embedded in our water stewardship plan.

In India, water-related impacts are shaped by high basin-level stress, uneven monsoon patterns and growing demand from urbanisation and industrial activity. These conditions heighten physical and regulatory water risks in certain regions, particularly for manufacturing clusters and key suppliers. At the same time, they create opportunities to drive meaningful impact by improving water efficiency, supporting local water stewardship initiatives and enabling customers to adopt water- and energy-efficient solutions.

Progress on water stewardship

In India, actions towards water reduction and digitalisation efforts continue to strengthen our water stewardship approach while supporting business growth.

Approach to water

We embed water stewardship throughout our business, recognising that real impact requires coordinated action across operations, supply chain, customer engagement and policy.

Our ambition is to help build a water-resilient world in ways that we can drive the greatest impact: by reducing water use, improving access and supporting adaptation to water challenges. Our comprehensive water stewardship plan guides our efforts in six action areas and aligns the organisation toward positive impact and business value.

This approach covers everything from responsible sourcing and efficient site operations to designing sustainable water solutions and engaging in public policy and collective action.

Through our innovative products and solutions, we aim to meet the growing need for sustainable water management, moving, managing and treating water more efficiently for homes, buildings, industries and utilities.

Actions on water

In 2025, we took steps in formalising and deploying our water stewardship plan.

In our operations, we started adopting a context-based approach to measure our own water withdrawal. This will shape our future water targets by focusing on locations most impacted by water stress. To support this, we developed a new water accounting concept and established a global rollout plan to be implemented in 2026 and beyond. The first phase will focus on sites with significant water withdrawal and/or those located in water-stressed areas.

Across supply chain, we improved our water risk visibility by engaging with selected suppliers and assessing their water management maturity through a new survey. The survey covered key areas such as water risk assessment, mitigation activities and stewardship efforts. We also developed a gap assessment and mitigation plan to strengthen supply chain resilience and inform a more strategic approach to supplier engagement in high-risk water areas.

Through our intelligent water solutions, we continue to help end users save water and improve system efficiency. In 2025, we launched the SE/SL Range 48 and 52 pumps and the Grundfos Connect Sewer Insights platform, both designed to support better wastewater management, reduce water use and optimise operations.

On the global stage, we strengthened our influencing efforts by contributing to the EU Water Resilience Strategy and joining the Water Resilience Coalition, where our first collective action project is now underway. These partnerships reinforce our commitment to driving systemic change and advancing water resilience.

Looking ahead

As we move into 2026, we will continue to activate our water stewardship plan across the organisation, building alignment with our ambitions, establishing key performance indicators and setting targets across the value chain.

In our operations, we will continue to implement the water accounting system globally, looking into risk mitigation activities where needed and ensure that water management processes are updated to cater for our new context-based approach.

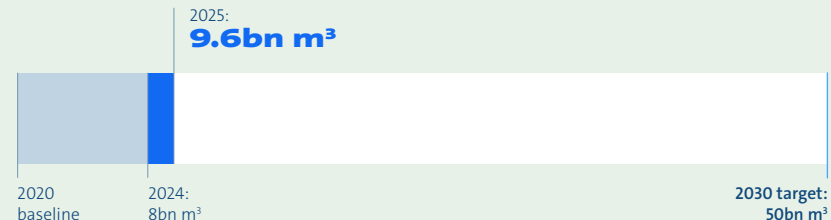
We will further address the growing need to move, manage and treat water in more resource-efficient ways by delivering innovative, intelligent water solutions for customers and end users across sectors. This will include smart water treatment solutions that enable water reuse in water intense industries, like data centres.

Moreover, we will focus on segmentation of our supply chain according to water-related risk and water management maturity, deepen our knowledge of site-specific issues and develop a heatmap using a scoring system to assess the main water risk categories. We will also develop a maturity-specific supplier engagement programme to strengthen supply chain water resilience.

