

2024 Sustainability Report

GRUNDFOS 

Possibility in every drop

Table of contents

1. Introduction

- 04 CEO letter
- 05 Key sustainability achievements 2024
- 06 We are Grundfos

2. Sustainability governance and reporting

- 16 Governance and strategy
- 20 Double materiality assessment
- 23 EU Taxonomy at Grundfos
- 25 Sustainability performance overview

3. Environmental impact

- 28 Climate
- 34 Water
- 38 Circular business

4. Social impact

- 41 Human rights
- 45 Water access
- 48 Health, safety and well-being
- 51 Diversity, equity and inclusion (DE&I)
- 55 Learning and talent development
- 58 Employee and community engagement

5. Business ethics

- 62 Quality, product compliance and customer safety
- 63 Business conduct
- 66 Sustainable supply chain
- 69 Tax governance and responsible taxes

6. Assurance

- 73 Accounting principles
- 78 Management's statement
- 79 Assurance report

7. Appendix

About the report

This report provides a comprehensive overview of our activities. It covers Grundfos Holding A/S and Grundfos Group including all subsidiaries, unless otherwise noted. Grundfos has published sustainability reports since 1999. This is the latest version, published 6 February 2025.

Together with the Grundfos annual report, this report constitutes Grundfos' UN Global Compact Communication on Progress (COP) and our CEO Water Mandate Report. Our sustainability report ensures compliance with the requirements of Section 99a of the Danish Financial Statements Act on corporate social responsibility.

Data in this report covers the period between 1 January and 31 December 2024, unless otherwise stated. The report groups topics relevant to our stakeholders into five main areas: introduction, sustainability governance and reporting, environmental impact (environmental), social impact (social) and our business ethics (governance).

The basis for the restatement of previously reported data, relevant calculation methodologies and data limitations are explained where applicable. We base our reporting on the best available data. Methods and data collection are maturing and improving, which is a development that will continue.

Comprehensive and accurate data on sustainability efforts enables us to monitor our progress and identify opportunities for improvement. We strive for the highest level of quality and trust in our data. The majority of our most impactful KPIs have obtained reasonable assurance. Timely and accurate ESG data is an essential foundation for balancing financial and ESG impacts in our business decisions. Additionally, global requirements and demands for reliable and robust sustainability information have increased.

We launched our current ESG data consolidation system in 2022 as a response to the increasing requirements. This enables us to handle our sustainability data and reporting in one system. Therefore we can have a monthly reporting cadence, and we are able to follow up on ESG performance in parallel with our financial reporting.

New processes for sustainability data integration of acquired companies have been established in recent years. As Grundfos Group continues to grow, all Grundfos companies must follow the same processes and standards. As a result of these processes, ESG data maturity assessments have also been integrated into our due diligence processes for mergers and acquisitions.

In 2022, we had five of our most impactful KPIs assured to the level of reasonable assurance. In 2023, the number of KPIs which had obtained reasonable assurance was 15, and in this year's report, 37 of our KPIs obtained reasonable assurance. All other KPIs have limited assurance.

For further information or questions regarding the Grundfos sustainability report, you are welcome to contact us via email at sustainability@grundfos.com. For further information about Grundfos and sustainability, please visit <https://grundfos.com/sustainability>.



Introduction

- 04 CEO letter
- 05 Key sustainability achievements 2024
- 06 We are Grundfos

- Introduction
- Sustainability governance and reporting
- Environmental impact
- Social impact
- Business ethics
- Assurance



CEO letter

Currently, approximately 2.3 billion people around the world do not have access to safely managed water. At the same time, we see the consequences of the climate crisis as droughts, floodings and polluted water become everyday features in our newsfeed. Already today, one quarter of the world’s population faces extremely high water stress. It is projected that by 2050, this will be reality for more than half of the world’s population at least one month a year.

At Grundfos, we believe water is the most essential resource on the planet. And this resource is under pressure. Across the globe, enormous quantities of water are moved around to be used by households, industry and agriculture, and for this purpose, electricity is needed. The consequence is a sustained and growing carbon footprint. The water crisis and the climate crisis go hand in hand, as carbon emissions from managing water contribute to the climate crisis, which then reinforces the water crisis.


In 2024, Grundfos achieved carbon emission reductions in scopes 1, 2 and 3. Our scope 3 reductions should partly be seen in the light of a tough market situation; we sold fewer pumps. However, on a positive note, customer interest in intelligent and energy-efficient pumps is increasing. I was very happy to be able to follow the opening of a wind farm in Finland during the summer. This wind farm is part of a power purchase agreement, which in effect means that we are now five years ahead of our 2030 scopes 1 and 2 target for reducing carbon emissions by 50%.

Collaboration and partnerships across private and public sectors are necessary to solve this most urgent challenge of our time. Therefore, Grundfos is committed to achieving net zero in line with the Paris Agreement, and we continue to support the UN Global Compact. In 2022, we were the first water solutions company to have its net zero emissions target for 2050 approved by the Science Based Targets initiative (SBTi).

As a company, we remain relentlessly ambitious and firm in our belief that there is possibility in every drop. We do our utmost to learn, improve and develop the products and technology that enable increasingly smart and energy-efficient water solutions. I am immensely proud of our organisation’s ability to push water and energy-efficient solutions that enable our customers to optimise their operations and save both water and energy. I am also pleased that our message of the importance of water is resonating in such influential settings as the World Economic Forum and C40 Cities.

With this sustainability report, we seek to provide you with an open and transparent insight into Grundfos’ solid programmes and processes for driving social and environmental sustainability across and beyond our value chain.

Enjoy the read.


Poul Due Jensen
Group President, CEO



“As a company, we remain relentlessly ambitious and firm in our belief that there is possibility in every drop.”

2024 key sustainability achievements

2024 saw solid progress on Grundfos carbon emission reductions. We have reduced total emissions by 10.5% compared to 2023 and we are ahead of plan for our SBTi approved 2030 target. At the same time, Grundfos solutions enabled end users to save 1.5bn m³ water and provided access to water for 17.2m people.



EcoVadis Platinum medal

SUSTAINABILITY RATING

In 2024, we received an EcoVadis Platinum medal, placing Grundfos in the top 1% of all rated companies.



CDP B

CDP CLIMATE RATING

Grundfos has received a B score from CDP and we continue our progress towards our ambition of CDP A in climate.



17.2m people reached

WATER ACCESS

51.2m people estimated reached since 2020.



1.5bn m³ water saved

SAVING WATER FOR END USERS

We have enabled end users to save an estimated 8bn m³ water since 2020.



10.5% emissions reduction

CLIMATE

Compared to 2020 baseline, emissions were reduced by 23.6%.



1.2% own water withdrawal reduction

WATER WITHDRAWAL

46% reduction of own water withdrawal since 2008 baseline.



Employee motivation score of 77

EMPLOYEE MOTIVATION SURVEY

We achieved the high score of 77 in our 2024 employee motivation survey.



25% women leaders

DIVERSITY, EQUITY & INCLUSION

The representation at all leadership levels remained at 25%, two percentage points from our 2025 target.

66

Countries where we have been active during the year

156

Entities representing the Grundfos Group

20,818 employees

33,226 Net revenue in million DKK

We are Grundfos

Grundfos' purpose is to pioneer solutions to the world's water and climate challenges and improve quality of life for people. We operate globally, with a team of close to 21,000 colleagues. We serve a wide range of applications across four divisions: Commercial Building Services, Domestic Building Services, Industry and Water Utility. Together, we provide our customers and end users with intelligent and energy-efficient solutions to meet their everyday needs.

It started with pumps 80 years ago and today, we are a global leader of energy-efficient water solutions, including water treatment solutions.

The water-energy nexus

Water treatment is pivotal for numerous industrial processes, and it is part of our ambition to become a strong, global water treatment solutions provider, thereby increasing our collective impact and taking on the critical global challenges of accelerating water treatment and water reuse. We support industrial customers in delivering on their water and energy efficiency plans. Thus, we seek to become a defining player in the field we call the 'water-energy nexus'. This is where the two crucial agendas of water and energy efficiency meet, and this is where you find Grundfos.

2024 saw a further strengthening of Grundfos' status as an emerging player within the field of water treatment. During the year, the Commercial & Industrial business of Culligan was added to the portfolio of water treatment companies acquired in recent years. Alongside Culligan, Eurowater, MECO and Water Works form the unique service capabilities of the Grundfos Group within water treatment.



Our promise
**To respect, protect
and advance the
flow of water**

Our values

We have six core values that guide our behaviour in line with our purpose.



Sustainable

Grundfos runs its business in a responsible and ever more sustainable way. We make products and solutions that help our customers save natural resources and reduce climate impact. We take an active role in the society around us. Grundfos is a socially responsible company. We take care of our people – also those with special needs.



Open & trustworthy

In Grundfos, we do what we say, and we say what we do. Our communication is open and honest among ourselves and with the world around us. We put the facts on the table – also when it is not pleasant.



Focused on people

Grundfos is our people. We develop the individual. Everyone in Grundfos has passion and potential. Everyone has the power to influence. Everyone must feel respected and valued.



Independent

The main shareholder of Grundfos – now and in the future – is the Poul Due Jensen Foundation. Profit is a means to growth – not a goal in itself. We ensure a healthy financial foundation at all times.



Partnership

Grundfos creates value through close relations with customers, suppliers and other stakeholders. We are a global company building on local entrepreneurship. We believe that diversity drives innovation and growth.



Relentlessly ambitious

In Grundfos, we never stop challenging ourselves to create better solutions faster. We take pride in delivering premium quality in everything we do. We show leadership and innovate the future.

Our business model is based on **four business divisions**



Commercial Building Services

CBS serves customers within commercial buildings services with reliable and high-technology products and solutions, as well as a range of services, including energy and system optimisation. CBS works dedicatedly 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 serves OEMs, distributors, installers and homeowners with some of 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 in 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 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 industrial processes, covering areas such as water treatment or water reuse, system integration, 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 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.

Our approach to sustainability

Since the very beginning, Grundfos has shown a deeply rooted respect for people and care for the environment. This continues to be at the core of our business.

Much has happened since 1945, when Poul Due Jensen founded the company. Especially the past few years, increasing legal and public demands within the field of ESG (Environmental, Social and Governance) have meant an intensification of the attention on global companies such as ours. And we welcome the attention. The Grundfos founder family have always put their hearts into making a difference for the surrounding society, and the desire to do more than just meet the regulatory requirements is ingrained in our company culture.

Sustainability constitutes a fundamental component of our business strategy.

The coming three-year period, 2025-2027, is set to ignite our journey towards enhancing our position as a leading provider of intelligent water and climate solutions globally, shaping our industry in innovation, circularity and net-zero impact. The strategy is set to advance us in pursuit of our purpose: pioneering solutions to the world's water and climate challenges and improving quality of life for people. Continuous improvement of our approach to sustainability ensures that we manage sustainability impact across our value chain, address the needs of our stakeholders, and continue to drive positive social and environmental change in the areas where we operate.



Partnerships and advocacy

We can make a difference on our own. But we can achieve even more if we work together across sectors and continents. In our determination to address global challenges and drive systemic solutions on water sustainability, climate action and advancement of human rights, we engage in collective action and partnerships.



Grundfos CEO Poul Due Jensen and COO Ulrik Gernow once again brought water and water access to the agenda at the World Economic Forum Annual Meeting in Davos.



Morten Bach Jensen, CEO of the Grundfos Domestic Building Services division, speaks during an energy efficiency event at the German Bundestag in October, emphasising the importance of heating system inspections and replacing outdated circulator pumps for energy saving and cost reduction.

Approach

Acknowledging our position as a global industry leader, we are committed to working with key public and private stakeholders in investing and driving collective action for social and environmental sustainability. Through strategic partnerships and advocacy with international organisations, governments and NGOs, we address the global climate and water agendas while promoting the advancement of human rights and well-being.

Grundfos and the Poul Due Jensen Foundation have long-standing relationships with partners such as the International Water Association (IWA), C40 Cities and the World Economic Forum. These strategic partnerships, some of which are funded by the Poul Due Jensen Foundation, help us collaborate with a wide network of businesses, industries, governments and not-for-profit organisations to deliver on our environmental and social ambitions.

Our advocacy work includes using our presence at major events to demonstrate our ambition to be part of the solution to the world's water and climate challenges. We aim to contribute to global conversations on advancing climate action and water sustainability at key events including IWA conferences, the Global Water Summit and UNFCCC COPs.

Our advocacy for stronger government intervention is also vital for the global sustainability agenda to advance. We provide input into the legislative process related to sustainability at national and international levels. For example, in recent years we have reviewed and welcomed revisions of multiple energy efficiency and water-related directives such as the EU Energy Efficiency Directive and the EU Energy Performance of Buildings Directive.

Progress in 2024

Partnerships help us share our insights and know-how to positively impact climate, water and other critical topics. We continue building relationships with already established and new partners, and we attended multiple events to engage further in joint action. Key engagements during 2024 included the World Economic Forum Annual Meeting, the IWA World Water Congress & Exhibition, and the COP29 (29th Conference of the Parties of the UNFCCC) in Azerbaijan, where we advocated for the role of water in developing an equitable and sustainable world that can protect and improve people's quality of life, particularly in the face of water scarcity and climate change.

Our push and support for the implementation of the EU Energy Efficiency Directive and the EU Energy Performance of Buildings Directive in EU member states also continued in 2024.

Partnership overview

How we engage with key partners



Being a member of the CEO Water Mandate extends our commitment to address global water challenges by supporting collaborative efforts.



Grundfos' experience in water management is put to use via our close partnership with C40 Cities, aiming to make the world's megacities more climate resilient for the benefit of millions of citizens worldwide. Funded by the Poul Due Jensen Foundation, C40's Water Safe Cities Accelerator helps cities address flooding and drought challenges and improve resilience by 2030. Each city will also take steps to improve water access, flood protection or wastewater management. To date, 16 cities have joined the Water Safe Cities Accelerator.



IWA is a non-profit organisation with 10,000+ members (academic researchers, utilities practitioners and regulators) focusing on accelerating the implementation of the latest knowledge across the globe. Grundfos' engagement in 2024 was focused on sponsoring the IWA Conference in Canada. We are sponsoring a new group of Young Water Professionals, and 400+ applications have been received for the two-year programme. We are planning to make the YWP programme a recurring opportunity for young people with a strong professional interest in water.



Rare-earth raw materials are fundamental to the production of our pumps. In 2020, we developed a global overview of the quantified sustainability impact of these materials throughout our supply chain, from mine to magnet to product. It allowed us to identify sustainable suppliers. As a result of this work, we became a founding partner of the European Raw Materials Alliance (ERMA).



The Poul Due Jensen Foundation has intensified its involvement in the World Economic Forum, actively contributing to key groups focused on advancing the global water agenda, such as the Alliance of CEO Climate Leaders, the Centre for Nature and Climate and the Centre for Urban Transformation.



Grundfos and the 50L Home Coalition focus on making the reuse and recycling of water the norm in homes, cities and regions, calling for smarter approaches that allow 'fit-for-purpose' water use. Grundfos works with fellow Coalition members and partners to help identify and scale up new technologies that can transform the way we use water and the energy needed to heat it.



Being a member of the UN Global Compact aligns our efforts with a global movement and allows us to benefit from and contribute to collective action in the areas covered by the UNGC's Ten Principles.



By signing The Pledge in 2021, Grundfos has committed to taking positive action on workplace mental health and taking steps to progress the six Pledge Commitments:

1. Develop and deliver an action plan to support good mental health in our organisation.
2. Promote an open culture around mental health, working towards eliminating stigma.
3. Take proactive steps to develop our culture and ways of working towards creating positive mental health and reducing mental ill-health.
4. Empower all our people to manage and prioritise their own mental health, and to support one another.
5. Signpost our people to mental health tools and the support they need.
6. Regularly measure the impact of our efforts, being open about our progress to influence and inspire change in our organisation and beyond.

Key events in 2024

Grundfos participates in, and sponsors, several political events to influence and support the climate and water agenda. We also use these opportunities to share our expert knowledge and discuss water and climate matters with our peers and decision makers.

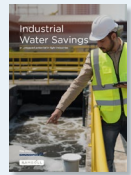
<p>World Economic Forum Annual Meeting</p> <p>World Economic Forum is one of the largest global platforms for advocacy and thought leadership. Grundfos was a visible and active participant at the WEF 2024 Annual Meeting, specifically bringing water to the agenda. Considering the many global water challenges, we emphasised the need for a larger focus on water during Poul Due Jensen’s address at the CEOs Food, Water and Health meeting, and Ulrik Gernow’s participation in the ‘Out of Balance with Water’ live panel.</p>	<p>IWA conference in Toronto</p> <p>The IWA World Water Congress & Exhibition (WWC&E) is a global event for water professionals convened by the International Water Association (IWA). The event covers the full water cycle, the theme for the 2024 edition being ‘Shaping our Water Future.’</p> <p>The purpose of our participation in the event was to promote the advancement of the water sector, show our deep expertise on water utilities solutions, represent industries, share the spirit of innovation and research, and sponsor youth engagement in the water sector.</p>	<p>United Nations General Assembly and New York Climate Week</p> <p>As world leaders met for the UN General Assembly in New York, Grundfos joined the global community of sustainability leaders from civil society, business, investors and policymakers gathering for the NYC Climate Week, UN Global Compact Leaders Summit, World Economic Forum meetings and more. We see this week as a valuable opportunity to meet and connect with our partners, contribute to the global agenda on climate, water and human rights, and gain insights on latest developments in the field of sustainability.</p>	<p>Danish energy efficiency dialogue in Bjerringbro</p> <p>In light of the increasing energy concerns and slowing down of green transition politics around Europe, combined with the upcoming implementation of critical EU directives, we hosted an energy efficiency dialogue at the Grundfos headquarters in Bjerringbro, Denmark. Participants included key energy and industry stakeholders, one of them being the Minister for Climate, Energy and Utilities, Minister of Climate & Utility. During the event, we discussed the Danish government’s current energy efficiency plan, facilitating a room for relevant stakeholders to provide input. Grundfos emphasised the need for action on the energy efficiency agenda and provided concrete policy solutions.</p>
<p>Energy efficiency event at German Bundestag</p> <p>An event was arranged by Grundfos at the German Bundestag to facilitate a necessary discussion about energy efficiency and flag our opinions and expertise. With the German political discussion moving away from green ambitions, this was an opportunity to bring sustainability issues back on the agenda among relevant stakeholders and push for more ambitious energy efficiency policies. The event was attended by members of parliament, ministries and relevant organisations and industries.</p>		<p>COP29</p> <p>Grundfos participated at UN COP29 in Baku with the purpose of advancing the focus on climate adaptation and the urgent need to see water at the centre of climate action and climate resilience. We also leveraged this opportunity to connect with our partners and share our deep expertise within the field of water.</p>	<p>CIIE China</p> <p>The Chinese International Import Expo (CIIE) is a large window of opportunity for a stronger Grundfos presence in China. We regard CIIE as an opportunity for securing extensive exposure of our Grundfos sustainability values and visions with governmental stakeholders, SOEs, end users and other key stakeholders with the core aim of promoting our energy and water-efficient products and solutions.</p>

INTRODUCTION

Policy and position papers

As part of our political engagement, we annually develop position papers to develop new data and insights that can help us promote a more ambitious climate and water agenda politically as well as sharing and discussing our expert knowledge on the matter with peers.

Papers



White paper on industrial water reuse in

Europe: Industry is one of the main consumers of water, accounting for 45% of the EU's total yearly abstraction. Already today, an array of technologies and treatment systems that can offer safe, decentralised water circularity in light industries is available. However, these technologies and practices are deployed below their potential. This paper presents examples of available technologies for decentralised water circularity, saving potential via reduce, reuse and reclaim strategies for an average single industry process, as well as the water saving potential from adopting decentralised water circularity in all relevant light industry processes. Lastly, the white paper presents policy proposals to achieve water savings.



Pump replacement papers (energy-efficient heating systems in Europe):

This document highlights the potential of focusing on heating systems in buildings when implementing energy efficiency policies, especially with focus on low-hanging fruit such as the replacement

of old circulator pumps. We are working on this agenda as part of the implementation of the Energy Efficiency Directive and Energy Performance for Buildings Directive across the EU, more specifically in Denmark, Germany and France.



White papers on efficient heating systems in the UK 'Efficient futures' and 'Untapped potential of pumps': These white papers expand on the topic of affordable housing, emphasising how the replacement of old pumps lowers electricity use in line with the energy efficiency agenda.

White paper on energy efficiency standards in China:

In collaboration with China International Association for Urban & Rural Development and China Association for Engineering Construction Standardization, Grundfos issued a white paper entitled 'Advancing China's Green and Low Carbon Standards – Progress and Prospects.' The white paper offers a comparative analysis of green and low-carbon standards and environmental regulatory systems in China and other countries, as well as key takeaways for China in light of EU standardisation practices. Also, it promotes international convergence and mutual recognition of carbon footprint standards and collaboration regarding carbon emissions standardisation.

In 2024, we also organised activities throughout Europe, particularly in Denmark, Germany and the United Kingdom, to improve energy efficiency standards within buildings, products and homes. The International Energy Agency has recognised that energy efficiency is a core variable in achieving net-zero carbon emissions by 2050. To us, this is a clear indication that the time is now for building policy intervention and bringing standards up to the required level.

Looking ahead

Moving forward, we will focus on more ambitious policies within the water and energy efficiency agenda. These two areas are strategically the most important to Grundfos, and in these areas we have the necessary expertise to offer policy makers relevant insights, feedback and guidance.

We are working on a robust implementation of the EU Energy Efficiency Directive and Energy Performance for Buildings Directive. Buildings account for 40% of energy use in the EU², and 80% of the buildings that exist today will also be here in 2050³. We will focus on energy renovations of buildings in order to reach climate targets.

We are also welcoming and looking forward to the potential EU Water Resilience Strategy, which is on the table for the new EU Commission.

Furthermore, we will continue advocating for standards for water reuse in the industry to increase water efficiency. We believe that the technology already available today could realise much more potential. Why not grab the opportunity and use it?

¹ International Energy Agency, World Energy Outlook 2022, 44, <https://iea.blob.core.windows.net/assets/830fe099-5530-48f2-a7c1-11f35d510983/WorldEnergyOutlook2022.pdf>

² Energy Performance of Buildings Directive, European Commission, https://energy.ec.europa.eu/topics/energy-efficiency/energy-efficient-buildings/energy-performance-buildings-directive_en

³ To create net-zero cities, we need to look hard at our older buildings, World Economic Forum, <https://www.weforum.org/stories/2022/11/net-zero-cities-retrofit-older-buildings-cop27/>

2

Sustainability governance and reporting

- 16 Governance and strategy
- 20 Double materiality assessment
- 23 EU Taxonomy eligibility and alignment assessment
- 25 Sustainability performance overview

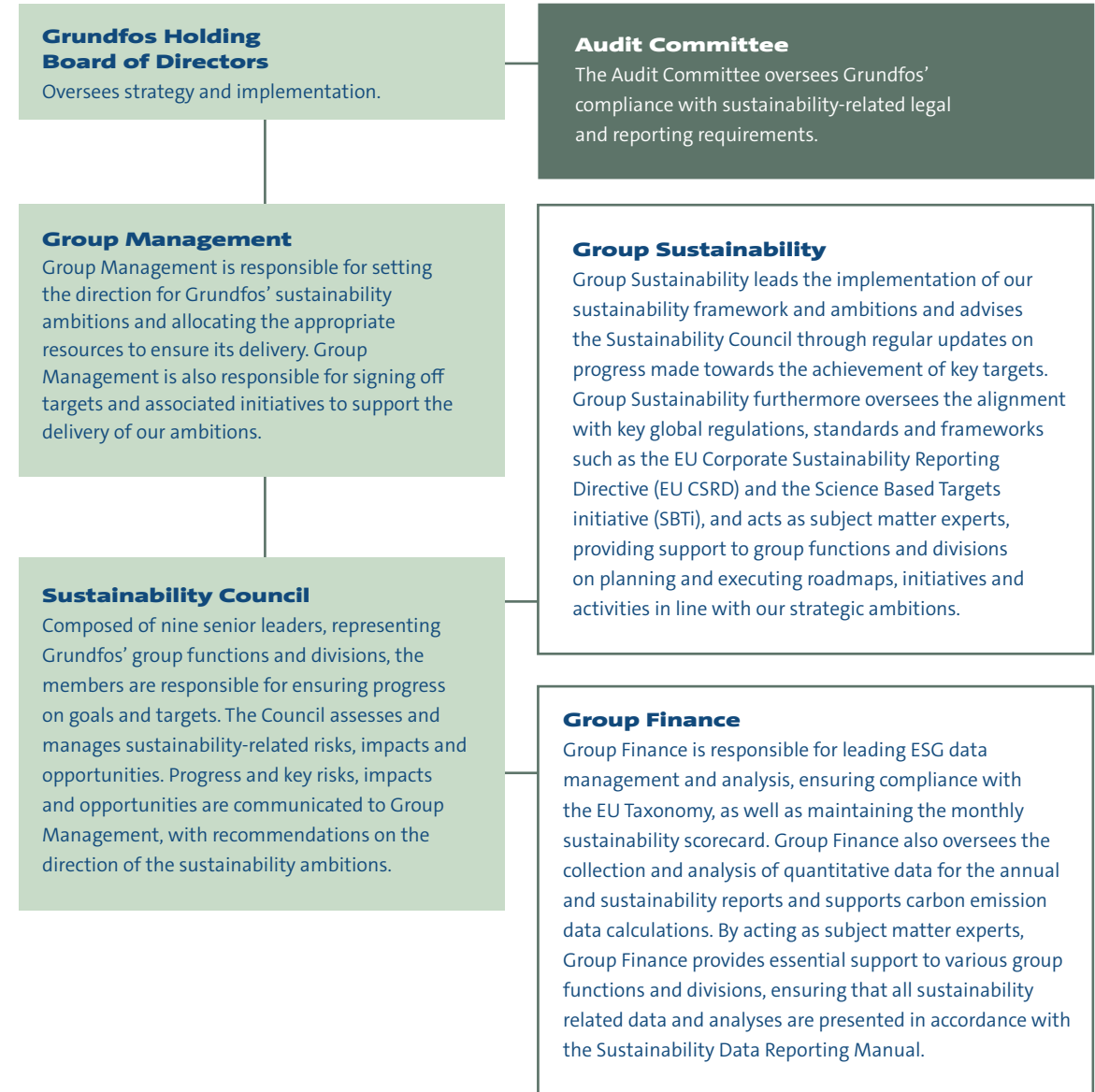
Sustainability governance, strategy and framework

We govern our sustainability efforts strictly to ensure that we deliver on our commitments across the business. We believe that this enables us to maximise our impact on the global transition to an equitable, sustainable and resilient future.

