

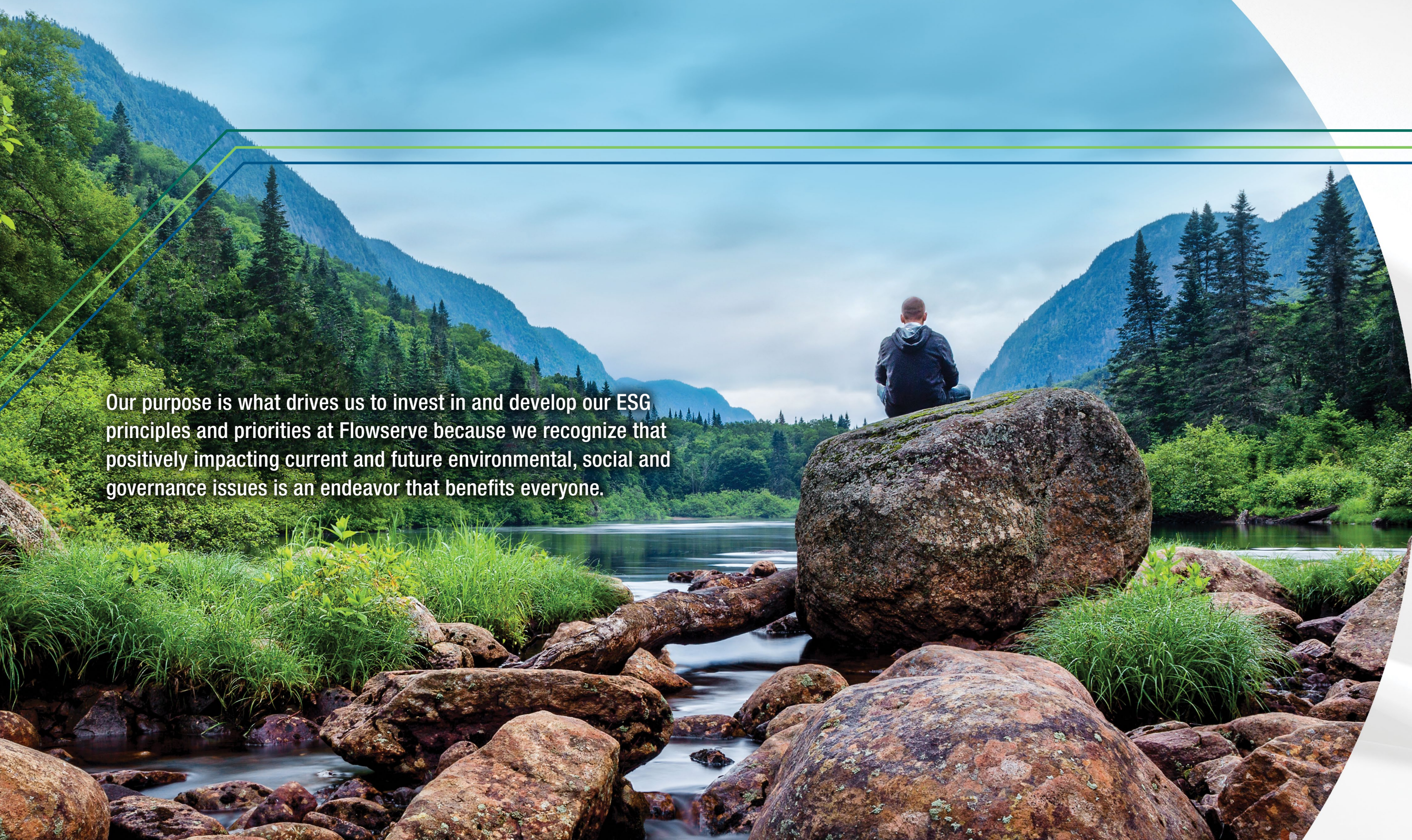


2021 ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) REPORT

DIVERSIFICATION | DECARBONIZATION | DIGITIZATION
A NEW ERA FOR GROWTH



Experience in Motion



Our purpose is what drives us to invest in and develop our ESG principles and priorities at Flowserve because we recognize that positively impacting current and future environmental, social and governance issues is an endeavor that benefits everyone.

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The goals, targets and projects described in this report are aspirational and forward-looking. As such, results may vary significantly and no guarantees are made that the goals and targets will be met or that projects will be successfully executed. See “About This Report” on Page 143.

LEADERSHIP MESSAGE

With a legacy dating back more than 230 years, Flowserve manufactures and services fluid motion control solutions for the world's toughest, most critical applications. Our customers depend on our diverse product lines, engineering expertise and vast service network to help solve their flow-control challenges. We're committed to more than just delivering innovative technologies and superior service – we are inspired by our purpose to make the world better for everyone.

Our purpose is what drives us to invest in and develop our ESG principles and priorities at Flowserve because we recognize that positively impacting current and future environmental, social and governance issues is an endeavor that benefits everyone. Whether it's creating safer workplaces for our employees, promoting diverse leadership and development of our people, supporting our communities through Flowserve Cares or deploying sustainable solutions to address climate change, our commitment to ESG continues to inform our strategy.

We have centered our strategy around the 3Ds: Diversifying, Decarbonizing and Digitizing our offerings and our operations. To do this, we are committed to focusing our technology and product development efforts on new and attractive market growth opportunities while supporting our existing customers' efficiency and decarbonization efforts.

We believe this strategy will not only enhance our ESG efforts but will also allow Flowserve to play a critical role in supporting our customers to build a better tomorrow.

Our global business continued to navigate unprecedented challenges in 2021 with supply chain disruptions, a dynamic labor market and the lingering effects of the COVID-19 pandemic. Thanks to the collective energy of our people, I am proud to share the following highlights from 2021:

- Delivered strong safety performance with marked improvement in safety maturity growth through TargetZero
- Continued progress to achieve our 2030 carbon emissions reduction goal
- Booked more than \$100M in energy transition projects to help our customers improve their energy efficiency and reduce operations emissions, minimize lifecycle equipment costs, reduce maintenance requirements and simplify equipment operation
- Recognized by Forbes magazine as one of the World's Top Female Friendly Companies
- Awarded by Newsweek magazine as one of America's Most Responsible Companies for the third consecutive year

- Earned recognition for our sustainability performance with Chemours Supplier Award and improved EcoVadis rating
- Supported 150 charitable organizations through Flowserve Cares to invest in the health and betterment of our global communities

We are looking forward to delivering on the following key priorities in 2022 and beyond:

- Bolster our ESG strategy with enhanced initiatives to accelerate product development and innovation, reduce environmental impact, enhance product safety and support employee development
- Continue to provide exceptional customer experience through our 3D strategic drivers
 - o **Diversification** – expanding our market reach in areas like water, specialty chemical and other general industries, and in the reach of existing products like our vacuum pumps and seals offering
 - o **Decarbonization** – leveraging our new Energy Advantage program, we'll help new and existing customers as they work to lower their carbon emissions and reduce environmental impact of their operations

- o **Digitization** – growing our RedRaven solution and pipeline to deliver flow-control solutions of the future
- Invest in our operations to increase efficiency and decrease our carbon footprint to meet our carbon emissions reduction goal by 2030

We are proud to share our ESG progress in this year's report and would like to thank our customers, suppliers and other stakeholders for their continued partnership in making the world better for generations to come.



R. Scott Rowe
President and CEO



ABOUT FLOWSERVE

COMPANY OVERVIEW

Flowserve is a world leading manufacturer and aftermarket service provider of comprehensive flow control systems. Driven by our purpose, we are committed to building a more sustainable future to make the world better for everyone.



Associates:
15,000+

With a global team of more than 15,000 associates, Flowserve works to support global infrastructure industries, including oil and gas, chemicals, power generation, water management, carbon capture and general industry, leveraging an extensive portfolio of pumps, valves, seals, automation and aftermarket and engineering services.



Countries:
50+

With operations in over 50 countries around the world, we are able to provide our customers with world-class customer service through localized support.



Facilities:
209

Our 209 facilities include manufacturing sites and Quick Response Centers (QRCs) around the world that not only manufacture our products safely and with the highest quality, but also offer our customers a broad array of aftermarket services, including installation, advanced diagnostics, repair and retrofitting.



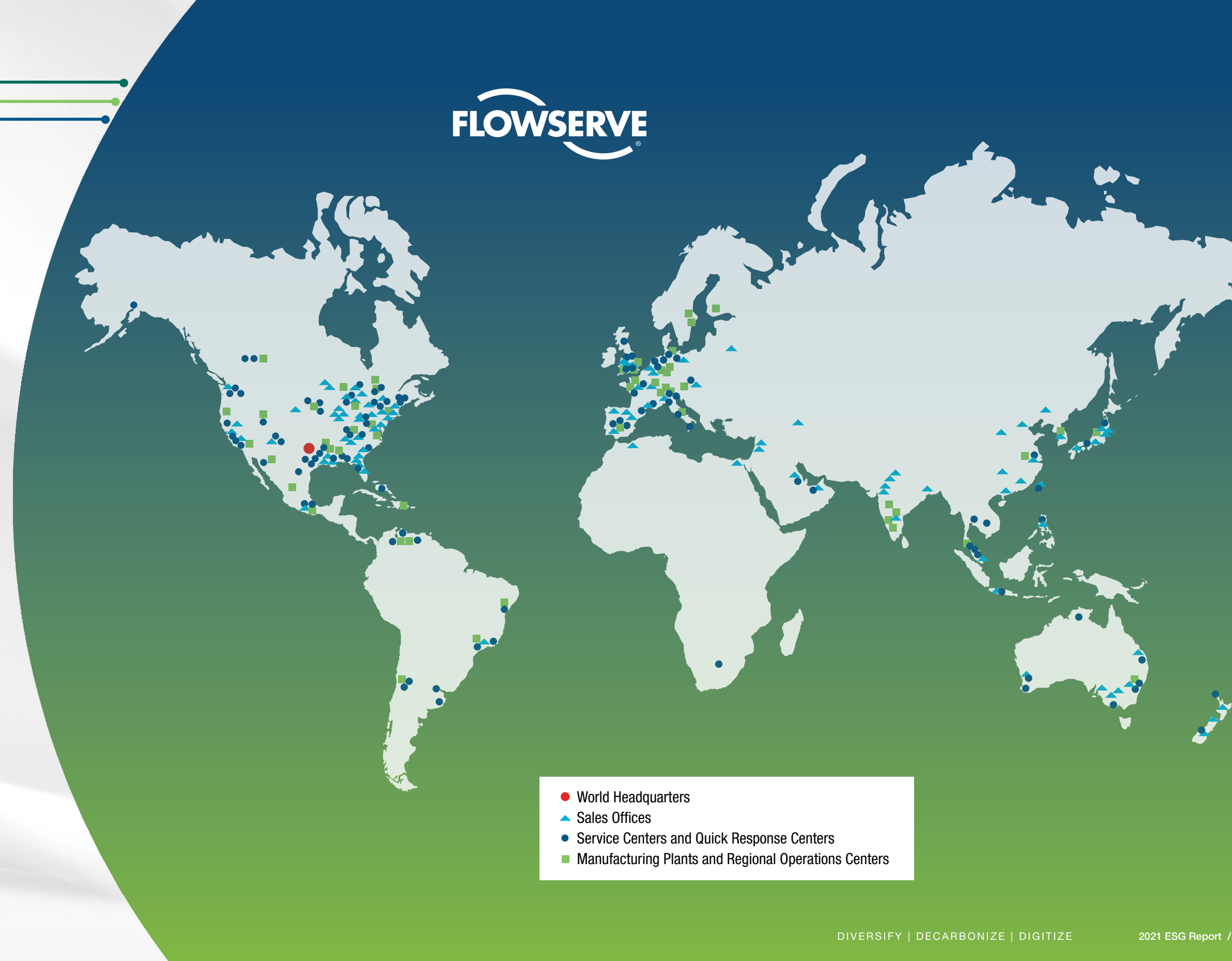
Customers:
10,000+

We support more than 10,000 customers worldwide, including some of the world's leading engineering, procurement and construction firms (EPCs), original equipment manufacturers, distributors and end users.



**Sales/Operating
Income:**
**\$3.5B/
\$270.8M**

In 2021, we delivered \$3.5B in sales and \$270.8M in operating income.



- World Headquarters
- ▲ Sales Offices
- Service Centers and Quick Response Centers
- Manufacturing Plants and Regional Operations Centers

From providing fresh drinking water to reducing carbon emissions, our products and services are making a difference around the world.

OUR PURPOSE

WHY WE ARE HERE

At Flowserve, we come to work each day to deliver on a purpose that is bigger than ourselves.

Together, we are driven by our purpose to create extraordinary flow control solutions to make the world better for everyone – for our customers, our associates, our shareholders and our communities.

From providing fresh drinking water and controlling flood waters to reducing carbon emissions and increasing energy efficiency, we are more than just a flow control company. Our products and services are making a difference both locally and globally and truly making the world better for everyone.

TOGETHER, WE CREATE
EXTRAORDINARY
FLOW CONTROL SOLUTIONS
TO MAKE THE
WORLD BETTER
FOR EVERYONE.

OUR VALUES

OUR GUIDING PRINCIPLES FOR HOW WE ACHIEVE OUR PURPOSE

We accomplish our purpose by aligning our mindset around six guiding principles.



Trust and value each other.

Develop each other, embrace differences, respect one another and create a collaborative team culture. The collective energy of our people sets us apart from our competitors.



Create safe workplaces and products for our employees, customers and communities.

Embrace Flowserve's safety rules and hold each other accountable. We do this for ourselves, our customers, our partners and the communities we serve.



Do the right thing, always.

Act ethically and transparently toward associates, customers and shareholders in accordance with the Flowserve Code of Conduct. Be consistently open, honest and trustworthy.



Together, these guiding principles support our commitments to value people, protect the planet and promote operational excellence.



Be empowered with a mindset to do things differently.

Take risks and learn from mistakes. Leverage and expand our knowledge to bring the best products and services to market. Achieve this through creativity, modernization and ingenuity.



Be accountable for your commitments and do what's best for our company and customers.

Take the initiative to own your work and follow through on your commitments to achieve results that exceed expectations.



Show passion for continuous improvement.

Perform ambitiously with dedication and enthusiasm to deliver outstanding products, services and business results.

Our behaviors drive many of the programs and initiatives at Flowserve, which celebrate and promote diversity, career development and outstanding performance.

OUR BEHAVIORS

THE ACTIONS WE TAKE TO LIVE BY OUR VALUES

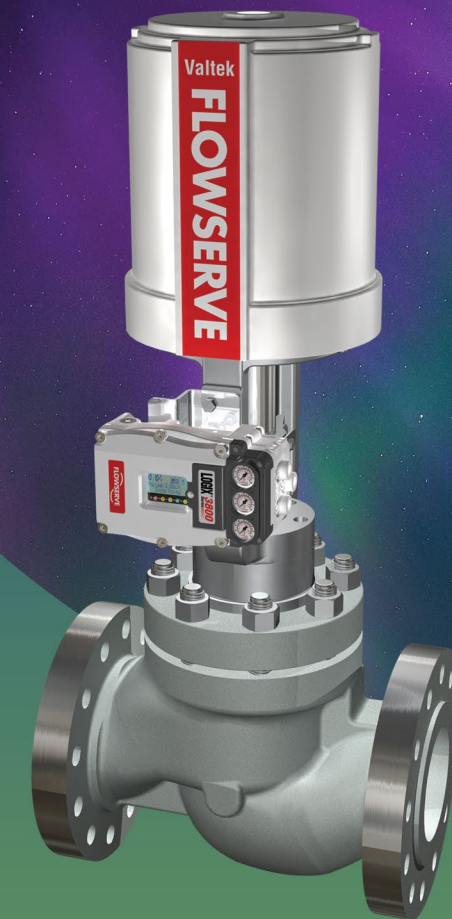
Our behaviors shape the actions and decisions we make on an everyday basis to help meet our purpose and live by our values.



SPOTLIGHT STORY

ACCELERATING THE DECARBONIZATION OF EUROPEAN INDUSTRY AND REMOVING CO₂

Flowserve's FlowTop and Mark One valves will be used in Norway's Northern Lights project, the first cross-border, open-source CO₂ transport and storage infrastructure network. As part of a multi-stage CO₂ capture and storage process, our valves will be utilized at the onshore capture site in the Oslo region, which will facilitate the CO₂ capture prior to offshore storage. Sharing a common goal with our customers to reduce our CO₂ footprint, we work together to protect the planet and make the world better for everyone.





DIVERSIFY | **DECARBONIZE** | DIGITIZE

ESG IN 3D

Our commitment to ESG informs our 3D Strategy: Diversification, Decarbonization, and Digitization. By enabling the 3Ds, we will not only enhance our ESG efforts but will also play a critical role in supporting our customers build a better tomorrow.

WHERE THE WORLD IS GOING

Today's world is evolving rapidly. Global populations continue to rise, increasing the demand for energy, and in turn, accelerating climate change with increased greenhouse gas emissions. Health crises, political events and other socioeconomic challenges are driving world governments and corporations to reimagine the ways they support diverse communities and contribute to the betterment of society. At the same time, people everywhere are demanding faster connectivity and improved technology to provide data about all aspects of their life – at home and at work. Together, these factors will shape the future of Flowserve.

