

### Jefferies 2012 Global Industrial and A&D Conference

August 7, 2012





### **Special Note**

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All forward-looking statements included in this presentation release are based on information available to us on the date hereof, and we assume no obligation to update any forward-looking statement.



### **Flowserve Corporation**

- Leading manufacturer and aftermarket service provider of comprehensive flow control systems
  - ➤ History dates back 1790 with more than 50 well-respected brands such as Worthington, IDP, Valtek, Limitorqure, Durco and Edward
- Develop and manufacture precision-engineered flow control equipment for customer's critical processes
  - Portfolio includes pumps, valves, seals, automation and aftermarket services supporting global infrastructure industries
  - Focused on oil & gas, power, chemical, water and general industries
- Worldwide presence with approximately 16,500 employees
  - ➤ 65 manufacturing facilities and 176 aftermarket Quick Response Centers (QRCs) with Flowserve employees in more than 50 countries
- Long-term relationships with leading energy customers
  - National and international oil & gas companies, engineering & construction firms, and global distributors
- Established commitment to safety and quality with a strong ethical and compliance culture



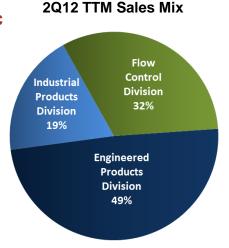


### **Balanced Portfolio Providing Diversification**

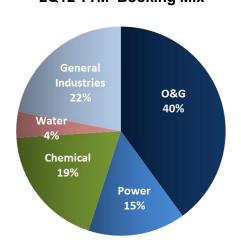
Flowserve has a diverse mix of products, end markets and geographic exposures which has provided earning stability through the cycle and decreased the overall risk profile of the company

#### **Operating Segments**

- Engineered Products Division (EPD) highly-engineered pumps and seals
- Industrial Products Division (IPD) pre-configured pumps and systems
- Flow Control Division (FCD) industrial valves and automation solutions

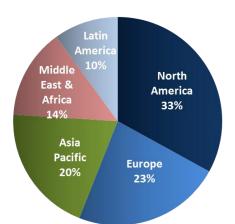


## Diverse of End Markets 2Q12 TTM Booking Mix



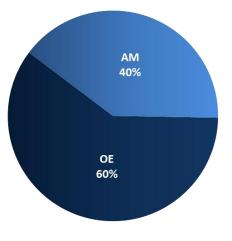
**Geographic Diversification** 

**2Q12 TTM Sales Mix** 



**Diverse OE / AM Mix** 





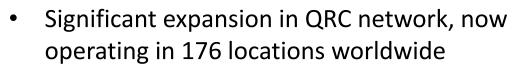
1.706

1.925

1,860

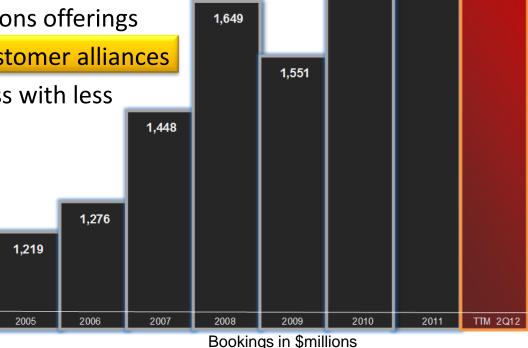


**Growing the Aftermarket Supporting Our Diversified Risk Model** 



- Enhanced services and solutions offerings
- Approximately 450 global customer alliances

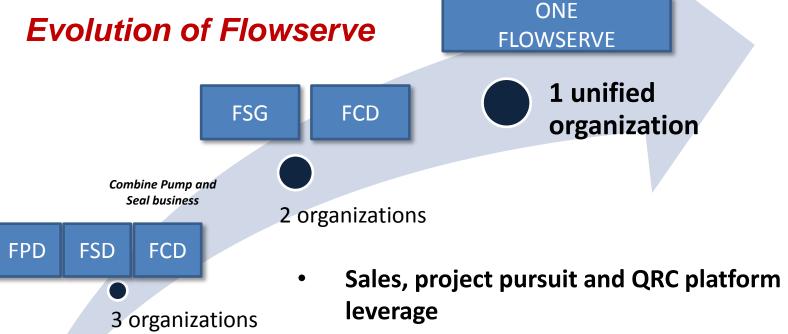
Resilient high margin business with less cyclicality