Approach

At Grundfos, sustainability governance is anchored within the Board of Directors and flows through Group Management and our Sustainability Council into group functions and divisions. Our Sustainability Council members meet six times per year to align and follow up on performance and key initiatives. Since the beginning of 2023, our sustainability KPIs are monitored by the Sustainability Council, Group Management and the Board of Directors in a regular cadence with progress reports shared internally on a quarterly basis.

Sustainability governance



Board training

In 2024, the members of the Grundfos Holding Board of Directors participated in an ESG training sequence tailored for board members. The training objective was to build on the existing capacity of the board and to ensure that members are fully up to date with trends and regulatory developments. The training covered the following topics:

- Strategy and sustainability topics to consider and integrate
- Managing sustainability risks and integration into enterprise risk management processes
- Sustainability reporting and data as well as validation processes and controls
- Sustainability governance model and the role of the board

It is expected that the Board will participate in further ESG training sessions on a regular basis in the future.

Linking sustainability and remuneration

At Grundfos, the achievement of key sustainability targets is linked to our executive and senior leadership remuneration. This has been the case since 2017, when our incentive programme was redesigned to tie executive remuneration into our so-called sustainability index. This KPI acted as a single point of measure for the performance of a broad selection of Grundfos’ social and environmental metrics.

From 2023, the sustainability KPIs in executive remuneration were changed to focus directly on employee motivation and CO₂ emission reduction to reflect our Net Zero commitment. These KPIs are included as part of Grundfos’ executive and senior leadership remuneration programme for both short-term and long-term incentives.

The depicted goals and weights for the short-term incentive apply to members of Group Management and all senior leaders in vice president and senior director positions, with a small difference being the weight of the EMS score, which is set at 20% for non-executive employees.

ESG in executive short-term incentive 2024				
ESG component	Weight	Target	2024 Result	Bonus
Reduction of CO ₂ emissions (scope 1, 2 and 3).	17%	Annual reduction target based on long-term commitment.	10.5% emissions reduction achieved.	Above target.
Employee Motivation & Satisfaction (EMS).	17%	Score in employee engagement survey. +1 compared to 2023.	78**	On target.
Total weight of ESG components in executive STI.	33%	2 of 6 evenly rated KPIs in the Grundfos executive STI-programme are linked to sustainability goals.		

ESG in executive long-term incentive					
Year	ESG components	Weight	Target	2024 Result	Bonus
2022 - 2024	Reduction of CO ₂ emissions (scope 1 and 2).	25%	Reduction of scope 1 and 2 emissions by 6% compared to 2020 baseline, excluding PPA and green certificates.	13.6% emissions reduction achieved.	N/A*
2023 - 2025	Reduction of CO ₂ emissions (scope 1, 2 and 3).	25%	Reduction of scope 1, 2 and 3 emissions by 1.5% on average annually.	N/A*	N/A*
2024 - 2026	Reduction of CO ₂ emissions (scope 1, 2 and 3).	25%	Reduction of scope 1, 2 and 3 emissions by an annual 2% in average.	N/A*	N/A*

The target is achieved at 100%. 200% is the highest performance result that will trigger incentive payout.
 * 3-year programmes. First one established in 2022. Results will be final after the release of this report.
 ** The EMS score included in the executive STI-programme does not include non-Grundfos branded entities of the Grundfos Group.

Our sustainability framework

Grundfos' sustainability framework was defined in 2020, and guides our approach to sustainability across our operations and value chain. The deployment of sustainability programmes and priorities is anchored in the relevant group functions and business divisions across Grundfos and is overall governed by the Grundfos Sustainability Council.

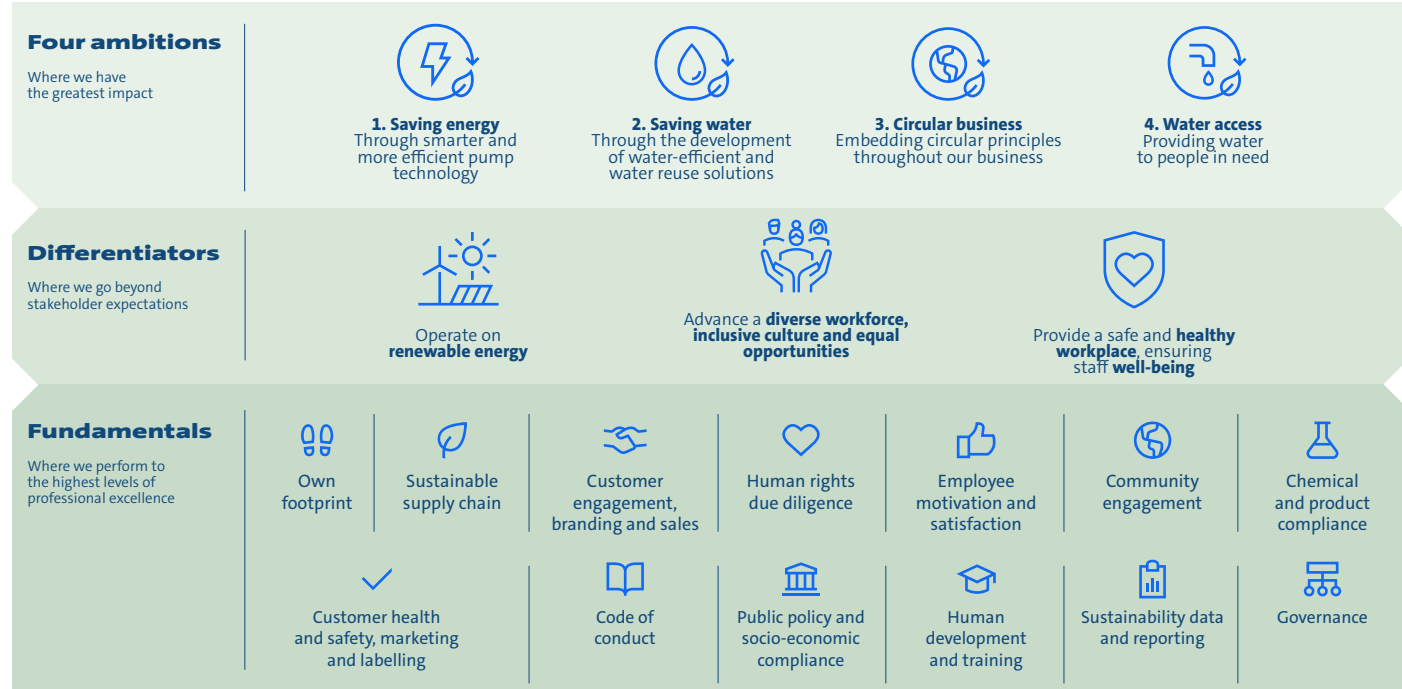
The framework outlines four ambitions:

- Climate and saving energy
- Water sustainability
- Circular business
- Water access

These are the areas where we want to assume a leadership role and where we believe we have the greatest impact, and they set the course for Grundfos' ongoing development of products and solutions.

Our sustainability ambitions are fully aligned with the commitments we have made to international standards and regulatory frameworks such as the SBTi, the UN Global Compact and the Paris Agreement.

Grundfos Sustainability Framework



Our current sustainability framework, which has served as an important foundation for some of our key achievements and initiatives such as our commitment to Net Zero, is currently being updated and will be aligned with the new **Grundfos strategy 2025-2027**.

We also recognise the value of the United Nations Sustainable Development Goals (UN SDGs).

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



Saving water
Enabling end users to save water through water reuse and water efficiency.

Water access
Contributing to improving water access for 300 million people in need.



Saving energy
Enabling end users to save energy by innovating and delivering smart pumps and new solutions.

Circular business
Developing towards a circular business.

Reporting and ratings

We adopt and follow standards and guidelines that support the strengthening of our sustainability performance and encourage and provide transparency on progress.



EcoVadis allows us and our customers to get a detailed insight into our own progress within environment, labour and human rights, ethics and sustainable procurement. Grundfos holds an EcoVadis Platinum medal.



Grundfos is rated B by CDP Climate based on 2023 data. We continue to aim for an A.



Since the baseline year 2020, Grundfos has reduced CO₂e emissions by 23.6%.



Our focus is on SDGs #6 and #13 where we strive to contribute to positive development.



We continue to support the UN Global Compact and to report on progress accordingly.



As part of Grundfos' SBTi-validated Net Zero target, we have also signed onto the Business Ambition for 1.5 Campaign by UN Global Compact, which continues to call on companies to set ambitious emissions reductions targets in line with the Corporate Net-Zero Standard.



Grundfos is committed to supporting the transition toward a net zero future. This includes transforming our own fleet of vehicles to run on electricity.

Spotlight: Grundfos earns Platinum EcoVadis rating



In June 2024, Grundfos achieved the Platinum medal rating from EcoVadis. This recognition places Grundfos in the 99th percentile of companies rated worldwide, showcasing our unwavering commitment to sustainable business practices.

EcoVadis is one of the world's largest and most trusted providers of business sustainability ratings, assessing more than 130,000 companies' actions and practices on their corporate and social responsibility. Using its international standards, EcoVadis has evaluated Grundfos across four key areas: Environment, Labour & Human Rights, Ethics and Sustainable Procurement to award the business a Platinum medal rating.

Since the last assessment (Gold medal rating), Grundfos has implemented additional measures and policies to strengthen social and environmental responsibility across the value chain. At the same time, we have made significant progress towards both water and climate ambitions, reflecting our ongoing commitment to sustainability and continuous improvement.

Double materiality assessment

In 2024, we reviewed our double materiality assessment (DMA), building on the thorough analysis that was performed in 2023. The purpose of the review was to strengthen and expand the analysis with input from deep-dive assessments made throughout the year.

The process

The 2024 double materiality assessment was built upon the 2023 assessment and added further analysis. The assessment is part of our preparation for the EU Corporate Sustainability Reporting Directive (CSRD). Moving forward, the directive will determine which topics and KPIs will be reported. The KPIs in our 2024 report are not based on the result of the double materiality assessment, but on previous assessments of materiality.

The 2024 review included findings from the following:

- Human rights risks and saliency assessment
- Climate risks and opportunities assessment
- Water risks assessment

These assessments covered key geographies and sites and included new findings for us to consider in the DMA.

The 2023 assessment included a large group of stakeholders and was primarily a qualitative assessment. Key internal subject matter experts in climate, water sustainability, human rights, circular business and governance were involved. External input was gathered through desktop research and publicly available papers related to Grundfos' sustainability matters. While proxies were used to obtain input from external stakeholders in 2024, we plan to directly involve key external stakeholders in our 2025 assessment.

Impacts, risks and opportunities were identified based on EU CSRD topical standards the European Sustainability Reporting Standards (ESRS), and based on a set time frame.

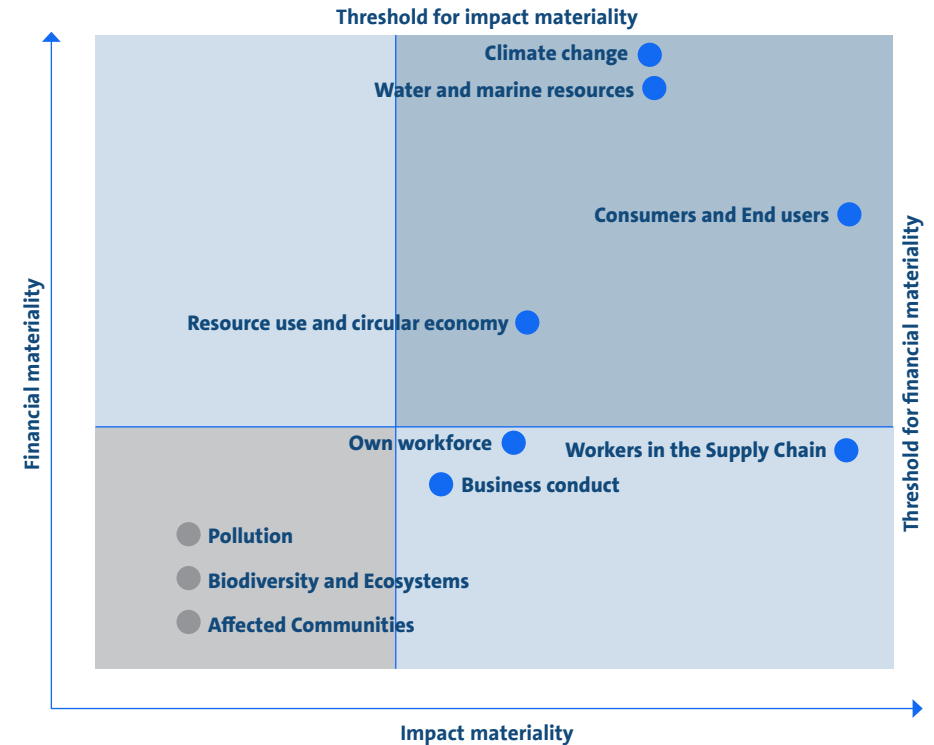
The type of impact caused by Grundfos to people or the environment was considered. Scoring of the severity of the impact was based on scale, scope and irremediability. Risks and opportunities were scored based on their likelihood of materialising and their known or potential financial impact on Grundfos. In the case of a potential negative human rights impact, the severity of the impact takes precedence over its likelihood.

The financial impact was assessed based on quantitative thresholds where such were available, and qualitative thresholds were used where quantifiable thresholds were not available. For topics with both a risk and opportunity identified, we are using the highest score for this topic.

The scales used for scoring our material topics are aligned with the scales of Grundfos enterprise risk management (ERM) assessments. The processes are also aligned to ensure that the outcome of the double materiality assessment will inform the ERM assessment and ultimately the strategy development.

The outcome of the double materiality assessment

We have identified our environmental and social impacts along our value chain and the ESG-related risks and opportunities for our business. Using the names of the EU CSRD topical standards, the matrix above shows which sustainability topics are the most material to Grundfos.



Climate change
ESRS E1

Climate change is one of the two highest scoring topics when it comes to impact and opportunities. A significant impact is related to the emissions from the use phase of our products. Grundfos seeks to mitigate this impact by developing energy-efficient and intelligent solutions, which enable energy and water savings for our end users, in turn contributing towards climate change mitigation. We see a significant financial opportunity for Grundfos in further expanding our market position with energy-efficient solutions, while also identifying a financial and reputational risk should we fail to deliver on our targets.

Water and marine resources
ESRS E3

The other high-scoring topic on impact and opportunity is water. Grundfos has low water withdrawal in own operations, and materiality in supply chain is still under assessment but represents a positive impact opportunity through our core solutions. Both the water crisis and climate change require that we move, manage and treat more water to reduce water withdrawal and build resilience of business and communities through water action. Many of Grundfos' products and services are incorporated into end user water solution designs that will be increasingly in demand and contribute with solutions for global water challenges.

Resource use and circular economy
ESRS E5

Producing millions of pumps every year means Grundfos has a substantial resource footprint. Transitioning to circular business is identified as an opportunity for Grundfos to reduce negative environmental impact and increase revenue through optimisation of product performance, extension of lifetime and reuse of materials and components. At the same time, it will require time and investment to scale approaches to circular designs and use of recycled materials as this requires changes to product design and input strategies, which can be year-long processes.

Consumers and end users
ESRS S4

Providing water access is a key ambition for Grundfos, as well as a business opportunity. The positive impact is already significant and the potential even greater.

Grundfos can improve access to water at scale for communities across continents, and especially in the Global South through our core business solutions and network, financing partnerships and collective impact programmes.

Own workforce
ESRS S1

As an employer of close to 21,000 people globally, Grundfos must act as a responsible employer and ensure safe and healthy working environments and conditions, including careful monitoring of labour rights risks in our own workforce. We place great faith in the strength of our values and our colleagues, and we therefore do not consider it material because we see enormous potential, opportunity and positive impact in a position for Grundfos as a leading employer when it comes to providing the best working environment in our sector and ensuring that our colleagues feel that our company has a positive impact on them.

Workers in the supply chain
ESRS S2

This topic has been identified as being material in terms of risk and impact reach of our global supply chain and the high-risk categories of materials and components in our products. Potential risks include forced labour or child labour, discrimination and unfair treatment of workers, inadequate wages and breaches of human rights.

Grundfos has solid programmes for due diligence and risk mitigation in place in our supply chain, making respect for human rights an integral part of our procurement processes.

Business conduct
ESRS G1

Grundfos operates directly or indirectly in high-risk countries where corruption is known to be present. The lack of influence and control puts our business at risk of being exposed to or implicated in unethical behaviour, causing a negative financial impact on Grundfos.

Grundfos has solid programmes and training in place to mitigate the risk of unethical business conduct. On the positive side, we uphold high standards for responsible tax payment and transparency.

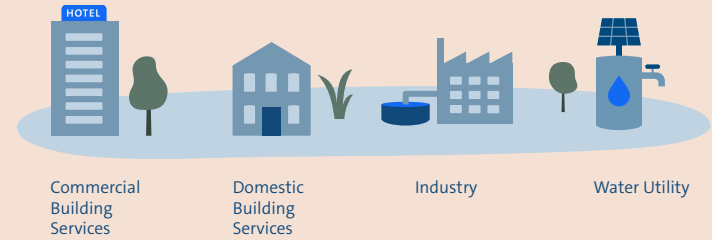
Topics not considered material

The 2024 double materiality assessment changed the materiality status of two topics, which were considered material in 2023. 'Pollution' and 'Affected communities' no longer score above the threshold for materiality in our assessment. Still, these two topics will continue to be of significant importance to Grundfos, and responsible business conduct will be ensured by means of appropriate policies and processes. In 2024, we conducted a biodiversity assessment. The assessment confirmed that the topic is not material to Grundfos. We continually strengthen our double materiality process and build connecting processes and analyses. We therefore expect to see changes to some of our impacts, risks and opportunities (IRO) over the coming years.

Impacts along our value chain

Our ambition is to accelerate the energy and water efficiency of our solutions for our end users, to provide water access to underserved communities and to enable circularity, while respecting human rights throughout our value chain.

Our four divisions



1. Design & product development

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

2. Purchasing

We strive to reduce negative impact on people and the planet in close collaboration with our suppliers.

3. Operations

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



8. End of life

We collect end-of-life products through our Take Back programme with the ambition of reducing waste through remanufacturing and reuse.



7. Service

Through our global service programme, we optimise the performance of our products and solutions as well as maintain and prolong the life of existing installations.



6. Use

99% of our emissions come from the use phase of our products. We enable our end users to save energy and water through smarter and more energy and water-efficient solutions, while maintaining the highest level of product safety.

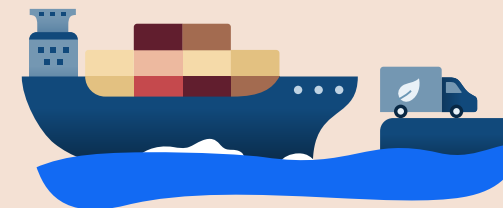
4. Sales

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



5. Distribution

We engage in collaborative initiatives to minimise the impact of our logistics, including a focus on reusable packaging, reducing resource consumption and CO₂ emissions.



EU Taxonomy at Grundfos

In 2023, we voluntarily presented the results of our eligibility assessment to identify activities contributing to the EU Taxonomy (EUT) objectives. Our main contributions come from manufacturing low-carbon technologies and energy-efficient equipment for buildings, especially heating and cooling solutions.

A large part of our activities, like water utility and industrial solutions, are not covered by the current EUT regulations.

Commitment to sustainability

We are committed to aligning with the EUT to show our dedication to environmental sustainability and to meet stakeholder demands for transparency and accountability.

This alignment supports our strategic goals of producing high-performance products that help mitigate climate change through energy efficiency and renewable energy use. Additionally, we are working towards a circular economy through spare parts, repair and refurbishment activities.

Efforts and achievements

Following the eligibility assessment, we have made significant progress in aligning with the EUT criteria, including the Technical Screening Criteria (TSC) and the Do No Significant Harm (DNSH).

We have assessed our most material and impactful activities, particularly those related to climate change mitigation in preparation for next year's mandatory report.



Results of the assessment

Our alignment assessment revealed that two relevant EU Taxonomy activities have the potential to be aligned based on the TSC:

- *M 3.6. Manufacture of other low-carbon technologies* include products with variable speed control, providing the highest energy efficiency to substantially reduce GHG emission originating from the use of the sold products. Our most energy-efficient E-pumps use up to 37% less energy than a standard pump without controls. Grundfos is currently preparing procedures and documentation in terms of alignment of activity M 3.6.
- *M 3.1. Manufacture of renewable energy technologies* include all manufactured products that are dedicated by design to operation on renewable energy to support the utilisation of such sources.

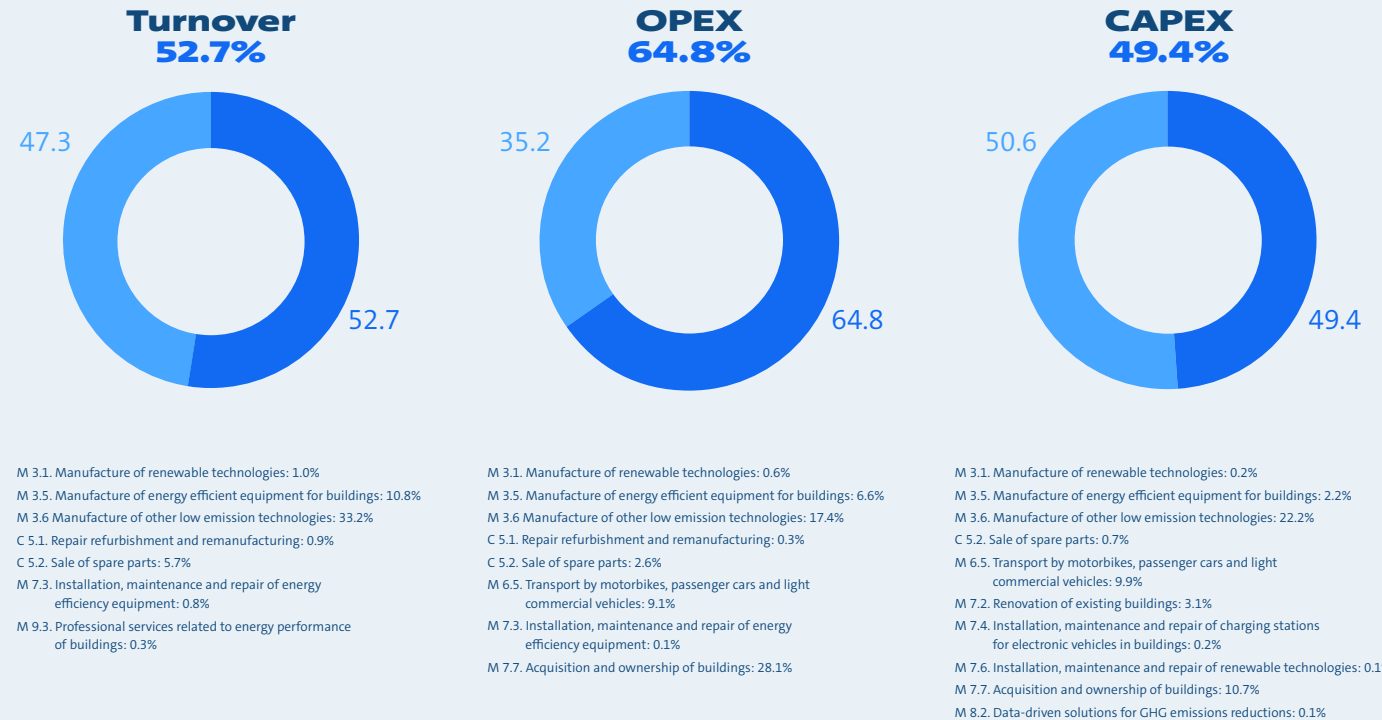
Based on materiality, *M 3.5. Manufacture of energy efficiency equipment for buildings* has also been assessed, yet the criteria cannot be met due to the fact that relevant manufactured products are not subject to the energy labelling framework required by the EUT criteria, regardless of their energy efficiency.

Looking ahead

2025 is the first mandatory EUT reporting year, and we plan to continue our alignment assessment with third-party verification and assess other activities with potential substantial contributions, e.g. *C 5.2. Sale of spare parts*. We aim to provide an even more transparent overview of our activities and strengthen the alignment with the EU Taxonomy even further. Additionally, we are collaborating with the European Association of Pump Manufacturers to establish industry guidelines for selecting relevant economic activities and applying reporting methodologies.