WHY WE ARE HERE

With a legacy that dates back over 230 years, Flowserve has continuously evolved with the rapidly changing needs of our customers, our employees and our communities. Whether it's delivering innovative technologies to solve the world's toughest flow control challenges or investing in our ESG principles to drive positive change, we are driven by our purpose to make the world better for everyone.

OUR PLAN OF ACTION

Our commitment to ESG informs our 3D Strategy: Diversification, Decarbonization, and Digitization. By enabling the 3Ds, we will not only enhance our ESG efforts but will also play a critical role in supporting our customers build a better tomorrow.

HOW WE GET THERE

The collective energy of our people is what sets us apart. By strengthening our culture of inclusion that's guided by our values, behaviors and people leader expectations, we can foster a more engaged workforce to deliver the best products and services to our customers

OUR CUSTOMERS

OUR ORGANIZATION



DIVERSIFICATION

We will diversify end markets, industries and regions to create a more balanced portfolio as we continue supporting our core customers and markets

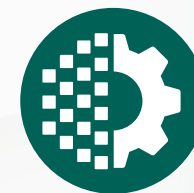
We will invest in innovation and R&D to grow our products, solutions and services in diversified end markets, industries and regions



DECARBONIZATION

We will support our current and future customers in reaching their carbon reduction goals today and through the energy transition

We will decarbonize our own operations to reduce our operating carbon intensity by 40% by 2030



DIGITIZATION

We will digitize our customers' journey, experience and solutions

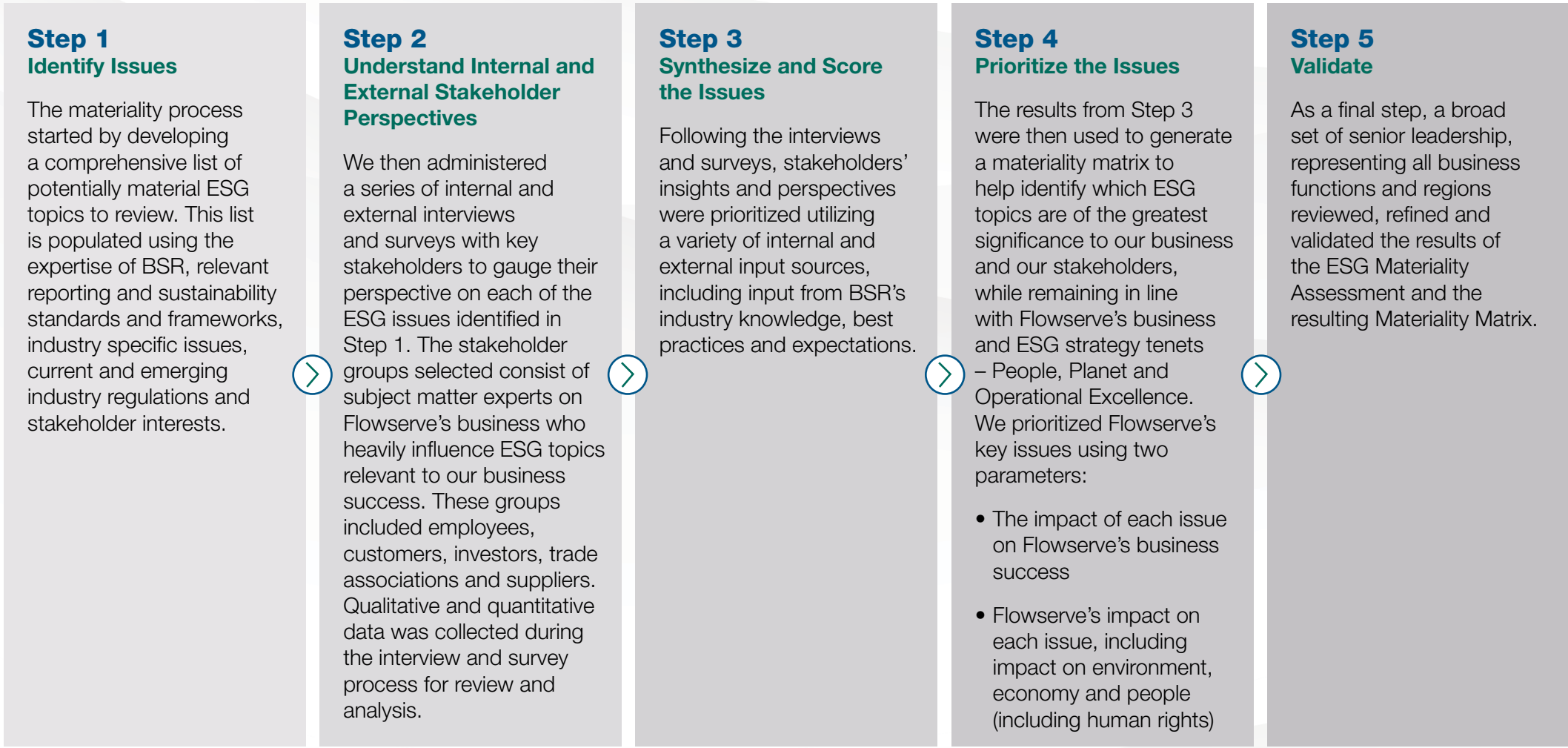
We will leverage technology and data to improve internal operations and optimize customer experience

ESG MATERIALITY

APPROACH AND PROCESS

In late 2021, we partnered with Business for Social Responsibility (BSR) to conduct a third-party materiality assessment of ESG issues impacting Flowserve as well as those over which Flowserve has an influence. Although we believe all ESG issues are important, the goal of the third-party materiality assessment is to help us better articulate and prioritize which issues are of the greatest impact to our business, society and environment. We expect to participate in future assessments to ensure the views and practices captured in this report remain relevant among the evolving business landscape.

The ESG materiality assessment was conducted utilizing the following five step process:



MATERIALITY MATRIX

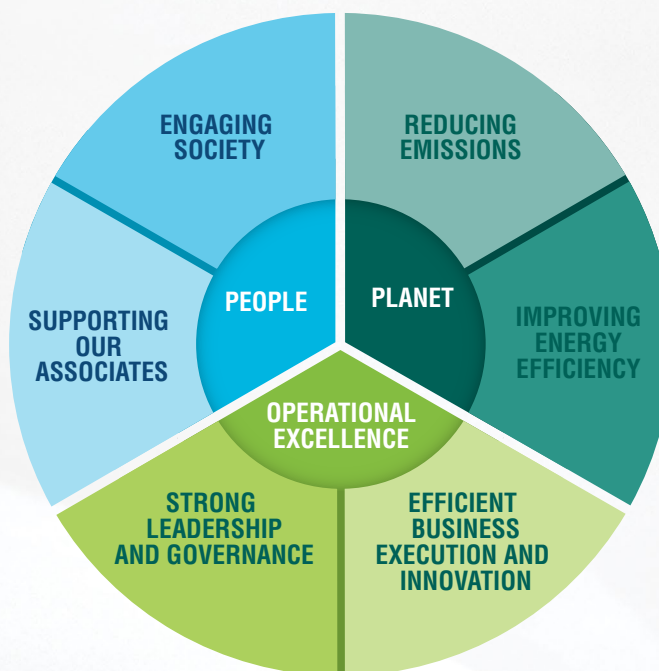
Although all ESG topics identified on the matrix are important to Flowserve, the following ESG topics and material issues within each topic are currently of greater significance to our business and are priorities for our reporting.

- **Employees**
 - Talent Recruitment, Retention, Engagement and Development
- **Environment**
 - Energy Efficiency and Use
 - GHG Emissions
- **Governance**
 - Cybersecurity and Data Privacy, Protection and Use
- **Product and Services**
 - Digitization of Operations
 - Product Development, Stewardship and Innovation
 - Product Safety and Quality



OUR ESG APPROACH

Flowserve is committed to making the world a better place, and we work to accomplish this goal through the products we create, the services we provide to customers and our collective actions in communities where we operate. Our contribution to societal progress ranges from products that support dependable energy and water supplies to providing educational assistance for at-risk youth. As we work to make a more sustainable future, we remain focused on operating with the highest integrity consistent with our core values.



We advance our ESG program around three important themes: Valuing People, Protecting the Planet and Promoting Operational Excellence. These themes set the tone for managing all environmental, social and governance issues — both to manage business risk and capitalize on growth opportunities.

VALUING PEOPLE

Informed by our People value, we are committed to developing each other and creating a collaborative culture to support our associates and the communities where we live and work

PROTECTING THE PLANET

By investing in advanced technology and sustainable solutions to reduce our environmental impact, we are building a better tomorrow

PROMOTING OPERATIONAL EXCELLENCE

Developing strong leadership to strengthen our governance and drive efficient business execution underscores our ability to innovate

OUR ESG POLICY STATEMENT

The Flowserve ESG Policy Statement outlines our commitment to ensure environmental, social and governance issues are effectively managed. Through our actions, Flowserve associates are committed to:

- Providing superior products and services to advance environmental and societal improvement
- Maintaining a strong governance structure to manage risks and capitalize on market opportunities
- Engaging with customers, communities and governmental entities in the public space to promote ethical and socially responsible business conduct

- Partnering with suppliers and other stakeholders who share the same commitment to ethics, human rights and environmental stewardship
- Promoting health, safety and well-being of all our associates and contract workers
- Fostering an inclusive work environment that supports our diverse workforce
- Increasing energy efficiency, reducing carbon emissions conserving water and reducing waste
- Tracking and reporting ESG metrics and other relevant data to monitor our progress and seek continuous improvement

By taking these actions, we promote the well-being and prosperity of people, the planet and our business.

CARBON REDUCTION TARGET

As part of our commitment to sustainability, Flowserve targets to reduce Scope 1 and Scope 2 carbon intensity 40% by 2030, using 2015 as a baseline year.

Our goal is to reduce combined direct (Scope 1) and indirect (Scope 2) operating emissions of 29.4 Tonne CO₂-equivalent (CO₂e) per million USD dollars in annual sales revenue in 2015 to 17.4 Tonne CO₂e or lower by 2030. We plan to meet this target through energy efficiency improvements, renewable energy project development and other measures to offset our greenhouse gas emissions.

As of December 31, 2021, Flowserve has achieved 57% of the 2030 carbon reduction target. Our progress was supported in 2021 with the completion of 46 energy efficiency projects, and initial construction of two renewable energy projects at facilities in Italy and China.

Completion of the 260 MW/hr solar PV project in Marcianise, Italy, reduces the facility's impact on the environment while also reducing operation costs.

UNITED NATIONS GOALS ALIGNMENT

SUSTAINABLE DEVELOPMENT GOALS

In 2015, the United Nations developed 17 Sustainable Development Goals (SDG) to protect the environment, end poverty and improve the lives and prospects of the global population. Flowserve's flow control solutions, core values and employee actions support many of these SDGs – from education to sustainable practices and economic growth. As we progress into the future, we will continue to refine our operations, products and services to help promote a more sustainable future.

SDG 2 ZERO HUNGER



Aimed at ending hunger, achieving food security and improved nutrition, Flowserve supports this goal by developing products for critical food applications. Our pumps enable the development of sustainable feed solutions for animals such as fish, livestock and pets, helping meet the world's ever-increasing need for more food without placing more stress on scarce resources. We also partner with several organizations through Flowserve Cares that support ending poverty.

SDG 3 GOOD HEALTH AND WELL-BEING



Rooted in our values, we are committed to positively impacting the health and safety of our employees and the communities in which we operate. Through Flowserve Cares, we mobilize our purpose to drive positive change in our communities and invest in a healthier tomorrow. We've also increased our focus on health and wellness internally with expanded well-being benefits, including mental health and financial planning resources.

SDG 4 QUALITY EDUCATION



This goal seeks inclusive, equitable and lifelong learning for all. Flowserve's community impact program, Flowserve Cares, promotes this goal through its support of multiple at-risk youth and science, technology, engineering and math (STEM) educational programs. Through these efforts, we help provide opportunities for youth who need greater access to quality education. Flowserve also supports continuing education for its own employees through tuition reimbursement programs and other adult education offerings.

SDG 5 GENDER EQUALITY



We are proud to have women represent 40% of our Executive Leadership Team and one-third of our Board of Directors. We value gender diversity and are committed to promoting equity and inclusivity in leadership at all levels. In 2021, Flowserve was recognized by Forbes as one of the World's Top Female Friendly Companies.

SDG 6 CLEAN WATER AND SANITATION



Flowserve is committed to increasing water-use efficiency in our operations. We use process improvement methodologies such as Lean Six Sigma to improve operating efficiency and reduce water use. As a result, many of our manufacturing facilities recycle process water in closed-loop product test systems to minimize freshwater use. Additionally, Flowserve supports the World Business Council for Sustainable Development's initiative to provide safe water, sanitation and hygiene (WASH) at all of our facilities. Flowserve products and services are employed globally to help meet society's need for fresh water. We have been a leader in seawater desalination since it was commercialized on a large scale. Flowserve equipment is installed in 90% of the world's desalination plants and two-thirds of seawater reverse osmosis (SWRO) projects operate with our pumps and energy recovery devices (ERDs).

SDG 7 AFFORDABLE AND CLEAN ENERGY



Among many product applications, Flowserve flow control equipment is widely used in fuel and energy production. For decades, our products have supported traditional oil and gas production and refining, conventional and combined-cycle power generation and nuclear power production to help world economies prosper.

As the world moves to cleaner forms of energy, Flowserve products are supporting less carbon-intensive technologies, including geothermal, biomass and concentrated solar power generation. For processes that will continue to generate greenhouse gases, our products are helping to advance carbon capture, utilization and storage (CCUS) technologies to control these emissions.

The transition to cleaner forms of energy, or energy transition, is an important element of our growth strategy that will influence future innovation, investment and product development. By helping our customers reduce their carbon emissions and improve energy efficiency, as well as our own, we seek to build a cleaner and more sustainable future.

SDG 8 DECENT WORK AND ECONOMIC GROWTH



Targets within SDG 8 include actions to achieve higher levels of economic productivity through diversification, technological upgrading and innovation and the decoupling of economic growth from environmental degradation. Our focus on developing technology to increase energy efficiency, reduce air emissions and support the transition to less carbon intensive energy production is helping society achieve this goal.

SDG 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



This goal encourages the development of quality, reliable, sustainable and resilient infrastructure to support economic development and human well-being, with a focus on affordable and equitable access for all. Among other infrastructure needs, management of flood hazards is a major concern for many who live and work in low-land areas – particularly areas of rising sea level. Flowserve is a world leader in the manufacturing of large-scale flow control equipment to protect flood-prone areas.

SDG 10 REDUCE INEQUALITIES



This UN goal calls for the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status, by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and actions. Flowserve's core values include a commitment to develop each other, embrace differences, respect others and create a collaborative team culture. Our values are supported by our Code of Conduct and training programs promoting inclusion. Our diversity of thought, background and experience are a powerful catalyst for success and inclusion. We are fully committed to building and sustaining diversity, equity and inclusion (DE&I) throughout the enterprise.

SDG 11 SUSTAINABLE CITIES

One of several target objectives related to the sustainable cities goal is reducing the effect of natural disasters, especially on vulnerable people. Throughout the world, cities are coping with the COVID-19 pandemic and its lasting impacts. The pandemic threatens cities and communities, endangering not only public health, but also the economy and the fabric of society. Flowserve products supported vaccine development and production to mitigate the effects of the pandemic on people and the economy. Additionally, Flowserve has assisted in distributing vaccines to people in underdeveloped areas by partnering with local organizations in some areas where we operate. In addition, Flowserve products are critical to helping vulnerable cities implement flood control solutions to protect against natural disasters as discussed under SDG 13.

SDG 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

This UN goal advances several targets to promote responsible consumption and production, including efficient natural resource use and waste recycling. Flowserve is committed to natural resource conservation and waste minimization throughout its global operations. Based on sales revenue, Flowserve's waste generation intensity has decreased 49% since 2013. Over 70% of materials discarded from the manufacturing process are recycled or reused and when possible, we recycle pump test water to minimize freshwater use. Our aftermarket services help customers maximize the service life of their flow control equipment and reduce replacement frequency. We also provide services and training to customers to minimize downtime and extend product life. When equipment replacement becomes necessary, discarded equipment is compatible with existing ferrous and non-ferrous metal recycling markets.

SDG 13 CLIMATE ACTION

The Climate Action goal includes strengthening resilience and adaptive capacity to climate-related hazards and natural disasters in all countries. Flowserve products improve society's ability to adapt to climate-related hazards, including potential impacts associated with rising sea level, more frequent and/or severe weather events and drought. Flowserve engineers design and manufacture custom large-scale pumps and valves for seawater flood management projects around the world. Whether it's the daily security of a major city or the ongoing reclamation of a nation's lowland, Flowserve's equipment and engineering tackle some of the world's toughest water management challenges.

SDG 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Flowserve business practices are governed by our Code of Conduct (Code), which requires ethical and socially responsible behavior from all employees as well as our Board of Directors. We have a zero-tolerance policy for corruption and bribery in any form and the Code provides guidelines to identify and address potential ethical issues in an expeditious manner. We expect the same level of ethical and socially responsible behavior from our supply chain, as detailed in the Supplier Code of Conduct (Supplier Code). Flowserve prohibits forced labor, child labor and human rights abuses and contractually reserves the right to terminate any supply chain contract for violation of the Supplier Code. The company monitors supplier compliance through a set of audit processes.

Flowserve is committed to a conflict-free supply chain that aligns our worldwide supplier network with our Conflict Minerals policy. Our expectations and requirements are communicated in our Supplier Code, our terms and conditions with suppliers and our purchase order agreements.