Our extensive network of company-owned QRCs – the largest in the industry – has positioned our aftermarket business for continued growth



#### **Benefits of New COO Structure**



- **Common processes**
- **Expense leverage & shared services**
- **Increased focus on Enterprise Frame** Agreements as customers reduce number of vendors



#### The Flowserve Difference

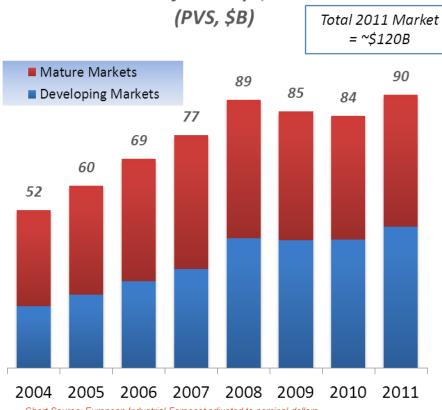


Our products, global footprint, delivery, and commitment to customers' needs make Flowserve the low-risk provider of flow control technologies and services



### Total Served Market for Pumps, Valves and Seals





- Estimated total available market spending for PVS during 2011 was ~\$120B
- Flowserve's served markets\* represent
   ~75% of the total market available
- In 2011, emerging market spend was estimated to surpass mature market spend for the first time (39% to 52% from 2004 to 2011)

While the emerging markets now rival the market spend of mature markets, both represent significant opportunities for Flowserve

Chart Source: European Industrial Forecast adjusted to nominal dollars

<sup>\*</sup> Portions of the total available market that Flowserve does not serve: Building and Construction, Marine, and "Other General Industrial".



#### **World's Primary Energy Demand**

Contribution by Fuel Source [Btoe = billion tons of oil equivalent]

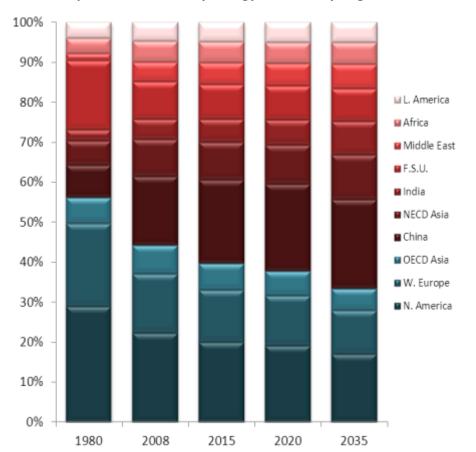
<u>Year</u>			Percentage (	Contribution b	y Fuel Source			Total Demand
2009	33%	27%	21%	10%	6%	2%	1%	[12.1 Btoe]
2020	30%	28%	22%	10%	6%	3%	2%	[14.8 Btoe]
CAGR 2009 to 2020	0.9%	2.0%	2.2%	1.8%	2.6%	2.7%	10.2%	
	OIL	o-o COAL	GAS	BIO MASS	NUCLEAR	HYDRO	RENEWABLES	
USES	Transportation Industrial Use Power Generation Marine Petrochem Heating & Cooking	Transportation Industrial Use Power Generation  Petrochem Heating & Cooking	Transportation Industrial Use Power Generation  Petrochem Heating & Cooking	Transportation Industrial Use Power Generation Heating & Cooking	Power Generation Marine	Power Generation	Power Generation	

Steady long-term energy demand growth forecasted to fuel needs of a growing and modernizing world