EU Taxonomy eligibility results for the fiscal year 2024

■ Non-eligible
■ Eligible



Sustainability performance overview

General data	Unit	2024	2023	2022	2021	2020	2020 baseline	Target/ambition	Progress on target	Assurance level 2024 Data
Number of employees at year-end	Headcount	20,818**	19,937	20,026	20,154	19,221				Reasonable assurance
Average number of full-time employees	#	19,854	19,916	20,234	19,533	19,227				Reasonable assurance
Earning before interest and tax (EBIT) before special items	DKK Millions	3,590	4,309	3,939	3,266	2,606				Reasonable assurance
Net revenue	DKK Millions	33,226	34,407	33,341	28,733	26,340				Reasonable assurance
Environmental data										
Total emissions scope 1, scope 2, scope 3	t CO ₂ e	112,116,501	125,318,071*	142,220,719*			146,832,956	Reduce total absolute emissions by 90% in 2050 compared to 2020 baseline.	Reduced total emissions by 23.6% compared to the baseline year.	Reasonable assurance
Total emissions scope 1, scope 2 (market-based)	t CO ₂ e	76,482	94,109	100,323	114,631	114,865	118,870	Reduce scope 1 and 2 absolute emissions by 50% by 2030 compared to 2020 baseline.	Reduced our scope 1 and 2 emissions by 35.7% compared to the baseline year.	Reasonable assurance
Emissions scope 1	t CO ₂ e	23,363	25,485	28,182	28,387	26,256	28,853			Reasonable assurance
Emissions scope 2 market-based	t CO ₂ e	53,119	68,624	72,141	86,244	88,609	90,017			Reasonable assurance
Emissions scope 2 location-based	t CO ₂ e	44,938	41,854	49,929	58,378	55,748	56,735			Reasonable assurance
Emissions scope 3	t CO ₂ e	112,040,019	125,223,962*	142,120,396*			146,714,086	Reduce scope 3 absolute emissions by 25% by 2030 compared to 2020 baseline.	Reduced scope 3 emissions by 23.6% compared to the baseline year.	Reasonable assurance
<i>Emission from purchased goods and services (category 1)</i>	t CO ₂ e	1,010,127**	1,039,031	1,196,729			937,490			Reasonable assurance
<i>Emission from capital goods (category 2)</i>	t CO ₂ e	116,642	94,556	72,161			77,590			Reasonable assurance
<i>Emission from fuel and energy related activities (category 3)</i>	t CO ₂ e	15,233	16,495	18,849			17,339			Reasonable assurance
<i>Emission from upstream transportation and distribution (category 4)</i>	t CO ₂ e	84,556	69,540	85,495			105,453			Reasonable assurance
<i>Emission from waste generated in operations (category 5)</i>	t CO ₂ e	846	1,008	1,078			2,249			Reasonable assurance
<i>Emission from business travel (category 6)</i>	t CO ₂ e	46,601**	46,147	26,075			29,268			Reasonable assurance
<i>Emission from employee commuting (category 7)</i>	t CO ₂ e	16,774	15,981	12,886			18,441			Reasonable assurance
<i>Emission from use of sold products (category 11)</i>	t CO ₂ e	110,746,236	123,937,802*	140,703,810*			145,523,467			Reasonable assurance
<i>Emission from end-of-life treatment of sold products (category 12)</i>	t CO ₂ e	3,005	3,401	3,313			2,789			Reasonable assurance
CO ₂ e intensity based on revenue	t CO ₂ e / DKK Millions	3,374	3,646	4,266						Reasonable assurance
Energy consumption (scope 1, scope 2)	MWh	284,611	286,264	319,641	333,705	310,613				Reasonable assurance
Share of renewable energy	%	21								Reasonable assurance
Water withdrawal	m ³	335,610	339,608	365,126	341,538	318,469		Reduce water withdrawal by 50% compared to 2008 baseline (626,000 m3).	Reduced water withdrawal by 46% compared to baseline.	Reasonable assurance

*Number has been restated, please refer to page 77.

** Accounting principle has been changed, please refer relevant description on pages 73-77.

Sustainability performance overview - continued

Environmental data	Unit	2024	2023	2022	2021	2020	2020 baseline	Target/ambition	Progress on target	Assurance level 2024 Data
Total waste to landfill	t	669	872	965	1,098	1,426		Reduce our waste to landfill by 50% compared to 2018 baseline (2,520 t).	Reduced waste to landfill by 73% compared to baseline.	Reasonable assurance
<i>Hazardous waste to landfill</i>	t	47	76	64	129	202				Reasonable assurance
<i>Non-hazardous waste to landfill</i>	t	622	797	901	969	1224				Reasonable assurance
Resource recovery through takeback	kg	89,054	134,098	64,288	37,992	≈ 14,665		Recover 500,000 kg from take-back in 2025.	18% of ambition achieved.	Reasonable assurance
Social data										
Women in Board of Directors	%	33	20	33	33	20		33% women in Board of Directors by 2025.	Target achieved.	Reasonable assurance
Women in top leadership	%	21	21							Limited assurance
Women leaders	%	25**	25	24	22	24		27% women in leadership positions by 2025.	Positive trend with 2%-point to target.	Reasonable assurance
Total voluntary turnover	%	6**	8							Reasonable assurance
People with disabilities	%	3.0	2.8	3.0	3.0	3.1		3.5% representation of people with disabilities by 2025.	86% of 2025 target achieved.	Limited assurance
Lost Time Injury (LTI) ratio	per million working hours	1.87	1.77	2.06	2.23	1.81		LTIR ratio of 1.5 by 2025.	0.37 improvement needed to meet target.	Reasonable assurance
Employee Motivation and Satisfaction	score	77**	78	76	77	77		EMS score of 78 by 2025.	Target achieved for Grundfos branded business.	Reasonable assurance
Stress level	%	21	21	22				Reduce the level of stress to 12% by 2025.	9%-point improvement required in stress level to meet ambition.	Reasonable assurance
People reached with drinking water access	number	6,446,741**	2,050,934					Promote access to drinking water for 300 million people by 2030.	Please refer to page 46.	Limited assurance
Governance										
Supplier sustainability										
<i>Number of EcoVadis onboarding</i>	#	495	408					500 onboarded suppliers to EcoVadis by 2025.	99% of target achieved.	Reasonable assurance
<i>Overall CSR compliance rate - EV & BV (CSR)</i>	%	91.3	91.6					Overall CSR compliance rate of 91% for all suppliers by 2025.	We surpassed our 2025 target by 0.3%.	Reasonable assurance
<i>Spend coverage - with data (carbon footprint)</i>	%	30.5	22.3					Spend coverage on carbon footprint for all suppliers of 30% by 2025.	We surpassed our 2025 target by 0.5%.	Reasonable assurance
<i>Spend coverage (water footprint)</i>	%	26.0	20.1					Spend coverage on water footprint for all audited suppliers of 25% by 2025.	We surpassed our 2025 target by 1%.	Reasonable assurance
<i>Number of chemical compliance data acceptance</i>	#	35,093	25,366					41,593 accepted Part Number-Vendor combination lines by 2025	84.4% of target achieved.	Reasonable assurance
<i>Conflict minerals - declaration coverage (Compliance)</i>	%	95.7	92.5					100% completed data sharing request by 2025.	95.7% of target achieved.	Reasonable assurance
Taxonomy										
<i>Taxonomy Eligible OPEX</i>	%	64.8	42.3							Limited assurance
<i>Taxonomy Eligible CAPEX</i>	%	49.4	38.2							Limited assurance
<i>Taxonomy Eligible Turnover</i>	%	52.7	52.7							Limited assurance

*Number has been restated, please refer to page 77.

** Accounting principle has been changed, please refer relevant description on pages 73-77.



3

Environmental impact

- 28 Climate
- 34 Water
- 38 Circular business

Climate

In 2024, we achieved a 23.6% carbon emissions reduction since baseline year 2020, 10.5% compared to 2023. A CDP B climate rating was obtained.

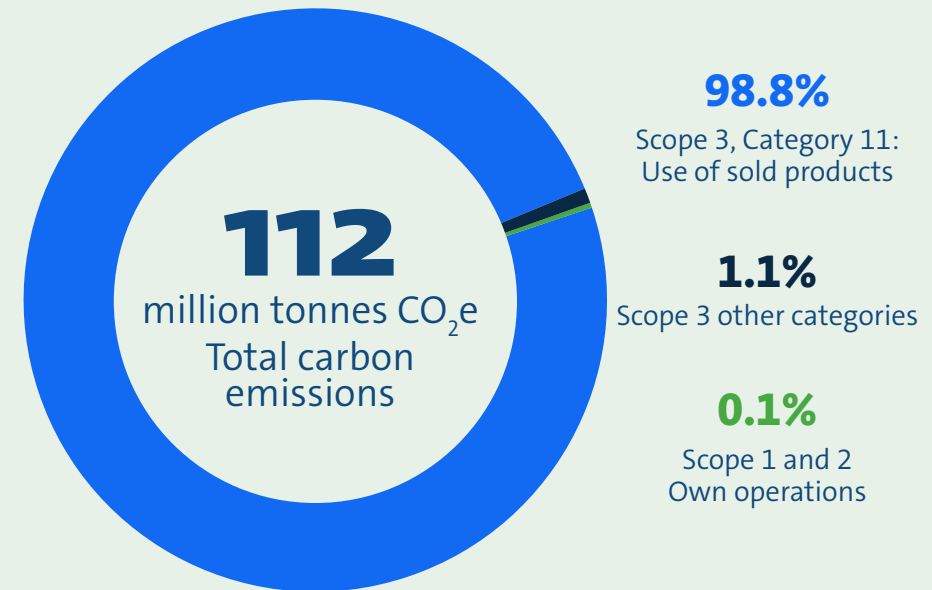
The impact of climate change often materialises as water impact. Globally, we see a growing need for moving, managing and treating water. Increasing amounts of energy are needed to perform these preventive and reactive actions, and this puts further strain on the climate. Decarbonising the flow of water is therefore central.

Grundfos is committed to achieving net-zero carbon emissions across its value chain and to supporting the global transition to an equitable, low-carbon and climate-resilient economy. It is increasingly important to adapt to the impacts of climate change with climate and water-resilient solutions for companies, communities and societies.

Our products and solutions support customers around the world to cool and heat commercial buildings and residential homes, to manage water and liquids in manufacturing, and not least to provide essential drinking water and wastewater treatment services to citizens.

As is the case for many technology companies, most of our emissions stem from the use phase of our sold products. In the case of Grundfos, it is close to 99%. This means that the progress on reduction of our scope 3 downstream carbon emissions is the same as enabling our customers to reduce their carbon emissions.

2024 total carbon emission footprint



Scope 3, cat. 11:

Use of sold products

Emissions generated from the electricity used during a 10-year use-phase of our products.

Scope 3 other categories

- Purchased goods and services
- Capital goods
- Fuel and energy related activities
- Upstream transportation and distribution
- Waste generated in operations
- Business travel
- Employee commuting
- End-of-life treatment of sold products

Scope 1

- Natural gas
- Fleet
- Refrigerants

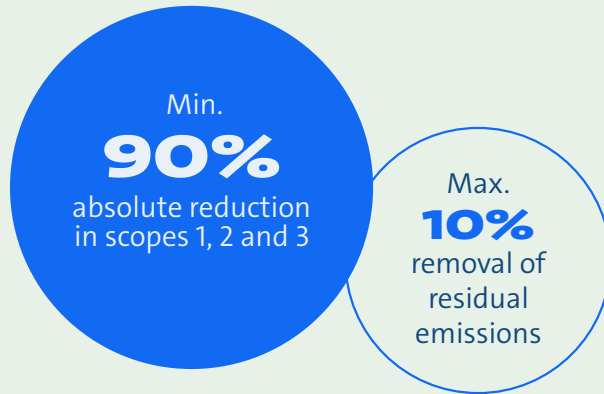
Scope 2

- District heating
- Electricity

Our science-based net-zero journey



Net Zero by 2050



2030 goals



Targets based on 2020 baseline.

Approach

Grundfos was the first water solutions company to have its 2050 Net Zero target validated by the Science Based Targets Initiative (SBTi).

This was a reinforcement of our commitment to achieving net-zero emissions and support the global transition to a climate-resilient, equitable and low-carbon economy.

To reach our net zero target by 2050, deep decarbonisation is imperative across our operations and wider value chain. This mission involves collaboration between every function and division in Grundfos, as well as external partners such as the Science Based Targets initiative (SBTi), Climate Group EV100, C40 Cities and the World Economic Forum, and we are working diligently to orchestrate this transition journey.

Progress in 2024

In 2024, we have **reduced our scope 1, 2 and 3 emissions with 10.5% compared to 2023, and 23.6% against our baseline year.** Consequently, our total emissions in 2024 were 13.6% lower than the 2024 calculated SBTi trajectory. This achievement can be attributed to a combination of our efforts to sell more energy-efficient pumps, the effect of our power purchase agreement, the overall decarbonisation of the electricity grid as well as a lower volume of sold products in 2024.

While we have reduced overall emissions, we have not met our target on energy consumption in our own operation. Mitigation actions are currently being considered for these situations.

In 2024, we received a B score in CDP climate, and we continue working towards CDP A.

Targets	2024 performance	2023 performance	Progress on target
Reduce total absolute emissions by 90% in 2050 compared to 2020 baseline.	10.5% reduction compared to 2023	11.9% reduction compared to 2022	We have reduced our total emissions by 23.6% compared to the baseline.
Reduce scope 1 and 2 absolute emissions by 50% by 2030 and by 90% by 2050	18.7% reduction compared to 2023	6.2% reduction compared to 2022	We have reduced our scope 1 and 2 emissions by 35.7% compared to baseline.
Reduce scope 3 absolute emission by 25% by 2030 and 90% by 2050	10.5% reduction compared to 2023	11.9% reduction compared to 2022	We have reduced our scope 3 emissions by 23.6% compared to the baseline.

ENVIRONMENTAL IMPACT

Scope 1

In our own operation we focused on **installation of onsite PV solar panels, installation of EV charging infrastructure and conversion of our fleet to EV.**

23m DKK were invested in climate initiatives in our own operations, including investments in solar panel installations and production line energy savings.

Scope 2

We took a big leap towards our **near-term 2030 target for decarbonisation of our own operation** when the Pajuperänkangas wind farm in Finland went online in June. The windfarm is based on 14 VESTAS wind turbines with a 6.2 MW capacity.

Already in 2024, we received approximately 40,000 MWh of renewable electricity. In 2025, we expect the full-year production to be close to 80,000 MWh of renewable electricity, which means that we reach our **50% reduction target** five years ahead of time.

Scope 3 upstream

In our **supply chain**, we have mapped out our key suppliers and key material groups combined with the implementation of a solution for capturing supplier-specific data.

This enables us to achieve a **more robust data foundation** for the decarbonisation of our supply chain.

Scope 3 downstream

All Grundfos divisions have focused on growing the share of sold energy-efficient water solutions.

By growing our portfolio of E-pumps, we have a direct influence on the decarbonisation of our downstream emissions. An E-pump uses 37% less energy than a standard pump without controls.

Climate transition action plan

We want a credible climate transition action plan with a time-bound actionable roadmap. The plan must outline how we will achieve our climate strategy and how to pivot existing assets, operations and business models towards a trajectory aligned with our near-term and long-term net-zero commitments.

In 2024, we developed our first climate transition action plan, which is our consolidated and transparent decarbonisation roadmap. The roadmap outlines how we can reach our near-term 2030 target. The transition action plan maps key dependencies and opportunities for Grundfos to have a positive impact.

CASE: JABIL

Jabil slashes energy and CO₂ with data-driven pumps

Jabil, one of the world's largest manufacturing solutions providers, aimed to cut energy consumption by at least 15% at its medical device manufacturing plant in Bray, Ireland. The goal was part of Jabil's broader objective to reduce operational greenhouse gas emissions by 50% by 2030. After a 'Grundfos Energy Check Advanced' revealed potential savings, Jabil replaced its pumps with modern Grundfos pumps, which led to energy and CO₂ savings of 52%.

The first pumps tested were part of a new heat recovery system, which utilised the heat generated by the manufacturing lines' air compressors for heating the offices and production areas. The Grundfos E-pump installed in 2014 has been running 24/7 without issues, allowing Jabil to cut gas usage on-site.

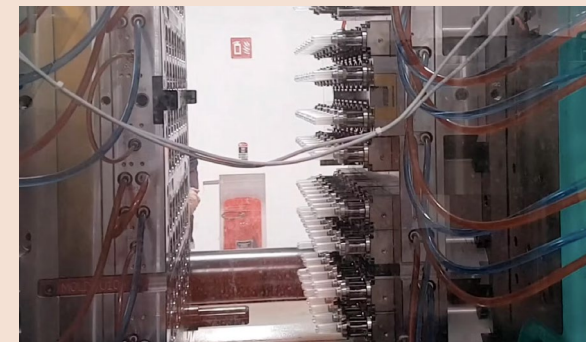
The reliability of the Grundfos pumps has been vital, especially in ISO-certified clean rooms where pump failure could halt production. The pumps' data-driven capabilities have enabled continuous improvements in processes, with data collection and monitoring being key to their success. Over nine years, the Grundfos pumps have generated nearly 577,109 kWh in energy savings at Jabil's Bray facility, amounting to more than 218 tonnes of CO₂ savings annually.

The most recent replacement for Jabil was a cooling tower pump. The replacement of that specific solution resulted in energy savings of 116,509 kWh per year, which represented energy reductions of no less than 80%.

Jabil's energy-saving efforts have been recognised locally, nationally and globally, with the company receiving several energy-saving project grants from the Sustainable Energy Authority of Ireland (SEAI). The data provided by Grundfos has been instrumental in securing these grants. Overall, Jabil's initiatives have reduced electricity consumption from 20 gigawatts to 12 gigawatts annually, resulting in millions of euros in savings.

Grundfos supplied the following:
[Energy Check Advanced](#)

Hydro MPC, CRE, TPE and NBE skids



Spotlight:
The most sustainable square metre is the one we don't need

The Group Facility department at Grundfos works relentlessly to optimise our workplaces around the world and find more sustainable solutions throughout Grundfos' building portfolio. A guiding motto for the Facility team is 'The most sustainable square meter is the one Grundfos doesn't need.'

For the Grundfos office in Belgium, it was decided to transition from an outdated 1980s building to a modern, Nearly Zero Energy Building (NZEB). The benefits included a reduced building footprint by an impressive 1,931 m², resulting in a yearly energy use reduction of 275 MWh per year, operational cost savings and a CO₂ emission reduction of 40 tonnes per year.

Despite the overall smaller space, the new building presented improved working conditions and a boost in employee well-being due to the enhanced space utilisation and functionality and a hybrid approach to work.



Transportation and distribution emissions

Grundfos' emissions from upstream and downstream transportation and distribution are equal in size to the emissions from our factories. This means that it is an important area of our business to continue to decarbonise.

In 2024, we implemented the EcoTransIT mass-shipment calculation tool with the aim to improve our CO₂e reporting accuracy. With this tool, the quality of the calculations of non-reported shipments is considerably higher compared to our previous processes.

Transportation and distribution emissions increased in 2024. The emission increase was caused by a higher

amount of air freight volume. We unfortunately saw a trend in increased air freight over a longer period. Air freight represented 1-2% of total shipped weight, but accounted for more than 40% of total transportation emissions. We have a clear ambition of reducing our use of air freight.

The total weight of shipment on all transport modes (ocean, road, air, rail, courier) was lower in 2024 compared to 2023, and this in isolation contributed to some emissions reductions, but not enough to impact the overall increase caused by air freight.

The final result was a 21.6% increase in emissions from transportation and distribution.

Risks and opportunities

A group-wide Climate Risk and Opportunity (CRO) assessment was concluded in 2024. The methodology aligned with the recommendations from the Task Force on Climate-related Financial Disclosures (TCFD). This included the evaluation of relevant physical climate risks as well as risks and opportunities on circularity and a green and just transition.

The objectives of the CRO project were to:

- Comprehensively identify and prioritise the key climate-related risks and opportunities (CROs) that climate change and the net-zero agenda pose for Grundfos.
- Quantify the impact of the most relevant CROs under different climate change scenarios.
- Develop a roadmap for risk mitigation and response.

The CRO assessment provided us with a clear overview of where and how the green transition will impact our supply chain, our own operation and our customers. Key impact and opportunity areas were reskilling and upskilling of suppliers and customers and their workforces, as well as upskilling of our own workforce. Key drivers for this need were identified as the increase of E-pumps being sold by Grundfos and the growth of circular business models in both our own operation and our supply chain.

The Climate Risk & Opportunity assessment covered the topics below:			
CRO category	Direct impacts	Indirect impacts	Identified mitigation measures
Physical risk affecting own operations	Direct climate impacts on production due to flooding, leading to production stoppages (e.g. if the site is flooded, or staff availability, in/outbound logistics, etc. are disrupted).	Indirect climate impacts on production from drought, where sites are dependent on hydroelectricity from local grids and are unable to function due to lack of power.	We have prepared mitigation roadmaps for our primary high-risk sites. More sites require deeper assessments to develop mitigation plans. This is a priority for 2025.
Circularity reduces embedded carbon emissions	Assessing the opportunity of decoupling Grundfos production from virgin resources and increasing circularity within the company's products and business model.		Circularity continues to be an area of focus for Grundfos, and we are expanding our take-back programme while engaging with suppliers to learn more about circular materials.
Enabling transition to green energy and energy efficiency	Assessing the opportunity to Grundfos of products and solutions enabling the green energy transition.		Decarbonisation solutions for end users is an area that we keep exploring. In 2024, we engaged with key stakeholders and customers to better understand our opportunities for pushing green transition impact in collaboration with others.
Contributing to a just transition	Qualitatively assessing the impact that key net-zero transition levers have on Grundfos from the perspective of a just transition.		We have an overview of where and how the green transition will impact our supply chain, in our own operation and with our customers. Key impact and opportunity areas are reskilling and upskilling of suppliers and customers and their workforces, as well as upskilling of our own workforce. Key drivers for this need are the increase of E-pumps in our sold population and the growth of circular business models in both own operation and supply chain. Our climate transition action plan will ensure that Grundfos not only contributes to a green transition, but it will also consider the impact on people and ensure that the transition Grundfos is contributing to is a just transition.

Looking ahead

Having developed our consolidated climate transition action plan, we will evaluate how aligned our overall transition plan is with our goals, and we will then initiate the implementation of appropriate and relevant changes. Based on this, we expect that the first update of the transition action plan will happen in 2025.

Energy efficiency and renewable energy remain key priorities towards 2030, as does accelerating decarbonisation for and with our customers.

We are in the process of exploring how we can best utilise collective action programmes to accelerate our ambitions within climate and water, while having a positive impact on people and the environment.

We expect to select the first collective action project during 2025.

Spotlight: Partnership to boost ESG for small and medium-sized enterprises

In 2024, Grundfos joined the Aarhus University and Danish Industry Foundation programme ‘ESG – from reporting to business’ as an industry partner. The objective of the programme is to develop and communicate knowledge and tools for Danish small and medium-sized enterprises to handle their own ESG reporting and use the reporting as a lever for developing their businesses. By engaging and training suppliers from our supply chain, we help spread knowledge of ESG-driven business and carbon emissions reporting. Throughout the project, Aarhus University interviews both partner organisations and suppliers to record progress, development and best practice.

Spotlight: Two Grundfos plants became LEED certified in 2024

Grundfos continues its path of establishing state-of-the-art manufacturing facilities. Two sites were awarded the prestigious LEED certifications in 2024.

Our site in Changshu, China, received a platinum certification based on the following main measures:

- Building envelope: a highly insulated building envelope, exceeding local standards, to reduce heating demand.
- Glazing and shading: high performance glazing and active shading to minimise cooling demand.
- Ventilation: air handling units with high-efficiency heat recovery.
- Heating and cooling: heat pumps with outstanding efficiency throughout the year.
- HVAC systems: high-efficiency components and control systems, including Grundfos pumps with smart control for optimal performance.
- Energy source: primarily electricity-based systems, replacing gas usage and providing the possibility to further optimise the CO₂ footprint.

- Renewable energy: a 1.5 MWp photovoltaic solar plant to produce cleaner energy.
- Electromobility: standard and fast chargers made available in the parking areas to promote electric vehicle use.
- Rainwater harvesting reduces potable water usage. Harvested water is used in cooling towers, testers and toilets.

The Grundfos site in Chennai, India, received the LEED Zero Water certification. Some of the initiatives that contributed to the certification include:

- Integrated rainwater harvesting system featuring six tanks with a total capacity of 700,000 litres, meeting the building’s water requirements.
- Installation of energy-efficient sewage treatment plant, maximising the amount of recycled water.
- Reuse of reclaimed water for cultivating green space, enhancing urban cooling and improving employee wellness.



The LEED certified Grundfos site in Changshu, China

Water

Currently the focus for Grundfos is on saving water, but we will shift to a broader scope to encompass water resilience across our value chain as a more holistic perspective. We reduced 46% of water withdrawal in own operations since 2008, and in 2024 we enabled end users to save 1.5bn m³ of water in their operations.

Approach

At Grundfos, we believe water is the most essential resource on the planet. Our ecosystems, biodiversity – life itself depends on it. It is also the foundation for progress. Managing water is vital for upholding economies and societies. Therefore, we seek to accelerate action on water by optimising our products and intelligent water solutions for our own business, customers, end users and the planet. However, solving the water crisis takes more than just a focus on water technology. Creating effective action and a real change demands a collective effort.

Already now, one quarter of the world's population faces extremely high water stress. It is projected that by 2050, more than half the world's population could face extremely high water stress at least one month a year, significantly impacting public health, economic growth and social stability. This is why we constantly focus on innovation and work with our customers and partners to utilise our solutions and technologies in the best possible way. This is also the reason why we make our voice heard to influence the strengthening of policy to propel change.