Group achievements

Progress on water stewardship

Water saved by end users



Enable our end users to save 50bn m³ water by 2030 against a 2020 baseline¹

In 2025, we helped end users save 1.6bn m³ of water using our intelligent water solutions. This was driven by higher demand in water treatment and water reuse applications, reflecting a broader shift towards sustainable water management.

¹ This metric is limited to data from the Industry division.

Water withdrawal



Reduce our water withdrawal by 50% by 2025 compared to the 2008 baseline year

We also closed out our 2025 target to reduce our water withdrawal by 50% compared to our 2008 baseline. While we have made progress, we have not fully met this ambitious target. The primary reason for this is that we have acquired several companies in recent years, and this has contributed significantly to our overall water withdrawal. We will continue the focus on water withdrawal reduction, particularly at our sites based in areas where water stress and water-related risks are most critical because this is where we can make the most valuable impact.

Group metrics

(m³)	2025 vs 2024	2025	2024	2023	Assurance level 2025
Water withdrawal	4.5%	350,711	335,610	339,608	Reasonable
Reduction compared to 2008 baseline	3%p	-46%	-49%	-48%	-
Water saved by end users	7%	1.6bn m³	1.5bn m³	1.6bn m³	-

¹ indicates that the KPI has not been assured

Climate transition

The impacts of climate change, rising temperatures, extreme weather and pressure on energy and resource systems are accelerating and reshaping industries, communities and ecosystems.



For Grundfos, these present realities influence how we operate, innovate and serve our customers. In 2025, globally at Grundfos, we strengthened our climate leadership by publishing our first climate transition action plan, a strategic framework that defines our actions to decarbonise our business, customers and supply chain. This marks a key milestone in our climate leadership journey towards a net-zero future through intelligent water and climate solutions. In India, significant efforts were taken to increase for example the share of renewable energy, energy-efficient adoptions and facility upgrades.

Approach to climate

Climate action is a strategic priority embedded in our Ignite'27 strategy and anchored in our purpose. Our climate transition action plan sets a clear path toward net zero by 2050, with targets to reduce scope 1 and 2 emissions by 50% and scope 3 emissions by 25% by 2030. We focus our efforts where they matter most — across our customers, operations and supply chain.

99% of our total carbon footprint comes from the use of our products, which means our most significant climate lever lies in expanding sales of our energy-efficient solutions.

In India, our Chennai facility is a testament to our commitment to sustainability – the building is India's first commercial gold-rated building, has a 400-kW solar panel installed, and has recently been certified by the United States Green Building Council (USGBC) as a LEED zero water facility.

In India, this global strategy is translated into locally relevant actions that respond to rapid urbanisation, water stress and energy transition needs. Within our own operations, Grundfos India focuses on improving the efficiency of manufacturing processes, increased use of renewable power and optimising water and energy use at its facilities.

Beyond direct operations, the company extends its climate responsibility across the value chain by engaging suppliers on sustainability expectations, responsible sourcing, energy efficiency and transparency, recognising that meaningful climate impact requires collective action across the supply chain. Equally important is the role of Grundfos India in delivering high-efficiency pumping, digital monitoring and water–energy nexus solutions that support customers' decarbonisation and resilience goals.

Through collaboration with government bodies, industry associations and academic institutions, we help shape conversations on sustainable urbanisation, low-carbon industry and water security. These efforts are complemented by social responsibility initiatives that support community water access, conservation, and awareness, strengthening local climate resilience. We integrate global climate ambition with India-specific solutions, contributing meaningfully to the country's transition towards a low-carbon, water-secure future.

Climate targets and progress

In 2025, we made strong progress at group level towards our scope 1 and 2 near-term target with a 13% GHG emission reduction compared to 2024, and a 45% GHG emission reduction compared to baseline.

We are ahead of our 2030 net-zero commitment, having accelerated scope 1 and 2 reductions in 2025 through our power purchase agreement. We are also ahead of our scope 3 target with a 2% GHG emission reduction compared to 2024, and a 25% GHG emission reduction compared to baseline. Our most important initiative in achieving this reduction has been our continued focus on transforming our portfolio toward a higher share of energy-efficient products. We remain committed to delivering on both our near- and long-term science-based targets. Our roadmap of actions can be found in our climate transition action plan.