“Flowserve supports progress toward many of the United Nations Sustainable Development Goals through its extensive product lines, technical support and continuing product innovation.”



SPOTLIGHT STORY

HELPING PROVIDE FOOD TO AFRICA

Flowserve products are manufactured to service the world's most critical applications. In 2021, our seawater desalination pumps were chosen to support the production of one of the largest phosphate producers in the world. In western Africa where access to fresh water is scarce, these pumps are providing fresh water critical to the production process of raw materials used for fertilizers that support the sustainable development of African agriculture and ultimately help feed people across the continent. This is a shining example of innovation and collaboration at Flowserve mobilizing our purpose.



GOVERNANCE AND RISK MANAGEMENT

At Flowserve, we are driven by our purpose to create extraordinary flow control solutions to make the world better for everyone, including our customers, employees, shareholders and the communities in which we operate. Our ESG program is one of the core components of who we are and how we drive our business strategy to achieve this purpose.

Oversight of the company's governance practices is fundamental to our ESG principles and programming and is a key responsibility of the Board of Directors. The Board conducts an in-depth annual review with key members of our management team and then performs a continuous review of our business strategy, including with respect to our ESG strategy, throughout the year. The Board also receives periodic updates from management on the company's strategic and annual operating plans and provides appropriate guidance regarding the company's strategy, including customer sustainability, development, manufacturing optimization, product development and large project pipeline with management. Additionally, the Board regularly consults financial advisors and other relevant third-party advisors regarding our business.

Generally, at least once per year, Board members also visit one or more of our facilities around the globe where they can experience firsthand how we operate, monitor and review improvements that have been implemented to our manufacturing process. They also have the opportunity to engage with certain non-executive employees during Board meetings and other events.

BOARD OF DIRECTORS

OUR BOARD OF DIRECTORS

Strong governance starts at the top with our Board of Directors, which consists of eight independent members, including our independent Board chair. Our Chief Executive Officer is the ninth member of the Board. We are proud to have female leadership represent one-third of our Board of Directors.

Our Board is elected annually by our shareholders. The Board's core responsibility is to oversee our Chief Executive Officer and other senior management in the competent and ethical operation of the company on a day-to-day basis and to help confirm that our shareholders' best interests are served. The Board, together with the committees it has established to assist in discharging these duties, is guided by our Articles of Incorporation, bylaws, committee charters, Code of Conduct and Corporate Governance Guidelines. These documents, along with Board member biographies, can be found on our corporate website.

As part of satisfying its duties, our Board has adopted Corporate Governance Guidelines that define how our Board operates, including, among other things, with respect to Board leadership, Board meetings, the size and composition of the Board, the nomination of members to the Board, expectations and required attributes of our directors, the establishment and operation of committees of the Board, performance assessment of the Board and our Chief Executive Officer, terms of office and stock ownership guidelines.

In addition, in considering the best interests of Flowserve and its shareholders, the Board also considers the impact of our business on a broader group of stakeholders, including our associates, suppliers, customers and the local communities in which we operate, which underscores our purpose statement to create extraordinary flow control solutions to make the world better for everyone. Our Board recognizes that our long-term success and the long-term interests of shareholders can be enhanced by the advancement of the interests of this broader group of stakeholders.

BOARD AND EXECUTIVE OVERSIGHT OF ESG PROGRAM

Our Board of Directors has primary oversight responsibility of our ESG program and receives updates on our goals and initiatives on at least an annual basis. In addition, our Corporate Governance and Nominating Committee (CGNC) directs and reviews key aspects of our ESG program on an at least biannual basis. With involvement of both the full Board of Directors as well as the CGNC, we believe the Board provides robust strategic direction, guidance and support for our ESG program.

Our Executive Leadership Team (ELT), under the direction of our Chief Executive Officer, leads each of our functional areas in their efforts to analyze, design, implement, monitor and, when necessary, change and revise elements of our ESG program into Flowserve's overall strategy in order to achieve our purpose. In doing so, key members of the ELT represent the management on several key committees that drive our ESG program, including our ESG Steering Committee and Enterprise Risk Management (ERM) Committee.

COMMITTEES & OVERSIGHTS

CORPORATE GOVERNANCE AND NOMINATING COMMITTEE

The Corporate Governance and Nominating Committee (CGNC) of the Board of Directors advises the Board on all corporate governance and board recruiting matters, including the company’s corporate citizenship, ESG and related activities.

The committee, composed of at least three members (all of whom must be independent), has the power, without additional approval from the Board, to directly retain outside legal counsel, financial advisors, consultants and other advisors as the committee determines necessary to perform its responsibilities and the power to investigate any matter within the scope of its duties, with full access to books, records, facilities and personnel necessary to do so.

The key responsibilities of the CGNC are to:

Identify, review the qualifications of and recruit candidates for membership on the Board of Directors, including Chairman of the Board and the company’s President and Chief Executive Officer

Review related party transactions in accordance with the company’s Related Party Transaction Policies and Procedures

Recommend Board committee assignments and the appointment of committee chairs

Oversee the annual review process of each member of the Board and the company’s President and Chief Executive Officer

Establish and review procedures for shareholder communications and the effectiveness of shareholder engagement policies and procedures

Review the company’s ESG program and related activities

The CGNC meets at least four times per year. The CGNC receives an in-depth presentation of the ESG program from members of management biannually and advises management on the company’s overall ESG strategy, execution and effectiveness.

FINANCE AND RISK COMMITTEE

The Finance and Risk Committee (FRC) of the Board of Directors advises the Board on all corporate financing and related treasury matters, including on related risks, regarding capital structure and major corporate transactions with the goal of accomplishing the company’s objectives and operating strategies while maintaining sound fiscal health. Additionally, the committee monitors corporate risk management and information technology programs (including Flowserve’s cybersecurity program), as well as oversees management’s enterprise risk assessment process and the process by which the Board and its committees oversee management’s exercise of risk management responsibilities.

The committee, composed of at least three members, has the power, without additional approval from the Board, to directly retain outside legal counsel, financial advisors, consultants and other advisors as the committee determines necessary to perform its responsibilities. It also has the power to investigate any matter within the scope of its duties, with full access to books, records, facilities and personnel necessary to do so.

They key responsibilities of the FRC are to:

Assist the Board in performing its enterprise risk management oversight responsibilities through periodic review of management’s enterprise risk assessment process, including with respect to information technology and cybersecurity risks, emerging areas of risk and other risks as relevant to the company

Review and discuss the process by which the Board and its committees oversee senior management’s exercise of risk management responsibilities

Periodically review the scope, cost and basic terms of the company’s insured risk management programs, including general liability, director and officer, property and other insurance policies

ESG STEERING COMMITTEE

Our Environmental, Social and Governance (ESG) Steering Committee develops and implements the company's overall ESG strategy. They provide leadership to the ESG working committee regarding setting goals and objectives that align with the overall strategy of the program. The ESG Steering Committee assesses strategic ESG issues, seeks to improve sustainability performance, provides recommendations to the ELT regarding the company's ESG strategy, goals and objectives and oversees sustainability risks and opportunities in our business. The ESG Steering Committee is a cross-functional committee that meets regularly to discuss pressing issues as well as broader strategic initiatives and objectives.

ELT Committee Executive Sponsors
Members of our Executive Leadership Team (ELT) serve as sponsors on the two committees that guide Flowserve's ESG program.

The ESG Steering Committee is chaired by our Chief Legal Officer and made up of representatives from several of our internal functions, including:

- Finance
- Global Operational Excellence
- Human Resources
- Legal and Compliance
- Marketing and Technology
- Sales and Commercial Operations

The objectives of the ESG Steering Committee include:

- Conducting ESG materiality assessments
- Identifying and evaluating emerging strategic ESG issues
- Considering regulatory, legislative, shareholder, market and other developments and concerns regarding ESG
- Coordinating company responses to strategic public policy and regulatory issues
- Establishing ESG strategy, goals and objectives
- Developing programs and initiatives to meet and monitor ESG goals and objectives
- Reviewing enterprisewide ESG programs and performance, and providing input for establishing and/or modifying sustainability goals and objectives

The work and input of the ESG Steering Committee is used by the Board and ELT to inform the following areas of activity:

- Operational efficiency and improvement
- Monitoring external ESG rating reports and metrics and conducting gap analysis of areas of concern
- Development and implementation of strategic programs, including health and safety, sustainability, diversity, equity and inclusion and social responsibility programs
- Public reporting/disclosure
- Business strategy
- Product development and innovation
- Supply chain management
- Stakeholder engagement
- Marketing
- Employee engagement
- Rating report analysis and updates
- Enhancement of the Flowserve ESG Report and other reporting, as necessary
- Communicating with functional area leaders and leadership teams on ESG strategy

ERM COMMITTEE

Enterprise Risk Management (ERM) is essential to our purpose of creating extraordinary flow control solutions to make the world better for everyone. The ERM Committee seeks to identify and address risks that may impact our ability to achieve our purpose, objectives and long-term strategy. The ERM Committee is comprised of several members of the Executive Leadership Team and other cross-functional team members with representation from several internal functions.

The ERM Committee applies the Committee of Sponsoring Organizations of the Treadway Commission (COSO) risk management framework in seeking to achieve the following objectives:

Identify risks through a robust top-down and bottom-up assessment

Quantify and qualify risks in terms of both impact and likelihood

Develop and update risk register prioritization

Establish risk mitigation plans

Create a risk-aware organizational culture

Provide regular updates to the Board and its committees

The Board and its committees oversee senior management's policies and procedures in assessing and addressing risk areas, carefully evaluate reports received from management and make inquiries of management with respect to areas of particular interest.

RISK MANAGEMENT OVERSIGHT

Our Board of Directors is accountable for the overall implementation of our risk management process, including climate change-related risks and opportunities. Members of our Board have a responsibility to exercise oversight of our business by developing a broad understanding of our business, risk profile and strategy, understanding and respecting the roles of the Board and management, offering support and guidance to management and engaging management effectively and constructively.

Throughout the year, the Board discusses risk in general terms and in relation to specific proposed actions taken or planned to be taken by the company. As part of this process, the Board receives regular updates from management on the financial and operating results of the company, as well as on the strategic and annual operating plans and key enterprise risks and provides appropriate input and perspectives. The Board has delegated responsibility for the oversight of certain risk categories to its committees based on each committee's expertise and applicable regulatory requirements. Each committee regularly receives updates on these matters from management and reports on them to the Board. In addition to discussing risks with the Board at periodic and scheduled meetings throughout the year, management also reports to the Board and its committees on specific, material risks as they arise or as requested by the Board, whether by calling a special meeting or by other means.

The Finance and Risk Committee (FRC) of the Board assists with enterprise risk management oversight responsibilities through periodic review of management's enterprise risk assessment process, including current and emerging areas of risk relevant to our business and stakeholders. The FRC reviews the process by which the Board and its committees oversee senior management's exercise of risk management responsibilities.

Management is responsible for the day-to-day management of risk and opportunities facing Flowserve, including the design and implementation of appropriate risk management policies, practices and initiatives. Management leverages an enterprise risk management program, which is an evergreen process using a widely accepted framework, to identify, assess, monitor and communicate the company's strategic, operational, financial, compliance, legal and reputational risks. Management works with our Board, the FRC, our independent and internal auditors and other external advisors to incorporate our enterprise risk management program into our operations and overall strategy.

For more information on governance at Flowserve, see pages 20-26 of our [2022 Proxy Statement](#).

SHAREHOLDER ENGAGEMENT ON ESG

In the fall of 2021, we proactively solicited feedback from shareholders representing approximately 80% of our outstanding shares to discuss our ESG program with our Chairman and members of management as well as offer their insights on our ESG and compensation practices. We received insightful feedback from these shareholders that continues to be carefully considered by management and the Board as we further develop our ESG strategy and compensation practices.

CLIMATE-RELATED RISKS, OPPORTUNITIES AND STRATEGY

Many scientists, legislators and others attribute global warming to increased levels of heat-trapping greenhouse gases (GHG) in the atmosphere, including carbon dioxide. As a result, many countries are participating in the Paris Climate Agreement seeking to limit global temperature rise to well below 2 degrees Celsius above pre-industrial levels, while pursuing action to cap the increase at 1.5 degrees Celsius. Consistent with the Paris Agreement, industries around the world are reducing their GHG emissions.

Flowserve provides flow control products and services that help enable individual companies to achieve their reduction goals. Our experience and success in adapting our products to new flow control applications positions us to capitalize on new and expanding markets related to GHG emission reduction and climate change resiliency. For instance, several customers around the world rely on Flowserve's products in concentrated solar power, bioenergy, geothermal, carbon capture, utilization and storage, desalination and flood control.

The International Energy Agency (IEA) uses three models to assess potential governmental action to reduce GHG concentrations in the atmosphere. The Current Policies Scenario assumes no change in regulations controlling GHG emission or promoting energy efficiency. The Stated Policies Scenario (STEPS) assumes the pace of industrial decarbonization is guided by existing policy frameworks and stated policy plans. The Sustainable Development Scenario (SDS) is the only model that includes the actions necessary to achieve the Paris Agreement climate goals. Under all three scenarios, we believe that our customers will continue to rely on our products and services to improve energy efficiency and reduce carbon emissions. We continue to research and develop equipment and diagnostic tools to promote increased energy efficiency and expand our product offerings to penetrate new and emerging markets to address climate change.

The IEA models are focused on change in the energy markets and do not consider industries that are responding to other climate-related risks, including rising sea level, more severe and more frequent weather events, subsidence and the need for reliable fresh water sources to support population growth and migration. Flowserve already supplies products and services to large-scale flood management projects, desalination plants and conventional water supply facilities and is well positioned to meet society's increased need for water management.

ALIGNING EXECUTIVE PAY TO ESG GOALS

We believe that aligning executive pay and performance to ESG goals will help drive our ESG performance. At the end of 2021, we aligned 2022 annual incentive plan metrics to new priorities to grow the business, including the introduction of performance metrics related to our 3D strategy to fuel growth in these strategic areas. Such metrics include bookings related to diversification and decarbonization as well as digitization asset monitoring. We also introduced a strategic payout modifier in our annual incentive plan to drive progress against our ESG and other strategic priorities. For more information on our executive compensation at Flowserve, see pages 32-55 of our [2022 Proxy Statement](#).

INTEGRITY & COMPLIANCE

Our Integrity & Compliance program is a critical part of who we are as a company and how we do business. As one of six established core values at Flowserve, integrity is embedded into everything we do. Built on our commitment to Act with Integrity, Always, the pillars of our Integrity & Compliance program are: Culture, Speaking Up, Strategy, Risk Management and Accountability.

In this section, we highlight the main tenets of the Integrity & Compliance program at Flowserve and how they align with each of our guiding pillars that demonstrate our commitment to uphold the highest ethical standards.

INTEGRITY & COMPLIANCE PILLARS



POLICIES & RESOURCES

Our policies and resources reflect our Culture of integrity and our Risk Management strategy to effectively identify, manage and mitigate compliance risks.



Code of Conduct

Our Code of Conduct reflects who we are as a company and how we do business, incorporating and reinforcing our shared Flowserve values as well as the laws, regulations and policies that apply to each of us and our global business. Serving as the guiding document in making ethical decisions and resolving challenging issues, the Code applies to everyone who works for or represents Flowserve in any capacity, including:

- Associates at all levels, in any position, around the world
- Board of Directors members and corporate Officers
- All external companies and individuals who work with or represent Flowserve, such as suppliers, agents, sales representatives, distributors, joint venture partners and other business partners

The Code of Conduct outlines our ethical responsibilities, educates associates on resources available to them regarding ethics concerns, including our Ethics Hotline, and reinforces our commitment to integrity as it pertains to all areas of our business.

All associates are required to complete annual Code of Conduct training to remain empowered to make decisions in accordance with Flowserve's Code of Conduct and values and behaviors. As part of this annual training, associates complete a Code of Conduct Acknowledgement. In 2021, we completed our annual Code of Conduct training with a refreshed, modernized training and provided supplemental training on Conflicts of Interest, Leading with Integrity and the Foreign Corrupt Practices Act as part of Integrity & Compliance Week.

Supplier Code of Conduct

In addition to our Code of Conduct, our Supplier Code of Conduct defines our commitment to conducting business in an ethical, legal and socially responsible manner within our global supply chain. The Supplier Code of Conduct complies with ILO standards and communicates expectations for socially responsible operations in support of Flowserve's business and values. The Supplier Code of Conduct serves as a proactive risk management tool, and we expect all Flowserve suppliers to adhere to the Supplier Code of Conduct. If a supplier is found to be in violation of the Supplier Code of Conduct or any other Flowserve policy, it may result in the termination of the business relationship.

Trade Compliance

As a global business, a key priority in Acting with Integrity, Always is ensuring we are in compliance with all jurisdictions in which we operate. Our Trade Compliance team serves as partners to our sites in conducting business in accordance with the latest laws, regulations and sanctions. Trade Compliance utilizes a robust process to review relevant regulatory requirements and communicate in a timely manner to Flowserve associates at each stage in the value chain.

To proactively minimize trade compliance risks, we established a Trade Compliance Coordinators program. Trade Compliance Coordinators are trained on export or import compliance matters and are responsible for the implementation and management of our export or import compliance programs at the site level. They serve as site resources for direct and timely guidance. We now offer certification for coordinators to further enhance their expertise. Once a Trade Compliance Coordinator successfully completes the certification, they are issued a formal certificate of completion.