To realise the potential of water and transition to a water resilient, net-zero future for all, we must address the multidimensional nature of water and the water crisis to:

- Move more water while using less energy
- Reduce the use of water by improving water efficiency
- Treat and recover water to increase water productivity and ensure water-fit-for-purpose
- Build resilience to the impacts of climate change
- Improve access to safe water for all

Progress in 2024

During 2024, we focused on assessments of water risk across our value chain, including:

- Supply chain
- Own operational sites
- Complementary biodiversity assessments

In addition, we engaged with customers, partners and end users at global water events to further explore risks and opportunities in relation to water resilience.

This has enabled us to develop a grounded and impact-based new approach to water sustainability.

The consequence is a shift to a water sustainability framework for our value chain and a broadening from a narrower focus on purely saving water to a more holistic water resilience focus. The elements of the framework are aligned with the CDP Water Security approach.

We are now in the process of target-setting for each of the six main pillars of the new approach:

- Supply chain
- Operations
- End user solutions
- Water access
- Public policy, partnerships and advocacy
- Collective impact programmes

During this period of analysis and framework development, we have continued to make progress against our existing water targets.

We have two targets for our current ambition on water:

Reducing own water withdrawal

Our target is to **reduce our own water withdrawal by 50% by 2025 based on a 2008 baseline. In 2024, we have achieved 93%* of this target.** Water recovery initiatives have been very effective, as installations combining Grundfos chemical dosing pump technology and the reverse osmosis know-how of MECO have been deployed at several Grundfos sites. The installations save both water and energy compared to previous solutions. MECO (Mechanical Equipment Company, Inc.) is a US-based water treatment technology company. MECO became part of Grundfos Group in 2021.

Saving water for end users

Our target is to **enable our end users to save 50bn m³ water by 2030.** This tracks our progress towards enabling end users to save water through the use of our products.

Progress on our water saving target was modest due to a slowdown of sales. **In 2024, our end users saved 1.5bn m³ water through Grundfos water reuse solutions. Since 2020 we have enabled end users to save an estimated 8bn m³.**

* In 2023 we achieved 96% of this target, in 2024 our progress has been adjusted due to recent acquisitions.

CASE: ALPHA COMFORT SYSTEM

Hot water recirculation ensures hot water in seconds and saves water

The Stansifer family, living in a suburb of Houston, Texas, faced a common issue in their 20-year-old home: waiting several minutes for hot water to reach their taps. This not only caused inconvenience, but also led to significant water wastage. The Grundfos ALPHA COMFORT SYSTEM was installed, and this simple addition transformed their daily routine, providing hot water in less than ten seconds.

The results of the hot water recirculation system were immediate and impressive. The family now enjoys instant hot water, reducing their water bills and enhancing their comfort. The installation was straightforward, and the benefits were felt across the household, from quicker showers to instant hot water for washing the dishes.

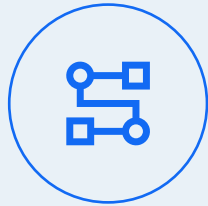
Innovative solutions can significantly improve household efficiency and sustainability. By addressing a common problem with a practical and effective solution, Grundfos helps homeowners save water and enjoy greater comfort.

Grundfos supplied the following equipment:
ALPHA COMFORT SYSTEM



Read more about the case [here](#)

Water sustainability across and beyond the Grundfos value chain



Our supply chain

Ambition

Reduce water impact and increase resilience in our supply chain.



Our operational sites

Ambition

Increase resilience through operational water management and mitigation actions.



End user solutions

Ambition

Increase the uptake of water sustainability solutions with our end users.

Innovate and pilot new solutions.



Water access

Ambition

Provide access to safe water for 300 million people in need through water solutions and partnerships.



Public policy, advocacy and partnerships

Ambition

Encourage action to strengthen water resilience and adopt water sustainability solutions.

Partnerships:

C40
World Economic Forum
50L Home
IWA



Collective impact programmes

Ambition

Improve water availability, quality and resilience for communities in priority areas.

2025 targets	2024 performance	2023 performance	Progress on target
Reduce our water withdrawal by 50% by 2025 compared to the 2008 baseline year.	335,610 m ³	339,608 m ³	We have reduced our water withdrawal by 46% compared to baseline.
Enable our end users to save 50bn m ³ water by 2030 against a 2020 baseline.	1.5bn m ³	1.6bn m ³	Since 2020 we have enabled end-users to save an estimated 8.2bn m ³ water, achieving 16% of our 2030 target.

Spotlight: Upgrade of reverse osmosis unit cuts water use drastically

The integration of Grundfos chemical dosing pump technology at Mechanical Equipment Company, Inc. (MECO) has significantly enhanced the efficiency of their reverse osmosis (RO) system, leading to substantial water and energy savings. MECO, a Grundfos-owned leader in industrial water treatment, collaborated with Grundfos to address the high water withdrawal and silica content in their well water at the Louisiana facility.

A workshop between Grundfos and MECO leadership identified the need to improve the RO process to achieve sustainability goals.

The upgraded system included new piping, two Grundfos chemical injection pumps and an anti-scalant chemical approved by the United States Environmental Protection Agency. These intelligent dosing pumps automatically adjust flow and pressure, enhancing the system's performance and reducing maintenance costs.

The results have been remarkable. The upgraded RO unit decreased well water withdrawal by 24%, from 273 m³ to 207 m³ daily, and the project was completed 70% below budget.

The anti-scaling technology has more than doubled the lifespan of the RO membranes, which previously needed replacement twice a year. Two years post-installation, the membranes have not yet required replacement.

This initiative not only supports MECO's sustainability efforts, but also demonstrates how existing RO technology can be enhanced with a modest investment. Companies that upgrade their RO systems can achieve significant water and energy savings.

Risks and opportunities

In 2024, we have completed a thorough water risk assessment at selected sites in Asia and Latin America. The risks identified related to Grundfos sites being subject to potential flooding and water scarcity as a result of the basin environment. Mitigation plans are in development and expected to be deployed in the new strategy period.

Besides diving into our own operations, a supply chain water risk assessment was also performed in 2024. This is the first step to identifying key water risk supplier categories and countries to be in focus for a new supplier engagement programme on water. The programme development will be initiated in 2025.

Looking ahead

In 2025, we will continue our water sustainability journey and begin to deploy elements of the new framework, as well as building targets, policies and implementation strategies.

The first version of a Grundfos water policy will be published during 2025. From the outset, the policy will be a high-level statement of our directions and intentions, but it will become increasingly granular and encompass more and more areas as we progress and make regular updates. The water policy is part of our preparation for CSRD compliance and reporting.

Circular business

Grundfos continues to drive circularity across our business. In 2024, we collected 89,054 kg of pumps from customers, and reductions of waste to landfill were at a 73% level compared to 2018 baseline.

Approach

It is estimated that resource extraction and processing is the cause of 50% of global greenhouse gas emissions and 90% of the world's biodiversity loss and water stress.¹

Embedding circularity principles across the lifecycle of our products represents an opportunity to reduce resource consumption while still growing our business. We see this as being critical to solving environmental issues related to resource extraction, waste management, water scarcity and the protection of biodiversity – as well as a sound business strategy.

To guide our approach towards becoming a circular business leader, we have defined four action areas:

- 
Product design
 Products designed for reuse, refurbishing and remanufacturing.
- 
Input
 Non-virgin and renewable use in material input, ideally via controlled or closed-loop resource cycles.
- 
Business model
 Circular service and solutions for product longevity and enabling end-of-life collection.
- 
Next life
 Products taken back and value created for next-life offerings.



2025 Target	2024 performance	2023 performance	Progress on target
We aim to reduce waste to landfill by 50% compared to our 2018 baseline of 2,520 tonnes.	669 tonnes	872 tonnes	Reduced waste to landfill by 73% compared to baseline.
We aim to take back 500,000 kg of used products in 2025.	89,054	134,098	18% of ambition achieved.

¹ A new Circular Economy Action Plan for a cleaner and more competitive Europe, EU Commission, p. 2

Progress in 2024

Circularity continues to inspire and drive new product development and innovation. We see it as a key enabler for us to reduce our resource consumption and to drive down embedded carbon and water footprint in products. We acknowledge that the take-back result in 2024 is a decline compared to 2023. We aim to accelerate efforts in 2025 and continue to stay ambitious. Circularity is embedded in our business strategy for 2025-2027, with key programmes driven by our business divisions and group functions:

Product design

The Circular Circulator pilot project, which was initiated in the Domestic Building Services division, continues to inspire circular product development in Grundfos. The initiative is now being continued in the Commercial Building Services division with an aim to adapt the principles to larger pump models.

Materials/input

We started the process towards achieving a higher degree of transparency on the actual amount of recycled content in materials from our suppliers. The level of supplier engagement is intensified with an aim to disclose primary data. Specifically, metal suppliers now deliver data. This process will support us in sustainable sourcing and has so far shown that the percentage of recycled material in our products is considerable.

Business models

Our products are designed for high quality and longevity, which enhances the opportunity of refurbishment and lifetime extension of components. Therefore, we will be exploring refurbishment and circular business model innovation activities within our coming strategy period.

Take-back

Grundfos and Worcester Bosch launched a partnership in the UK, recovering and remanufacturing 900 Grundfos pumps from boiler systems. Our Take-Back programme has however not met its targets for 2024. Key barriers to progress are complexity in recovering the pumps from larger systems, and slower expansion in existing and new markets than planned. We are capturing learnings that feed into the next phase of scaling to other product categories, including expansion of the programmes for larger pumps in our industry segment.

In 2024, we established governance and data systems for Grundfos to prepare for the EU CSRD. We have onboarded key stakeholders in the organisation and established the circularity governance principles for Grundfos. In this process, we have come to fully acknowledge the complexity of circularity and how decisions at every stage of the lifecycle depend on decisions in other parts – from product design and material choices to strategy for end-of-life treatment.

Risks and opportunities

Grundfos recognises the opportunities presented by the circular economy, including the ability to circulate our own products and components, reducing material extraction and carbon emissions. By adopting circular design principles and business models, Grundfos can reduce raw material usage and adapt energy usage to decrease downstream emissions. This will enable us to mitigate a range of risks related to materials and natural resources. Price instability and scarcity of critical raw materials pose challenges to our supply chain. The high environmental and social footprint of certain product materials may impact biodiversity, material scarcity and emissions. Regulatory pressure on circular initiatives as well as industry peer competition are also risks Grundfos faces. Grundfos remains committed to addressing these risks and embracing the opportunities provided by the circular economy to drive sustainability and create a positive impact on the environment and society.

Looking ahead

In 2025, there are two major headlines for our circularity team: the EU CSRD reporting standard, and our own ambition to realise the value of circular solutions. This realisation can happen through product development and innovation.

Circular solutions are key drivers of value for business and the environment. We will strengthen circularity efforts across the lifecycle of our products from product design to business models and ‘next life’ practices.

2025 will also be the year where we initiate the process of establishing design guidelines for reparability and recyclability. Also in 2025, we will make sure to be on track, and possibly even ahead, on specific regulatory requirements related to circular economy. This will include preparing the organisation to disclose the necessary data related to CSRD ESRS E5. Furthermore, we have identified a need to initiate upstream transparency to be able to report recycled content in materials and offer more end-to-end insights to our customers through Environmental Product Declarations on selected products.

4

Social impact

- 41 Human rights
- 45 Water access
- 48 Health, safety and well-being
- 51 Diversity, equity and inclusion (DE&I)
- 55 Learning and talent development
- 58 Employee and community engagement

Human rights

Approach

The respect of human rights is deeply founded in our purpose and values. We respect the integrity and dignity of all individuals. We recognise our responsibility to operate with respect for human rights in our own operations, across our value chain with the business relationships we work with, and in the communities that we affect and are part of. Our approach is based on the UN Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidelines for Multinational Enterprises.

We follow key international human and labour rights standards included in the International Bill of Human Rights and the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work. Our commitment to respecting human rights, including labour rights and local communities' rights, is outlined in our Group Code of Conduct, Human Rights Policy, Salient Human Rights Issues and Supplier Code of Conduct. They apply to all employees, contractors, suppliers and business partners, as well as communities affected by our operations.

We have robust and proactive sustainability due diligence processes in place to identify, assess, prevent, mitigate and address potential risks and impacts on our own workforce, value chain workers and affected communities that we might cause, contribute to or are directly linked to.

The Group Sustainability department is responsible for the operational oversight of our human rights programme to ensure that our approach aligns with relevant national and international regulations, standards and frameworks. Group Sustainability engages with respective functions to ensure the implementation of human rights and due diligence considerations into our internal processes and policies in order to deliver on our commitments, strategy and goals in line with our Human Rights Policy. The Sustainability Council and the Human Rights Working Group are regularly updated with an overview of key risks and opportunities, as well as a status on programme implementation and progress.

Key actions in 2024 included a group-wide human rights risk and saliency assessment to revise our salient human rights issues* and the initiation of a living wage benchmark assessment of own workforce.

We conduct human rights impact assessments (HRIAs) and site visit spot-checks to identify, assess and mitigate potential risks and impacts. The findings from these assessments also support us in further strengthening our human rights management by integrating these learnings into internal policies and processes. During these activities, it is essential for us to engage with stakeholders to better understand how our operations and business activities impact people in our operations and value chain.

Monitoring and advancing human and labour rights conditions in our supply chain is key to ensuring that our suppliers adhere to our standards on responsible business practices.

Another important area of our human rights programme is continuous awareness and capacity building as a key enabler for meeting our commitments. We engage with both internal and external stakeholders to build capacity and deliver training to

increase knowledge of human rights risks, and how to act, mitigate, as well as uphold our policies and procedures to ensure adherence to the standards and values of our company.

If there are concerns related to violations or any other non-compliance with the Grundfos Code of Conduct, they can be reported through our whistleblower system, which allows for discretionary reporting, including issues related to human rights and environmental abuses. The web-based and telephone channels are operated in multiple languages by an independent third party.

Finally, increasing expectations from stakeholders, including regulators and customers, to conduct business responsibly confirm that human rights is a material topic to Grundfos. This also because Grundfos is a manufacturing company that sources raw materials and operates in regions where there are heightened risks associated with human rights and labour issues.

* The UN defines a company's salient human rights issues as those human rights that stand out because they are at risk of the most severe negative impact through the company's activities or business relationships.

Progress in 2024

To prepare for upcoming regulations such as CSRD and Corporate Sustainability Due Diligence Directive (CSDDD), we revised our salient human rights issues and conducted a regulatory preparedness assessment. Both of these initiatives were assisted by an independent expert consultancy.

The assessment identified fifteen human rights at risk of severe impact, grouped into broader categories, resulting in eight salient issues. Our salient issues are determined on the basis of their likelihood and severity, including scope, scale and irremediability. Most issues remain the same, although we removed the *'right to privacy'* and added the *'right to a clean, healthy and sustainable environment for local communities'* and *'right to access to remedy.'* We decided to add the right to a clean, healthy and sustainable environment because it can be affected by health impacts from business activities, climate change or the need for free, prior and informed consent from local communities and indigenous peoples when land rights are involved. Even though *'right to access to remedy'* was not identified as a severe impact risk, it is a core component of effective due diligence, thus included as a priority area. As a result, we plan to develop action plans to monitor and address these issues in 2025.

Spotlight: Living wage deep-dive

In 2024, we initiated a global living wage benchmark assessment to gain insights into local living wage data. The assessment covered ten markets where we have a significant presence, and included collection of living wage data, validation and modelling.

In early 2025, we expect to have an overview of the living wages situation in the selected locations compared with Grundfos employees' wages situation. Although the overview will not be exhaustive, it will cover a majority of Grundfos employees because the list of locations selected covers locations with a large number of employees, and it covers both office workers and shopfloor employees in 'high-wage' and 'low-wage' countries.

Our salient human rights issues

Salient issues

Potentially impacted stakeholders

	Own workers	Workers in the value chain	Affected communities	End users & consumers
Freedom from discrimination and harassment	●	●	○	○
Safe and healthy working conditions	●	●	○	○
Freedom of association and collective bargaining	●	●	○	○
Access to remedy	●	●	●	●
Elimination of child labour and protection of young workers	○	●	○	○
Clean, healthy and sustainable environment for local communities	○	○	●	○
Eradicating forced labour and modern slavery	○	●	○	○
Wages, benefits and working hours	●	●	○	○

● Most affected ○ Not affected

SOCIAL IMPACT

We continued to build awareness on human rights and knowledge on how to identify risks. The human rights e-learning and employee guidelines that were developed in 2024 are now available in ten languages. We delivered market-specific online sessions on our Human Rights Policy and how we work with human rights at Grundfos in more than 15 countries, including high-risk areas and countries with regulatory requirements.

In 2024, we introduced new reporting categories in our whistleblower system, including health, safety and working environment, with issues related to human rights, equal opportunities and non-

discrimination. This update allows employees and external stakeholders such as workers in our supply chain and affected communities to raise issues, ensuring better oversight and responsiveness to issues.

For more information on our progress on human rights and how we comply with human rights regulations in accordance with the UK Modern Slavery Act, the Australia Modern Slavery Act, the Norwegian Transparency Act and Canada's Fighting Against Forced Labour and Child Labour in Supply Chain Act, see our annual [Modern Slavery and Transparency Statement](#).

Human rights ambitions

- Ensure preparedness for compliance with EU Corporate Sustainability Due Diligence legislation
- Ensure our business practices follow the UN Guiding Principles and further embed sustainability due diligence into existing business policies and processes
- Increase awareness and develop internal capacity on human rights risks and impacts

Targets

- Integration of human rights into policies and due diligence processes
- Conduct a minimum of one HRIA annually

Spotlight: Human rights impact assessment (HRIA) in Vietnam

In 2024, Group Sustainability conducted an HRIA in Vietnam in parallel with the Internal Audit team. The HRIA was conducted to build awareness and knowledge on business and human rights, identify risks and strengthen synergies with internal audits conducted globally. Findings included that safety at customer sites, including exposure to verbal harassment, must be monitored continuously, and that our employees must be aware that they can leave customer sites in the event of harassment. Other focus points included working hours, wages and benefits, in particular for contracted workers at our own sites. All contracted workers at Grundfos sites are paid above national legal minimum wages, however, we did identify a mismatch between the set amount and the recommended living wage for some of the contracted workers. Consequently, local Grundfos management decided to close this gap to ensure all contracted workers at our sites receive a living wage to support a decent standard of living.



SOCIAL IMPACT

Looking ahead

In 2025, we will implement the following initiatives to ensure alignment with sustainability due diligence expectations from stakeholders and regulations:

- Continue to strengthen internal competencies on human rights risks through deployment of human rights e-learning and guidelines through online and face-to-face workshops
- Develop a Just Transition statement as part of our climate transition action plan.
- Conduct an additional human rights impact assessment
- Develop action plans based on the findings from our living wage benchmark assessment
- Revise our supplier human rights risk assessment tool to align with the results of our saliency assessment

Spotlight: Grundfos takes fourth place in human rights benchmark study

In November 2024, the Danish Institute for Human Rights released its Corporate Human Rights Benchmark study, which compares the efforts of the top 30 Danish companies in communicating respect for human rights externally. The benchmark study uses the methodology from the World Benchmarking Alliance and provides assessment in line with CSRD requirements.

Grundfos achieved a fourth position in the benchmark, thereby moving up six places compared to the previous study, conducted in 2022. The improvement in Grundfos' score was the result of outstanding collaboration across functions as well as transparent communication and profound engagement in human rights.

[Read an article](#) about the benchmark study on the website of The Danish Institute for Human Rights.



Introduction

Sustainability
governance
and reporting

Environmental impact

Social impact

Business ethics

Assurance

Water access

In 2024, we delivered safe water access to 6.4m people through direct projects and estimate to have contributed to another 10.8m people through our normal sales channels.

Approach

Approximately 2.3bn people around the world do not have access to safely managed drinking water.¹ Having access to clean water is one of the foundations for enhancing health, enabling learning, education and economic growth. It is a prerequisite for quality of life. Grundfos drives its ambition for water access for the world's population via the Water Utility division and its Water Access & Sustainability business unit. The Water Access & Sustainability team is spearheading business development and partnerships across continents to accelerate water access. They work closely with governments, water service providers, NGOs and humanitarian organisations in delivering vital water access services globally.

It is only possible to achieve our 300-million goal if we transcend traditional business approaches. Strategic partnerships are forged, and we build pioneering, innovative solutions that fit the specific needs of each community. These strategic partners receive personal service through our key account manager in Denmark who ensures that the customer experience is simplified end-to-end. 85% of those without water access live in Sub-Saharan Africa, Central & Southern Asia and Eastern & South-Eastern Asia. Grundfos operates across all of these regions, and the Water Access & Sustainability team has deployed seven staff members within them. Our teams proactively engage and collaborate with customers, designers,



consultants, suppliers and other partners to design water access solutions. Training and technical support for implementation and maintenance is also provided at no cost. The solutions range from high-performance projects for urban networks to small, solar-powered systems for off-grid communities.

Impact assessment

Assessing exactly how many people we reach through our efforts is challenging. We collect project-specific data from our partners where possible because it is the most reliable method. This data was subject to audit for the first time in 2023.

We also estimate our broader reach through sales figures. These numbers are data-informed, conservative calculations. We developed the assessment framework in line with the JMP service ladder benchmarking framework for drinking water and country level data, supplementing this with direct customer and partner data. This methodology is continually being improved, and richer datasets are getting incorporated as they become available.

Funded by the Poul Due Jensen Foundation (Grundfos Foundation), Economist Impact started the development of an impact assessment tool in 2024. Please see the following page for more information.

¹ UN Stats SDG Report 2022: Water and Sanitation - United Nations Sustainable Development
² WHO UNICEF JMP <https://washdata.org/data/household#1/table?geo0=region&geo1=sdg>



Progress in 2024

During 2024, Economist Impact started the process of developing a tool to quantify water access impact, funded by the Poul Due Jensen Foundation (Grundfos Foundation). The tool is developed to increase the reliability of impact measurement in the water sector and models the socio-economic effects that investments in water access have by country or region. In effect, it provides a valuation of the improvements of health, education and jobs.

In addition to the Economist Impact tool development funding by the Grundfos Foundation, three important partnerships were forged in 2024:



Save the Children and Grundfos formed a three-year partnership to improve access to safe water, sanitation and hygiene, including toilets and washing facilities, for children through innovative, solar-powered water systems.

The partnership combines our expertise in water technology with the humanitarian expertise of Save the Children. We will provide training and materials to support the transition to solar-powered pumps, while Save the Children will identify countries with the potential to move towards solar power and other renewable solutions.



Médecins Sans Frontières / Doctors Without Borders (MSF) and Grundfos entered a partnership to reach people affected by armed conflict, epidemics, natural disasters and exclusion from healthcare with basic water access, particularly in Africa and Asia. Our two organisations will work together to address the water crisis for people in emergency situations as part of MSF's WASH (Water, Sanitation and Hygiene) programmes, which aim to save lives, prevent diseases, promote dignity and facilitate access to improved living conditions. The partnership will focus on four collaborative areas: support for designing technical solutions and equipment supply, skills exchange and capacity building services, programme delivery and research and development services, catalysing innovative and sustainable projects through co-creation of projects and emergency response services.



Oxfam, a global charity committed to creating lasting solutions to the injustice of poverty, and Grundfos signed a partnership in the areas of solar-powered pumping solutions, solar dosing, disinfection and desalination systems that will see our innovative technologies utilised within Oxfam programmes worldwide, working in the most fragile contexts. In collaboration with Oxfam, we intend to explore and potentially pursue opportunities for utilising our water technologies within their programmes.

We plan to co-create innovative projects, collaborate on joint funding applications, and advocate for access to WASH (water, sanitation and hygiene) as a fundamental method to end poverty, protect the planet and achieve universal and equitable access to safe and affordable drinking water.

Capacity training

In 2024, more than 640 participants attended capacity training in a combination of face-to-face sessions and webinars. We consider capacity training essential to our business, and the training sessions enable our customers and partners to enhance the impact and longevity of the water projects.

The training ranges from basic understanding of Grundfos tools and services to solar system components, digital tools, dosing and disinfection solutions. Thus, our customers become able to adapt, monitor systems remotely, handle the installation and operations, troubleshoot, as well as repair.

Target	Data source	2024 performance	2023 performance	Progress on target
Promote access to drinking water for 300 million people by 2030	Reported project data	6.4m people reached	2.1m people reached	Cumulative estimate from projects and sales data: 51.2m people reached between 2020 and 2024
	Sales data (estimate)	10.8m people reached	5m people reached	

Risks and opportunities

We have set an ambitious 2030 goal. The challenge we face is the scalability and financing of innovative, transformative solutions for water access. Partnerships with governments, financial institutions, technology providers, entrepreneurs and installers with the necessary capabilities and reach are crucial to move us forward. Grundfos is committed to playing a pivotal role in establishing a coordinated movement that will ensure that scalable solutions become reality.

What has become obvious over the past few years is that knowledge sharing within and between sectors and industries is key to making a change. Knowledge sharing is an opportunity to amplify and promote the importance of improved water access worldwide and it helps us understand the challenges of our partners. In 2024, we participated on panels at international conferences and events, such as the New York Climate Week with the World Bank, International Water Association (IWA) in Toronto, the Korea-OECD International Energy Agency and World Water Week in Stockholm.