To further strengthen operational decarbonisation, Grundfos India installed an additional 150 kW rooftop solar plant at its Chennai facility. This was complemented by the commissioning of a 450 kWh battery energy storage system (BESS)—a first-of-its-kind initiative within Grundfos—which enables higher utilisation of renewable energy, improved energy optimisation and greater energy resilience. The installation of a fast-charging facility supports the transition to electric mobility for employees.

We also piloted the use of electric vehicles for the local transportation of goods, enabling a reduction in logistics-related emissions and generating learnings to support potential scale-up of low-carbon logistics solutions. These initiatives, supported by the sustainability council fund, strengthen progress towards reducing the carbon footprint while supporting long-term climate goals.

Actions on climate

Within our products and solutions, we continued to deliver intelligent, energy-efficient technologies that help customers reduce energy use and GHG emissions. Among the year's standout efforts were the development of the CUE120 drive and the launch of TPE3, developed to enhance energy performance in industrial systems and commercial buildings, respectively.

We also strengthened our role in climate advocacy and partnerships. We served as principal sponsor for key sustainability events at both national and regional levels, including the 20th CII Global Sustainability Summit, with a leading voice in the integration of water considerations into the broader climate discourse. We also advanced the energy–water nexus dialogue with national decision-makers by organising a delegation of senior government representatives to Denmark, providing exposure to energy-efficient and water-smart solutions that address complex, interconnected climate challenges.

Looking ahead

In 2026, we will keep building momentum on our climate action efforts. We will continue our work delivering energy savings to our end users through the uptake of innovative climate solutions for businesses, homes, industries and utilities. For our own operations, the focus will be on

addressing the gaps in our 2050 long-term roadmap for reducing scope 1 and 2 emissions. In our supply chain, we will continue strengthening our supplier engagement initiatives, increase the electric fleet for transportation, while also improving how we measure and report carbon performance.



Battery energy storage system (BESS) inauguration at the Grundfos Chennai facility.