Our Trade Compliance Playbook is a detailed reference manual to help guide Flowserve Trade Compliance Coordinators. The Playbook is available in nine languages and is accessible to all associates. It provides an overview of each element of Flowserve's Trade Compliance Program, including simple instructions, key insights into each trade topic and embedded links to core trade compliance policies.

REPORTING

At Flowserve, all associates are encouraged to Speak Up, and we value and protect those who report concerns. We also hold ourselves Accountable to continuously improve our Integrity & Compliance program by reviewing internal metrics and trends as well as implementing remediation measures when appropriate.



A critical component of upholding our Code of Conduct and nurturing a culture of Integrity is empowering our associates to Speak Up and providing them the appropriate channels to do so. Flowserve has established a variety of methods through which associates can raise concerns, ranging from reporting to managers to our anonymous hotline.

Associates are encouraged to report concerns to a manager or supervisor, as they are usually in the best position to address concerns. The following resources are also available:

- Human Resources Contact
- Regional Integrity & Compliance Contact
- Member of the Legal Department
- Member of Senior Management
- Member of the Board of Directors
- Member of the Audit Committee
- Flowserve Ethics Hotline

Flowserve's Ethics Hotline, managed by an independent third-party vendor, is available to all associates, suppliers, customers or third parties 24 hours a day/7days a week. Reports can be made in any of Flowserve's nine languages, in any location, via phone, online or QR Code. Those who report to the Hotline may choose to remain anonymous. Each report is considered serious and is reviewed and treated as confidentially as possible.

Associates are proactively and continuously reminded of the Hotline and other Speaking Up resources through monthly communications called Integrity Insiders. The Hotline and other resources are also accessible on our Integrity & Compliance intranet site or Flowserve.com.



NON-RETALIATION
Regardless of the reporting method,
Flowserve policies prohibit retaliation
against anyone who Speaks Up and
raises a concern in good faith or
participates in an investigation.

Speaking Up Trends

To continuously evaluate the efficacy of our Speaking Up resources, the Integrity & Compliance department regularly monitors metrics and trends such as the number of overall reports, the number of reports made anonymously, the types of issues being reported, the number of reports made in each region and the number of reports made within each business platform.

Investigations Playbook

All associates may access our Global Investigations Playbook, which provides a general overview of how investigations are conducted at Flowserve and details the mechanisms in place to process reports. By providing increased transparency surrounding the reporting process, we hope to further encourage associates to Speak Up to report any unethical or questionable conduct. Increased reporting enables Flowserve to address issues quickly and helps promote compliance with our policies and the law. The Playbook assures associates that when an investigation is warranted, it will be conducted in a manner that is timely, thorough and as discreet as possible.

Remediation Measures

Remediation measures are a mechanism for us to take action and hold ourselves accountable. After an investigation is complete, the investigator may recommend remediation measures to address concerns, reduce ethical risks and deter non-compliance discovered during the investigation, especially if there are substantiated allegations. Remediation measures may include, but are not limited to discipline, training, control enhancements or improvements, policy or procedure changes or other reforms. The implementation and timing of any remediation measures are made in partnership with appropriate business leaders. Remediation measures are also tracked internally by our Global Investigations team.

COMMUNICATION & EDUCATION

Communication with and education of our associates and business partners is vital to the success of our Integrity & Compliance program. These resources reflect our culture of integrity and ensure consistency and sustainability.



Integrity Champions

To promote a culture of global integrity with an emphasis on local ownership, we established the Integrity Champions program. Associates from local sites or offices across various functions and geographic locations are nominated and selected to serve as Integrity Champions at their locations. With 70 associates currently serving as Integrity Champions and plans to add more in 2022, Champions are empowered and responsible for:

- Raising integrity awareness
- Rolling out integrity focused education and training
- Sharing Integrity & Compliance communications
- Helping make integrity a consideration in site decisions

The diverse composition of the team and collaborative commitment of our Integrity Champions to serve as key resources for our associates is integral to the program's success and a testament to the strength of our Integrity culture.

Integrity Insiders

We provide our associates with practical guidance to navigate ethical issues through our Integrity Insiders. Integrity Insiders are monthly internal email communications that highlight real ethical situations faced by Flowserve associates and serve as reminders of available Integrity & Compliance policies and resources. To promote global accessibility, Integrity Insiders are provided in nine languages and include companion training materials so leaders can present the information to associates who may not have direct email access. Integrity Insiders are monthly reminders to all associates that acting with integrity, honesty and transparency is part of our culture and critical to our company's success.

Integrity & Compliance Week

We celebrate our culture of integrity and build associate engagement annually during our global Integrity & Compliance Week (I&C Week). Each day of the week, we feature programming and communications designed to highlight Integrity & Compliance tools and resources, raise overall awareness of compliance issues and provide guidance on navigating ethical dilemmas.

For I&C Week 2021, we were proud to offer all training materials and other content in all nine of Flowserve's languages on the newly launched I&C Week intranet site. The site served as a one stop shop for the week's presentations, trainings and videos, including a message on the importance of integrity from our CEO. Further, to ensure engagement with associates without online access, global Integrity Champions were trained on offering I&C Week programming in a live setting. In addition to the annual Code of Conduct training, during I&C week, almost 5,000 associates engaged with supplemental trainings.

Training

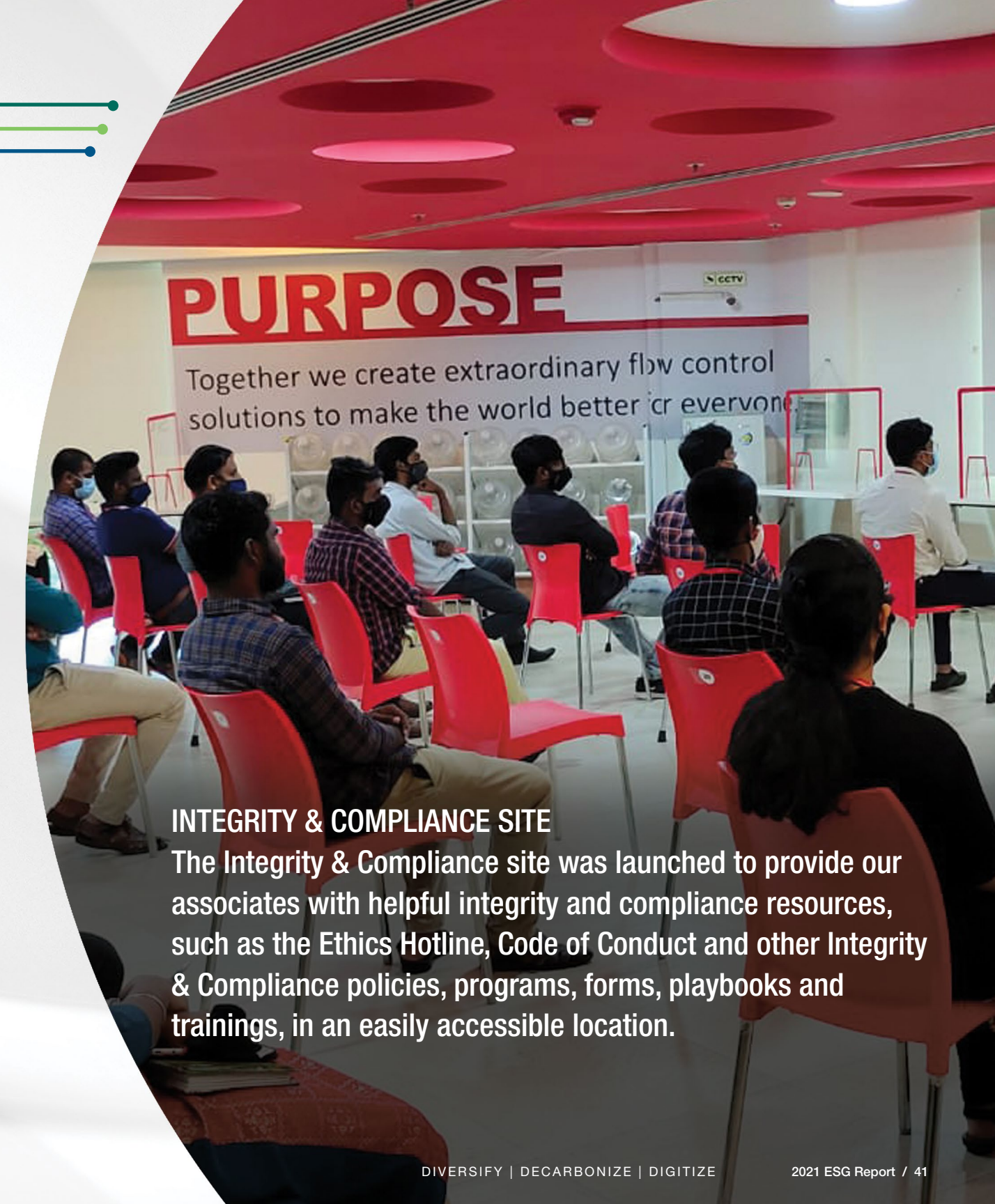
We offer associates a variety of trainings to ensure a consistent culture and remind them that they are expected to Act with Integrity, Always.

In addition to annual Code of Conduct training, the Integrity & Compliance team provides associates with customized training based on recent trends, by request and as remediation measures. These trainings may cover topics such as trade, anti-corruption, anti-trust, investigations and data privacy and are conducted in various regions and often in multiple languages. The Integrity & Compliance team captures training engagement data on digital dashboards to visualize how, where and when Flowserve associates participate in mandatory or optional trainings. We utilize these dashboards to enhance our training offerings across topics, geographies and business functions.

Some examples of trainings the Integrity & Compliance team offered in 2021 include:

- Export Control Technology training provided to more than 4,000 associates globally
- Gift & Entertainment training provided to more than 700 associates globally
- Conflict of Interest training provided to more than 1,000 associates globally

Associates may always access additional Integrity & Compliance trainings, at no cost and at their discretion, on our Learning Management System and Integrity & Compliance site.



INTEGRITY & COMPLIANCE SITE

The Integrity & Compliance site was launched to provide our associates with helpful integrity and compliance resources, such as the Ethics Hotline, Code of Conduct and other Integrity & Compliance policies, programs, forms, playbooks and trainings, in an easily accessible location.

RISK MANAGEMENT

Our Risk Management strategy includes identifying, managing and mitigating risk by conducting risk assessments on a regular basis. To embrace our Accountability pillar, our Chief Compliance Officer (CCO) has independent responsibilities and reporting duties to several key committees.



Chief Compliance Officer Responsibilities

Flowserve's Chief Compliance Officer has overall responsibility for the management of our Integrity & Compliance program, including anti-bribery and anti-corruption. The CCO reports directly to the Chief Legal Officer and, to provide independent accountability, has access and reporting responsibility to the Audit Committee of Flowserve's Board of Directors.

Risk Assessments

The Integrity & Compliance department conducts scenario-based internal fraud risk assessments annually. In 2021, we broadened the assessments to include a scenario-based compliance risk assessment, which entailed scenarios regarding compliance culture, fraud, bribery, corruption, and more. The assessment included an associate survey and interviews, as well as a review of substantiated investigations and Internal Audit SOX controls. In 2021, we utilized a third party to conduct the survey and expanded the number of recipients. The participants in the survey and interviews represented all regions and all levels of management. Flowserve is committed to addressing any major business ethics risks and the top risk areas identified by the assessment are monitored and considered when updating internal policies, practices and trainings.

In addition, Flowserve's Finance and Risk Committee conducts an annual enterprise risk assessment, in which it interviews risk owners, conducts an external scan of risks and establishes key risk indicators. The results are used to identify and prioritize the top risks in the company which are then monitored with mitigation measures implemented when necessary.

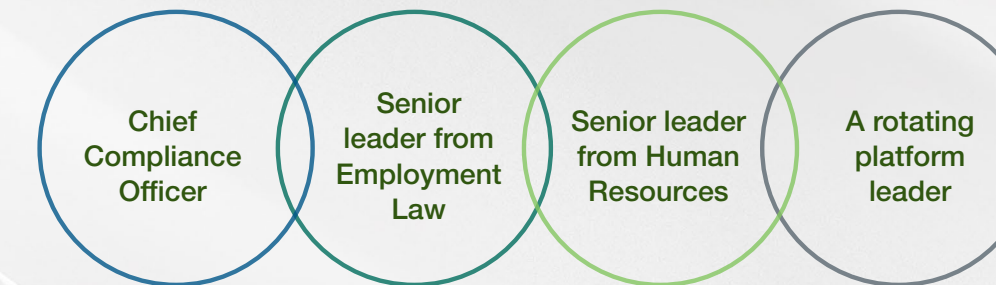
Audit Committee

Associates can raise concerns directly to the Audit Committee of the Board of Directors, which is independent of management. Additionally, our Chief Compliance Officer updates the Audit Committee on Integrity & Compliance initiatives, key investigations and the status of the Integrity & Compliance program quarterly or as needed.

Disciplinary Committee

Where an investigator recommends disciplinary action as a result of an investigation, Flowserve has established a Disciplinary Committee to provide independent, objective, efficient and consistent disciplinary actions.

The Disciplinary Committee consists of the following members:



The Disciplinary Committee is responsible for determining the level of disciplinary action where:



Ethics & Compliance Committee

To hold ourselves accountable and continuously improve our program, the Integrity & Compliance team regularly conducts internal reviews and tracks internal metrics, such as due diligence reviews, investigations cycle time and remediation measures.

The Chief Compliance Officer and Integrity & Compliance department report to the Ethics and Compliance Committee on these metrics and any trends on a quarterly basis.



“Integrity shouldn’t be viewed as doing something out of the box - it should be expected of all of us. To me, integrity is doing the right thing, all the time. I am honored to represent my site and cross paths with all employees seeking guidance on purposeful decision-making.”

*– Tim Carr
HSE professional
Cookeville, Tennessee*

INTEGRITY CHAMPION TESTIMONIAL

Flowserve’s Integrity Champions are volunteer associates who are selected to help raise integrity awareness, deliver training and ensure integrity is a priority in local decisions. Their efforts help drive our culture of Global Integrity, Local Ownership. As of 2021, there were 70 associates serving as Integrity Champions worldwide with at least one Champion at all sites with more than 100 associates.

For Tim Carr, an HSE professional in Cookeville, Tennessee, serving as an Integrity Champion has encouraged him to be a better employee and to represent Flowserve positively in the local community.



SUPPLY CHAIN

Flowserve recognizes our suppliers as critical partners in delivering innovative solutions and achieving our purpose. We are purposeful in selecting suppliers who uphold our standards on quality, value and service while keeping the highest safety and ethical practices at the center of their offerings. Further, our suppliers are evaluated on these tenets utilizing a scorecard rating process. The data presented in the scorecards is a consolidation of individual site operations' reported performance. All data collected and utilized to generate supplier performance measures are coordinated and governed by our standardized approach to supplier compliance.

SUPPLIER CONDUCT AND DEVELOPMENT

As a direct extension of Flowserve, our suppliers are expected to abide by the Flowserve Code of Conduct as well as the Supplier Code of Conduct as part of our zero-tolerance policy against unethical, unsafe and illegal business practices. Suppliers are expected to support Flowserve in enforcing and cascading both Codes as necessary, and if found in violation, will result in the termination of the business relationship. The Flowserve Ethics Hotline may be utilized anonymously to report any concerns over noncompliance related to our suppliers.

Through regular compliance training and monthly communications reflecting the latest jurisdictional guidance, Flowserve works closely with our suppliers and associates to stay up to date on the latest guidance and ensure adherence to all applicable laws, sanctions and other regulations. Further, as key partners in our offerings, we recognize the need to foster and support supplier growth to meet the evolving market landscape. We are committed to nurturing strong business relationships with our suppliers and investing in their development, including new technology and capability, to promote mutual success.



The Supply Chain Link is a monthly communication distributed to all Flowserve supply chain associates that features updates on topics such as sourcing, logistics and procurement to keep our teams informed in dynamic markets and global jurisdictions.

SUPPLIER RISK MITIGATION

Flowserve's suppliers are subject to ongoing risk audits as part of our Supplier Risk Assessment process. When the supplier's risk position substantially changes, Flowserve reviews the impact of the change on enterprise risk and develops a plan to mitigate the incremental risk as appropriate. Each supplier's risk portfolio is well maintained and updated on a regular basis.

Reasons why a supplier's risk position may substantially change include change in ownership, financial viability or regulatory findings. Significant planned changes to a supplier manufacturing process (change in physical address, outsourcing or insourcing decisions, new capital equipment) require advanced written notification to Flowserve to allow for review of the supplier's risk mitigation plan as a means of protecting continuity of production for Flowserve products. Flowserve's new Supplier Data Management system will provide more detailed information on supplier attributes including diversity and locations; this will enable us to factor in the known environmental or social risks associated with the host country. We are currently developing a model to incorporate the Supplier Country ESG Risk score into our existing Risk Assessment framework for 2022.

SUPPLY CHAIN UNIVERSITY

Supply Chain University is Flowserve's suite of e-learning courses provided to supply chain associates as part of our commitment to developing our people. Initially launched in 2020, the curriculum was designed to further develop knowledge, skills and abilities throughout our supply chain. As of year-end 2021, our supply chain associates completed 90% of the assigned coursework with over 31,000 modules completed through the program. The Supply Chain Leadership team elected to extend access to the program through 2023 and expand the curriculums offered to include opportunities for International Federation of Purchasing and Supply Management (IFPSM) certifications upon completion.