### **Strategic Localization**

**Split of Total Primary Energy Demand by Region** 

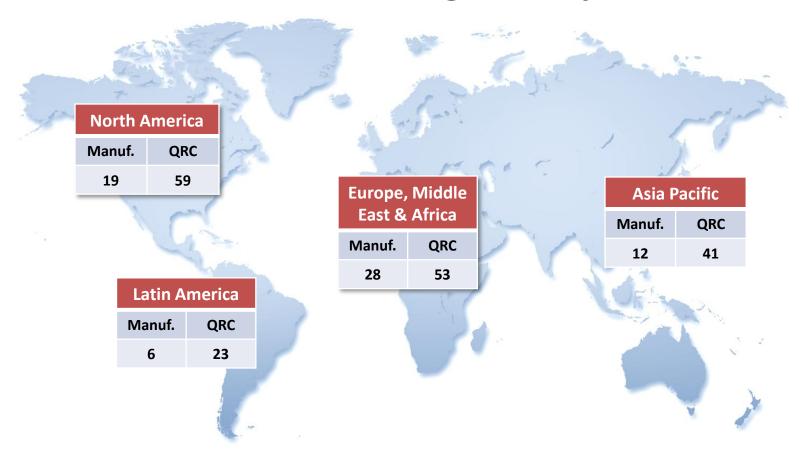


- India Expansion
- China Expansion
- Russia Development
- Africa Development
- Brazil Expansion Program
- Latin America QRC Expansion
- Middle East Development
- Asia Pacific QRC Build-out

Expansion of manufacturing and QRC footprint follows the capital investment plans of our key customers and served markets



### **FLS Strategic Footprint**



65 Manufacturing / 176 QRC Sites Globally

\*Excludes non-consolidated JV operations

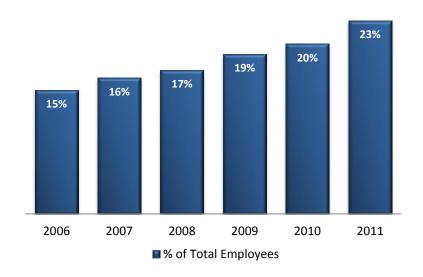


## Repositioned to Capture Accelerating Emerging Market Growth





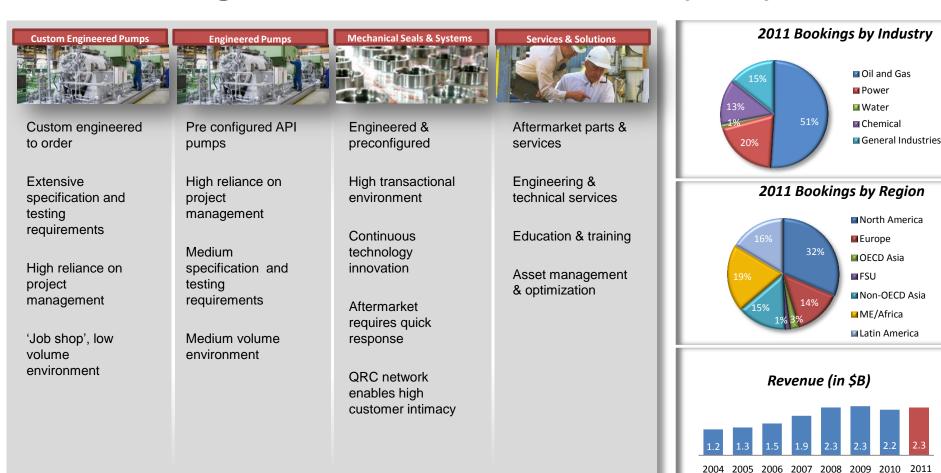
#### **Employee Growth in Emerging Markets**



Strategic localization has driven investment in higher growth, developing regions to meet increased local demand and growing content requirements



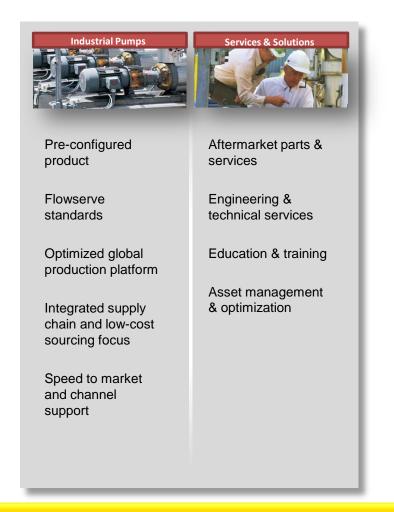
### **Engineered Product Division (EPD)**