Looking ahead

Scaling of solutions will be a continued focus. Grundfos is actively engaging in solving the fundamental barriers to water access, including sustainable solutions and financing. The previously mentioned gap assessment tool made in collaboration with Economist Impact will provide us with a much better data foundation for measuring the impact of our water access efforts. We expect that the tool will help us create more partnerships and attract funding to bring sustainable water access to more communities in need around the world.

High-risk regions represent challenges for water access efforts. The installation of water access equipment and the necessary training of those maintaining the equipment is dangerous in war zones and other areas that are affected by security issues. These regions might also represent a lack of infrastructure, and corruption is commonplace. These risks are mitigated by conducting detailed risk assessments and collaborating with our trusted partners.

In recent years, declining donor funding within the sector has become an increasing risk. Funding plays a vital role in supporting projects, and reduced availability of funding removes scalability and effectiveness. To drive solutions at scale, we are exploring alternative funding models, including results-based financing and humanitarian blended finance, in collaboration with our partners, such as the International Committee of the Red Cross (ICRC).

Spotlight: Grundfos partnership helps keep crucial ICRC training project alive

The Grundfos Water Access & Sustainability business unit is part of a collaboration that exemplifies how strategic partnerships can address critical humanitarian needs, ensuring sustainable solutions in some of the world's most challenging environments.

Through a partnership between the International Committee of the Red Cross (ICRC) and the Poul Due Jensen Foundation (Grundfos Foundation), essential funding was provided to support training facilities in Dubai and Nairobi. This initiative ensures that ICRC engineering skills are upgraded and maintained to design and implement sustainable water supply systems.

The two-year programme, which ran from September 2021 to the end of 2023, faced potential postponement due to financial challenges. However, the Grundfos Foundation's support ensured its continuation. The training hubs in Dubai and Nairobi are vital for the ICRC's work in providing water and

sanitation in conflict zones, where resilience and robustness of water systems are paramount.

It is crucial to build local capacity to maintain water systems long-term. The foundation's funding allowed the ICRC to design blended training courses, set up an electromechanical pump laboratory and organise multiple training sessions.

Grundfos, with its extensive experience in providing pumping solutions in developing countries and conflict zones, contributed submersible and solar-powered pumps, our knowledgeable staff to develop training content and also participated in delivering training.

The programme's success has led to discussions about extending the knowledge hub model to benefit other humanitarian organisations. The ICRC's final report praised the project for achieving high-quality training.



Health, safety and well-being

2024 saw an increase of our Lost Time Injury Rate (LTIR) from 1.77 to 1.87. A new incident management process was launched, and we continued our effort to raise awareness among our Grundfos colleagues.

Approach

We believe that everyone must go to work and return home without injuries. We are determined to drive the health, safety and well-being of our colleagues in all areas of our business by providing a safe work environment, preventing injuries, ensuring good physical conditions and psychological balance. Health, safety and well-being is not the responsibility of just one person or department; it is a collective responsibility, and we want to develop an interdependent safety culture in Grundfos.

We have been accredited to the ISO 45001 standard for Occupational Health and Safety Management since 2000, and this remains an integrated element of our management system.



The three core health, safety and well-being behaviours we promote:

Be present

Pay attention to your own and to your co-workers' needs.

Take action

Demonstrate care for yourself and your colleagues. Have the courage to discuss risk situations openly with others even when they are beyond the scope of your responsibility.

Don't compromise

Look for ways to continuously improve, report every hazard and dangerous situation. Compromising on health, safety and well-being is not an option.

Progress in 2024

Succeeding with health, safety and well-being is to a large extent about building culture and creating awareness. We therefore consider it crucial to create awareness within our organisation to build an even stronger culture around health, safety and well-being.

One initiative launched in 2024 was the re-introduction of the ‘Health, Safety and Well-being Minute’ at specific important events and meetings, for example global town hall meetings. Likewise, the annual Health, Safety and Well-being Week was focused on the theme of being present and taking care of oneself and others.

Dedicated resources were allocated to specific Grundfos sites where performance historically has not met targets. At these sites, we have seen considerable

improvement of the awareness and perceived necessity of changing the culture and thus health, safety and well-being performance.

Two global training initiatives were launched, namely ‘Get home safe from customer sites’ and ‘Managing risks.’ The former is aimed at sales and service representatives, and the latter at people leaders and EHS specialists.

In 2024, our LTIR came to 1.87. Consequently, we ultimately did not meet the LTIR target for 2024, which was set at 1.6. We are continuously working on identifying further actions to strengthen awareness, accountability, initiatives and our risk assessment approach towards realising our ambition of creating a safe workplace for all employees.

Employee motivation and satisfaction

Grundfos employees yet again showed a great level of dedication and engagement. 94% of our colleagues decided to respond to the yearly employee motivation and satisfaction survey. Their feedback gives us invaluable insights into the work life of our colleagues around the globe and a solid foundation for making improvements.

Historically, the EMS was conducted in our Grundfos branded pumping solutions business, which covers approximately 85% of our headcount. For the Grundfos branded business, the 2024 EMS confirmed the record-high overall score of 78, which was also the score in 2023.

In 2024, we invited colleagues from all parts of Grundfos Group to participate in the EMS, with few exceptions of newly added businesses, which for practical reasons could not make it into the 2024 EMS. With close to all Grundfos Group colleagues being part of the EMS, we saw a small drop of 1 point, which means that the Grundfos Group score was 77. We continually recognise that stress is a serious factor we must improve. Yet, we can again conclude that Grundfos is a company where people are highly engaged, like what they do, and appreciate their colleagues and leaders. People feel safe and trust that they are respected by the people who surround them.

Well-being and mental health awareness training for people leaders

During 2024, a mental health awareness workshop was offered to around 120 people leaders to help them manage stress and support their teams, aiming to improve their well-being, reduce sick leave and decrease employee turnover.

However, despite many initiatives and actions across the organisation, we did not see a reduction of the stress score in 2024. Focus areas for causes and improvements were identified in 2023, and in 2025, we will continue to strengthen these initiatives for positive impact.

In 2024, we developed a comprehensive well-being definition and framework. By focusing on working well, connecting well and leading well, we aim to create an environment where all employees thrive, build healthy habits and contribute to a sustainable future.

Targets	2024 performance	2023 performance	Progress on target
Lost Time Injury Rate (LTIR) to 1.5 by 2025.	1.87	1.77	In 2024 we have seen an increase in our LTIR. This is partly due to changing to centrally estimated work-hours in our calculation.
Reduce the level of stress to 12% by 2025.	21%	21%	9%-point improvement required in stress level to meet ambition.
Employee satisfaction and motivation scores of 78 in our annual employee motivation survey (EMS) in 2025.	77	78	With the extended scope of the EMS, we saw a drop in the score of 1 point.

Risks and opportunities

To mitigate the principal health and safety risks and to achieve our 2025 Lost Time Injury Rate (LTIR) target of 1.5, we focus on developing an interdependent safety culture.

There are hazards from objects like tools, equipment or materials falling from shelves or other elevated areas. Additionally, significant hazards exist with internal transportation, such as forklifts or stackers, and parts that have hazardous surfaces, like sharp edges, hot surfaces or moving parts. These risks are continuously mitigated by creating safer working conditions and raising risk awareness among our colleagues. Impact is monitored through our LTIR performance. Risk assessments are carried out regularly as a uniform process. For this purpose, we use our 'RiskMan' tool, which is based on the Sphera platform.

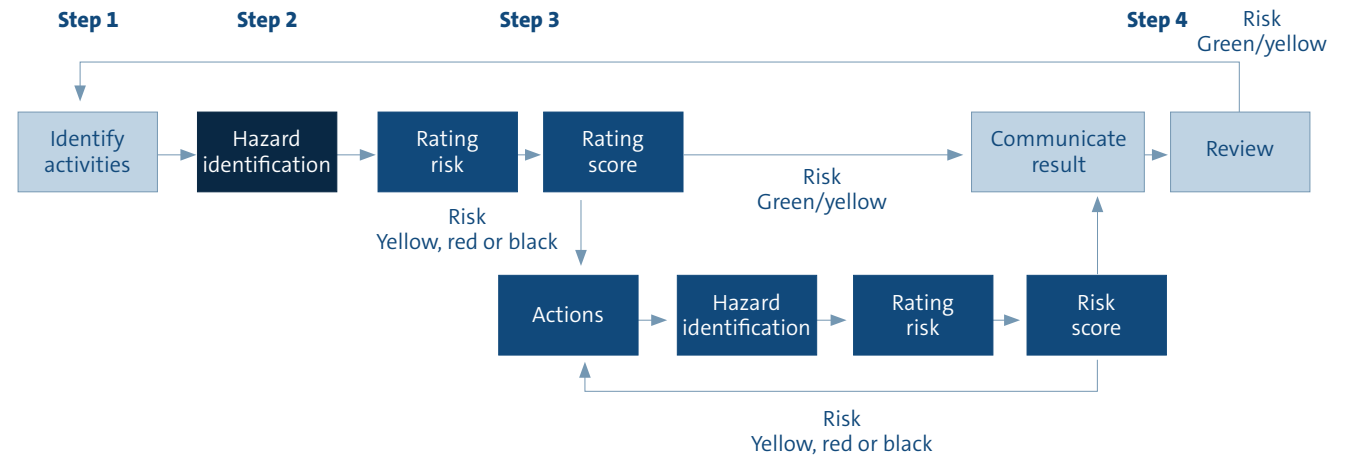
A risk relating to well-being is stress. The employee motivation and satisfaction results indicate that we in some areas of our company potentially see a reflection of the global trend of increasing workplace-related stress. This should be seen as a continuation of last year's feedback from some employee groups.

In 2023, we identified three systemic challenges driving stress:

- Unclear priorities
- Unclear roles and responsibilities
- Accelerating work without clear processes

The supporting tools that were developed as well as the Team Health workshops that were instigated during 2023 have continued with good results throughout 2024. The same can be said of the micro-break initiative that has been made available during the year. The supporting tools, workshops and training will continue in 2025 to provide our colleagues with methods to build greater clarity and ability to prioritise during a busy workday.

Health and safety risk assessment process



Looking ahead

We continually strive to achieve our 2025 Lost Time Injury Rate target of 1.5. In order to do so, we must continue to create awareness and transform our company culture to become even more conscious of the importance of health, safety and well-being.

Also, the stress levels reported in some parts of the organisation must and can be handled more effectively as data on the problems becomes more granular.

Diversity, equity and inclusion

When a multitude of viewpoints and perspectives come together, something unique is born. In Grundfos, we nurture a culture that champions respect and fosters a diverse and inclusive workplace, where people sense that they belong and feel valued, respected and supported.

Approach

We seek to create a global company culture where everyone is included and valued within Grundfos' virtual and physical spaces. We want to prioritise equitable possibilities and use diversity and inclusion as critical keys for building a more sustainable future. We have three main DE&I elements that enable us to ensure we are providing equitable possibilities for all. Each contributes to our recruitment processes, day-to-day operations and overall DE&I governance function.



The three DE&I elements

Global recruitment standard: We aim to attract and recruit talented and committed professionals who share our core values. We strive to provide equal opportunities to all employees and applicants and want to guarantee that our approach and practices in the talent acquisition process reflect an ethical approach: fair, free of discrimination, effective and efficient.

Workplace accommodations commitment: We believe that anyone with a disability – temporary or permanent – should receive workplace accommodations beyond the legal requirements so that all Grundfos employees can bring their best selves to work.

DE&I Council: Our DE&I Council consists of eight appointed Grundfos leaders and two employee-elected members from across different business units in our organisation. The Council is responsible for developing and driving aspirations, targets and initiatives of our DE&I efforts.

SOCIAL IMPACT

Employee Resource Groups (ERGs) initiatives in 2024

The purpose of the employee-led groups is to foster a greater sense of belonging, engagement and inclusivity within the workplace. Some of the key purposes of the ERGs are to raise awareness about the challenges of underrepresented groups in the workplace, as well as to provide support, advocate for change and enhance employee engagement.

Grundfos ERGs

In Grundfos, we have five ERGs driving awareness and engagement around different topics:

- Pride
- Gender balance
- Future
- Abilities
- Multicultural



Abilities ERG rolled out the Sunflower initiative in 15 countries for invisible disabilities

This is an effort to make visible hidden disabilities, provide a safe space for employees with hidden disabilities to voluntarily share their condition and communicate their need for support, understanding or additional assistance.

Pride Month raising flags and awareness sessions from Pride ERG

Before, during and after Pride month in June, the Pride ERG organised a series of sessions to assist countries on raising the flag, as well as bringing awareness of the importance of celebrating Pride.

Gender Balance ERG equipped many facilities with women's sanitary products

This employee-led initiative, in collaboration with facility services, promotes an inclusive work environment for our female colleagues. As part of Grundfos' commitment to promote gender equality, offering these products acknowledges the unique needs of women and helps to create a workplace environment where well-being and equity are fostered.

Internal career expo by Future ERG for early career professionals

The Grundfos Career Expo initiative was designed to provide guidance to early career professionals; additionally, this career expo also provides a glimpse of the possible career paths offered in Grundfos.



Progress in 2024

In 2024, we reached our 2025 target of 33% representation of women on the Board of Directors.

For the Women in leadership KPI, we have expanded our reporting scope since last year's report. This means that we now include the entire Grundfos Group. Until now, acquired entities were not included in the scope. Consequently, the overall group performance remains at 25% women in leadership positions, which is two percentage points from the 2025 target of 27% for Grundfos Group. In fact, solid progress was made during the year, as the 2025 target for the Grundfos branded entities was achieved and even exceeded. The target is 26%, and the result was 26.6%.

The progress on the KPI for Perception of leadership commitment to DE&I was lower and slower than planned, whereas we see steady progress on the Inclusive and equitable culture KPI since the measure began in 2022. Both of these KPIs are measured based on employee feedback in the annual employee survey.

People with disabilities was a key focus in 2024, we saw development in reaching 3.0% representation, but did not fully progress on the 3.5% target as planned. We made it possible for employees to register as having a disability without their leader or HR involvement. Looking ahead, we consider this a significant step towards self-identification.



Board composition

9 Board members	3 <i>of which are women</i>	6 <i>of which are men</i>
6 Independent Board members	2 <i>of which are women</i>	4 <i>of which are men</i>
3 Employees elected as Board members	1 <i>of which are women</i>	2 <i>of which are men</i>

DEI KPIs	2025 target	2024	2023	2022
Leadership commitment to DE&I*	85	82	81	81
Inclusive and equitable culture*	85	82	81	78
Representation of women in leadership	27%	25%	25%	24%
Representation of people with disabilities	3.5%	3.0	2.8	3.0

* This KPI is based on employee feedback in the annual employee survey

Key activities in 2024

In 2024, we introduced a tailor-made DE&I leadership programme that was rolled out globally as part of our new Leadership Training Portfolio. On top of this, we also started a train the trainer approach, where colleagues from different parts of the organisation were provided training in facilitating sessions with teams about inclusive ways of working. The content was aligned with content from our Inclusive Leadership Training to ensure a common language and approach to the topic throughout the organisation. Once the concept has been thoroughly tested, the intention is to scale up the project.

In 2024, we launched a new employee resource group, 'Multicultural ERG', bringing the number of ERGs in Grundfos to five. Multicultural ERG will work towards creating a workplace that fully acknowledges, respects and embraces the diversity of today's working environment.

DE&I learning on the shop floor

Our internal online DE&I learning journey programme was launched in 2023. In 2024, an offline version was developed and translated into multiple languages and rolled out in 22 countries in order to more effectively reach our shopfloor colleagues.

Maintaining inclusive language used in external job advertisements

In 2024, we continued to assess and evaluate our job advertisements before posting them. The assessment considers multiple factors to ensure inclusive language in external advertisements.

Women Leaders in the Digital World 2024 event organised with USA focus

We organised and facilitated EmpowerHER, an online event aimed at women professionals in the USA. Through experiences shared by Grundfos' female leaders, we shared insights on how to be the best version of yourself from 9 to 5 – but also from 5 to 9. The event focuses on improving leadership skills and achieving a balanced work-life dynamic for working women.

Celebrating International Women's Day, International day of Women and Girls in Science, Pride, and International Day of People with Disabilities

To mark the importance of these days globally, the ERGs organised a series of events to commemorate diversity and highlight underrepresented groups' histories and causes. During these days, the ERGs hosted events, educational sessions and activities to raise awareness and inclusivity.

Risks and opportunities

We see the political climate influencing the perception of DE&I in some countries where Grundfos has either a significant presence or strategic business relevance.

We will continue our efforts to promote DE&I in Grundfos and throughout our supply chain, and offer a work environment where we celebrate and value our differences in background, experiences and perspectives.

We strive to embed DE&I into the business strategy, which will require deeper commitment and ownership throughout all levels and functions and divisions of the organisation. Currently, DE&I is mostly integrated into the HR agenda, and we see it as our task to embed it as part of the entire company and the business priorities of the divisions and functions.

Looking ahead

Coinciding with the launch of the Grundfos 2025-2027 strategy, we plan to revisit our DE&I approach and initiatives. Any new targets and metrics will be aligned with our strategy and with relevant regulatory requirements and voluntary commitments.

Learning and talent development

Our goal is to be a world-class place to work, learn and grow. We continued our journey of strengthening global leadership and employee development programmes in 2024. The Learn & Grow score improved by one point.

Approach

Challenging and motivating people in their professional roles is something we strongly believe in as a success factor for our business. We want our people and our company to develop together. Equally important, our colleagues must feel that they are empowered to take ownership of their personal development. This is the case at all levels of the organisation. A growth mindset has been central since Grundfos was founded, and this goes for company as well as individual.



Progress in 2024

In 2024, the area of learning and talent development saw a number of areas of progress:

- We created a network of colleagues across all our plants called ‘Empower Shop Floor Excellence.’ The network has special focus on employee development and sharing of best practices between our manufacturing and assembly sites globally.
- Development goals were included in the Performance Development Dialogue (PDD) to emphasise the balance and focus between performance and development activities throughout the year.
- A measurement was conducted of our maturity as a learning organisation to see where we need to focus our efforts in strengthening our learning culture.
- Mentoring and coaching programmes were implemented to support development of employees in a more continuous way.
- Further leadership development programmes were launched, supporting leaders in their growth, and thereby enhancing their leadership skills.
- New global talent programmes were launched, each of them focused on accelerated development of high-potential employee groups at different levels.
- A global leadership programme was designed for all plant supervisors. The programme was piloted in India and scheduled to run in other plants during 2025.

The following is an overview of the Employee Motivation Survey scores pertaining to learning and development:



Employee motivation and satisfaction survey results

Learn & grow.	81 ⁺¹
It is clear to me where I need to develop in my job.	81 ⁺¹
In my team we openly discuss our mistakes in order to learn from them.	81 ⁺¹
My immediate leader actively discusses my development with me.	80 ⁰
I utilise my opportunities to learn and grow.	81 ⁰
I know where to find the tools and resources that support my development.	79 ⁺¹



Risks and opportunities

Rapid technological advancements, demographic shifts and digital transformation are reshaping industries, creating a demand for new skills at a pace that often outweighs the supply of qualified professionals. If this risk is not addressed at all levels in the organisation, the potential consequences are:

- Reduced ability to execute digital initiatives and long-term growth strategies
- Lack of ability to innovate and provide differentiated offerings
- Loss or reduction of competitive advantage
- Inability to attract and retain skilled employees

To mitigate these risks, our goal is to identify critical roles and skills for Grundfos needed by 2030. This includes:

- Conducting a talent risk analysis for key markets, using external benchmarks
- Launch of key talent programmes globally
- Launch of new framework for talent review and succession management with focus on top leadership roles
- Strengthening our approach to critical skill development

Looking ahead

In 2025, we will further strengthen our learning, leadership and talent development programmes to ensure alignment with our new strategic goals. This shift will guide our efforts and help us identify and build the critical skills our workforce will need to achieve our ambitions. We will focus on three supporting elements:

1. Firstly, we will review our career framework and broaden the concept of what a career entails, offering more flexibility and possibilities, connecting the needs of our diverse workforce to a rapidly changing business landscape.
2. Secondly, we see our leaders as a key to ensuring the growth and upskilling of their teams, guiding them in their career ambitions and choices. The effort and investment made in the past will continue, and through that, we will further strengthen the ability of our leaders to strive and succeed in challenging environments.
3. Finally, we will use smart technology to help employees in better identifying and growing their skills. By means of these technologies, we will support a more dynamic matching of people's skills with the many growth opportunities we have at Grundfos.

We believe that these supporting elements will offer us a more effective platform for tapping into the unique talents of our colleagues and to provide an even more equitable and transparent access to careers. Through these initiatives, we are steadfast in our dedication to building a robust and agile workforce that is well-equipped to meet the challenges and opportunities of the future.

Employee and community engagement

In 2024, Grundfos employees supported the Water2Life programme with DKK 1m, and the Poul Due Jensen Foundation (Grundfos Foundation) approved 57 employee-led applications for Community Engagement Grants amounting to DKK 22m.

Approach

Grundfos actively encourages its people to support the communities and local organisations they care about the most. Why? Because it is at the heart of our culture to make a positive impact on local communities. We aim to improve the quality of life of the communities we work with through our employee and community engagement programmes.

The Grundfos Volunteering Policy covers all employees and outlines the volunteering focus areas to ensure our community work is aligned with our values. It also provides guidelines to ensure the safety of our employees. The policy applies to all Grundfos regular full-time, part-time and fixed-term employees, including internal temporary workers. Through this policy, our employees will be able to take three days of paid time off each year to carry out volunteer work towards improving water access, the natural environment and social standards.



SOCIAL IMPACT

Progress in 2024



Initiated and driven by Grundfos employees, Water2Life is a programme that seeks to deliver clean water to impoverished communities. Donations can be made by anyone – Grundfos employee or not. Together with partner NGOs, we build water projects that enable people to get access to clean water. Donations made through Water2Life become part of the pool of funds needed for each individual project. These funds are transferred to the NGO partner for the project.

From 2024 and until 2026, we are partnering with Water Mission to support their water access projects in Mexico. Employees and Grundfos have donated DKK 1m to the NGO in 2024, and we are one of many donors assisting in providing access to clean water for approximately 115,640 people in the state of Chiapas.

Water Mission has extensive experience in this field, working towards providing life-changing solutions in water, sanitation and hygiene. Together we work to improve the quality of life for thousands of people.

5.5m people

live in the Chiapas region, the focus of our Water2Life project in Mexico.

The average income in Chiapas

is two and a half times lower than that of a worker in the rest of Mexico.

Between 2003 and 2016

Chiapas recorded the lowest per capita income of the 32 states of Mexico.

Community engagement grants and employee volunteering

Community engagement grants are funded by the Poul Due Jensen Foundation (Grundfos Foundation) to support employee-driven projects contributing to improving water access, the natural environment and social standards.

The community engagement grant application process includes a review by a board consisting of up to 10 employees who represent our global presence. This board ensures reasonable objectivity in

each application, and it enables added insight into local challenges, which would have an impact on each grant application.

Community engagement grants did not have the desired traction in 2024. One of the reasons was a temporary hold on applications from our African engagement countries, while they developed a cohesive strategy for community engagement. This was done to ensure that the grants adhere to the criteria set forth by the Poul Due Jensen Foundation.

The goal for 2025 is to engage more Grundfos colleagues in volunteering. The target is that 20% of Grundfos employees engage in volunteering work during the year. We did see an increase in volunteering engagement, driven by an increased focus from leadership, multiple partnerships established in countries where Grundfos is present, and internal tools to simplify the process of volunteering. In 2023, 1% of employees volunteered, whereas 16.7% registered for volunteering in 2024.

2025 targets	2024 performance	2023 performance	Progress
Increase employee volunteering participation to 20% by 2025, and 50% by 2030.	17%	1%	With significant involvement from management and people leaders, 2024 kick-started an offensive volunteering campaign that concluded with 17% participation up from 1% the previous year.
Provide 100,000 people with access to drinking water through Water2Life by 2030.	115,640 people reached	Due to delays in the planned project no data is available for 2023.	2024 is the last year of tracking progress on the goal of reaching 100,000 by 2030 as the project scope has changed. From funding projects on our own, we are now part of a much larger effort together with many donors in Chiapas, Mexico. We will continue to focus on donations, and include the reach in our total estimate across all Grundfos activities.



Looking ahead

We are well on track to reaching a 20% volunteer participation in 2025. DKK 30m have been earmarked for donation through community engagement grants. Continued visibility and even stronger partnerships will help us reach this goal in 2025.

Risks and opportunities

Regarding risks involved in community engagement, we have identified the risk of injury to employees. We mitigate this risk by only allowing non-dangerous activities, and we are working on a global classification on our various volunteering efforts that will provide best practice, whether it is for afforestation, cleaning up a lake or renovating a school fence.

There are risks associated with partnering with external NGOs through community grants, mainly to the Grundfos and Poul Due Jensen Foundation brands. As examples, funds can be misused, local collaboration can go wrong, or the necessary permits for a project may not have been obtained.

We mitigate this risk by assessing the organisations before partnerships, both from a local and a global point of view. Project proposals are thoroughly reviewed to ensure that they include the necessary steps and details, and we ask for evaluation reports on every project.

For community engagement activities, there are plenty of opportunities. We create a positive impact on the local communities, and the more we contribute, the greater the impact.

We believe that volunteering is also role modelling. We hope that our community engagement actions will inspire others to do the same, and that we thereby can help creating better communities globally.

We also recognise that volunteering can benefit our colleagues in the sense that their actions will be reflected in their own development as well as fulfilment at work. We hope to see this reflected in their direct feedback and our annual employee surveys.

Community grants also create fantastic opportunities for community development, partnership development and the ability to provide fast and focused funds to projects where Grundfos employees can help improve the impact even further.