SUPPLIER DIVERSITY

Flowserve suppliers range from small family-run businesses to multibillion-dollar conglomerates. Partnering with small businesses supports our local communities while enhancing our product and service commitments to our customers. Flowserve awards subcontracts to small businesses for both federal and private projects.



Flowserve is committed to working toward a conflict-free supply chain through our management program integrated with our policies and processes to align our worldwide suppliers with our Conflict Minerals Policy.

CONFLICT MINERALS

Flowserve works closely with our suppliers to adhere to all applicable reporting and mitigation activities for conflict minerals, chemical substances and other commodities. We support global efforts to assist in the eradication of human rights abuses in the Democratic Republic of Congo (DRC) and adjoining countries, where the mining of certain minerals has partially financed the longstanding conflict in this region. Flowserve also supports the objectives and intent of the U.S. Securities and Exchange Commission (SEC) Conflict Minerals rules that call for periodic reporting on company efforts to manage conflict minerals risk.

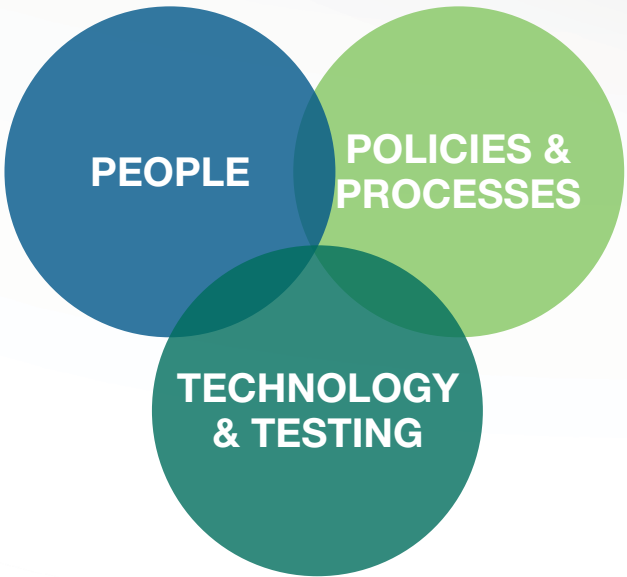
If we discover supplied minerals originate from sources in covered countries not deemed conflict-free, we will take actions to transition toward conflict-free sources. We have committed time and resources to meet this objective and will continue to be transparent in our progress. Flowserve communicates its Conflict Minerals program expectations through the Supplier Code, our terms and conditions with suppliers and our purchase order requirements, which include the following:

- Flowserve will not knowingly procure raw conflict minerals from covered countries that are not deemed conflict-free
- Flowserve will perform reasonable due diligence to document that conflict minerals used in the materials and components supplied to Flowserve are procured from outside the covered countries or if they originate from the covered countries that they are certified as conflict-free
- Flowserve is committed to educating our employees and our suppliers to help ensure improved visibility regarding the origin of the minerals and compliance

We are committed to working toward a conflict-free supply chain through our management program integrated with our policies and processes to align our worldwide suppliers with this policy.

CYBERSECURITY

As cyberthreats grow more frequent and more complex, we are committed to strengthening our cybersecurity practices to protect the data of our associates, customers and partners, as well as help ensure our operational resilience. The protection and integrity of our data are foundational to driving our operational excellence, enhancing our customer experience and ensuring our continued growth and success.



With the heightened importance of cybersecurity, our Finance and Risk Committee (FRC) receives a semiannual update on cybersecurity risks and the company’s action plan to respond to such risks. The Board of Directors receives an annual update. Additionally, to help drive focused execution on our cybersecurity program, our Enterprise Risk Management (ERM) Committee, comprised of several members of the Executive Leadership Team and other cross-functional team members, oversees senior management’s policies and procedures in assessing and addressing risk areas, including those related to cybersecurity and information technology.

OUR APPROACH

Flowserve partners with leading cybersecurity experts and organizations to leverage best practices and trends, as well as complete assessments to identify ways we can further strengthen our cyber landscape and framework. From a strategic standpoint, Flowserve follows both the International Organization for Standardization (ISO) and National Institute of Standards and Technology (NIST) cybersecurity standards. Tactically, Flowserve uses the MITRE ATT&CK Framework for cybersecurity technology operations. Additionally, we hired third-party compliance experts to help us identify where we’re out of compliance, which targeted ISO27001 Certification readiness for Flowserve’s Cybersecurity Program. The audit identified gaps and recommendations in 2021, which will allow us to move forward in addressing those recommendations to achieve necessary certifications. We are currently working toward ISO 27001 readiness to seek certification in 2023.

Flowserve’s dedicated Cybersecurity team not only monitors, detects and responds to potential threats, but it also proactively takes steps to strengthen our security posture through robust policies, processes and innovative technology and build a culture across our organization where we all take ownership in protecting our part of the cyberspace.

PEOPLE	POLICIES & PROCESSES	TECHNOLOGY & TESTING
<p>CYBERSECURITY AWARENESS MONTH</p> <p>While cybersecurity is a priority and embedded into our culture year-round, we observed the Cybersecurity & Infrastructure Security Agency’s Cybersecurity Awareness Month in October 2021. During this time, a series of communications and trainings helped associates better understand how they can protect the enterprise and recognize and respond to real-life cyberattacks.</p> <p>PHISHING TESTS</p> <p>In 2021, we partnered with the world’s largest integrated platform for security awareness training, KnowBe4, and regularly sent simulated phishing tests to our associates. This process provided real-time opportunities to test associates’ awareness and offer additional education on cybersecurity.</p> <p>TRAININGS</p> <p>In 2021, more than 5,492 associates completed Cybersecurity Awareness training. With increased training and education for our associates, we have experienced downward trends in Flowserve-imposed cyberthreats.</p>	<p>CYBERSECURITY IT POLICIES</p> <p>Acceptable use of Flowserve’s technology, software and applications for associates is outlined in our Cybersecurity IT Policies via the company intranet and is updated accordingly as new technologies and solutions are introduced.</p> <p>ENHANCING TECHNOLOGY PROCESSES</p> <p>We are continually evaluating and enhancing the security of all technology processes. Last year, we started limiting the use of USB drives and external storage devices and strengthened our password complexity standards in addition to our existing multifactor authentication.</p>	<p>THREAT MONITORING</p> <p>We leverage a suite of innovative security services and solutions to monitor potential threats across our enterprise and our RedRaven IOT platform, to maintain a secure environment for our associates, customers and partners.</p> <p>PENETRATION TESTING</p> <p>A 2020 analysis was executed by a third party which included a penetration test for external servers and internet presence. The findings presented in the gap report were fully remediated in 2021. In 2021, we increased the frequency of our penetration testing, which included the testing of our network, mobile applications, social engineering, wireless network and more.</p> <p>WEB SECURITY TESTING</p> <p>We completed testing in 2021 to validate the security of Flowserve.com and its eCommerce capabilities. This enabled us to identify potential vulnerabilities and to make any updates to our security measures.</p>



SPOTLIGHT STORY

REDRAVEN IoT TECHNOLOGY PREVENTS UNPLANNED DOWNTIME

One of our customers, a chemicals company, was using a RedRaven enabled control valve within a burner management system when RedRaven detected a major leak coming from the actuator. Without RedRaven, this leak would've gone unnoticed until it was too late – potentially costing the customer between \$500K-\$2M USD in production downtime. Instead, they were proactively notified and were able to fix the issue before it impacted their operations.

FOCUSING ON PEOPLE

OUR CULTURE

The collective energy and ideas of our people have set us apart for more than 230 years. From producing clean drinking water to powering cities, our purpose drives us to make the world better. When you join the Flowserve team, you're joining a global community of innovators. We pride ourselves on a culture of inclusion driven by the different ideas, perspectives and experiences of 15,000+ associates across 50+ countries. We're also inclusive of different work location preferences and know innovation can be fueled through both virtual and on-site collaboration. We are led by our values and bring them to life through our behaviors, which guide how we approach our work and interact with each other every day. We offer benefits that support our people in maximizing their physical, mental and financial well-being, and grow our talent with learning experiences and specialized role-based development.

MANAGEMENT APPROACH FOR LABOR RELATIONS

Flowserve respects the legal rights of its associates to join or refrain from joining worker organizations, including labor organizations, works councils or trade unions. In 2021, 30.9% of our associates were covered under a collective bargaining agreement. Flowserve complies with applicable local laws worldwide regarding employee and third-party involvement and will not discriminate based on an employee's decision to join or not join a labor organization. The company's long-standing belief is that the interests of Flowserve and its associates are best served through a favorable, collaborative work environment with direct communication between associates and management. Flowserve endeavors to establish such favorable employment conditions to promote positive relationships between associates and managers, to facilitate employee communications and to support employee development.



Flowserve prohibits discrimination based on race, sex, color, religion, sexual orientation, national origin, disability, genetic information, pregnancy or any other protected characteristic as outlined by federal, state or local laws.

HUMAN RIGHTS

HUMAN RIGHTS POLICY AND ANTI-DISCRIMINATION

The United Nations defines human rights as rights inherent to all human beings, irrespective of nationality, place of residence, sex, national or ethnic origin, color, religion, language or any other status. Human rights are fundamental rights and freedoms to which every individual is equally and inalienably entitled. While governments have the duty to protect the rights of citizens, we recognize human rights as a universal obligation to uphold and promote and a foundational principle to Flowserve's global business practices. Flowserve clearly communicates its commitment to protecting and upholding human rights and preventing discrimination through our Values, our Code of Conduct and our Human Rights Policy.

The Flowserve Human Rights Policy applies to all associates around the world, including all associates of joint venture partners and the facilities we manage. We expect all business partners, contractors, distributors, suppliers and vendors to respect and uphold the human rights principles set forth in the policy and in applicable contracts and urge each of them to adopt similar policies within their own businesses.

Our Human Rights Policy and our commitment to human rights is overseen by the Board of Directors, including the Chief Executive Officer. The policy is informed by the UN Guiding Principles on Business and Human Rights. We encourage our associates to report any concerns, complaints or violations of the policy to the Flowserve Ethics Hotline or other available reporting channels. We are committed to conducting a prompt, thorough and objective investigation and taking necessary and appropriate action for any issues uncovered. Confidentiality is respected and individuals may choose to remain anonymous.

HUMAN TRAFFICKING AND MODERN SLAVERY

Flowserve prohibits slavery and human trafficking of all forms and is committed to taking steps to confirm that slavery and human trafficking are not occurring in any part of our supply chain or business. Flowserve maintains a global compliance practice to address human trafficking and slavery risks. All suppliers are expected to comply with the Supplier Code of Business Conduct forbidding slavery and human trafficking, as well as additional basic human rights as previously outlined. We also work to comply with the disclosure requirements established by the California Transparency in Supply Chain Act of 2010. Additionally, Flowserve supports the UK Modern Slavery Act of 2015 requiring businesses to publish a slavery and human trafficking statement for each financial year that discloses efforts to ensure slavery and human trafficking are not occurring in their operations or supply chain.

DIVERSITY, EQUITY AND INCLUSION

Embracing differences is a core aspect of our People value at Flowserve. Our diversity of thought, background and experience is a powerful catalyst for success.

It is critical that as we live out our purpose to make the world better for everyone, we are recognized as an organization that includes everyone, regardless of gender, race, nationality or religious beliefs. Building an inclusive mindset allows us to influence positive change in the communities where we live and work, and ultimately provide greater value to our customers with diverse, innovative thinking.

DIVERSITY IN LEADERSHIP

Since 2017, we have expanded the racial diversity of our Executive Leadership from 10% to 30%. Among our U.S. population, non-white employees in management increased from 10% to 24% year-over-year.

WORLD'S TOP FEMALE FRIENDLY COMPANIES

In 2021, Flowserve was recognized by Forbes as #13 on the list of World's Top Female Friendly Companies. Women represent 45% of our current Executive Leadership team and the number of women in positions of senior leadership (Vice President level) increased 40% year-over-year. We are proud to celebrate the tremendous positive impact the insights and experiences of our female associates have on achieving our purpose and strengthening Flowserve for the future.

GLOBAL OBSERVANCES

As a multinational organization, recognition and education of cultural observances is an important part of creating a greater understanding and appreciation for each other's experiences and for the experiences of our global customer base. Each month, Flowserve participates in national and global observances by creating educational experiences in several languages for all associates. In 2021, Flowserve created 14 of these experiences for international and U.S.-based observances including: Chinese New Year, Black History Month, International Women's Day, Pride, Hispanic Heritage Month, World Mental Health Day and more.

SPEAKER SERIES

In 2021, we continued our DE&I Speaker Series. The purpose of the Series is to encourage employees to expand their perspective through inviting professional speakers from diverse groups to share their experiences and challenges with bias through their journeys. In celebration of International Women's Day, Flowserve invited a leading athlete and business owner to tell the inspiring story of how she overcame challenges with bias in a male-dominated sport and raise awareness about the importance of allyship.

UNCONSCIOUS BIAS

Flowserve's top 120 leaders from around the globe engaged in an in-depth session to raise awareness about unconscious bias and driving inclusion within teams at our annual Global Leadership Summit. The leaders participated in an interactive session where they learned how to combat bias practically and effectively through instructor-led teaching, scenario-based learning and group discussion.

DIGITAL MICROLEARNING

In 2021, Flowserve joined forces with a leading DE&I education partner to provide articles, resources and communication tips monthly to encourage continuous DE&I education for Flowserve's top 120 leaders. The purpose of these monthly communications packages is to provide leaders with awareness and education about topics relevant to broader discussions about inclusion happening within Flowserve. Each month, the leader resources are aligned to a global observance communication sent to all associates. The digital packages provide leaders with more context for engaging their team on inclusion topics and living our People value by embracing differences.

MCKINSEY BLACK LEADERSHIP ACADEMY

In 2021, nine talented Flowserve leaders from both the manufacturing and corporate sides of our business attended and completed the Black Leadership Academy led by McKinsey & Company, a virtual program offered to Black managers and leaders. The program is designed for high performing early- to mid-career managers who aspire to take the challenging leap into senior leadership. The 45-hour program focuses on building core management and leadership capabilities, developing the cross-functional knowledge needed to lead successful businesses and teams and strengthening personal networks. Flowserve is proud to continue sponsoring leadership opportunities for diverse leaders to support their personal and professional development.

Forbes **2021**

**WORLD'S TOP
FEMALE FRIENDLY
COMPANIES**

POWERED BY STATISTA

“Flowserve invests in its people. You see the values in how people around you interact.

As a woman, I've seen so many others progress in their career here, and it inspires me to stay and grow with Flowserve.”

– Stacy McCowan, Security Analyst (Texas)



“Through my participation in the McKinsey program, I was able to enhance my mindset and behaviors to expand my presence as an impactful leader, build my relationships with a diverse group of peers and obtain strategies to become more assertive to bridge the gap in racial disparity in the workplace... I personally believe that we have more in common than we often realize. But I also recognize that our differences are an important component to what makes our team here at Flowserve special and successful.”

*– Cedric Everett
Production Supervisor
Chesapeake, Virginia*



BLACK LEADERSHIP ACADEMY

Our legacy is built on the strength, talents and innovations of our people. We understand that every associate has unique perspectives, backgrounds, histories and skills, and to fuel a great place to work and continue our legacy for generations to come requires us to not only celebrate but foster our differences. In 2021, we partnered with McKinsey & Company to offer a select group of associates an accelerated learning experience through their Black Leadership Academy. By promoting equality and enhancing opportunities for Black individuals to advance in the workplace, we can create a more equitable and inclusive environment for all.

TOTAL REWARDS & WELL-BEING

COMPENSATION PHILOSOPHY

Our market-based compensation and benefits philosophy ensures we are offering benefits and support services aligned to the needs of our associates now and in the future. Our goal is to improve the well-being of our associates through programs that meet their needs and the needs of their families. At Flowserve, we are on a journey to educate and engage our associates in all facets of their well-being through internal campaigns, webinars, educational content and partnerships with leading wellness partners across the globe.

SPIRIT OF FLOWSERVE

The Spirit of Flowserve Awards recognize how associates live our values and behaviors through the work they do each day to drive toward our purpose. When an associate goes above and beyond exemplifying our values and behaviors, others show their appreciation by nominating them for a recognition award. Recognition can include e-cards, varied levels of monetary awards and, in exceptional instances, company stock. In 2021, over 15,000 Spirit of Flowserve awards were distributed to celebrate and recognize associates. We also have targeted programs for Engineering, Sales and 5-year-tenure service anniversaries.

FINANCIAL PLANNING

Flowserve offers several programs in partnership with leading financial firms to support associates in reaching their financial goals. Our U.S.-based partnership with Ayco Financial Services offers free financial planning and assistance to employees through personalized counseling and free online tools to help them reach their financial goals. Ayco offers free webinars each quarter to meet associates where they are at with planning for their life stage and creating a strong foundation for their financial future. In 2021, total user engagement with the platform increased more than 1,000%.


MENTAL HEALTH

In 2021, Flowserve partnered with a leading wellness provider to offer free services to support employees and their families through circumstances that impact health, job performance, mental and emotional well-being. The partnership allowed Flowserve to scale our Employee Assistance Program globally with enhanced service offerings for all employees, which include stress, depression, family issues, elder care, legal and finance support. Mental health has also been a key focus of Flowserve's inclusion communications by highlighting free support resources and community forums for underrepresented groups.