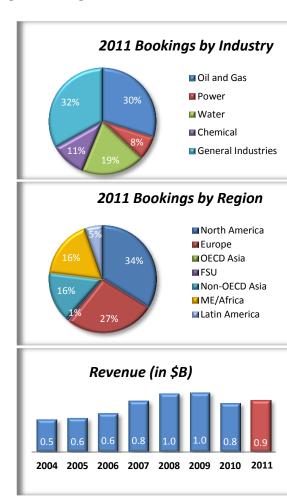


- Products EPD provides highly custom engineered pump and seal packages
- •Industries 71% of bookings in the oil & gas and power markets
- •Regions Driven by large global capital projects and local aftermarket solutions



### **Industrial Product Division (IPD)**





- •Products IPD provides pre-configured, industrial pump products
- •Industries 62% of bookings in the chemical, water and general industries
- •Regions Driven by local manufacturing availability and parts support



### Flow Control Division (FCD)



Linear control valve valves for low-flow actuation and cryogenic and applications automation

solutions

Heavy-duty electric actuators and controllers for valve automation

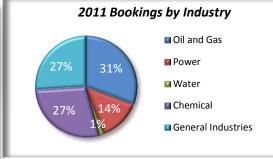
gaseous and liquid services

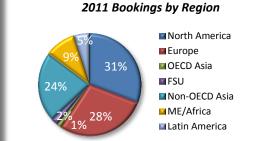
Lubricated plug valves for zeroleakage applications

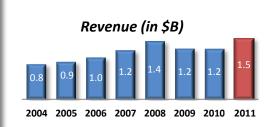
turn non-intrusive electric actuators for isolating and

Sleeveless, nonlubricated plug valves for isolation services requiring tight shut-off and in-line repairability

High performance, double-offset butterfly valves for isolation services







- •Products FCD provides highly engineered and pre-configured valves
- •Industries Bookings balanced across oil & gas, chemical, power, and GI
- •Regions Driven by large global capital projects and local aftermarket solutions



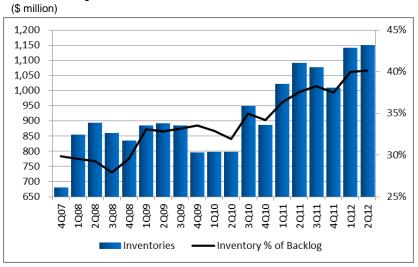
### **Q2 2012 Financial Highlights**

- Reported EPS\* of \$1.98, including \$0.11 of currency related expenses in Other (Expense) / Income, partially offset by \$0.05 of net benefit related to other discrete corporate segment items
  - Compares favorably to Q2 2011 Reported EPS of \$1.76 which included \$0.18 impact from realignment charges and costs related to a Spanish regulatory penalty, partially offset by \$0.07 of net currency benefit
  - Q2 2012 includes \$0.20 above the line negative foreign currency translation impact
- Solid bookings of \$1.21 billion, up 0.2% versus prior year, up 7.1% on a constant currency basis, driven by growing strength in EPD and IPD
  - > End user strategy continued gaining traction resulting in highest quarterly aftermarket bookings of \$508 million
  - Strength in general industries, partially offset by decrease in power
  - Increased demand in North America and Asia Pacific, partially offset by decrease in Europe, Middle East/Africa and Latin America
- Reported operating margin of 13.9%, up 150 basis points versus prior year
  - Adjusted operating margin of 13.6% excluding benefit from other discrete corporate segment items
  - Operating margin continued to be impacted by low margin legacy backlog shipped
    - Expect majority of legacy backlog to be shipped by the end of Q3
  - SG&A as a percent of sales declined 140 bps on strong leverage and cost management, excluding the net benefit of discrete items
- Backlog at \$2.86 billion, up 6.4% over 2011 year-end, up 7.5% on a constant currency basis
  - Expected margins in backlog continued to improve with increased visibility, firming markets and continued bid selectivity discipline across all platforms