S

Business ethics

- 62 Quality, product compliance and customer safety
- 63 Business conduct
- 66 Sustainable supply chain
- 69 Tax governance and responsible taxes

Quality, product compliance and customer safety

Quality is at the very core of our products and our brand. By upholding high quality standards, we continuously work to ensure product compliance and the safety of our customers when they use our products.

Approach

Our Quality Policy defines our overarching approach to quality and applies universally to all companies within the Grundfos Group. To ensure that our products and solutions meet quality specifications, we are certified to the ISO 9001 Standard for Quality Management, and this informs the structured process we follow during the development and market introduction of new offerings.

Progress in 2024

Also, we achieved the ISO 27001 certification, which validates that we have implemented an effective Information Security Management System (ISMS) to oversee the development and maintenance of our digital products and solutions.

Looking ahead

We continue our efforts to make product compliance data easily accessible to our customers and other stakeholders.

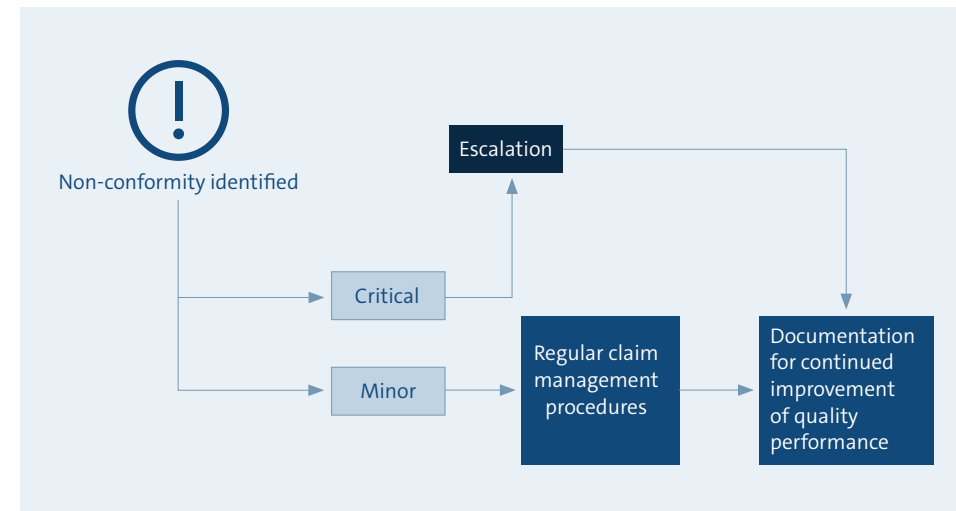
Risks and opportunities

To mitigate risks, the following actions are part of our management approach:

- Apply a secure development life cycle for maintaining product security throughout the supported lifetime
- Ensure that product security is compliant with obligations and standards
- Ensure use of CE-marking where relevant
- Certify that all domestic products are a part of the IEC CB scheme
- Develop a Technical Construction File for all products
- Conduct supplier audits to ensure adherence to the Grundfos Focus List, which details chemical substances banned or restricted from use in our products
- Undertake safety risk assessments of products, including chemical and product compliance checks
- Test and verify products against international safety standards such as IEC 60335, IEC 61010, IEC 61800 and IEC 60034
- Certify that all products coming into contact with drinking water are manufactured according to relevant certifications, and assess water contact materials on a regular basis

In the event of a non-conformity, we have established a structured process to determine its severity.

This illustration outlines the process:



Business conduct

We aspire to foster a culture where ethical behaviour and business conduct are embedded. In 2024, a new Code of Conduct was launched. 87% of Grundfos employees completed the Code of Conduct training during the year.

Approach

The Grundfos Ethics Committee oversees that ethical standards are upheld across Grundfos. Our Code of Conduct (CoC) provides guidance for our employees in situations they may face in the course of their work. All Grundfos employees are required to adhere to the CoC. Should any breaches be reported, we conduct a formal investigation and take appropriate action. If local laws and regulations are more stringent than our CoC, we follow the local legislation. Several of the CoC topics are elaborated further in policies, procedures, compliance programmes, guidelines and external commitments.



The topics of the Grundfos Code of Conduct:

- Human rights
- Working environment
- Equal opportunities and non-discrimination
- Confidential information
- Data privacy
- Environmental responsibility
- Social media
- Artificial intelligence
- Corruption
- Bribery
- Facilitation payments
- Hospitality
- Entertainment and gifts
- Conflict of interest
- Bookkeeping and accounts
- Fair competition
- Export control and sanctions
- Speaking up

Grundfos Code of Conduct

Our Code of Conduct applies worldwide to all employees and Board members working in any of our companies as well as third parties working on our behalf. We expect all employees, and others that act on our behalf, to always comply with the Code of Conduct.

The Code of Conduct serves as an aid to understanding the core elements of our values, policies, ethical principles and the legislation. It cannot answer every question, but it is our common reference point that should shape our behaviour, help with decisions, and describe who we are and who we aspire to be. It confirms our personal and professional commitment to a wide range of issues, which we believe are vital in ensuring that we conduct business based on honesty and integrity.

Progress in 2024



Code of Conduct training

We rolled out our new Code of Conduct and facilitated training for all employees in 2024. We also conducted tailored compliance training for our Sales, Service, Purchasing, Finance, Branding, Solution and Marketing departments across Grundfos, covering competition law, sanctions and export control, anti-money laundering, bribery, corruption and selected topics from the Code of Conduct.

In 2024 87% of employees completed the Code of Conduct training.



Strengthening of governance

Grundfos is redesigning its governance around company policies, standards and rules to increase simplicity, coherence and transparency in the company governance. As a result of the redesign, we are reviewing procedures and ways of working within Grundfos, with a plan to update and strengthen our policy governance in the near future.



Ensuring fair competition

Online training programmes on fair and legal competition are available to all Grundfos employees. The training programmes exist in tailored versions for the USA, EU and the majority of Asia. For the most exposed employee groups, basic competition law training is mandatory.

The new Code of Conduct training in 2024 included basic elements of competition law. Further, targeted ongoing monitoring, guidance, training and counselling is carried out by the Group Legal team to avoid anti-competitive practices. New compliance measures covering competition law aspects were also prepared in 2024, particularly concerning distributor agreements with competition-compliant terms to avoid anti-competitive practices. Additionally, a new competition law action plan is in progress to make risk management within this area even more structured and comprehensive.



Anti-corruption and anti-money laundering

Group Legal investigates all cases of potential money laundering and corruption and takes the relevant action. We believe that businesses should work against money laundering and corruption in all its forms, including extortion and bribery.

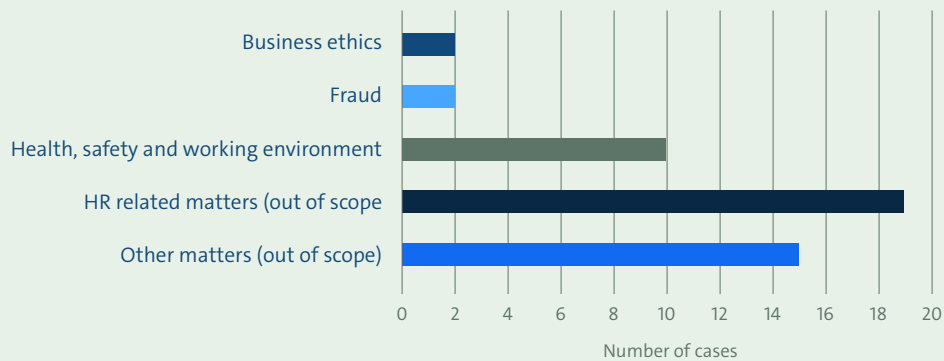
In 2024, Group Legal in collaboration with the Finance and Treasury departments introduced binding company rules for customer payments and deposits, to avoid that Grundfos is used for trade-based money laundering. The rules provide an overview of red flags and guidance for the handling of non-compliant money transfers.

Lastly, we introduced a new reporting system for legal disputes within Grundfos. This system aims to increase simplicity, coherence and transparency in our approach to the handling of legal disputes globally.

Whistleblower cases

The total number of whistleblower cases in 2024 is 48. Through thorough assessment of the 48 cases only 14 fall into the scope of the whistleblower system. In the remaining cases, which are not considered a breach of our Code of Conduct or a serious breach of legislation, the whistleblower is referred to line management. The Ethics Committee closed 44 cases by the end of 2024. The reported cases fall into the following categories: Other matters (out of scope), HR Related matters (out of scope), Health, Safety and Working Environment, Fraud, and Business Ethics. In 2024, we had one case in Health, Safety and Working Environment category where the complaint was substantiated and resulted in a sanction.

Overview by classification



Grievance mechanism

Grundfos' whistleblower portal is publicly available. Anyone can be a whistleblower and report information about misconduct or unethical behaviour related to Grundfos. This includes the violation of human rights. In 2024, the Grundfos whistleblower portal was revised and upgraded, and guidelines were elaborated regarding the operations of the Ethics Committee. Visit the whistleblower portal by [clicking here](#).

Risks and opportunities

To manage all identified legal risks, we go through our annual legal risk management process. This culminates in the development of our Legal Risk Management Report. The purpose of this report is to identify and assess key legal risks to mitigate and protect Grundfos from significant negative financial and operational impact. Each identified material risk is tracked on an annual basis to assess if any risks need to be escalated and followed up with mitigation measures. This report is overseen by the General Counsel, and necessary mitigating and preventive actions are taken.

Looking ahead

We will continue to monitor all our legal risks and those arising from Grundfos' engagements.

Sustainable supply chain

In 2024, we onboarded 87 suppliers into the EcoVadis platform for sustainability performance monitoring, and achieved a 91% compliance rate on supplier audits.

Approach

We hold ourselves and our supply chain to the highest standards of social and environmental responsibility, encompassing human rights, labour standards, carbon and water footprint reduction, chemical compliance and responsible sourcing, including conflict minerals. This commitment requires a persistent dedication to sustainable practices and transparency, both from us and our suppliers.

We have a comprehensive Sustainable Purchasing Policy and processes in place to support our supply chain efforts, as shown here to the right:



Sustainable Purchasing Policy

Provides the framework for purchasing procedures and outlines ambitions, initiatives and governance.

Responsible Minerals Statement

Outlines Grundfos' approach to responsible minerals sourcing.

Supplier Code of Conduct

Outlines Grundfos' minimum requirements for suppliers and other business partners.

Sustainable Supplier Management Programme

Designed to address environmental and social conditions both directly and indirectly. The programme is aligned with our sustainability ambitions and follows legal and customer requirements.

Progress in 2024

In 2024, we established the framework for further supply chain initiatives and procedures for us to progress on ambitions and commitments. We launched our Sustainable Purchasing Policy, which is harmonised with our Direct and Indirect Purchasing Policies, ensuring coherence and consistency throughout our operations. Through ongoing monitoring and collaboration with suppliers, we aim for continuous enhancement in sustainability performance across our supply chain. This involves risk mitigation, due diligence and the creation of lasting value for all stakeholders. We released our statement on responsible sourcing of minerals, outlining our approach to ensuring our

products do not contribute to financially benefitting groups that violate human rights. We also initiated the collection of due diligence information in the cobalt and mica supply chains and released our first EMRT (Extended Minerals Reporting Template) to gain higher sub-supplier visibility within an extended scope.

Decarbonising our supply chain

In line with Grundfos' ambition and SBTi-approved goal to be net zero across our value chain by 2050, we aim to decrease the footprint of purchased goods and services by 25% by 2030.

In line with the Action Plan of the Alliance of CEO Climate Leaders, we committed to engage at least 30% of our supplier base by 2025 and 67% by 2026, based on share of emission or spend. Gaining maturity visibility on our suppliers' reduction journey is the first step of our engagement programme. As a result of the performance measurement and data collection in 2024, suppliers with available carbon scorecards represent 52.5% of the total purchasing spending. Additionally, the suppliers who shared their scope 1, 2 and 3 data both in absolute and revenue-based intensity values represent 30.5% spending coverage.

In our supply chain decarbonisation efforts, we have reviewed our methodology for calculating the footprint of purchased goods and services. In 2024, we boosted the reporting maturity by introducing a hybrid calculation methodology, where consumption-based and spend-based calculation are combined. This development provides higher transparency in our carbon reports, which is verified by third party. Additionally, it supports us in developing our annual carbon heatmap more accurately.

Supplier engagement on sustainability	2024	2023
Audited/assessed spend coverage	27.7% (audit) 52.9% (assessment)	27.7% (audit) 51.9% (assessment)
Spend coverage of collected absolute and intensity carbon data	30.5%	22.3%
Spend coverage of collected carbon scorecard*	52.5%	45.9%
Spend coverage of suppliers who are part of SBTi	25.4%	20.3%

In 2024, we initiated a supply chain water risk assessment to gain an understanding of which purchasing areas represent the greatest risk from a water perspective and to define the basics for establishing a supplier engagement programme dedicated to water. In parallel, we continued to collect data from our suppliers regarding their freshwater withdrawal, both in absolute and revenue-based intensity figures. Suppliers who were able to complete our data-sharing request represent 26% of the total purchasing spend. The onboarding of suppliers into the EcoVadis platform for monitoring sustainability performance continued in 2024.

*The carbon scorecard indicated the supplier's maturity in carbon footprint reduction.

Risks and opportunities

Diverse maturity levels in supplier sustainability data and growing legislation complexity continue to be a challenge as legislation and customer demand for data transparency grows. Since we have already completed EcoVadis onboarding of key suppliers based on spend coverage, we are working to onboard less mature suppliers with limited data visibility. While we do come across some reluctance, we believe that by collaborating closely with suppliers, we can push for a positive and sustainable development.

Global standardisation on requirements is currently non-existent. A global company such as ours is exposed to the regional differences across the Americas, EMEA and APAC. In effect, data collection becomes more difficult.

The emerging need of boosting digitalisation is both a risk and an opportunity. Digital tools enable us to quickly collect the data we need for reporting, however, we also seek to avoid overwhelming our suppliers by the increasing data sharing pressure.

Looking ahead

In 2025, we will establish 2027 ambitions and roadmaps, and revisit and extend our sustainable supplier management programme. In connection with the extension of our supplier programme, we plan to also revisit our sustainability sourcing KPIs.

The sustainability sourcing KPIs setup is a comprehensive supplier sustainability performance measurement approach that relies on six indicators including carbon and water footprint, chemical compliance and conflict minerals declaration coverage.

These six indicators give one consolidated index based on the weighted average, known as the Sustainable Sourcing Index. This index has been incentivised within Group Purchasing to ensure focused attention on suppliers' performance improvement.

We will introduce a sustainable supplier scorecard to intensify the integration of sustainability as a core business element into the sourcing processes.

Performance table

2025 targets	2024 performance	2023 performance	Progress on target
500 suppliers to be onboarded into the EcoVadis platform.	495	408	99%
Compliance rate of 91% for all audited suppliers.	91%	92%	100%
Increase the coverage of our indirect area audits and assessments to 35%.	29%	29%	83%
100% data coverage about conflict minerals within the identified supplier scope by 2025.	96%	93%	96%

Tax governance and responsible taxes

Grundfos strives to manage its business responsibly and play an active role in society. We consider strong governance and tax transparency essential parts of our business. We act as a responsible citizen in all jurisdictions in which we operate. In the financial year 2024, we contributed DKK 6.5bn in tax payments globally.

Approach

As stated in our Group Policies and Global Tax Principles, we act as a responsible tax citizen and strive to ensure a fair and reasonable allocation of Group profits in the jurisdictions and communities where we have a presence, complying with requirements for all taxes. Our Group Policies are underpinned by our Global Tax Principles. The Global Tax Principles apply to all Grundfos entities. Due to local requirements in Poland, we additionally publish a fully aligned local tax strategy published on our Polish website. The following describes our approach to taxes inspired by the GRI 207 standard for tax reporting.

Governance and compliance

The Global Tax Principles describe our approach to taxes. The Global Tax Principles are governed by the Board of Directors Audit Committee, who are responsible for reviewing and approving the principles.

Ultimate accountability sits with the Chair of the Audit Committee. The frequency of the review is yearly and during the second quarter, and it is done on an ad-hoc basis if needed. As a group, the operational accountability for management of taxes sits with the Chief Financial Officer (CFO), who ensures that the appropriate people, processes, and systems are in place to comply with local and international tax laws. The CFO delegates responsibility for managing the areas of corporate income tax, transfer pricing, and indirect tax to the Head of Group Tax, employee taxes to the Head of HR, and custom duties to the Head of Group Supply Chain. All three positions are global functions to ensure complete oversight of processes and procedures. Our Group Tax department works with country finance controlling teams to ensure local tax compliance. Compliance at local level is either carried out by the country finance controlling

team or outsourced to external partners. Group Tax is responsible for ensuring an adherent application of the tax principles throughout the Group. Group Tax provides training, workshops, and tax related guidance for relevant employees such as financial compliance specialists, colleagues within our Finance Shared Service Centres, salespeople, and business partners. The purpose of the training is to ensure awareness and understanding of (new) rules and regulations.

Responsible tax behaviour

We see taxes and responsible tax behaviour as an essential part of a well-functioning society and recognise that taxation is also a tool to help financing achievements of the UN Sustainable Development Goals (SDGs). By adhering to our Global Tax Principles and paying taxes responsibly in all jurisdictions where we operate, we are supporting SDG 8, 'Promote

sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all', as responsible tax behaviour can help increase gross domestic product (GDP) globally, and drive economies. In addition, we do not operate in tax havens, based on the EU and OECD lists of non-cooperative tax jurisdictions.

Where we identify any errors related to our disclosures or calculations, we act with integrity and work with the relevant authorities to amend any errors made.

Planning and use of tax incentives

Changes in commercial business strategies and the evolving regulatory environment inform decisions on how to structure our commercial arrangements. Tax is one of the many factors involved in key business planning activities. When evaluating the

tax implications of a business decision, the following criteria are considered:

- Commercial purpose
- Tax technical analysis
- Financial impact
- Any downside risks
- Internal resource commitment
- Reputational impact

Additionally, we have implemented the following fundamental principles to guide our navigation of this evolving regulatory environment:

- No business decisions are made for the sole purpose of tax optimisation.
- No arrangement will be implemented if the main purpose is to obtain a tax benefit that is not intended by the relevant tax rules.
- Payments are not routed through other entities in a back-to-back arrangement for the sole purpose of withholding tax.
- No hybrid financing will be implemented with the sole objective of obtaining a tax benefit.

We will accept and utilise tax incentives, reliefs, and similar to support local development if the incentives are widely accessible, the use is comfortably within the intention of the law, and the establishment of businesses is not driven by these opportunities. For a full list of the tax incentives utilised in 2024, see Appendix 3 of this report.

To highlight an example, we are making use of the super-deduction of R&D costs in Denmark. This incentive supports our 2025-2027 strategy, where innovation leadership is identified as a must-win battle and driver of not only growth, but also a stepping stone for answering the world’s climate and water issues.

Grundfos is actively engaged in advocating the super-deduction. Grundfos Hungary was granted a 10-year development tax incentive (80% tax exemption) as part of establishing local production plants.

Tax risk management

Our Group Tax Policy establishes our process for tax risk management. We proactively seek to identify, evaluate, manage, and monitor tax risks to ensure they remain within the Group’s risk appetite. Key risk areas are identified at Group level, with controls and procedures being developed to manage them. Group Tax manages and reviews the most significant risk areas on an ongoing basis. All compliance tasks are based on a four-eyes-review principle, meaning that e.g. tax returns are reviewed by a colleague or an external service provider. Group Internal Audit Services conduct periodic audits of general financial compliance, including taxes. Whenever there is complexity or uncertainty in relation to tax risks, we may collaborate with external professional advisors to ensure we have a second opinion and remain compliant during the implementation of new systems and new regulations. Identified significant risks must be reported to Group Tax, who will report the

most significant risks to the Group CFO and the board of Directors Audit Committee as part of the uncertain tax risk provision, and at an aggregated level as part of the overall Enterprise Risk Management reporting. At Grundfos, we have a whistleblower system to allow anonymous reporting of suspected criminal acts or non-compliance with the Grundfos Code of Conduct by employees, board members, and third parties working with Grundfos, such as suppliers or consultants. The reporting can be done in any language.

Relationship with tax authorities and stakeholders

Our tax obligations inevitably and appropriately involve our engagement with tax authorities in the jurisdiction in which we operate. All such engagements are undertaken in line with the following standards:

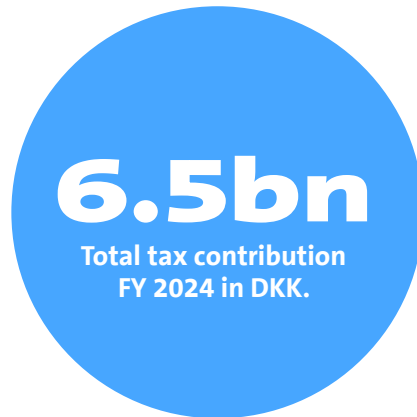
- We have an open and transparent dialogue with tax authorities.
- Where possible, we will seek early guidance on matters of complexity. Where we do this, we will always seek to provide the information required by the authorities to provide such guidance.
- Where possible, we will seek to meet with local tax authorities to enable them to understand our business.
- When we are offered to enter tax compliance or co-operative compliance schemes, we will properly evaluate proposals on a case-by-case basis. Key factors in the evaluation will include openness and trustworthiness, estimate time consumption and expected benefits.

We seek to reduce double taxation through mechanisms such as engaging the competent authorities in mutual agreement procedures or implementing advance pricing agreements.

We engage in broader stakeholder engagement on responsible tax behaviour in various ways. We participate around three times a year in the tax panel meetings of Danish Industry (DI), where our Head of Group Tax provides input and comments on new tax law proposals, such as drafts of new legislation, which implements EU or OECD guidelines.

We also participate in the ‘Tax Dialogue Project’ held by Oxfam. In this context, we engage with other private businesses, pension funds, and civil society to bring our tax and business insights to the table in the informal discussions around responsible tax as well as tax legislation and practice. To date, the work has contributed to greater tax transparency among target companies and pension funds. This knowledge sharing helps Grundfos to be heard on its tax agenda, as well as allowing us to gain valuable insights into good tax practice, creating opportunities for further development.

In 2023, we also joined a member group organised by CSR Europe and Fair Tax Foundation where we collaborated on the development of the Tax Responsibility and Transparency Index, opening for assessment of how companies, across all sectors,



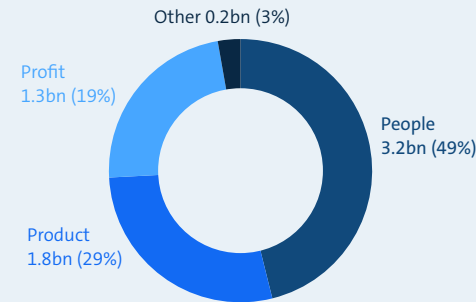
perform in terms of tax transparency and responsible tax behaviour. The project was finalised in 2024, and the result was presented at a meeting in April with the participation of NGO's, civil society, investors, the press, policymakers, academics and the private sector in the European Parliament in Brussels.

Global Tax Footprint

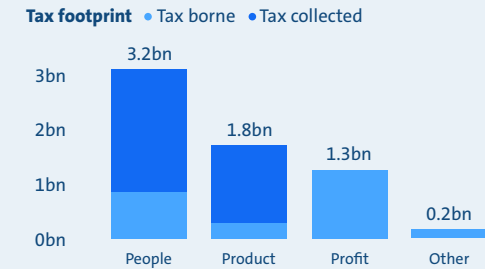
Grundfos has contributed to local public finances via tax payments for the financial year 2024 with the total amount of DKK 6.5 billion. We have split the total tax contribution into four different types of paid taxes: employee-related taxes, product/sales taxes, corporate income taxes and other taxes.

The main tax contribution comes from employee-related taxes, which includes payroll taxes and social contributions, which constitute 49% of our total contribution. The effective tax rate for the Grundfos Group stated in the Annual Report for 2024 was 22%. In the financial year 2024, we paid DKK 1.3bn in corporate income taxes, which is 29% of our consolidated profit before taxes. Please refer to the country-by-country report overview for further information on corporate income tax, which also includes a split of the total corporate income tax per country.

Global cash tax payments FY 2024, DKK

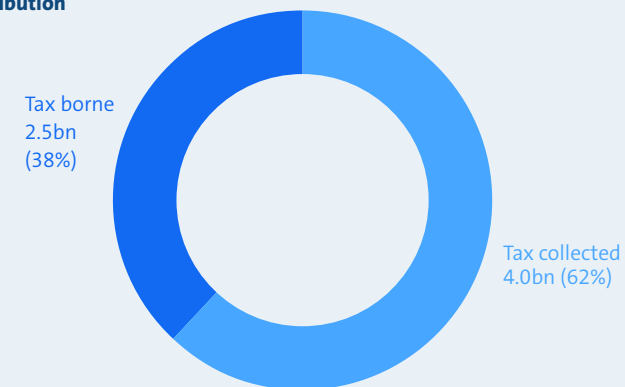


Global cash tax payments FY 2024, DKK



The split between collected and borne taxes is 50% collected taxes and 50% borne taxes. Taxes collected are taxes generated by the Grundfos operations (like payroll taxes and value added taxes) and taxes borne are charged to the profit and loss account (e.g. corporate income taxes, custom duties and employer social contributions).

Total cash tax contribution FY 2024 in %, DKK



6

Assurance

- 73 Accounting principles
- 78 Management's statement
- 79 Assurance report



Accounting principles

All environmental and safety data of our divisions and performance units is consolidated in Sphera Cloud, with the exception of data sourced for CO₂e from refrigerant and a few scope 3 emission categories (category 2, 7 and 12). Human resources related data is collected in Employee Central. People reached with drinking water access and Sourcing Sustainability Index KPIs are calculated in their own separate database. All data is reported to relevant management bodies. There are a few locations and small offices with minor environmental impacts, which are excluded, but these are covered by estimations according to internal process descriptions.