Group metrics

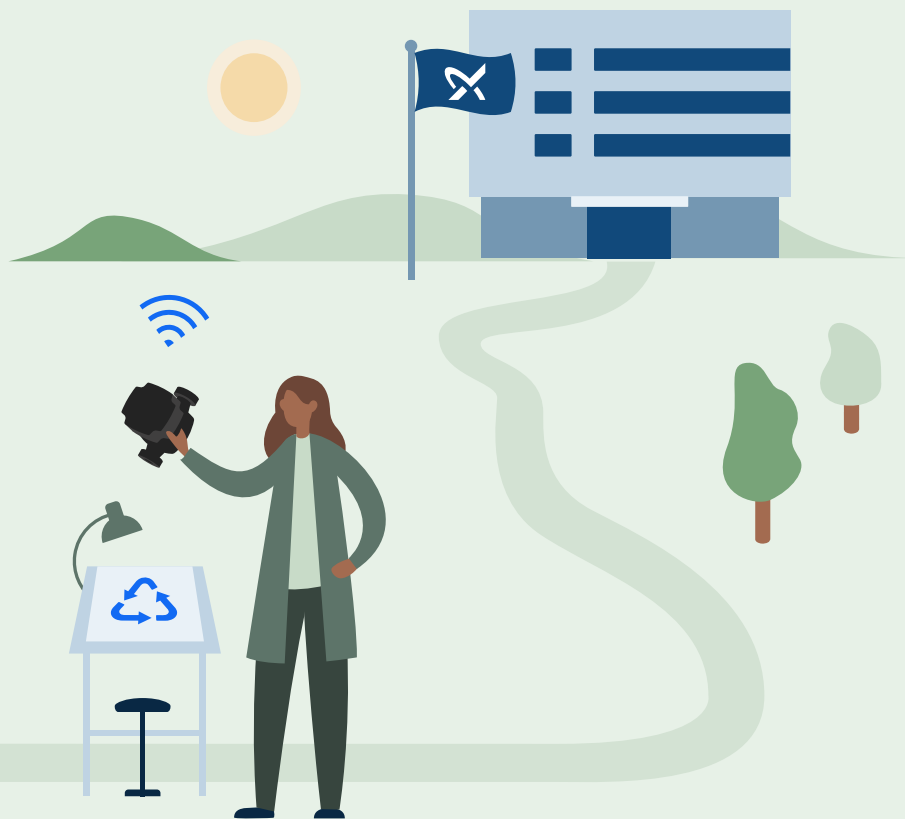
Emissions (tonnes CO ₂ e)	2025 vs 2024	2025	2024	2023	Assurance level 2025
GHG emissions - scope 1, 2 and 3 (market based)	-1.5%	106,628,369	108,296,638	122,008,675	Reasonable
<i>GHG emissions reduction compared to 2020 baseline - scope 1, 2 and 3 (market-based)</i>	-1%p	-25%	-24%	-15%	-
GHG emissions - scope 1, 2 and 3 (location based)	-1.5%	106,630,709	108,288,457	121,981,905	Reasonable
Scope 1 and 2 emissions (market-based)	-13%	66,734	76,482	94,109	Reasonable
<i>Scope 1 and 2 emissions reduction compared to 2020 baseline (market-based)</i>	-8%p	-45%	-37%	-22%	-
Scope 1 and 2 emissions (location-based)	1%	69,074	68,301	67,339	Reasonable
<i>Scope 1 emissions</i>	-1%	23,140	23,363	25,485	Reasonable
Scope 2 emissions (market-based)	-18%	43,594	53,119	68,624	Reasonable
<i>Scope 2 emissions reduction - contractual instruments</i>	56%	-40,871	-26,208	-3,933	Reasonable
Scope 2 emissions (location-based)	2%	45,934	44,938	41,854	Reasonable
Scope 3 emissions	-1.5%	106,561,635	108,220,156*	121,914,566*	Reasonable
<i>Scope 3 emissions reduction compared to 2020 baseline</i>	-1%p	-25%	-24%	-15%	-
<i>Emissions from purchased goods and services (category 1)</i>	1%	1,022,882	1,010,127	1,039,031	Reasonable
<i>Emissions from capital goods (category 2)</i>	-25%	87,998	116,642	94,556	Reasonable
<i>Emissions from fuel and energy related activities (category 3)</i>	0%	15,212	15,233	16,495	Reasonable
<i>Emissions from upstream transportation and distribution (category 4)</i>	11%	94,233	84,556	69,540	Reasonable
<i>Emissions from waste generated in operations (category 5)</i>	-26%	624	846	1,008	Reasonable
<i>Emissions from business travel (category 6)</i>	-11%	41,655	46,601	46,147	Reasonable
<i>Emissions from employee commuting (category 7)</i>	6%	17,855	16,774	15,981	Reasonable
<i>Emissions from use of sold products (category 11)</i>	-1.5%	105,277,951	106,926,372*	120,628,407*	Reasonable
<i>Emissions from end-of-life treatment of sold products (category 12)</i>	7%	3,225	3,005	3,401	Reasonable
GHG emissions intensity, market-based (emissions per net revenue)	-6%	3,070	3,259*	3,546*	Reasonable
GHG emissions intensity, location-based (emissions per net revenue)	-6%	3,070	3,259	3,545	Reasonable

* indicates that the KPI has not been assured

Energy (MWh)	2025 vs 2024	2025	2024	2023	Assurance level 2025
Energy consumption	3%	292,072	284,611	286,264	Reasonable
Energy consumption from fossil sources	-7%	209,045	224,679	269,173	Reasonable
Energy consumption from renewable sources	39%	83,027	59,932	17,091	Reasonable
<i>Fuel consumption from renewable sources</i>	-13%	350	401	716	Reasonable
<i>Consumption of purchased electricity, heat, steam and cooling from renewable sources</i>	47%	71,168	48,550	9,179	Reasonable
<i>Consumption of self-generated non-fuel renewable energy</i>	5%	11,509	10,981	7,196	Reasonable
Percentage of renewable energy sources (%)	7%p	28%	21%	6%	Reasonable

Circularity

Circularity is central to how we manage environmental impact and build long-term resilience. Circular economy is key to addressing global challenges, such as resource extraction, waste management, water scarcity and biodiversity loss.