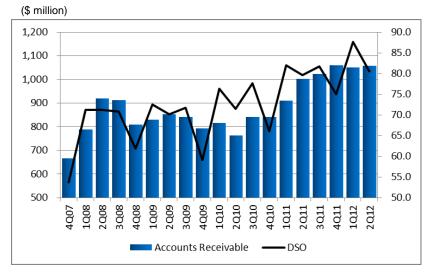


### **Strong Focus on Working Capital Improvement**





#### **Accounts Receivable**



- Management actively engaged in reducing working capital with sharp operational excellence focus
  - Accounts receivable decreased 7 days in Q2 from 88 days to 81 days
    - ➤ Working to drive DSO into mid-60s over the next 12 18 months
  - Inventory levels in 2012 have been in line with revenue forecast and increased backlog
    - Successfully decreased past due backlog by 200 basis points since the end of 2011
    - ➤ Increased inventory turns to 2.8x in the second quarter, with 18 24 months target of 4.0x to 4.5x turns

Management actively driving for improvement in working capital efficiency



### **Strategically Deploying Capital**

Approximately \$2.8 billion in capital deployed from 2006 to Q2 2012

Category	2006 - Q2 2012	% of Total	Comments
Share Repurchases/Dividends	\$1.249B	44%	Returned capital to equity providers while continuing to invest in profitable growth
Capital Expenditures	\$665M	24%	Invested in operational platform growth and efficiency and strategic investments in emerging markets
Acquisitions, net of divestitures	\$287M	10%	Disciplined inorganic growth focused on strategic fit to strengthen capabilities
U.S. Pension Contributions	\$236M	8%	Fully funded on a Pension Protection Act basis as of 1/1/2011
Debt repayment & Elimination of Factoring	\$248M	8%	Strengthened the balance sheet and eliminated factoring
Realignment	\$72M	3%	Scaled and optimized operating platform globally
Increase in Cash	\$77M	3%	Strengthened cash position while maintaining a balanced approach to cash deployment



#### **Business Outlook**

- Management focus and operational discipline key to execution as we continue to capitalize on investments in our end user strategy and improved infrastructure end markets
  - Strengthened focus on operational excellence and cost management through "One Flowserve" initiative already providing benefits
  - Continued to improve the expected margin quality in backlog through pricing discipline and project selectivity across all operating units
  - Advanced low cost sourcing initiatives while driving operational improvements related to cost of quality
  - Working capital management continues to be a top priority for the leadership team
  - Closely monitoring potential impacts from Europe's debt crisis and stronger U.S. dollar
- Driving total shareholder return and optimal capital allocation
  - Increasing balance sheet efficiency with capital structure strategy targeting debt to EBITDA of 1 to 2 times, while maintaining flexibility for organic growth investments and bolt-on acquisitions
  - Expect to complete \$1 billion share repurchase program over the next 6-12 months, including \$300 million accelerated share repurchase program initiated in second quarter
  - > Expect to take advantage of current attractive debt markets following recent upgrade to investment grade from the 3 major rating agencies



### **2012 Guidance Range**

	2012			
EPS	\$8.00 - \$8.80			
Revenue Growth <sup>1</sup>	5 – 7%			
Current Currency Impact <sup>2</sup>	~ (\$1.00) of EPS			
Share Repurchase Impact <sup>3</sup>	~ \$0.30 of EPS			
Capital Expenditures	\$125 - 135M			
Pension Contributions	\$20 – \$25M			
Longer Term Guidance:				
2-3 Year Operating Margin Improvement Target	150 – 250 bps			
2-3 Year SG&A as % Sales Target	18%			
Capital Returned to Shareholders <sup>4</sup>	40-50% of Net Earnings			