COVID SUPPORT AND WORK LOCATION FLEXIBILITY

Flowserve prioritized the safety of our employees, contractors and site visitors in the face of new COVID variants by promoting masking and vaccination globally. In areas of high risk and transmission, Flowserve worked with local governments to distribute supplies and make vaccinations readily available to our employees and the communities where they work. Flowserve allowed associates who could perform their work remotely to work from home to promote the safety of all associates. The decision reduced the number of onsite personnel, increased overall facility social distancing and reduced potential virus transmission from family members.

Our People value drives us to create a collaborative culture that's inclusive of different work styles and personal circumstances. We recognize that excellence, innovation and delivering a great customer experience can thrive regardless of our employees' work location. We know that our associates have unique circumstances and believe there is not a 'one size fits all' approach when it comes to work location preferences. Managers and associates work together to honor work location flexibility in a way that makes sense for both the business and personal preferences where job duties allow.



In 2021, over 15,000 Spirit of Flowserve awards were distributed to recognize associates for living our values and behaviors through the work they do each day.

TALENT DEVELOPMENT

CONTINUOUS COACHING

Growing our people is an important aspect of the Flowserve journey, and we partner with our associates to build the skills needed to reach their short-term and long-term career goals. Performance management is a process at Flowserve that enables higher levels of performance within the organization. It helps associates to see how their work contributes to Flowserve's strategy and success, allows for ongoing performance conversations and serves to assist in the evaluation of performance.

Setting goals with associates individually and collectively supports our People value. We prioritize opportunities to give and receive feedback throughout the year because we believe it leads to development of associates in their current role and beyond. To bolster employee coaching and mentorship, we offer ongoing development opportunities such as leadership and management training, rotational programs, professional memberships and e-learning for associates.

PEOPLE LEADER EXPECTATIONS

The People Leader Expectations were introduced in 2021 as an extension of our values and behaviors. The four key themes align people leaders around common attributes of great leadership at Flowserve:



These expectations empower people leaders to grow in their own abilities, build capability within their teams and provide a clear framework for ongoing development.

LEADERSHIP IN MOTION

In 2021, we launched Leadership in Motion to engage our 2,000+ people leaders in a development program focused on the foundational capabilities of leadership and anchored in Flowserve's values, behaviors and People Leader Expectations. The 7-week program includes 16 hours of live-facilitated, virtual sessions with time between sessions for participants to practice what is learned to ingrain behavior change more deeply. Leadership in Motion is available in all nine of our core languages to enable leaders to advance their skills in collaborating across the enterprise, developing their teams and strengthening our culture of inclusion. The program also provides an important opportunity to enhance our enterprise mindset by networking and learning together with other leaders at Flowserve. The program also supports talent succession with a sharpened focus on building the skills necessary for leaders to take the next steps in their career.

PLANT MANAGER EXCELLENCE PROGRAM

The Plant Manager Excellence Program was designed to strengthen the operational and leadership capabilities of a critical role at Flowserve – the Plant Manager. The program drives increased efficiency and effectiveness at our global sites. Through this program, our Plant Managers have established global peer networks to support collaboration and best practice for successful plant management. In 2021, Phase II of the program was created from direct participant feedback to equip Plant Managers to lead through disruption caused by market response to the pandemic. During this experience, Plant Managers studied best practices in safety, quality, continuous improvement, and created action plans for leading in a changing business environment and inspiring others through executive presence.

IGNITE

IGNITE, our early development rotational program for young engineers, was established to Flowserve Early Career Program accelerate the development of early career technical talent through defined but diverse experiences. The experiences are designed to build a talent pipeline for future leaders with a broad perspective and a strong foundational understanding of Flowserve operations. The participants rotate through a variety of operational roles with access to engaged leaders and mentors while following a robust curriculum.

Through this program, the participants learn the importance of diverse experiences, how to work with an enterprise mindset across teams and sites, the importance of building a strong network and how mobility can support career growth opportunities. The participants drive our Innovation and Excellence values through Action Learning Projects (ALPs) to create new solutions and continuous improvement opportunities for operational challenges. ALPs require that participants take ownership to drive results and achieve committed outcomes, but also dive into lessons learned to explore the outcomes. The program also includes opportunities for service within the participants' communities through Flowserve Cares. In 2021, IGNITE participants served more than 480 hours with their local Boys & Girls Club to provide STEM-focused tutoring.

In 2021, the program consisted of 30+ participants at six Flowserve sites around the U.S. with more than 30% of participants representing diverse groups. Looking forward, Flowserve is committed to growing female representation within the program while also reaching universities around the globe.



In 2021, our associates collectively completed more than 19,500 hours of professional training across 950+ unique learning experiences offered by Flowserve.

eLEARNING

Flowserve offers a variety of internal company training options to increase organizational knowledge. While 70% of training and learning experiences happen on-the-job, Flowserve makes e-learning curriculums available from several online partners to provide additional training opportunities in the areas of business conduct, safety, management, global languages and industrial manufacturing skills.

In 2021, our associates collectively completed more than 19,500 hours of professional training across 950+ unique learning experiences offered by Flowserve.



SPOTLIGHT STORY

ENGINEERING GRADUATES LIVE OUT ESG WITH HANDS-ON PROJECTS

Flowserve's IGNITE program kick starts the careers of selected engineering graduates with a three-year program of mentorship, annual job rotations, action learning projects and an annual conference, which featured a presentation on both the corporate and individual responsibilities of ESG. After returning home to six Flowserve sites, the diverse group of young men and women participated in hands-on beautification, service and outreach projects to make a direct impact on improving their communities. IGNITE participants also served more than 480 hours with their local Boys & Girls Club to provide STEM-focused tutoring.



COMMUNITY ENGAGEMENT

Long before we articulated our company's purpose, values and behaviors, our associates were donating their time, skills and resources to charitable causes within their communities. The people of Flowserve have consistently demonstrated a natural desire to help those who are at-risk, less fortunate or victims of situations beyond their control. Since 2019, these efforts have been supplemented by Flowserve Cares, our global community impact program that provides monetary donations to employee-nominated charities and organizations in communities throughout the world.

VOLUNTEER TIME OFF

To encourage meaningful engagement with our local communities and active participation in our Flowserve Cares program, we grant up to 40 hours of volunteer time off (VTO) to eligible associates each year. Associates are granted 24 hours of paid VTO each calendar year with an additional opportunity to take 16 hours of unpaid VTO to expand their community impact.

STRATEGIC PARTICIPATION

Our leaders are encouraged to contribute to the success of local organizations by providing strategic input and direction. Flowserve leaders serve on the Boards of Directors for six organizations:



Although the global pandemic continued to present challenges for philanthropy and volunteerism in 2021, we are proud to have increased the number of organizations we support year over year through Flowserve Cares.

FLOWSERVE CARES

Flowserve's global community impact program, Flowserve Cares, empowers our associates to request company support for community needs. Now in its fourth year, the program incorporates monetary donations, in-kind contributions and volunteer opportunities to help make a positive change in the communities where our associates and customers live and work.

The projects selected for grants reflect a range of needs that align with Flowserve's core support areas:

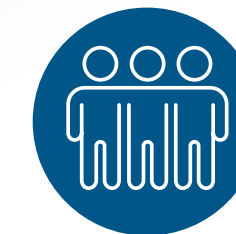
- At-Risk Youth
- Disaster Recovery
- STEM Programs and Education
- Community-Related Issues

Although the global pandemic continued to present challenges for philanthropy and volunteerism in 2021, we are proud to have increased the number of organizations we support year over year through Flowserve Cares. More than ever, Flowserve Cares has demonstrated the importance of investing in our communities, giving back and helping one another.



FLOWSERVE CARES

PHILANTHROPY AND VOLUNTEERISM IN 2021



2,073
Volunteer
Hours



\$752,289
Donated through
Flowserve Cares



150
Approved
Grants



SPOTLIGHT STORY

EQUIPPING LOCAL FIREFIGHTERS TO PRESERVE PROTECTED FORESTS IN INDIA

In Bangalore, India, the region's Anekal and Nelamangala forest ranges are home to protected species of animals, trees and other plants. Unfortunately, they are also the site of hundreds of fires due to increased human activity. Local firefighting officers traditionally use their own vehicles to respond, including two- and four-wheelers that are not fit for forest terrain. Focusing on a 543 hectare (1,342 acre) area covering both forest ranges, Flowserve's two sites in Bangalore contributed needed firefighting equipment, including four-wheel-drive vehicles that reduce response time by half, commercial-grade blowers that perform the work of 10 workers with traditional tools and fire-protection gear to increase safety and reduce fire-related injuries.



DIVERSIFY | **DECARBONIZE** | DIGITIZE

ENERGY TRANSITION & OUR PATH FORWARD

As the global population continues to grow, so does the demand for energy, further adding greenhouse emissions and accelerating climate change. Simultaneously, people everywhere expect faster connectivity and improved technology to provide data about all aspects of their life – at home and at work. Just as we have for more than 230 years, Flowserve will continue to innovate to address today's needs and enable the future of flow control by focusing its solutions for improved sustainability with optimum form, fit and function to reduce the movement of man, material and machine.

As our customers work to meet their sustainability goals, shift to cleaner forms of energy and reduce their carbon emissions, we are uniquely positioned to support our customers through this transition today and into the future.

At Flowserve, our approach to energy transition begins and ends with our purpose: to make the world better for everyone. The way that we operationalize this is through our strategic enablers of Diversification, Decarbonization and Digitization. Together, these three pathways define how we support our customers, where we expand and the innovations we drive forward to address this global call to action.



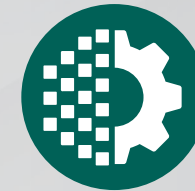
DIVERSIFICATION

Our portfolio of flow control solutions and services supports energy systems around the world in diversifying the energy mix and adopting cleaner sources of energy in the most innovative ways.



DECARBONIZATION

We support the reduction of energy-related CO₂ emissions across the mix of energy sources through our innovative portfolio of flow control solutions and services.



DIGITIZATION

Flowserve enables improvements in efficiency, productivity, sustainability and safety of energy systems around the world through our digital solutions and services.

With the launch of our complete industrial Internet of Things (IoT) solution, RedRaven, the creation of our new Energy Advantage team dedicated to operationalizing our energy transition offerings, and the continued expansion of our end market reach with holistic flow control products and services, we are making tangible progress in enabling the energy transition.

But we also take it one step further by leveraging innovative and sustainable processes within our own technology development and product lifecycle. From additive manufacturing (3D printing) to robotic welding systems, our pioneering solutions help reduce our product environmental footprint from inception to application and through the lifecycle of operation of our equipment and systems.

ENGINEERING ACHIEVEMENT AWARDS

We know our past success and our optimism for the future are in large part due to the expertise and talents of our engineers. Each year, we recognize the outstanding achievements in innovative problem-solving and the engineers that are accelerating our value of innovation through the Engineering Achievement Awards.

In 2021, we recognized 10 projects and teams around the globe for their innovative ideas that helped deliver beyond customer expectations, improved efficiency for our customers, reduced costs and supported customers' transition into clean and renewable energies. Award winners were selected based on the unique elements of their innovation, the diversity of the project team involved and the impact the innovation brings to Flowserve and our customers. Recognized projects included:

ENABLING THE PROTECTION OF THE NETHERLANDS

The Flowserve team designed six large concrete volute pumps as part of the Afsluitdijk project, a critical dam that protects large parts of the Netherlands from flooding. With an impeller diameter requirement of 4.6 meters, the size created challenges for handling, manufacturing, procurement and assembling. Through team collaboration, ingenuity and leveraging innovative tools and processes, like 3D scans, the team was able to deliver, design and manufacture the pumps needed to meet our customer's needs.

INNOVATING VALVE PURGING TO ENABLE CUSTOMERS' PROCESS NEEDS

The team created a severe service valve purging solution for the Argus FK75F that cleans the body cavity thoroughly within 1-2 minutes for an 8-inch valve as opposed to the 5-8 minute industry standard. No flow control solutions provider has ever provided this level of technical solution to severe service applications. This team determined optimal purge sizes, pressure and purge port locations to obtain full cavity cleanout for the Argus FK75F.

INCREASING OUR CUSTOMER'S ENERGY EFFICIENCY

A customer was looking to improve energy consumption for 15 critical service high energy pumps in a European refinery. In response, our team piloted Flowserve's new Energy Advantage program to optimize the flow loop by considering current and expected operating performance. Utilizing Flowserve's unique analysis tools to integrate pump and control valve optimization, we identified 35% energy savings for 15 pump items, with 13,600 MWh energy savings per year, and a payback for 15 pumps of 7 months. As a result of this pilot, the customer will implement energy savings programs in several other refineries.



PRODUCT INNOVATION

Our people challenge themselves to approach each situation with ingenuity and creativity to help provide our customers with the most innovative flow control products and services. From the products themselves to the processes we leverage to design and manufacture our products, innovation is built into every step along the way.

In 2021, we launched 12 new or updated products to help our customers improve their energy efficiency and reduce equipment emissions, minimize lifecycle equipment costs, reduce maintenance requirements and simplify equipment operation. Whether it's the product design or product application, we're diversifying, decarbonizing and digitizing our offerings to support our customers and help them achieve their sustainability goals.

The products and services highlighted here offer just a few examples of how Flowserve is driving diversification, decarbonization, and digitization through our offerings.



DIVERSIFY

ISC2-PX-61 NSF/ANSI/CAN 61 CERTIFIED MECHANICAL SEAL

In 2021, we launched the ISC2-PX-61 certified mechanical seal. The ISC2 mechanical seal family does more to protect the natural environment than any other standard cartridge seal. Single seals have capable throttle bushings to protect against leaks. Pressurized dual seals provide zero process emissions. The outboard seal of dual seals can handle full operating conditions if the inboard seal were to fail. All seal faces are dual balanced for normal and reverse pressure operation.

ISC2 series seals also provide exceptional reliability and standardization over the widest variety of industrial applications and equipment. And with the ISC2-PX-61 pusher seal's NSF/ANSI/CAN 61 and NSF/ANSI/CAN 372 certifications, it can be used in drinking water applications, from source to tap.

NSF certifications cover all wetted components and demonstrate how ISC2-PX-61 seals meet regulatory requirements for drinking water quality – giving municipalities and water consumers confidence in safe seal selection and operation, helping expand Flowserve's reach in the water market.

Designed to meet global equipment requirements, performance expectations, service conditions and best practices, ISC2 seals are the most capable general purpose cartridge seals available. Standardizing with ISC2 seals immediately delivers benefits, including less inventory, greater flexibility, rapid availability, less downtime and longer seal life.





DECARBONIZE

MFD FORGED OVERHUNG NUCLEAR PUMP

Safety is a primary concern for nuclear power plant operators, but they also now must consider the costs of production. Equipment is designed to resist extremes such as earthquakes, thermal shock, high nozzle loads and other environmental factors. The challenge today is to develop pumps that can survive extreme events, while ensuring lower total cost of ownership (TCO), reliability, maintainability, on-time delivery and efficiency.

That's why Flowserve introduced the MFD forged end suction pump to ensure superior reliability and drive greater efficiencies in nuclear power generation applications. Its compact yet robust design is capable of withstanding seismic events, thermal shock, high nozzle loads and a radioactive environment. Flowserve engineered the MFD pump to minimize cast and welded components, thus reducing the associated quality issues and scheduling delays. The pump also is designed to handle various types of fluids, including those containing particulates. Moreover, its simplified design with standardized parts provides the flexibility needed to cost-effectively make upgrades or retrofits due to future changes in service conditions or system modifications. The MFD pump also complies with RCC-M, PED Directive 97/23/EC and ASME Section III standards.

With its ability to drive increased energy efficiency, the MDF pump can reduce emissions and lower lifecycle costs from a standardized, best-in-class power end that increases interchangeability while reducing inventory of critical spare parts.



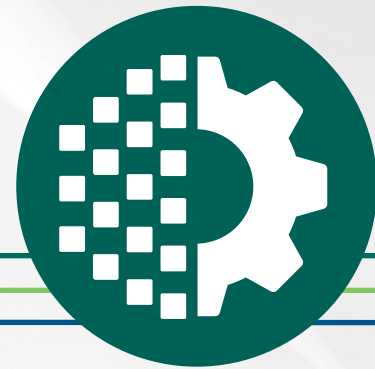
VALTEK® MULTI-Z AXIAL FLOW CONTROL VALVE

Operators in the power generation, oil and gas, and chemical industries are frequently confronted with extreme pressure differentials in their processes. The Valtek® Multi-Z axial flow control valve, revamped and launched in Q4 2021 with new features, eliminates cavitation often associated with high-pressure drops. It is ideal for processes with entrained solids and in services where high rangeability is required. As part of this launch, the Multi-Z control valve added improvements, including reduced upfront and maintenance costs, faster quoting, and shorter lead-times and prompt after-sales support globally.

Additionally, with the Multi-Z valve's ability to accommodate solids in liquid media while minimizing noise and vibration levels by eliminating cavitation, we can help our customers achieve their energy efficiency goals through optimized flow, reduced downtime and increased overall process efficiency, helping to decrease associated carbon emissions.

The Multi-Z valve is tailored for demanding requirements, avoids costly safety recertification, and is available globally and with prompt local support when needed.





DIGITIZE

REDRAVEN

In 2021, we officially launched our complete industrial Internet of Things (IoT) service suite, RedRaven, for pumps and valves. Building on the success of our RedRaven pilots in 2020, RedRaven gives our customers the data, tools and insights to monitor and optimize flow control equipment performance and proactively identify and address issues before they cause downtime and disruptions.