The scope for EMS, Voluntary turnover and Women in leadership positions have been extended since last year. The methodology of calculation was improved for scope 3 category 1 and changed for People reached with drinking water access. Under Sustainable Sourcing the overall KPI and 2 sub KPIs were removed (EcoVadis Supplier Onboarding %, Chemical compliance hit rate %) two new have been added (Number of Ecovadis onboarding, Number of Chemical Compliance data acceptance).

Details on the above changes can be found in the relevant descriptions.

CO₂e emissions and energy consumption

Our energy consumption stems from the use of:

- Electricity
- Heat and steam
- Natural gas
- Light fuel oil
- Diesel in stationary units
- Renewable fuel
- Solar energy
- Consumed fuels in our global vehicle fleet and Grundfos jet
- Refrigerant gases

Share of renewable energy consumption

Our share of renewable energy consumption stems from the use of:

- Renewable share of electricity
- Renewable share of heat and steam
- Renewable fuel
- Electricity and thermal energy on site (solar) or renewable energy on site currently excludes renewable share of fuels from our global fleet due to missing data.

Share of renewable electricity and heat and steam comes from the same sources as when determining the

applied CO₂e conversion factors mentioned in scope 2 principles.

Grundfos discloses information on scope 1, 2 and 3 emissions

Grundfos Group calculates and presents the scope 1, 2 and 3 emissions in CO₂e in line with the GHG Protocol. For the basis of reporting we use manual meter readings, automated real-time consumption monitoring systems and invoices from our utility suppliers as the source of information. Our scope 1 emissions arise from the usage of natural gas, light fuel oil, diesel in our production activities and from the burning of fuels in our vehicles (compressed and liquefied gas, petrol, diesel and jet fuel). Our scope 1 emissions also include the effect of refrigerant gases. CO₂e emissions from refrigerants are based on data collection (total amount of refrigerants in the system) and extrapolation based on site area in square metres considering offices and production areas separately. Based on LEED V4.0 we calculated a total refrigerant leakage of 3%. In 2024 we use the emissions from refrigerant gases calculated for 2023. For these types of energy consumption and refrigerant gases, we apply conversion factors published by the UK's Department for Business, Energy & Industrial Strategy (BEIS) unless supplier-specific factors are available locally.

Our scope 2 emissions are emitted through our usage of purchased electricity, electric vehicles, heat and steam. For market-based scope 2 emissions, we apply the Power Purchase Agreement (PPA), supplier-specific conversion factors (if it fulfils GHG Protocol quality requirements), residual mix (Green-e, AIB) and location-based factors obtained from the International Energy Agency (IEA), in this order of availability. For location-based scope 2 emissions, we use the IEA and Environmental Protection Agency (EPA) for the United States. We refresh our factors on 1 January every year based on the latest available figures.

SCOPE 3 Category 1a,b Purchased goods and services (product and non-product) 2024

Grundfos established a standardised process for measuring and reporting carbon emissions associated with Purchased Goods and Services after implementing the Sievo CO₂ Analytics module. Sievo CO₂ Analytics is a system that calculates emissions using a hybrid model that combines spending and/or material data with average emission factors originated from Ecoinvent and Exiobase databases, or primary verified emission data from suppliers. Ecoinvent uses the LCIA methods and used for material-based emission allocation, as per

ASSURANCE

purchased volume. Exiobase provides emission factors as per a time series of environmentally extended multi-regional input-output (EE MRIO). The methodology used is based on the Greenhouse Gas (GHG) Protocol. Subsidiaries that do not have detailed spending breakdowns are scaled by their spending value or cost of sales with respect to Grundfos' emission-to-spending/revenue intensity.

Accounting principle before 2024

Emissions are calculated based on the spending (excluded VAT) of each purchased goods and service category and multiplied by the corresponding Environmentally-Extended Input-Output (EEIO) emissions factors. EEIO factors are provided by the Carbon Trust and adjusted for global inflation, average global improvements in CO₂e/GDP, and switch to the service sector of the global economy. Subsidiaries that do not have detailed spending breakdowns are scaled by their spending value or cost of sales with respect to Grundfos' emission-to-spending/revenue intensity.

Category 2 Capital goods

Capital goods include all upstream emissions associated with their production and that have been purchased within the reporting period. Capital goods are those that are treated as fixed assets or as property, plant and equipment. Goods expensed in the accounting year (i.e. operating expenditure or "Opex") should be included in Category 1 instead. Emissions are calculated based on the investment spending and multiplied by the corresponding EEIO emissions factors. EEIO factors are provided by Carbon Trust and adjusted for global inflation, average global improvements in CO₂e/GDP, and switch to service sector of global economy.

Category 3 Fuel and energy-related activities

The category includes the upstream emissions relating

to the production of fuels and electricity consumed by Grundfos. Emissions are calculated based on the energy consumption of various energy sources as stated in scope 1 and 2 and multiplied by the corresponding latest available indirect factors in Sphera Managed LCA Content (MLC – formerly GaBi), except energy from liquified gas and jet fuel where the source of factors is BEIS (DEFRA) library. Emission from renewable fuel consumption is reported in scope1 category.

Category 4 Upstream transportation and distribution

Upstream transportation and distribution include emissions from goods transportation for Grundfos globally. CO₂e is measured on a Well to Wheel (WTW) basis according to international standards. Data is derived from a combination of transport supplier reports, 3rd party companies maintaining the transport and data from the Grundfos ERP system with one month delay. Data from Grundfos ERP system is structured and sent to EcoTransIT via the Grundfos agreement for CO₂e WTW calculation. Subsidiaries that are not included in the calculations are scaled by the spending/revenue value following the emission-to-spending/revenue intensity of Grundfos.

Category 5 Waste generated in operations

Category 5 includes all emissions from the third-party disposal and treatment of waste generated by Grundfos' owned or controlled operations. Emissions are calculated based on the collected waste categories and multiplied by the corresponding emissions factors from BEIS (DEFRA) library. Non-hazardous and hazardous waste disposed at landfill are collected monthly, all other categories are collected quarterly. Emission for construction waste is calculated based on estimated material composition and with the corresponding factors in BEIS (DEFRA).

Category 6 Business travel

For all Grundfos companies that use the Group business travel service, we calculate emissions from air travel based on the flight distance and airline, from other forms of transportation (taxi, car rental) and from hotels. Emissions are calculated by our external partner. Subsidiaries that are not included in the calculation are scaled by the spending/revenue value following the emission-to-spending/revenue intensity of Grundfos. This methodology is applied in case of emission from air travel for Biral, DAB, Eurowater, MECO, Culligan C&I and Sintex companies, while in case of emission from hotel, car rental, taxi, train and ferry for Biral, DAB, Eurowater, MECO, Culligan C&I, Sintex, Peerless, Vortex and Watermill companies.

Category 7 Employee commuting

The employee commuting category refers to all emissions arising from the transportation of employees between their homes and worksites. These may include emissions from automobile, bus and rail travel as well as other modes. Emissions are calculated on a country level, based on the number of employees and multiplied by emissions factors. Emissions factors from the BEIS (DEFRA) are adjusted based on the categorisation of a country's income and level of public transportation service.

Category 11 Use of sold products (direct)

The category refers to the use-phase emissions from the electricity consumption of the use of products sold by Grundfos to end users during their lifetime. Lifetime is estimated to be 10 years for all products based on industrial association alignment, EuroPump. Emissions are calculated based on the energy consumption per product number, multiplied by lifetime operation hours (based on product type); sold quantity of the product and emissions factors of the sold country from the IEA.

Emissions factors are IEA location-based data with a 10 year forecast adjustment. Subsidiaries that are not included in the calculation are scaled by the revenue value following the emission to-revenue intensity of the corresponding Grundfos business unit.

Category 12 End-of-life treatment of sold products

Category 12 refers to emissions from the waste disposal and treatment of the products sold at their end of life (EoL) and based on the analysis report from STENA on nine of the key products in Grundfos. Emissions are calculated based on the total weight of all Grundfos' sold product. For each product family we assigned a proxy based on the nine key products by characteristic resemblances. Material weight and its assumed waste handling method are established and multiplied by the BEIS (DEFRA) emissions factors. Subsidiaries that are not included in the calculations are scaled by the revenue value following the emission-to-revenue intensity of Grundfos.

Category 8 Upstream leased assets, 9 Downstream transportation and distribution, 10 Processing of sold products, 13 Downstream leased assets, 14 Franchises, 15 Investments were excluded on the basis that there were no emissions identified to be included in these categories following Grundfos Group operation.

CO₂e intensity based on net revenue

CO₂e intensity based on net revenue is calculated as a ratio indicating the total CO₂e emissions (scope 1, 2, 3) per net revenue, where total CO₂e emissions is the sum of scope 1, 2, and 3 CO₂e emissions in tonnes divided by the net revenue in DKK, presented for the marketbased method.

ASSURANCE

Water withdrawal

Grundfos' global water withdrawal consists of two major sources:

- Municipal water source
- Groundwater from our own wells

For the basis of reporting we apply manual meter readings, automated real-time consumption monitoring systems and invoices from our water suppliers as the source of information.

Waste to landfill

In Grundfos we strive to recycle waste as much as possible and dispose as little in landfills as we can from both production and non-production sites. Therefore we have established a KPI specifically measuring the total weight of our waste disposed of in landfills, excluding construction waste. The waste components in this indicator are categorised as hazardous and non-hazardous waste. Data is collected on a monthly basis from each site, based on invoices and assumptions based on in-house measurements.

Resource recovery through take back

Resource recovery from take back is the total amount of end-of-life pumps in kg, including field returns, retrieved to Grundfos, through a reversed supply chain with the aim of finding the best environmental use for them, their components, and materials. The end-of-life pumps, including field returns, are accounted for when they arrive at the designated disassembly facilities and are ready for treatment. The pumps are collected in Austria, Denmark, Netherlands, the United Kingdom, Italy, Germany, France and Sweden before being sent to Grundfos's disassembly facilities in Bjerringbro, Denmark, or Sunderland, United Kingdom.

Number of employees 2024

The number of employees with a valid permanent

or temporary Grundfos or subsidiaries contract. An individual is counted as Headcount who is in an employment relationship according to national law or practice. The number is measured as headcount at year-end.

Accounting principle before 2024

The number of employees with a valid permanent or temporary Grundfos contract, excluding employees on leave. The number is measured as headcount at year-end.

Average number of full-time employee (FTE)

FTE's measures capacity in full-time equivalents. An FTE is equal to the number of a full-time employees working in the organization according to the standard hours set based on local practice or law. Calculation base for FTE is Headcounts excluding employees on leave. The FTE is a calculated field based on the standard weekly working hours divided by the contract weekly working hours for the employee. Average FTE is sum of the monthly FTE divided by 12.

Women board of directors

The percentage of women in the Board of Directors is calculated by dividing the number of women Non-Executive Directors elected by the Assembly General to the Board of Directors (i.e. excluding employee-elected members of the Board of Directors) by the total number of Non-Executive Directors elected by the Assembly General in the reporting year multiplied by 100.

Women in top leadership

Top leadership is defined as Group Management and next level of people leaders (equivalent to other managerial levels as defined in the Danish Financial Statement Act). We identify the top leadership by the different organisational levels according to the organisational Hierarchy. The Representation of

women in top leadership is calculated by identifying the women in the top leadership divided by the overall number of leaders within top leadership multiplied by 100.

Women in leadership positions 2024

Women leaders ratio represents the number of women leaders divided by the total number of leaders multiplied by 100. Leaders are Grundfos employees who have min. one internal direct report.

Accounting principle before 2024

Leaders are Grundfos employees in band levels 1-9 based on the year-end headcount, including employees on leave. Band levels are defined by Grundfos' internal career level structure. Leaders have people responsibility, i.e. they have employee(s) reporting directly to them. Women leaders ratio represents the number of women in leadership positions divided by the total number of leadership positions multiplied by 100. The following companies are not included in the KPI: Biral, DWT Holding S.p.A., Poul Due Jensens Fond, Peerless Pump Company, Solvermedia B.V., Sintex a/s, Deutsche Vortex GmbH & Co, Water Mill, Mechanical Equipment Company, Metasphere, WaterWorks, Eurowater, Grundfos Istra, Grundfos OOO, therefore it covers 85% of the total headcount

People with disabilities

This indicator is measured as a percentage of employees with disabilities relative to the total headcount at year-end, including employees on leave. We define a person with disability as a person who has a long-term physical, mental, cognitive, sensory impairment, or a chronic disease, which in interaction with various barriers may hinder their full and effective participation in the workplace on an equal basis with others. The definition is in accordance with the UN and WHO definition.

From 2024, employees have the possibility to self-disclose and self-register own disability. People are registered with no official documentation as well as people with documentation.

Lost time injury ratio (LTI ratio)

LTI ratio is the number of injuries that have led to lost working days in all areas of Grundfos, including office, sales, production, and warehouse expressed as percentage of the total hours worked by the employees. The work hours are defined as yearly norm hours per FTE per legal entity – and then different kinds of absence (public holiday, vacation, sickness, leave etc) are subtracted and overtime is added. Lost time injuries are injuries that have prevented an employee from being able to return to work the day after the injury. Status on performance is made by the report closing for the previous fiscal year. If a case turns into a LTI later than this date, e.g. due to surgery linked to the specific case, that will be accounted for the next fiscal year. The indicator is indexed as the number of lost time injuries per the total hours worked by all Grundfos employees multiplied by one million.

Employee motivation and satisfaction 2024

The level of employee motivation and satisfaction score among employees, measured through a weighted average of underlying questions on the Employee Motivation Survey. The KPI is measured in a scale of 0-100 based on four questions. Employees in scope for the survey are: Employees with at least three months of seniority at the opening date of the survey are eligible to participate. Employees who are external, terminated, or not present at the time of the survey are not in scope. Vortex, Metasphere and Culligan C&I are not included in the results (these entities represent 3% of the total Full Group headcount).

Accounting principle before 2024

The following companies were not included in the KPI before 2024: Biral, DWT Holding S.p.A., Poul Due Jensens Fond, Peerless Pump Company, Solvermedia B.V., Sintex a/s, Deutsche Vortex GmbH & Co, Water Mill, Mechanical Equipment Company, Metasphere, WaterWorks, Eurowater, Grundfos Istra, Grundfos OOO.

Stress level

The number shows the percentage of in-scope employees who answer quite or very much (from the 5 possibilities: not at all, only a little, some, quite much, very much) to the question related to stress in the Employee Motivation Survey. Employees in scope for the survey are: Employees with at least three months of seniority at the opening date of the survey are eligible to participate. Employees who are external, terminated, or not present at the time of the survey are not in scope. The following companies are not included in the presented number: Biral, DWT Holding S.p.A., Poul Due Jensens Fond, Peerless Pump Company, Solvermedia B.V., Sintex a/s, Deutsche Vortex GmbH & Co, Water Mill, Mechanical Equipment Company, Metasphere, WaterWorks, Eurowater, Culligan C&I, Grundfos OOO, therefore it covers 83% of the total headcount.

Total voluntary turnover 2024

Defined as the number of all voluntary leavers during a 12-month rolling period compared with the ending headcount, including employees on leave, expressed as a percentage.

Accounting principle before 2024

The following companies were not included in the KPI before 2024: Biral, DWT Holding S.p.A., Poul Due

Jensens Fond, Peerless Pump Company, Solvermedia B.V., Sintex a/s, Deutsche Vortex GmbH & Co, Water Mill, Mechanical Equipment Company, Metasphere, WaterWorks, Eurowater, Grundfos Istra, Grundfos OOO.

People reached with drinking water access 2024

People reached from registered projects is based on data collected from partners of Grundfos (primarily non-profit and humanitarian organisations and utilities) that install Grundfos water solutions for underserved communities. Grundfos products are sold either directly to the partner executing the project, or indirectly via a distributor; in either case the executing partner reports on the project(s), which is linked to the corresponding sales order(s). Partners are requested to report annually on installed drinking water solutions; including the product types and the number of products, the number of people served with water by these solutions, and their geographical location. Data is provided based on project design specifications or usage data, and validated by SafeWater against official national census data on population location. If there are multiple projects in one area, these projects are accumulated and checked against the population living in the same area. All data received from the customer and validated as described above during the reporting period is counted up to the report closing in January, irrespective of the project closing date. Reported number of people reached per project is not checked against pump capacity, since water consumption patterns are not known.

Accounting principle before 2024

Only pumps installed and people reached in the relevant calendar year are counted, as reported by the customer.

Sustainable sourcing CSR

- **Number of Ecovadis onboarding:** number of onboarded suppliers to EcoVadis The supplier is considered onboarded if registered on EcoVadis, submitted required documentation for assessment and EcoVadis has issued a sustainability score.
- **Overall CSR compliance rate 2024:** share of active compliant suppliers* within the total active audit and assessment scope; $[(nr\ of\ active\ compliant\ suppliers / nr\ total\ active\ audited\ \&\ assessed\ suppliers) * 100]$

Accounting principles before 2024

Overall CSR compliance rate (30%): number of compliant suppliers* within the total number of audited and assessed suppliers.

Environmental footprint

- **Carbon footprint spend coverage:** spend of suppliers who completed our data sharing request within the total purchasing spend – considering spending from last closed year.
- **Water footprint spend coverage:** spend of suppliers who completed our data sharing request within the total purchasing spend – considering spending from last closed year.

Compliance

- **Number of Chemical Compliance data acceptance:** number of accepted Part Number-Vendor combination lines where suppliers submit information confirming compliance with chemical regulations as per Grundfos Focus List.

• **Conflict Minerals Declaration**

coverage: completed data sharing request within the defined scope. Every bill of the material supplier within the concerned categories is in the scope of the data collection, and prioritisation is conducted as per comprehensive risk-based selection criteria.

* compliant suppliers: meeting Grundfos’ minimum requirement (online assessment score is 45 or higher, on-site audit rating is “B” or “A”).

The following companies are not included in the Sustainable sourcing KPIs: Biral, DWT Holding S.p.A., Peerless Pump Company, Solvermedia B.V., Sintex a/s, Deutsche Vortex GmbH & Co, Water Mill, Mechanical Equipment Company, Metasphere, WaterWorks, Eurowater, Culligan C&I.

Taxonomy KPIs

EU Taxonomy-eligible activities:

We have identified our taxonomy-eligible activities by screening the economic activities in the Climate Delegated Act (Commission Delegated Regulation (EU) 2021/2139), the Complementary Climate Delegated Act (Commission Delegated Regulation (EU) 2022/1214), the Environmental Delegated Act (Commission Delegated Regulation (EU) 2023/2486), and the amendments to the Climate Delegated Act (Commission Delegated Regulation (EU) 2023/2485).

ASSURANCE

Taxonomy-eligible revenue:

The KPI represents the percentage of taxonomy-eligible revenue out of total revenue.

Eligible revenue includes revenue generated from:

- M 3.1. Manufacture of renewable technologies.
- M 3.5. Manufacture of energy efficient equipment for buildings.
- M 3.6 Manufacture of other low emission technologies.
- C 5.1. Repair refurbishment and remanufacturing.
- C 5.2. Sale of spare parts.
- M 7.3. Installation, maintenance and repair of energy efficiency equipment.
- M 9.3. Professional services related to energy performance of buildings.

Taxonomy-eligible OPEX:

The KPI represents the percentage of taxonomy-eligible operating expenses out of taxonomy-related operating expenses:

Eligible operating expenses includes expenses from:

- M 3.1. Manufacture of renewable technologies.
- M 3.5. Manufacture of energy efficient equipment for buildings.
- M 3.6 Manufacture of other low emission technologies.
- M 6.5. Transport by motorbikes, passenger cars and light commercial vehicles
- C 5.1. Repair refurbishment and remanufacturing.
- C 5.2. Sale of spare parts.
- M 7.3. Installation, maintenance and repair of energy efficiency equipment.
- M 7.7. Acquisition and ownership of buildings.

Taxonomy- eligible CAPEX:

The KPI represents the percentage of taxonomy-eligible capital expenses out of total investments.

Eligible capital expenses include expenses from:

- M 3.1. Manufacture of renewable technologies.
- M 3.5. Manufacture of energy efficient equipment for buildings.
- M 3.6. Manufacture of other low emission technologies.
- C 5.2. Sale of spare parts.
- M 6.5. Transport by motorbikes, passenger cars and light commercial vehicles
- M 7.2. Renovation of existing buildings.
- M 7.4. Installation, maintenance and repair of charging stations for electronic vehicles in buildings.
- M 7.6. Installation, maintenance and repair of renewable technologies.
- M 7.7. Acquisition and ownership of buildings.
- M 8.2. Data-driven solutions for GHG emissions reductions.

Mergers and acquisitions

Grundfos Group as a strategic ambition is constantly exploring opportunities for in-organic growth via acquisitions. Maturity assessment of ESG data is an integrated part of the due diligence process of mergers and acquisitions. In 2024, Grundfos entered into an agreement to acquire Culligan's Commercial and Industrial Business (C&I) in Italy, France and the UK. The acquired business became part of the Water Treatment performance unit from September 2024. The data integration of C&I started in 2024 with the collection of general and environmental data. Thus, C&I performance is part of the reported Headcount, FTE, Energy consumption, CO₂e emissions, Waste to landfill and Water withdrawal. C&I is excluded from the rest of the social KPIs (Turnover rate, Women in leadership, Women in top leadership positions, LTI ratio, People with disabilities).

Countries and entities

For the purpose of this report, countries are defined as geographical locations where Grundfos Group is present with a legal entity, a permanent establishment (PE), or a representation office.

Note: Representation offices are not relevant for tax reporting and are therefore not included in the appendices.

Restatement policy

In order to maintain consistency and remain able to compare the same category of datasets, in certain cases the baseline of our KPIs, targets and/or historic figures are recalculated or restated based on the company restatement and re-baseline policy.

Restatement of scope 3

Emissions from use of sold products (category 11) has been restated for 2022 and 2023:

- we have improved the calculation to include Eurowater, Peerless Pumps, Biral and Vortex as bottom-up calculation instead of uplifting
- to be aligned fully with GHG protocol we apply 'full life-cycle factors' for calculating emissions.

	Unit	2022 Published in SR2023	2022 Restated in SR2024	2023 Published in SR2023	2023 Restated in SR2024
Total scope 1, 2, 3	t CO ₂ e	116,736,701	142,220,719	105,661,961	125,318,071
Total scope 3	t CO ₂ e	116,636,378	142,120,396	105,567,852	125,223,962
Category 11	t CO ₂ e	115,219,793	140,703,810	104,281,692	123,937,802

Restatement of Science Based Targets initiative baseline 2020

	Unit	Rebaseline 2023	Rebaseline in 2024
Total scope1,2,3	t CO ₂ e	119,720,887	146,832,956
Scope 1	t CO ₂ e	28,853	28,853
Scope 2	t CO ₂ e	90,017	90,017
Scope 3	t CO ₂ e	119,602,016	146,714,085

SBTi has approved Grundfos Net Zero target using 2020 as baseline year in November 2022. Grundfos has subsequently improved data quality and methodology to improve accuracy and transparency and updated the baseline data in February 2024. Due to further methodology improvements Grundfos updates the baseline again.

Scope 3: Baseline for emissions from purchased goods and services (category 1) has been recalculated based on the hybrid calculation methodology adopted in 2024. Baseline for emissions from business travel (category 6) and emissions from use of sold products (category 11) have been updated using full life-cycle factors. New category 11 baseline also includes the effect of bottom-up calculation instead of uplifting for Eurowater, Peerless Pumps, Biral and Vortex. Grundfos submitted SBTi re-baseline in Feb 2025.

Management's statement

Statement by the Executive Board and the Board of Directors

We have today submitted the Sustainability Report for the period 1 January to 31 December 2024 for Grundfos Holding A/S.

We consider that the report provides a true and fair view of Grundfos Holding A/S' impact on society for the period 1 January to 31 December 2024.

In addition, it is our opinion that the information in the report is consistent with the applied accounting principles. Sustainability Report 2024 is recommended to be adopted on the general meeting.

Bjerringbro, 5 February 2025

Registered Group Management

Poul Due Jensen
Group President,
CEO

Mikael Andreas Holm Geday
Group Executive Vice President,
CFO

Jens Ulrik Gernow
Group Executive Vice President,
COO

Board of Directors

Jens Winther Moberg
Chair

Carsten Joachim Reinhardt
Vice Chair

Henrik Ehlers Wulff
Member of the Board

Jacoba Theresia Maria van der Meijs
Member of the Board

Claus Aagaard
Member of the Board

Annika Ölme
Member of the Board

Ágnes Eszter Pauer
Member of the Board,
elected by employees

John Bjerregaard Jacobsen
Member of the Board,
elected by employees

Søren Lund Nielsen
Member of the Board,
elected by employees

Assurance Report

Independent auditor's Assurance Report on Grundfos Holding A/S' Sustainability Report

To the stakeholders of Grundfos Holding A/S

As agreed, we have performed an examination with a combined reasonable and limited assurance, as defined by the International Standards on Assurance Engagements, on Grundfos Holding A/S (Grundfos) selected ESG KPIs in the table 'Sustainability Data Overview' on page 25-26 in for the period from 1 January 2024 to 31 December 2024.

Specifically, we are to conclude on:

- reasonable assurance over the selected ESG KPIs tagged with "Reasonable Assurance" identified in 'Sustainability Performance Overview' on page 25-26.
- limited assurance over the selected ESG KPIs tagged with "Limited Assurance" identified in 'Sustainability Performance Overview' on page 25-26.