As of July 31st, reaffirmed 2012 full year EPS target range of \$8.00 to \$8.80

<sup>&</sup>lt;sup>1</sup> Does not assume impact of potential attractive acquisitions which may arise

<sup>&</sup>lt;sup>2</sup> Negative currency effects of approximately \$1.00 when compared to average 2011 exchange rates due to strengthening dollar

<sup>&</sup>lt;sup>3</sup> Execution on capital structure strategy with increased share repurchase activity, offset by incremental interest expense to yield a net benefit of approximately \$0.30

<sup>&</sup>lt;sup>4</sup> Financial policy to return 40 - 50% of 2 year average of net earnings to shareholders on a annual basis



# Positioned for Profitable Growth and Long Term Shareholder Value Creation

- Executing One Flowserve initiative driving unified leadership to leverage operational excellence across all operations
- Diverse end markets, geographic, long and short cycle original equipment and aftermarket exposures provide reduced risk and earnings stability through cycles
- Consistent, strong cash flow generation and solid balance sheet provide financial flexibility to support profitable growth and value creation
- Market-leading, differentiated products and global reach enable Flowserve to capitalize on compelling growth opportunities
- Focus on high-margin segments including customized products and aftermarket through innovation and continuous portfolio management
- Disciplined cost management culture has supported margins through downturn and continues to drive operating efficiencies
- Deep commitment to serving customers and generating long-term shareholder value



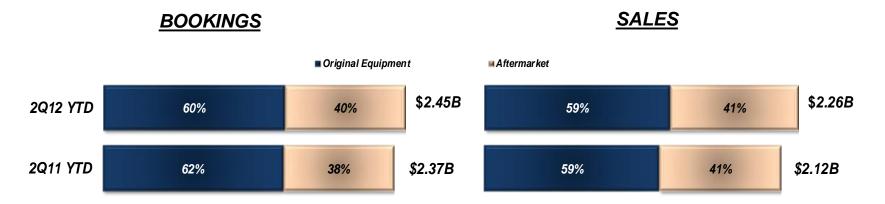
### **QUESTIONS & ANSWERS**



### **APPENDIX**



### **2012 YTD Consolidated Bookings & Sales**



#### **Bookings**

 Bookings in first half 2012 increased 3.4% over prior year, or 8.1% on a constant currency basis, driven by the chemical and oil and gas industries in EPD and IPD, partially offset by a decrease in the power industry in EPD, with solid overall growth in aftermarket orders

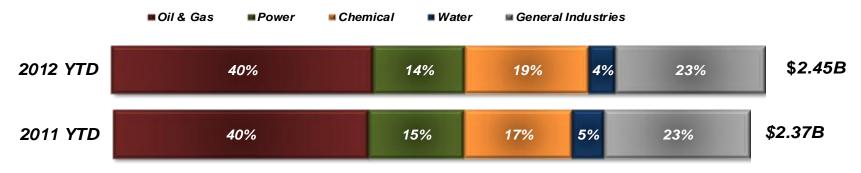
#### <u>Sales</u>

 Sales in first half 2012 strengthened 6.3% over prior year, or 11.5% on a constant currency basis, reflecting strong activity in all regions except Europe

Sources: Flowserve Internal Data



### **2012 YTD Bookings & Industry Outlook**



#### OIL & GAS

- ✓ Outlay of \$10-20B/year required in US over next 20 years to build pipelines, terminals and storage facilities to bring new oil & gas to market
- ✓ Refinery expansions in Middle East, Asia and Latin America threaten smaller, older, less complex facilities in OECD countries
- ✓ Refinery capital and maintenance spend going up with changes made to comply with environmental regulations
- ✓ Industry foresees continued high level of capex in unconventional production, including oil sands (W. Canada), subsea and shale

#### **POWER**

- ✓ Economic development and environmental regulations remain primary drivers for investment in the global power sector
- ✓ Interest in renewable energy growing in new areas; solar picking up in Middle East, China and North Africa
- ✓ Nuclear market advances another step forward as China approves Nuclear Safety Plan after nine month review process