RedRaven soars above the competition with Flowserve's dedicated remote monitoring facility, which is staffed by a team of technical specialists to identify problems, help companies on how to fix issues and support them throughout their entire IoT journey. Customers can also access critical data on their equipment performance in real-time through Flowserve's secure Insight Portal dashboard.

But RedRaven can do more than just reduce costly downtime and repairs with its ability to predict failures of critical assets before they happen, RedRaven can also help customers run equipment at peak performance. This means operators are able to improve equipment efficiency and productivity, ultimately lowering their associated carbon emissions to better meet their sustainability goals.

With RedRaven's ability to support any flow control equipment regardless of manufacturer, RedRaven can easily integrate with new and existing flow control equipment across a variety of industries, including oil and gas, water, chemical, power, food and beverage and mining industries among others.

See how [RedRaven](#) is taking our flow control products and services to new heights.



SPOTLIGHT STORY

DIVERSIFICATION WITH CHIP MAKING EQUIPMENT

Our products are used in diverse applications all over the world. Flowserve's vacuum pumps are being used in the development of chip-making equipment by one of the world's leading manufacturers. This equipment is then used by companies to produce microchips that are eventually used in most electronic devices, including smartphones and laptops – helping bring technology to the hands of people around the world.



SPOTLIGHT STORY

DECARBONIZING FUEL FOR AVIATION AND HEAVY TRANSPORTATION

Flowserve valves and pumps will be used in the construction of the Energy and Chemicals Park Rotterdam, which will be one of Europe's largest biofuels facilities. Once completed, the site is expected to produce over 820,000 tons of low-carbon fuels – sustainable aviation fuel and renewable diesel made from waste. With our valves and pumps facilitating the production of low-carbon fuels, we are enabling global commerce while simultaneously reducing carbon emissions. Through these efforts, we are taking intentional steps to combat climate change in our mission to make the world better for everyone.





SPOTLIGHT STORY

REDRAVEN IoT TECHNOLOGY PREVENTS UNPLANNED DOWNTIME

In supporting a power customer's desire to reduce unpredictable maintenance and downtime, RedRaven detected upset conditions in their boiler pump, alerting them well in advance, which prevented catastrophic damage to the pump and costly unplanned downtime.



SUSTAINABLE PROCESSES

At Flowserve, innovation isn't just a part of our products and services – it's also integrated into the way we design, develop and produce our products. These are just a few highlights of how innovation is driving efficiencies and the sustainability of our manufacturing processes.

DESIGN TO VALUE

Our Design-to-Value (DtV) program enables us to redesign, rationalize and improve our products to deliver increased value to our customers while optimizing costs. Through our systemic, data-driven approach, we seek to continuously improve our product safety, quality, reliability, efficiency and manufacturability. When we can simplify a design, use less material and labor, or standardize parts without sacrificing quality, we increase energy efficiency and reduce carbon emissions and waste, ultimately helping us better serve our customers in a more sustainable way. DtV initiatives align our organization closely to our 3D strategy.

During our DtV processes, we look to:

- Drive improvements across our product designs
- Reduce complexity
- Minimize design variants
- Reduce weight
- Increase use of standard/commercial components
- And more

ADDITIVE MANUFACTURING (3D PRINTING)

Our innovation goes beyond just product design. We also leverage innovative ways to accelerate new product development and the availability of spare parts and other aftermarket offerings.

Additive manufacturing technology or 3D printing helps drive Flowserve's sustainability in three primary ways:

- **Planet**
Using 3D printing for aftermarket parts can reduce inventory, long-distance logistics and metal waste involved with traditional manufacturing – leading to decreased carbon emissions and energy consumption.
- **People**
Because 3D printing requires fewer manual steps, exposure to hazards and the amount of labor required for producing parts is dramatically decreased.
- **Operational Excellence**
3D printed parts can be produced quicker and are typically more cost-effective than conventional manufacturing processes. This allows for multiple iterations of changes and test results in the time it would take to get castings manufactured with one change – dramatically decreasing time to market for new product development.

To date, our additive metal manufacturing program can deliver impellers up to 400 mm (16") and other non-pressure-containing replacement parts, such as inducers for any pump. We also continue to ensure our parts are produced at the highest quality. Flowserve follows a rigorous technical and commercial

qualification process that is aligned with API-20S and ensures that material properties meet or exceed their respective ASTM standards. Additionally, we use 316L stainless steel, which can be used to replace or upgrade cast impellers made of cast iron or carbon steel. We're also continuing to evaluate other materials such as Inconel® 718, CA6NM, 410 stainless steel, titanium Ti6Al4V-ELI and super duplex stainless steel. These metals will be added to the additive manufacturing program once fully qualified.

Since introducing our additive metal manufacturing program, we have been able to significantly lower lead time from 8-20 weeks to as few as 4 weeks. We will continue to advance our program in the development of other part types and sizes available and our reach in other industrial applications.

FLOWSERVE PUMP OPERATING MODEL INITIATIVE

We implemented operating models for pump products by categorizing product/market combinations into one of three strategic operating models: Assemble-to-Order (ATO), Manufacture-to Order (MTO) and Engineer-to-Order (ETO). These models provide process stability to meet or exceed our customers' expectations, ranging from fully configurable short lead-time products to custom-engineered high variability products. Configurable short lead-time products to custom-engineered high variability products.

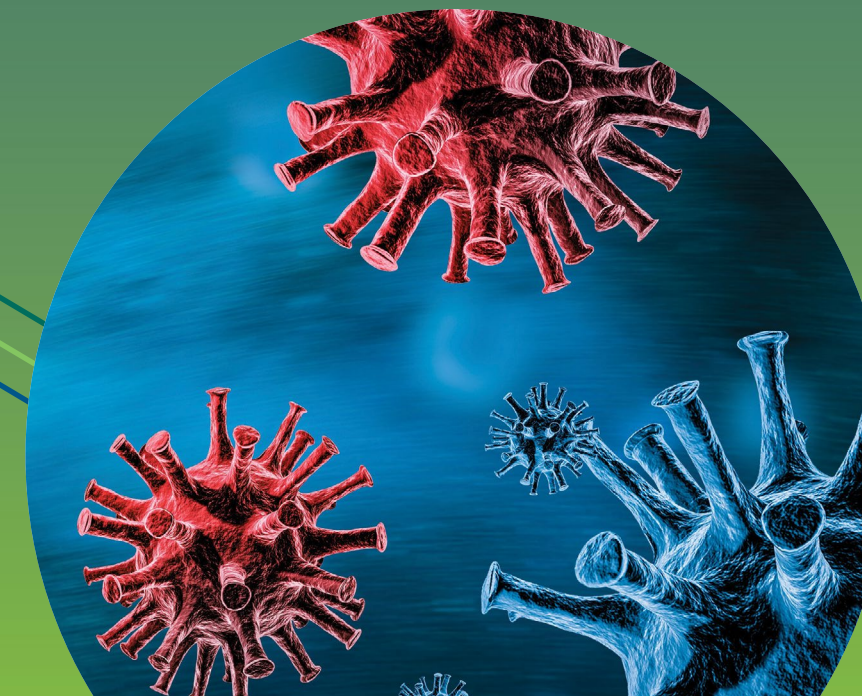
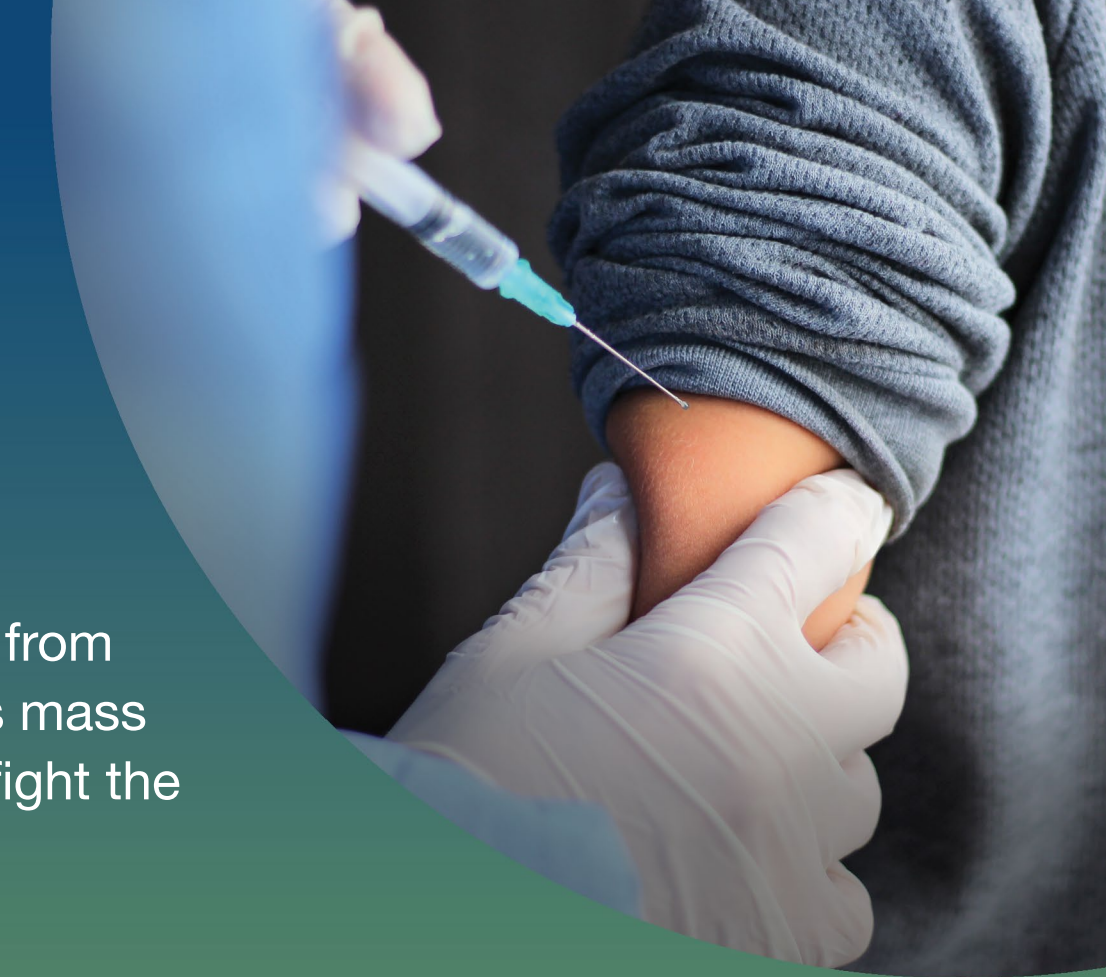
By creating clear process definitions, we design and implement significant improvements in commercial, engineering, inventory management, supply chain, manufacturing and customer service value streams. The outcome results in added consistency to site performance and increased value to our customers with a focus on delivery speed for the ATO / MTO models.



SPOTLIGHT STORY

SUPPORTING THE FIGHT AGAINST COVID-19

Flowserve provided pumps, valves and seals from North America and Europe to support Pfizer's mass production of its COVID-19 vaccine, helping fight the spread of COVID-19.





TARGETZERO
ACCIDENTS DEFECTS DELAYS EMISSIONS WASTE

OPERATIONAL EXCELLENCE

A key pillar to our ESG approach at Flowserve is Promoting Operational Excellence. By promoting strong leadership and governance, we invest in our operations to drive efficient business execution and innovation. As part of this effort, we launched the TargetZero Program in 2019 to drive alignment at Flowserve across five operational excellence targets: zero accidents, defects, delays, emissions and waste.

TargetZero clearly outlines our strategic parameters when it comes to promoting operational excellence and provides a unified approach across the organization to achieve these goals. Our team members and suppliers are committed to our Zero goals and remain engaged throughout the year through various trainings, communications and other programs dedicated to promoting TargetZero culture. We believe that TargetZero not only mobilizes a key aspect of our ESG strategy but also serves to enhance our customer experience.

ZERO ACCIDENTS

Safety is at the forefront of everything we do at Flowserve. Built on our Safety value, zero accidents calls us to embrace safe thinking in all we do to create a workplace free of incidents and injuries. We are committed to promoting a safety culture throughout our operations and among all of our business partners to empower our organization to think safe and prevent injuries.

ZERO DEFECTS

As a leading provider of flow-control solutions for the world's toughest applications, our customers and other partners depend on us to design, manufacture and deliver products and services that are safe, reliable and free of defects. At Flowserve, quality underscores our innovation, and our goal of zero defects strengthens our commitment to delivering outstanding products and services to our customers.

ZERO DELAYS

Timely delivery of our products and services is imperative in critical applications. Zero delays outlines our initiative to reduce lead times and enhance our materials management to improve on-time delivery for those who depend on us.

ZERO EMISSIONS

As part of our pledge to Protecting Our Planet, we are focused on investing in our operations to increase energy efficiency, reduce our carbon footprint and deploy sustainable solutions to address climate change. We have set ambitious goals to reduce our combined Scope 1 and Scope 2 carbon emissions intensity by 40% by 2030. Through targeted energy efficiency programs and renewable energy project investments, we are committed to taking action to significantly offset our greenhouse gas emissions.

ZERO WASTE

As part of our Global Operational Excellence group, the Continuous Improvement team is committed to educating, empowering and enabling lean methodologies such as Six Sigma throughout the enterprise to establish safe, efficient and effective work areas to eliminate waste.





NATIONAL SAFETY COUNCIL (NSC) AWARDS

At Flowserve, we mobilize our safety value by holding each other accountable to create safe workplaces for our employees, customers and communities. Accountability begins with empowering our people to identify and report safety concerns and act to correct hazards. Last year, our workforce reported more than 115,000 observations recognizing safe behaviors and highlighting opportunities to improve safety performance.

Further, in 2021, Flowserve received over 100 Perfect Safety and Million Workhours without a Lost Time awards from the National Safety Council (NSC). We will continue to promote operational excellence and help ensure the well-being of our employees by creating and maintaining safe work environments.



SAFETY

SAFETY OWNERSHIP

At Flowserve, we hold each other accountable to create and maintain safe workplaces and products for our associates, customers and communities by embracing a zero-injury approach as demonstrated through TargetZero. Guided by strong governance policies and procedures that are applicable to all Flowserve employees, contractors and other partners, managerial responsibility for our employees' health and safety resides at the highest levels of our organization with our Vice President of Global Operations. Flowserve's Executive Leadership Team is regularly briefed on the latest health, safety and environment (HSE) performance, trends and initiatives. Performance metrics, such as TRR and LTR, and performance indicators, such as observations reported, training completions and HSE actions completed, are routinely cascaded throughout all levels of our organization and provided to our customers as needed.

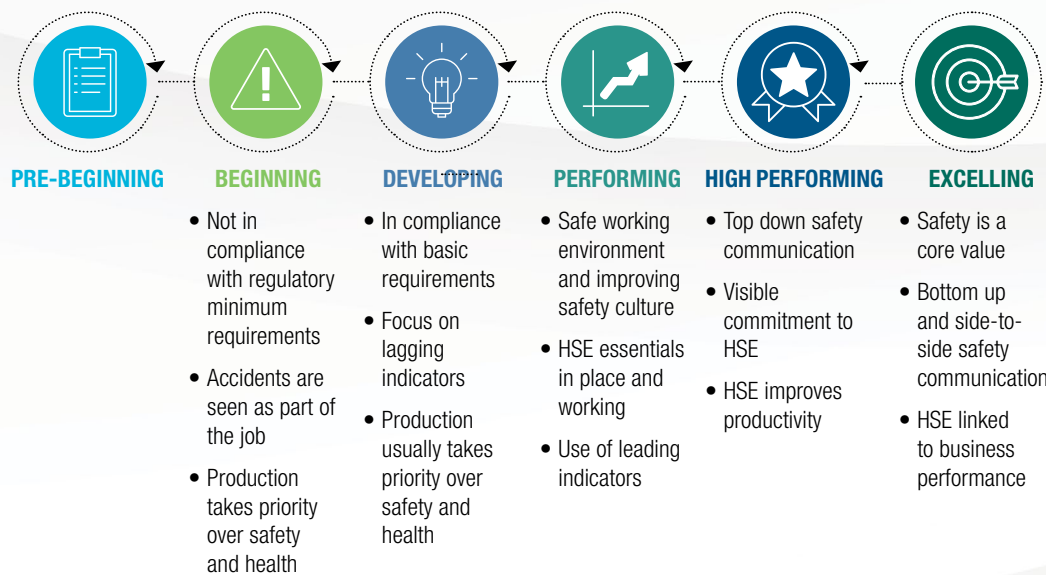
TRR 2021
0.32

LTR 2021
0.09

Site HSE activities, such as such as Gemba walks, program compliance actions, and continuous coaching are driven by site leadership and are supported by internally certified HSE Managers and Coordinators. Since 2009, Flowserve has internally certified over 1,500 individuals through a multi-day certification program that includes topics such as The Value of Safety, Risk Assessments, Incident Investigation, Mechanical Lifting and Environmental & Sustainability in Our Operations. With over 150 years of combined HSE experience, the corporate HSE team provides additional support, oversight and monitoring of performance at each Flowserve location. These leaders remain engaged with our global teams through Regional HSE Meetings, the HSE Council, site audits, Safety Maturity Assessment reviews and daily communications to support the business in achieving zero accidents.