The materials we use and the way our products are designed and operated influence emissions and affect supply chain stability. As resource pressures grow, the environmental cost of extraction and processing becomes more relevant to our business.

Circularity is an essential part of our Winning Aspiration 2040. To see this vision through, we have challenging work ahead of us in adopting a circular approach that brings customers, partners and suppliers – and their perception of circular products – along with us. This is a considerable mindset change and a transformation of product design, supply chain and business models.

In 2025, we made progress on our circular business journey through a range of targeted pilots and initiatives, generating insights that will inform future efforts to consolidate and scale. We also continued our take-back programme for circulator pumps in European markets, while amplifying governance structures, data transparency and internal capabilities.

Our Chennai facility in India has earned the prestigious TRUE (Total Resource Use and Efficiency) Platinum Certification, scoring 74 points, making it the first Grundfos site and the first pump manufacturing facility globally to achieve this recognition. TRUE certification promotes sustainable waste management by encouraging redesign, reuse, recycling and resource efficiency. Grundfos India was evaluated across multiple areas, including zero-waste purchasing, supplier collaboration, composting and employee-led initiatives. With a 98.2% diversion from landfill, the facility successfully manages waste streams such as wood, metal, plastic, e-waste and food waste. Key efforts included sustainable product design, upstream supplier engagement, and extending zero-waste practices beyond the organisation.

In 2025, we piloted the take-back of end-of-life pumps from customers, marking an important step in advancing our circularity efforts. This initiative integrates energy optimisation with an active take-back programme, enabling the responsible collection and recycling of end-of-life pumps. The pilot focused on establishing a robust recycling process, testing reverse logistics, and accelerating the transition from standard pumps to more energy-efficient e-pumps.

Looking ahead

India offers significant opportunities to scale up the take-back programme in line with global circularity principles, while creating greater value for Indian customers through the responsible return and management of end-of-life pumps.

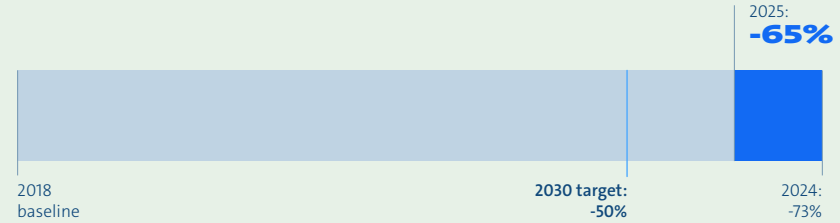


Example of used, end-of-life pumps that have been taken back during our take-back pilot initiative

Group achievements

Progress on circularity

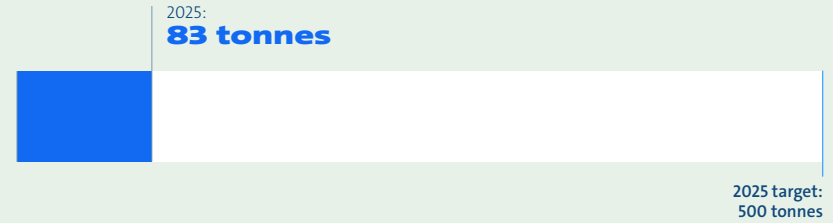
Waste to landfill



We aim to reduce waste to landfill by 50% compared to our 2018 baseline of 2,520 tonnes

The 31% increase in waste to landfill in 2025 is primarily driven by recent acquisitions. On a comparable scope to 2024, 2025 performance reflected a 2% reduction in waste to landfill. This improvement highlights the continued efforts across our plants to strengthen waste sorting and segregation practices. We have planned a series of actions to address our increase from our acquired companies going forward.