#### **CHEMICAL**

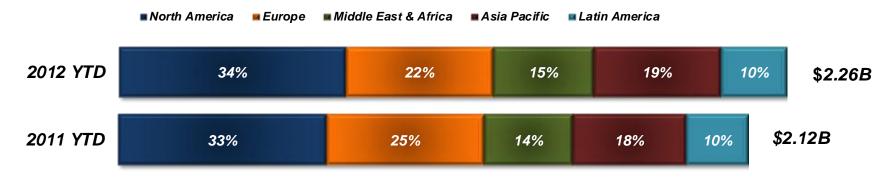
- ✓ Shale gas-driven boom in petrochemical sector continues to gain momentum in US with further project announcements and EPC awards
- ✓ China accounts for biggest share of petrochemical capex over next few years, with US, Middle East and Latin America also very active

#### **MINING**

- ✓ Project size continues to grow as companies deal with escalating costs by leveraging economies of scale
- ✓ Sustained growth anticipated in Australia and Latin America mining though changing economic and regulatory factors may moderate investment
- ✓ Major mining companies in South Africa remain reluctant to invest as talks of nationalization of mines continue



### 2012 YTD Sales & Regional Outlook



#### **ASIA PACIFIC**

- ✓ Drive for industrialization will continue to position region as global leader in announced investment activity in power and energy sectors
- ✓ China moving forward with investment in LNG as means to address long term energy needs and environmental concerns

#### **MIDDLE EAST**

- ✓ Desire for industrial diversification driving Saudi's mega investment in power, refining/petrochemical and water sectors
- ✓ Investing to diversify power generation with addition of new gas-fired and renewable power; Middle East and North Africa investing in solar

#### **EUROPE**

✓ Downward pressure on investment given European debt crisis as well as structural changes in refining and power markets

#### **NORTH AMERICA**

- Electric utility industry undergoing structural evolution as environmental regulations remain a primary motivation for investment
- ✓ Investment in pipelines, terminals and storage facilities on the rise to move new found oil and gas supplies

#### **LATIN AMERICA**

- ✓ Recent large oil & gas discoveries off coast of Brazil attracting increased attention to region for additional investment activity
- ✓ Long-term mining and mineral project activity in the region driven by demand from China and rest of Asia Pacific



### **Q2 2012 - Consolidated Financial Results**

	2nd Quarter							Year to Date								
(\$ millions)		2012		2011		Delta (\$)	Delta (%)	Constant FX (%)**		2012		2011		Pelta (\$)	Delta (%)	Constant FX (%)**
Bookings	\$	1,213.7	\$	1,211.6	\$	2.1	0.2%	7.1%	\$	2,450.8	\$	2,370.9	\$	79.9	3.4%	8.1%
Sales	\$	1,182.2	\$	1,125.8	\$	56.4	5.0%	12.6%	\$	2,257.2	\$	2,123.0	\$	134.2	6.3%	11.5%
Gross Profit Gross Margin (%)	\$	384.6 32.5%	*	369.3 32.8%	\$	15.3	4.1% (30 bps)		\$	743.8 33.0%	\$	717.0 33.8%	\$	26.8	3.7% (80 bps)	
SG&A SG&A (%)	\$	223.9 18.9%		233.0 20.7%	\$	(9.1)	(3.9%) (180 bps)		\$	445.8 19.8%	\$	455.6 21.5%	\$	(9.8)	(2.2%) (170 bps)	
Income from Affiliates	\$	4.1	\$	3.8	\$	0.3	7.9%		\$	9.3	\$	8.9	\$	0.4	4.5%	
Operating Income Operating Margin (%)	\$	164.8 13.9%	\$	140.1 12.4%	\$	24.7	17.6% 150 bps		\$	307.3 13.6%	\$	270.4 12.7%	\$	36.9	13.6% 90 bps	21.0%
Adjusted Operating Income* Adjusted Operating Margin (%)*	\$	164.9 13.9%	\$	148.5 13.2%	\$	16.4	11.0% 70 bps		\$	307.9 13.6%	\$	279.6 13.2%	\$	28.3	10.1% 40 bps	
Other (Expense) / Income, net *** Tax Expense	\$ \$	(8.0) 39.6	\$ \$	6.0 38.2	\$	(14.0) 1.4	(233.3%) 3.7%		\$ \$	(13.0) 75.1	\$ \$	14.5 71.9		(27.5) 3.2	(189.7%) 4.5%	
Net Earnings	\$	107.3	\$	98.7	\$	8.6	8.7%		\$	200.4	\$	195.7	\$	4.7	2.4%	
Diluted EPS	\$	1.98	\$	1.76	\$	0.22	12.5%	- Anna	\$	3.67	\$	3.48	\$	0.19	5.5%	
Adjusted EPS*	\$	1.98	\$	1.87	\$	0.11	5.9%		\$	3.68	\$	3.60	\$	0.08	2.2%	