In preparing the selected ESG KPIs, Grundfos applied the accounting principles described on pages 73-77. The selected ESG KPIs needs to be read and understood together with the accounting principles, which management is solely responsible for selecting and applying. The absence of an established practice on which to derive, evaluate, and measure the

selected ESG KPIs allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time.

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Sustainability Report, and accordingly, we do not express an opinion on this information.

Management's responsibilities

Grundfos's Management is responsible for selecting the accounting principles and for presenting the selected ESG KPIs in accordance with the accounting principles, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records, and making estimates that are relevant to the preparation of the selected ESG KPIs, such that it is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities

Our responsibility is to express a conclusion based on our examinations on the presentation of the selected ESG KPIs in accordance with the scope defined above.

We conducted our examinations in accordance with ISAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information and additional requirements under Danish audit regulations to obtain assurance for the purposes of our conclusion.

EY Godkendt Revisionspartnerselskab applies International Standard on Quality Management 1, ISQM1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour as well as ethical requirements applicable in Denmark.

Description of procedures performed

In obtaining reasonable assurance over the selected

ESG KPIs tagged with "Reasonable Assurance" in 'Sustainability Performance Overview' on page 25-26, our objective was to perform such procedures and to obtain such evidence which we consider necessary in order to provide us with sufficient appropriate evidence to express an opinion with reasonable assurance.

In obtaining limited assurance over the selected ESG KPIs tagged with "Limited Assurance" in 'Sustainability Performance Overview' on page 25-26 our objective was to perform such procedures as to obtain information and explanations which we consider necessary in order to provide us with sufficient appropriate evidence to express a conclusion with limited assurance. The procedures performed in connection with our limited assurance engagement are less than those performed in connection with a reasonable assurance engagement. Consequently, the degree of assurance for our conclusion is substantially less than the assurance which would be obtained had we performed a reasonable assurance engagement.

As part of our examination, we performed the below procedures:

- Interviewed those in charge of selected ESG KPIs

ASSURANCE

to develop an understanding of the process for the preparation of the selected ESG KPIs and for carrying out internal control procedures.

- Performed an analytical review of the data and trends to identify areas of the selected ESG KPIs with a significant risk of misleading or unbalanced information or material misstatements and obtained an understanding of any explanations provided for significant variances.
- Based on enquiries we evaluated the appropriateness of accounting principles used, their consistent application and related disclosures in the selected ESG KPIs. This includes the reasonableness of estimates made by management.
- Designed and performed further procedures responsive to those risks and obtained evidence that is sufficient and appropriate to provide a basis for our conclusion.
- In connection with our procedures, we read the other sustainability information in the Grundfos Sustainability Report and, in doing so, considered whether the other sustainability information is materially inconsistent with the selected ESG KPIs or our knowledge obtained in the review or otherwise appear to be materially misstated.

In addition to the above we performed the following procedures for the selected ESG KPIs subject to reasonable assurance:

- Agreed key items and representative samples based on generally accepted sampling methodology to source information to check accuracy and completeness of the data.
- Site visits to conduct walkthroughs of data gathering, calculation and consolidation processes related to the reasonable assurance of metrics.

In our opinion, the examinations performed provide a sufficient basis for our conclusion.

Conclusion

In our opinion the Sustainability information for selected ESG KPIs tagged with “Reasonable Assurance” in ‘Sustainability Performance Overview’ on page 25-26 in Grundfos’ Sustainability Report for the period from 1 January 2024 to 31 December 2024 which has been subject to our reasonable assurance procedures have, in all material respects, been prepared in accordance with the accounting principles on pages 73-77.

Based on the limited assurance examinations and the evidence obtained, nothing has come to our attention that causes us to believe that the selected ESG KPIs tagged with “Limited Assurance” in Grundfos’ selected ESG KPIs for the period 1 January 2024 to 31 December 2024, have not been prepared, in all material respects, in accordance with the accounting principles described on pages 73-77.

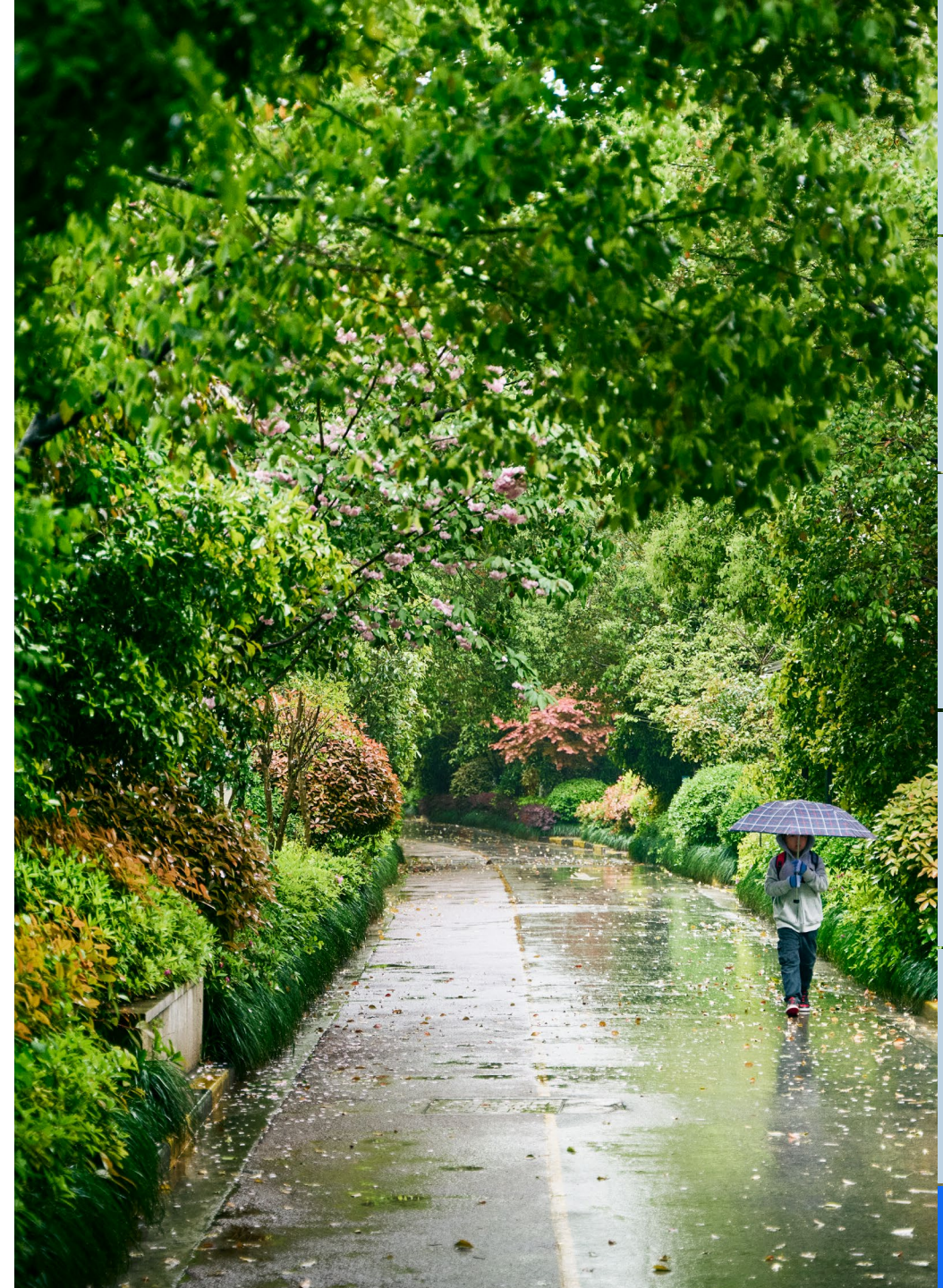
Aarhus, 5 February 2025.

EY Godkendt Revisionspartnerselskab

CVR no. 30 70 02 28

Henrik Kronborg Iversen
Partner, State Authorised
Public Accountant
mne24687

Esben Hansen
Partner
Climate Change and
Sustainability Services





7

Appendix

- 81 **Appendix 1:** Country-by-country report 2024
- 84 **Appendix 2:** Overview of entities 2024
- 87 **Appendix 3:** Overview of corporate income tax incentives 2024

Appendix 1

Country-by-country report 2024

Grundfos Group FY 2024 (amounts in 1,000 DKK)

Tax jurisdiction	Main business activities			Revenues - third-party	Revenues - intra-group transaction	Total revenues	Profit (loss) before income tax	Income tax paid (on cash basis)	Income tax accrued current year	Number of employees	Tangible assets other than cash and cash equivalents
	Sale	Manufacturing	R&D								
Argentina	●			131,026	5,207	136,232	12,245	1,069	2,156	86	2,581
Australia	●			861,628	112,458	974,087	11,029	20,853	4,785	176	71,061
Austria	●			400,521	11,505	412,026	17,452	21,419	4,446	94	18,186
Belgium	●			594,248	9,577	603,825	33,156	13,537	8,004	111	24,085
Brazil	●	●		147,596	1,913	149,509	1,099	13,700	-	66	12,127
Bulgaria	●			63,483	0	63,483	3,648	480	420	15	3,042
Canada	●			570,178	9,964	580,142	33,044	17,725	8,828	92	38,652
Chile	●			62,831	2,437	65,268	6,154	1,520	1,755	36	5,862
China	●	●	●	2,527,954	4,145,026	6,672,980	165,789	57,590	39,480	1,815	778,557
Columbia	●			42,241	5,070	47,311	4,095	1,236	1,379	27	5,742
Croatia	●			86,196	7,469	93,665	6,006	2,083	1,577	33	1,817
Czechia	●			282,616	5,432	288,047	8,555	5,296	2,191	66	10,842
Denmark	●	●	●	2,458,318	22,872,148	25,330,466	1,812,581	285,951	436,113	4,490	2,460,377
Egypt	●			193,072	1,691	194,763	(21,323)	6,553	-	54	2,628
Estonia	●			50,808	64	50,872	5,273	53	-	7	40
Finland	●	●		281,709	41,996	323,705	17,532	9,195	3,769	80	14,657
France	●	●		1,006,173	339,797	1,345,970	86,398	32,150	21,697	715	157,000
Germany	●	●	●	2,667,777	754,256	3,422,033	290,605	203,200	87,870	1,198	329,672
Ghana	●			69,308	84	69,392	10,501	3,739	3,513	8	2,064
Greece	●			128,465	3,428	131,893	3,527	3,047	799	31	5,765
China (Hong Kong)	●			109,209	2,582	111,791	5,421	3,338	1,015	19	4,990
Hungary	●	●	●	248,499	1,621,589	1,870,088	153,673	9,843	10,451	3,065	612,408
India	●	●	●	791,220	85,083	876,303	64,601	11,123	19,869	568	49,820
Indonesia	●			259,318	24,938	284,256	3,701	1,789	1,115	121	39,900

Appendix 1

Country-by-country report 2024

Grundfos Group FY 2024 (amounts in 1,000 DKK)

Tax jurisdiction	Main business activities			Revenues - third-party	Revenues - intra-group transaction	Total revenues	Profit (loss) before income tax	Income tax paid (on cash basis)	Income tax accrued current year	Number of employees	Tangible assets other than cash and cash equivalents
	Sale	Manufacturing	R&D								
Ireland	●			261,905	4,950	266,856	19,667	4,575	1,448	42	3,234
Italy	●	●	●	2,601,275	1,787,507	4,388,782	342,763	87,290	90,974	1,346	479,118
Japan	●			571,897	5,797	577,693	12,853	27,560	3,599	141	56,659
Kazakhstan	●			113,506	1,088	114,594	3,913	2,994	1,387	36	1,789
Kenya	●			53,484	1,195	54,679	(4,908)	2,445	-	21	857
Korea	●	●	●	369,174	100,044	469,218	22,063	8,791	6,527	126	46,903
Latvia	●			33,325	-	33,325	1,648	1,481	-	11	60
Lithuania	●			37,190	-	37,190	(1,074)	905	-	9	254
Malaysia	●			167,093	5,292	172,385	(17,226)	2,449	27	87	18,581
Mexico	●	●		372,769	1,130,855	1,503,624	192,204	9,305	62,740	528	197,325
Morocco				-	-	-	-	-	-	-	60
Netherlands	●			686,098	46,571	732,669	34,541	20,656	7,775	168	37,357
New Zealand	●			136,560	1,107	137,668	6,524	2,372	1,827	16	8,160
Nigeria	●			11,109	2,974	14,082	892	-	92	6	-
Norway	●			280,609	34,668	315,277	27,341	4,852	6,019	87	24,648
Peru	●			56,465	1,286	57,751	4,565	2,719	1,379	18	4,624
Philippines	●			68,152	69,639	137,792	(4,977)	1,930	(40)	488	25,211
Poland	●	●		664,073	34,864	698,937	28,624	13,478	11,910	207	57,268
Portugal	●			164,391	13,849	178,240	14,332	1,557	3,297	69	9,512
Romania	●			237,321	6,489	243,810	7,891	2,216	1,381	49	7,046
Saudi Arabia	●			489,828	4,604	494,433	29,755	6,678	7,072	48	1,804
Serbia	●	●		110,360	1,584,587	1,694,946	140,826	30,773	20,374	738	447,104
Singapore	●			223,924	709,974	933,898	33,632	9,088	5,420	188	174,817
Slovakia	●			125,732	59	125,792	7,336	1,380	1,693	33	1,779

Appendix 1

Country-by-country report 2024

Grundfos Group FY 2024 (amounts in 1,000 DKK)

Tax jurisdiction	Main business activities			Revenues - third-party	Revenues - intra-group transaction	Total revenues	Profit (loss) before income tax	Income tax paid (on cash basis)	Income tax accrued current year	Number of employees	Tangible assets other than cash and cash equivalents
	Sale	Manufacturing	R&D								
Slovenia	●			-	5,194	5,194	922	380	217	4	609
South Africa	●			280,103	56,710	336,813	7,546	4,379	2,225	137	30,785
Spain	●			572,951	24,241	597,192	13,992	5,099	3,555	137	19,691
Sweden	●			403,453	16,359	419,812	19,708	12,826	4,327	103	18,548
Switzerland	●	●	●	713,386	117,494	830,880	142,973	36,454	32,930	199	126,725
Taiwan, Province of China	●	●		189,687	762,712	952,400	64,935	2,607	12,819	279	69,144
Thailand	●			184,652	12,393	197,045	4,417	548	995	77	31,331
Türkiye	●			519,206	16,739	535,945	(5,950)	16,390	-	84	11,648
United Arab Emirates	●			486,779	103,040	589,819	51,993	-	4,749	113	19,099
United Kingdom	●	●	●	1,767,755	231,547	1,999,302	142,779	87,070	39,125	569	200,211
Ukraine	●			96,900	575	97,475	6,312	1,251	1,098	36	1,979
USA	●	●	●	6,311,324	4,324,247	10,635,571	417,589	118,626	145,647	1,605	897,851
Viet Nam	●			68,673	1,562	70,236	1,995	312	446	41	4,188
<i>Elimination and currency adjustments</i>				(239,503)			(128,159)	-			(677,852)
Total				33,226,000	41,283,927	74,749,431	4,379,000	1,257,926	1,144,265	20,818	7,010,000
<i>Annual Report</i>				<i>33,226,000</i>			<i>4,379,000</i>	<i>1,257,926</i>		<i>20,818</i>	<i>7,010,000</i>

Note: The accounting principles follows the definitions in the Annual Report for Grundfos Holding A/S. Revenue does also include income from fee. Income tax accrued does not include Deferred taxes and uncertain tax provision. Number of employee is closing amount (Head count - number of employees at year end). Amounts per country are amounts reported in the consolidation system used by Grundfos Group before eliminations. A minor part of entities which are typically acquired Groups (sub Groups) who has their own consolidations system are reported in the Grundfos consolidation system as consolidated amounts hence, we see currency adjustment related to these entities and eliminations included in "Group elimination". Other examples of "Group elimination" is elimination for inventory and fixed assets transferred between Grundfos entities. Differences between corporate income tax accrued on profit/loss and the tax due if the statutory tax rate is applied to profit/loss before tax is mainly a result of the fact that we utilise tax incentives, reliefs etc. please refer to the sustainability Report FY2023 - "Approach to taxes". Also note that payment of withholding tax is included in the income tax paid in some of the countries. Revenue from intra-group transaction includes both transaction with other tax jurisdictions and transactions within the same jurisdiction.

Appendix 2

Overview of entities 2024

The overview includes legal entities and branches, which have been active during FY2024.

The Annual Report 2024 note 32.1 'Group information' includes subsidiaries (legal entities excl. branches) active at year end.

Tax jurisdiction	Constituent entities resident in the tax jurisdiction
Argentina	Bombas Grundfos de Argentina S.A.
Australia	Grundfos Pumps Pty Ltd
Australia	Grundfos Australia Holding Pty Ltd
Australia	DAB Pumps Oceania Pty Ltd
Australia	Metasphere Australia Pty Ltd
Austria	Grundfos Pumpen Vertrieb G.m.b.H.
Austria	Eurowater Wasseraufbereitung G.m.b.H
Belgium	DAB Pumps B.V. – Belgisch bijkantoor.
Belgium	Grundfos Bellux SA
Belgium	Eurowater Belgium NV
Brazil	Bombas Grundfos do Brasil Ltda.
Bulgaria	Grundfos Bulgaria EOOD
Canada	Grundfos Canada Inc.
Chile	Bombas Grundfos Chile Limitada
China	DAB Pumps (Qingdao) Co. Ltd
China	Grundfos (China) Holding Co., Ltd.
China	Grundfos Pumps (Chongqing) Co. Ltd.
China	Grundfos Pumps (Hong Kong) Limited
China	Grundfos Pumps (Suzhou) Ltd.
China	Grundfos Pumps (Shanghai) Co., Ltd.
China	Grundfos Pumps (Wuxi) Ltd.
China	Grundfos Pumps (Changshu) Co. Ltd
Columbia	Grundfos Colombia S.A.S.
Croatia	Grundfos Sales Croatia d.o.o.
Czechia	Grundfos Sales Czechia and Slovakia s.r.o.
Czechia	Eurowater spol. s.r.o.
Denmark	Grundfos A/S
Denmark	Grundfos DK A/S

Tax jurisdiction	Constituent entities resident in the tax jurisdiction
Denmark	Grundfos Finance A/S
Denmark	Grundfos Holding A/S
Denmark	Grundfos Operations A/S
Denmark	Grundfos US ApS
Denmark	Sintex A/S
Denmark	Grundfos Water Treatment Denmark A/S
Denmark	Eurotank A/S
Denmark	Armacoat A/S
Egypt	Grundfos Service Egypt LLC
Egypt	Grundfos Egypt LLC
Egypt	Grundfos Holding Egypt LLC
Estonia	Grundfos Pumps Baltic SIA Eesti filiaal, Tallinn, EE
Finland	Oy Grundfos Environment Finland AB
Finland	Oy Grundfos Pumput AB
France	POMPES Grundfos DISTRIBUTION
France	Pompes Grundfos S.A.S.
France	Eurowater Sarl
France	Grundfos Water Treatment France SAS
Germany	Grundfos Dosing & Disinfection GmbH
Germany	Biral GmbH
Germany	DAB Pumpen Deutschland GmbH
Germany	Grundfos Verwaltungs GmbH
Germany	Grundfos Pumpenfabrik GmbH
Germany	Grundfos GmbH
Germany	Deutsche Vortex GmbH & Co. KG
Germany	Eurowater Wasseraufbereitung GmbH
Ghana	Grundfos Pumps Ghana Limited
Greece	GRUNDFOS Hellas Single-Member A.E.B.E

Appendix 2

Overview of entities 2024

Tax jurisdiction	Constituent entities resident in the tax jurisdiction
Hungary	DAB Pumps Hungary Kft
Hungary	Grundfos South East Europe Kft.
Hungary	Grundfos Hungary Manufacturing Limited
Hungary	Grundfos Shared Services Kft.
Hungary	Eurowater Vizkezelés Kft.
India	Grundfos Pumps India Private Limited
Indonesia	PT Grundfos Pompa
Indonesia	PT Grundfos Trading Indonesia
Indonesia	PT DAB Pumps Indonesia
Ireland	Grundfos (Ireland) Limited
Ireland	Mechanical Equipment Company (MECO) Ireland Ltd
Italy	DAB PUMPS SPA
Italy	DWT Holding SPA
Italy	Grundfos Pompe Italia srl
Italy	CWTS S.r.l.
Italy	FDT Spa
Italy	Everblue Spa
Japan	Grundfos Pumps K.K.
Kazakhstan	GRUNDFOS Kazakhstan LLP
Kenya	Grundfos Kenya Limited
Korea	Grundfos Pumps Korea Limited
Latvia	Sabiedrība ar ierobežotu atbildību “Grundfos Pumps Baltic”
Lithuania	Grundfos Pumps Baltic Lietuvos filialas, Vilnius, LT
Malaysia	Grundfos Pumps SDN. BHD.
Mexico	DAB Pumps de Mexico S.A. de C.V.
Mexico	Bombas Grundfos de Mexico, S.A. de C.V
Mexico	Bombas Grundfos De Mexico Manufacturing S.A. de C.V.
Morocco	Pompes Grundfos Maghreb

Tax jurisdiction	Constituent entities resident in the tax jurisdiction
Netherlands	DAB Pumps B.V.
Netherlands	Grundfos Nederland B.V.
Netherlands	Solvermedia B.V.
Netherlands	Eurowater BV
New Zealand	Grundfos Pumps NZ Limited
Nigeria	Grundfos Water Solutions NGA Limited
Nigeria	Grundfos Pumps Ghana Limited Branch
Norway	Grundfos Norge AS
Norway	Grundfos Water Treatment Norway AS
Peru	Grundfos de Peru S.A.C.
Philippines	Grundfos IS Support & Operations Centre Philippines Inc.
Philippines	Grundfos Pumps (Philippines), Inc.
Poland	DAB Pumps Poland Sp zoo
Poland	Grundfos Pompy Sp. z.o.o.
Poland	Eurowater Sp. z o.o.
Poland	Centrum Badawczo-Wdrozeniowe Unitex Sp.z o.o
Portugal	Bombas Grundfos (Portugal) S.A.
Romania	SC Grundfos Pompe Romania SRL
Saudi Arabia	Grundfos Saudi Arabia Company limited
Serbia	Grundfos Srbija d.o.o.
Singapore	MECO Water Purification (Asia) Pte. Ltd.
Singapore	Grundfos (Singapore) Pte. Ltd.
Slovakia	Grundfos Sales Czechia and Slovakia s.r.o., organizačná zložka
Slovakia	Eurowater spol. s.r.o.
Slovenia	Grundfos Ljubljana d.o.o.
South Africa	Grundfos Holding South Africa (Pty) Ltd
South Africa	DAB Pumps South Africa (Pty) Ltd
South Africa	Grundfos (Pty) Ltd

Appendix 2

Overview of entities 2024

Tax jurisdiction	Constituent entities resident in the tax jurisdiction
Spain	Bombas Grundfos España S.A
Spain	DAB Pumps Iberica S.L.
Sweden	Grundfos AB
Sweden	Eurowater AB
Switzerland	Biral AG
Switzerland	Grundfos Handels AG
Switzerland	Grundfos Holding AG
Switzerland	Grundfos Pumpen AG
Switzerland	Eurowater Wasseraufbereitung AG
Taiwan, Province of China	Grundfos Pumps (Taiwan) Ltd.
Taiwan, Province of China	Grundfos Handels AG Taiwan Branch
Thailand	Grundfos (Thailand) Limited
Türkiye	Grundfos Pompa Sanayi ve Ticaret Ltd. Sti.
United Arab Emirates	Grundfos DK AS - Dubai branch after April Grundfos Trading L.L.C
United Arab Emirates	Grundfos Gulf Distribution FZE
United Kingdom	DAB Pumps Ltd.
United Kingdom	Grundfos Pumps Limited
United Kingdom	Grundfos Manufacturing Limited
United Kingdom	Grundfos Watermill Limited
United Kingdom	Mechanical Equipment Company (MECO) Ireland Limited
United Kingdom	Metasphere Limited
United Kingdom	Meniscus Systems Ltd.
United Kingdom	Grundfos Water Treatment UK Ltd
Ukraine	TOV Grundfos Ukraine (LLC Grundfos Ukraine)
Ukraine	Eurowater Ltd.

Tax jurisdiction	Constituent entities resident in the tax jurisdiction
USA	DAB Pumps Inc.
USA	Grundfos CBS INC
USA	Grundfos Americas Corporation
USA	Grundfos Pumps Manufacturing Corporation
USA	Grundfos Pumps Corporation
USA	Grundfos US Holding Corporation
USA	Sterling Fluid Systems LLC (USA)
USA	SFS (USA) Holding Inc.
USA	Grundfos Water Utility Inc.
USA	Mechanical Equipment Company, Inc.
USA	Metasphere Holding LLC
USA	Metasphere Intermediate Inc.
USA	Water Works Inc.
Viet Nam	Grundfos Vietnam Company Limited

Appendix 3

Overview of corporate income tax incentives 2024

Tax jurisdiction	Type of incentive
Denmark	R&D tax credit
Hungary	10 year development tax incentive (80% tax exemption)
Italy	Asset super amortisation and hyper amortisation on equipment. Asset revaluation and R&D tax credit
US	R&D tax credit
UK	R&D tax credit

GRUNDFOS Holding A/S
Poul Due Jensens Vej 7
DK-8850 Bjerringbro
Tel: +45 87 50 14 00
www.grundfos.com

GRUNDFOS 