Resource recovery through take-back



We aim to take back 500 tonnes of used products in 2025

In 2025, we collected approximately 83 tonnes of end-of-life pumps for reuse and responsible recycling. However, this is well below our 2025 target of 500 tonnes. The gap reflects primarily reverse logistics challenges. We are using these learnings to improve our approach and support future scalability.

Group metrics

(t)	2025 vs 2024	2025	2024	2023	Assurance level 2025
Resource recovery through take back	-7%	83	89	134	Reasonable
Waste to landfill	31%	876	669	872	Reasonable
Hazardous waste to landfill	22%	57	47	76	Reasonable
Non-hazardous waste to landfill	32%	819	622	797	Reasonable

People

At the heart of our success at Grundfos India are the people who drive it, and therefore, we are committed to being a world-class place to work, learn and grow. We are determined to foster a safe and healthy workplace, an inclusive culture and an environment that supports continuous learning, ensuring that every individual thrives.



Health, safety and well-being

Business expansion and internal changes can introduce health and safety risks, which may affect productivity, financial performance and employee well-being, potentially leading to operational disruptions and higher injury rates. In light of these challenges, our annual employee motivation survey (EMS) continues to show strong results. We view the health, safety and well-being of our employees not only as essential, but as a positive opportunity to drive growth.

Approach to health, safety and well-being

We take a structured and proactive approach to health, safety and well-being, built on strong systems and a culture of care. We have been accredited with the ISO 45001 standard for Occupational Health and Safety Management since 2000 and in India, since 2014. This certification applies to our production sites and R&D functions. It is fully integrated into our management system and guides our continuous improvement efforts.

Our health, safety and well-being ambition promotes three behaviours across our workforce: be present, take action and do not compromise. These principles are central to the interdependent safety culture we are building and preserving. We also regularly assess both physical and organisational risks across our operations. digital tools are available to all Grundfos employees to proactively report and document the hazards and risks. Well-being is a key part of how we support our colleagues. We recognise that it is shaped by a range of factors, including clarity of roles and processes, workload and team dynamics. These drivers are measured and addressed through the EMS, which helps us identify where support is needed. Our response includes practical tools and training designed to help teams build clarity and resilience.

We provide multiple channels for employees to raise concerns related to health, safety and well-being. These include direct communication with managers and appointed EHS contacts, proactive hazard reporting via digital tools and access to a global whistleblower system for anonymous reporting. Every employee should feel safe and supported when speaking up.

Actions on health, safety and well-being

In 2025, we introduced the Total Recordable Injury Rate (TRIR) as our primary health and safety KPI to improve how we track and learn from incidents. TRIR includes lost time injuries and medical treatment injuries, providing a more complete view of safety performance and aligning with industry best practice. We continued to monitor Lost Time Injury Rate (LTIR) for consistency but did not meet our 2025 target. Our performance shows variation across sites and functions, reinforcing the need for a broader and more proactive measurement through TRIR.

In India, our TRIR is at 2.27, which is lower than the global value of 3.72. We introduced digital safety initiatives to enhance workplace safety.

We also continued to amplify our commitment to embedding health, safety and well-being in our culture during the 2025 'Health, Safety and Well-being Week.' This year's theme focused on health, and under the banner "Together we create health, safety and well-being – because we care," more than 4,000 employees participated in the 'Walk for Health' campaign globally, and in India, over 180 colleagues joined the initiative.

At Grundfos India, we also worked on holistic wellbeing by organising structured yoga sessions for employees, supporting their physical and mental wellbeing. We commemorated World Mental Health Day by engaging employees and giving them, resources and wellbeing kits to promote wellness.