Repurchased 3,307,003 shares in Q2 2012 in conjunction with the company's previously announced buyback program

<sup>\*</sup> Adjusted operating income and adjusted EPS exclude realignment charges of \$0.1 million and \$8.4 million for Q2 2012 and Q2 2011, respectively, and \$0.6 million and \$9.2 million for YTD 2012 and YTD 2011, respectively

<sup>\*\*</sup> Constant FX represents the year over year variance assuming 2012 results at 2011 FX rates

<sup>\*\*\*</sup> YTD 2012 includes \$13.0 million impact of foreign exchange contract losses and losses arising from transactions in currencies other than our sites' functional currencies vs. a gain of \$14.1 million YTD 2011



### Q2 2012 Cash Flows

(\$ millions)	Q1	Q2		
	2012	2012		
Net Income	\$ 94	\$ 108		
Depreciation and amortization	28	27		
Change in working capital	(214)	31		
Other	(16)	2		
<b>Total Operating Activities</b>	(108)	168		
Capital expenditures	(29)	(28)		
Acquisitions & Other	2	0		
Total Investing Activities	(27)	(28)		
Proceeds of debt	1	304		
Payments on long-term debt	(6)	(6)		
Dividends	(17)	(20)		
Repurchase of common shares	(22)	(411)		
Other	11	(0)		
Total Financing Activities	(34)	(133)		
Effect of exchange rates	4	(5)		
Net Decrease in Cash	\$ (165)	\$ 3		

	ΥT	D	
20	)12		2011
\$	202	\$	196
	55		53
	(183)		(506)
	(14)		19
	60		(238)
	(57)		(49)
	2		3
	(55)		(46)
	305		4
	(13)		(13)
	(37)		(34)
	(433)		(26)
	11		5
	(167)		(63)
	(1)		10
\$	(162)	\$	(336)

Repurchased 3.307 million shares in Q2 including initial delivery of 2.261 million shares for \$240 million under the \$300 million accelerated share repurchase program



### **Primary Working Capital**

#### Balances for All Periods as a % of Trailing Twelve Months Sales

(\$ millions) Receivables				
Inventory, net				
Payables				
Primary Working Capital				
Advance Cash*				
Advance Cash*  Total				

Q2 2	2012
\$	%
1,058	22.8%
1,149	24.7%
(542)	(11.7%)
1,665	35.8%
(408)	(8.8%)
1,257	27.0%
2,863	

Q2 2	2011
\$	%
1,001	23.7%
1,091	25.8%
(479)	(11.3%)
1,613	38.2%
(367)	(8.7%)
1,246	29.5%
2,906	

#### **Accounts Receivable**

Accounts Receivable DSO of 81 days in Q2 2012 decreased 7 days sequentially and was relatively flat versus prior year Q2

Driving toward a DSO in the mid 60's

#### <u>Inventory</u>

Inventory turns improved to 2.8x vs. 2.5x in Q1 2012

- Successfully reduced targeted Q1 2012 legacy past due backlog
- ➤ Driving towards inventory turns of 4.0x to 4.5x

#### Management Focus on Working Capital Utilization Yielded Benefits

<sup>\*</sup> Advance cash commitments from customers to fund working capital