Looking ahead

In 2026, we will launch a renewed health and safety strategy, which will focus on strengthening our safety culture, refining performance metrics and building employee capabilities across the organisation. Our 'Health, Safety and Well-being Week' will shift its focus to safety, while global initiatives such as 'Mental Health Day' and potential continuation of the 'Walk for Health' campaign will reinforce our commitment to holistic well-being. In India, we will launch our EHS Experience Centre, enabling employees, new and existing, to gain hands-on experience in the safety practices at the workplace.

Diversity, equity and inclusion (DE&I)

Attracting and fostering a diverse workforce that brings different perspectives is essential to our success. A lack of diversity can lead to a homogenised workforce, which may pose financial risks by limiting innovation and reducing the breadth of ideas needed to navigate a complex and evolving business environment.

Approach to DE&I

DE&I is rooted in our core values and represents an incredible source of power in driving our global business forward. When people with different perspectives from around the world come together, they create better solutions, collaborative teams and a more resilient business.

We act on our global DE&I initiatives and engage with colleagues worldwide to ensure a workplace where all employees can contribute their unique skills in line with our company culture and values.

Group achievements

Progress on health, safety and well-being



Our DE&I approach is structured around three core elements:

Strong governance: Our DE&I Council is composed of appointed leaders, employee-elected members and chaired by an appointed vice president. The council sets strategic direction and monitors progress across the organisation.

Inclusive culture: We welcome different perspectives and create a psychologically safe environment where all talents can thrive. Leaders and employee resource groups are the pillars for this culture.

Workplace accommodation: We actively support employees with special needs, enabling full participation and contribution.

Actions on DE&I

In India, our efforts are designed to foster greater awareness, challenge stigma and build an inclusive workplace culture where differences are embraced, and everyone has the opportunity to thrive. In 2025, our commitment

to inclusion was brought to life through the key areas of disability inclusion, gender balance and pride inclusion.

Key actions in the year included:

Great place to work certified: 92% of our employees, well above the national average, shared feedback that Grundfos is a great place to work, resulting in Grundfos India being certified as an official Great Place to Work (GPTW).

Paternity leave policy upgrade: We upgraded the paternity leave from three days to 15 days, enabling new fathers to spend meaningful time with their newborns and support their families during an important life moment.

Abilities@Grundfos country chapter: In the disability inclusion space, our efforts were centred on making the invisible visible by adopting the sunflower initiative. We also launched the Abilities@Grundfos ERG India chapter, conducted sensitisation sessions and other employee engagements to create support and awareness about invisible disabilities.

HeForShe – Partners for Equity campaign: Supported by the DEI Council, we conducted nine targeted programmes to drive the ‘HeForShe-Partners for Equity’ campaign, to create safe spaces for dialogue, enhance allyship and establish gender balance in the workplace.

Pride month celebration: We celebrated the pride month by hoisting the Pride flag at our Chennai facility, and conducting an art-based workshop, using music and dance to explore the lived experiences of queer individuals and the power of purpose.

Employee resource groups and engagements

In India, we have established country chapters for two employee resource groups – Gender Balance and Abilities. These groups are open to anyone in the company, and they bring energy, insight and lived experience to our diversity and inclusion efforts across our local offices. They play a vital role in shaping initiatives and fostering a sense of belonging while creating a psychologically safe space for employees and leaders. In 2025, the ERGs conducted to mark International Women’s Day, International Men’s

Day, Pride Month, the International Day of People with Disabilities and other key moments.

Looking ahead

In India, we will continue fostering awareness, driving meaningful initiatives and creating opportunities for dialogue and learning, while increasing the representation of individuals with disabilities across employee types. With the support of the DE&I Council’s grant, we will take initiatives that consolidate Grundfos India’s holistic efforts in driving DE&I, including establishing the Future@Grundfos India chapter.

Globally, the previous inclusion framework ended in 2025, and our new inclusion framework will be launched during 2026. The new framework will support the Ignite’27 strategy with a continued focus on ensuring all employees feel included and experience a sense of belonging. Some work will be dedicated to ensuring that we operate with non-discriminatory principles and provide opportunities to all talents.



Celebrating the richness of diversity through art, music and storytelling by members of the queer community

Possibility in every step

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