SAFETY MATURITY

To empower safety performance and improvement, our HSE team has designed our Safety Maturity Assessment (SMA) model to clearly define expectations of a safety-focused working environment. While Total Recordable Rate and compliance scores remain a benchmark by which we measure our progress, the SMA acts as a step change away from basic compliance and absence of injury as primary performance indicators. Instead, the model includes leading indicators that truly focus on injury prevention and creates a dynamic process in which sites are actively managing leading indicators and cultural elements to promote health and safety in our business. Since its launch, the SMA has mobilized our safety culture at Flowserve and has provided a clear and prescribed path forward for improving safety performance. In 2021, 99 Flowserve facilities moved into the High Performing level of SMA.



STOP WORK AUTHORITY

We believe it's up to each of us to keep each other safe. Our Stop Work Authority Policy both empowers and obligates all employees to stop work when they perceive a condition or at-risk behavior that poses potential danger or when they are unsure how to safely proceed with work. Employees exercising their Stop Work Authority are recognized and celebrated and any lessons learned are captured and shared throughout the business.



CONTRACTOR SAFETY

Flowserve's safety value extends beyond our own employees and to our customers, visitors and contractors working at our facilities. As outlined in the Outside Contractor Work Policy, Flowserve sets expectations for partnership and safe work from all contractor parties that includes training, compliance, reporting and safe operating guidelines. These expectations are communicated in both contractual language and through the Contractor Safety Orientation procedure.

SAFETY WEEK

Every year, Flowserve associates around the world participate in Safety Week – a time when we demonstrate our commitment to safety, highlight critical safety priorities and focus on reaching our goal of zero injuries. During the week, our sites conduct hands-on activities, awareness sessions and safety celebrations that reinforce our safety culture. At Flowserve, our safety value means more than just workplace safety, so Safety Week has evolved to also address personal well-being, mental health and home safety. In 2021, Safety Week topics included Mental Health and Overall Wellness, Home Safety and Preparedness, Safety Culture, Sustainability and HSE Commitment.

Our commitment to the safety of our people can be traced back nearly 90 years when we joined the National Safety Council (NSC) and began participating in the NSC's safety awareness, training and improvement programs. This long-term commitment to decreasing workplace accident rates is reflected in almost **30 years of a declining injury rate** and receipt of more than **2,500 NSC awards.**



SPOTLIGHT STORY

KEEPING OUR PEOPLE SAFE

Each year, Flowserve associates realign their focus and reaffirm their commitment to safety through Safety Week trainings, activities and awareness sessions. In 2021, Safety Week topics included Mental Health and Overall Wellness, Home Safety and Preparedness, Safety Culture, Sustainability and HSE Commitment. On Day 5 of Safety Week, our associates in Colombia celebrated their safety successes and pledged their commitment to safety by signing a team banner.



QUALITY

Flowserve provides critical products and services to essential global applications, including energy, water, food production and other infrastructures that benefit our growing world. Quality is paramount to our ability to deliver flow control equipment and expertise, and we hold ourselves to the highest quality standards.

Flowserve manages product quality through its Zero Defect Program (ZDP). Our quality program includes a comprehensive set of processes and procedures focused on eliminating product defects and addressing customer equipment issues. The program has the additional benefit of improving operating efficiency by reducing materials, cycle time and labor expense.

ZERO DEFECT PROGRAM



LEADERSHIP COMMITMENT

The foundations of our commitment to quality are rooted in our global leadership teams. Flowserve's executive leadership is committed to the goal of achieving zero defects in its manufacturing processes.

The Vice President of Operations, Platform Vice Presidents of Operation, Global Quality Leader, Platform Quality Leaders and Functional Quality Leaders form the global Quality Executive Team (QET). This team is accountable for the overall design and performance of the company's quality management system. The team meets regularly to assess management system effectiveness and make any necessary adjustments to drive improvement.

The Flowserve Quality Council is responsible for execution of the Zero Defect Program, including strategic initiatives and communications. This global team, which includes Quality, Operations, Supply Chain and Engineering leaders, oversees execution of ZDP at the site and function level and provides timely feedback to the QET on quality initiatives. The team meets monthly to review ZDP implementation progress and effectiveness.

Quality Improvement Teams (QITs) consist of site and functional Quality leads and regional Quality Managers. QITs are responsible for mobilizing ZDP at the site and functional levels, regularly reviewing all aspects of the implementation of the quality program and providing feedback to the Quality Council, including both ZDP successes and opportunities.

EMPLOYEE ENGAGEMENT

At Flowserve, we believe each of our employees impact the quality of our offerings, and as such, aim to empower our associates to take ownership of their roles through quality education and awareness. We stay engaged with our associates through worker training, auditor training, workdays dedicated to Zero Defect programming and employee recognition. The goal of these programs is to help ensure all Flowserve employees:

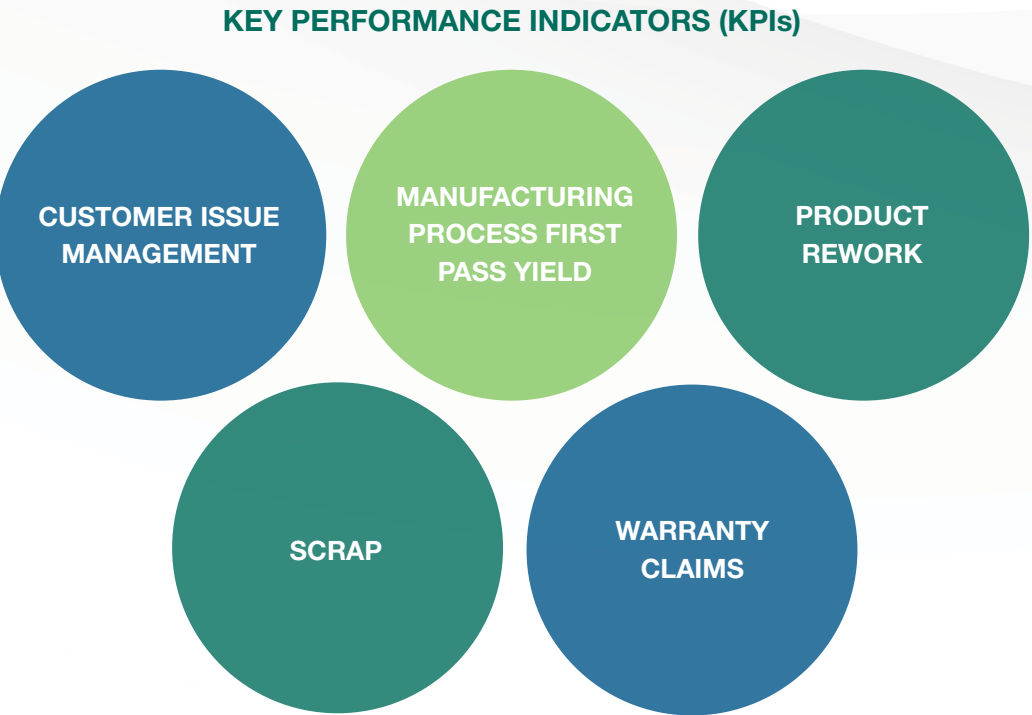
- Are educated on and follow our policies and procedures to the best of their abilities
- Aspire to complete their processes and job responsibilities with zero defects
- Recognize that delivered product quality can impact our customers' operational safety and the communities where they operate
- Know their responsibility and authority to stop work when a quality issue is discovered and ask for assistance in its resolution
- Take ownership in our quality journey and hold each other accountable

ZERO DEFECT WEEK

Each year, our global teams come together for Zero Defect Week to realign our focus and renew our commitment to quality. Through leadership messages, engaging discussion and other training activities, our associates are reminded of the tenets of the Zero Defects Program and further learn ways to incorporate the program into their day-to-day activities. Through these sessions, we aim to address site initiatives and customer and supplier quality as well as promote a quality culture at Flowserve. Training materials and other resources are translated into all nine of Flowserve's languages and available for access year-round on Quality Central, our global SharePoint site.

MEASUREMENT

Flowserve has established metrics for tracking product non-conformance. We monitor quality through a set of key performance indicators (KPIs): Customer Issue Management, Manufacturing Process First Pass Yield, Product Rework, Scrap and Warranty Claims. Going further, we collect metrics associated with resolving individual customer product quality concerns, including defect severity and issue resolution time. KPIs and associated metrics are maintained and managed in a common database with data visualization that allow efficient assessment of quality trends and corrective actions. Metrics are updated daily or monthly (depending on the KPI data source) to promote timely resolutions of quality issues and visualization of quality trends.



QUALITY AWARENESS

Flowserve maintains ISO 9001:2015 certification at all original equipment (OE) manufacturing facilities worldwide. All site quality certification documents are stored in a common database that tracks audit schedules, expiration dates and other management system information. We also maintain ISO 14001 environmental and ISO 45001 safety certifications at several of these facilities.

To promote awareness and employee development, associates receive periodic training on ISO 9001:2015 as well as other relevant industry-specific quality standards and methodologies to apply its principles to manufacturing operations. This training also educates employees on how to conduct and respond to quality management audits. Quality management audits are conducted at Flowserve facilities by Flowserve Internal Auditors and key external stakeholders (including customers and external agencies) under the direction and supervision of a Lead Auditor. Lead Auditors are qualified and certified in specific disciplines such as NQA-1, ISO 9001:2015, API Q1 and/or Q2, and conduct audits in accordance with the scope, complexity or special nature of the audited activities.

We have also invested in online tools to facilitate remote auditor training with increased business flexibility and safety. Remote auditing allows auditors to review documentation and conduct interviews and site tours using video technology and other e-resources while maintaining the same high standards of on-site audits. Multiple stakeholders can simultaneously co-witness an audit and interact with auditors via a live stream link.

Flowserve strives for quality at each stage of the value chain, starting with our suppliers. Supplier Auditor Training develops personnel to evaluate and address potential supply chain issues that might impact Flowserve manufacturing quality. Periodic supplier audits promote compliance with Flowserve quality requirements and specifications and is important to strive to ensure our supplier partners conform to Flowserve’s quality program and recognized industrial standards.

PRODUCT SAFETY AND CERTIFICATION

Safe application and operation of our products begins with their design. Our product engineering teams report and remedy product safety issues in a standardized and rigorous process built into the Design Review phase. Design Review occurs at two separate stages of every Product Development or Design to Value (DtV) project, and in our Engineer-to-Order (ETO) process for order-related design activity.

Product safety training is included in our employee standard safety and product-related training programs, with special emphasis on equipment assembly personnel. We conduct employee training on product safety every two years or as product specifications require. Additionally, Flowserve provides customer training programs aimed at promoting safe operation and maintenance of flow control equipment.

Flowserve designs and manufactures highly engineered equipment to meet customer specifications and withstand the most severe applications. For the maximum protection of life and property, the American Society of Mechanical Engineers (ASME) provides rigorous rules for high pressure equipment. In many countries, governments require our customers to purchase ASME labeled flow control equipment. Applicable Flowserve products conform to ASME Standards and receive the “U” or “R” stamp designation based on new or repaired product status. The ASME requirements apply to the design, fabrication, inspection and testing of pressure vessels, including high pressure pumps. In addition, Flowserve products conform to applicable industry standards governing the safe use of its products in potable water service, including NSF/ANSI 61.

DEFECT MANAGEMENT

Promoting quality by addressing product issues is a key aspect of the Flowserve Zero Defect Program (ZDP). We seek to continuously improve product quality

and reduce defects by preventing defective product shipments, correcting quality issues in a timely manner and preventing future non-conforming product issues.

Facilities maintain procedures to work to ensure that product which does not conform to specified requirements is prevented from unintended use or delivery. These procedures define the controls and related responsibilities and authorities for dealing with non-conforming product. When a non-conformance occurs, controls require identification, documentation, evaluation, segregation and disposition of non-conforming products and for notification to the functions or parties concerned. Each Flowserve OE factory utilizes an NCR system (Non-Conformance Report) to manage and resolve non-conformities for product manufactured by Flowserve and material from suppliers.

We use Flowserve’s Corrective Action Request (CAR) system to log all actions addressing non-conformance issues identified by customers. The CAR system promotes the effective handling of customer concerns and reports of product non-conformities by:

- Using Root Cause Analysis (RCA) tools to determine necessary corrective actions
- Applying controls so that corrective action is taken and that it is effective
- Reviewing and recording the effectiveness of corrective actions taken

Flowserve sites investigate actions to preempt future non-conformities using appropriate sources of information and analytical tools. If preventative actions can be identified and implemented, we periodically assess the effectiveness of these actions to reduce defects. Sites use the CAR system to record all preventative actions to eliminate future non-conformities, in addition to the corrective actions identified by the root cause analysis. Consistent with our core values, Flowserve is further committed to public notification and/or recall of any nonconforming product that poses a public safety concern.



TAKING OWNERSHIP OF OUR QUALITY

Flowserve's quality is reinforced in every process of the value chain with each of our global associates, regardless of function or process. Our world-class group of engineers embrace Zero Defect culture in the creation, revision and management of detail part drawing. In fact, the concepts of Rework, Quality Escapes and First Pass Yield apply to many transactional engineering processes. Reducing how often corrections to drawings, simulation analyses or other engineering deliverables must be made (Rework), how often engineering errors are discovered downstream within Engineering or in order execution (Escapes) and how often engineering deliverables creation, revision, and management tasks are completed correctly the first time (First Pass Yield), are all improving the quality of engineering output, reducing lead times and improving customer satisfaction, both internal and external.



ENVIRONMENTAL PROTECTION

ENERGY USE

Our energy use is the combination of consumed fuels (direct) and purchased (indirect) energy. We report both absolute energy use and energy use intensity (absolute energy use indexed against sales).

Combined energy use in 2021 was 784,511 Gigajoules (GJ), down 7% from 2020. Compared with 2020, energy intensity was 2% lower, affected by both lower energy use and reduced sales. Roughly two-thirds of our energy consumption comes from purchased grid electricity. As such, Flowserve has a history of targeting projects to reduce Scope 2 emissions through site-specific energy reduction efforts.

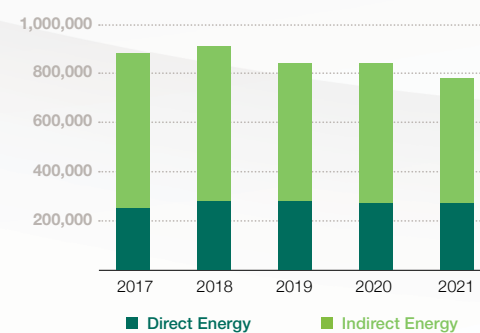
Flowserve operates three solar PV projects across its operations and initiated construction of two additional projects in Marcianise, Italy, and Suzhou, China in 2021. Once operational in the first quarter of 2022, these new facilities will provide a combined 1,900 MWh of renewable electricity per year, eliminating 1,800 Tonne CO₂e, annually.



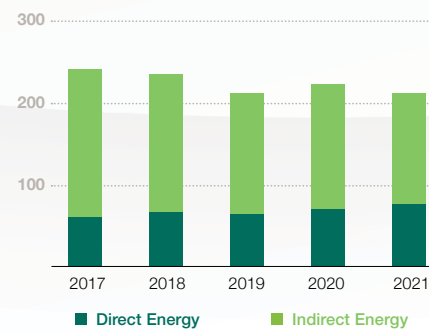
ENERGY EFFICIENCY AND RENEWABLE ENERGY

Flowserve continues to actively improve energy efficiency in our facilities and began targeting specific sites for energy projects depending on location and energy intensity as part of its ESG strategy. In 2021, we completed 46 energy efficiency projects with the potential to conserve over two million kilowatt-hours of energy. These primarily consisted of facility LED improvements and process upgrades. Another 45 projects are planned for 2022 as we look to expand our focus to include facilitywide renewable projects.

ENERGY USE GIGAJOULES



NORMALIZED ENERGY USE GIGAJOULES/\$MM USD



AIR EMISSIONS

We report our GHG and non-GHG air emissions on an operational control basis. GHG Scope 1 (combustion of purchased fuels) and GHG Scope 2 (purchased energy) are individually reported, as are select Scope 3 (other indirect) sources. Non-GHG emissions associated with fuel combustion are calculated based on U.S. EPA AP-42 emission factors.

Our reported energy and GHG metrics are presented both on an absolute and intensity basis, where intensity is calculated as absolute quantities per million dollars of sales.

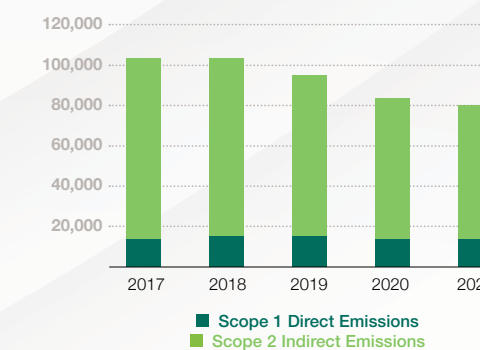
SCOPE 1 + 2

Scope 1 GHG emissions increased 2.6% from 2020 to 2021, totaling approximately 14,800 Tonne CO₂e. Scope 2 emissions declined almost 7% to 65,000 Tonne CO₂e largely due to energy efficiency improvements and operational adjustments related to country-specific pandemic restrictions. Our combined Scope 1+2 emissions declined 5.2% compared to 2020, and GHG intensity decreased 0.2%. At the end of 2021, Flowserve has accomplished 57% of its 2030 GHG intensity target.

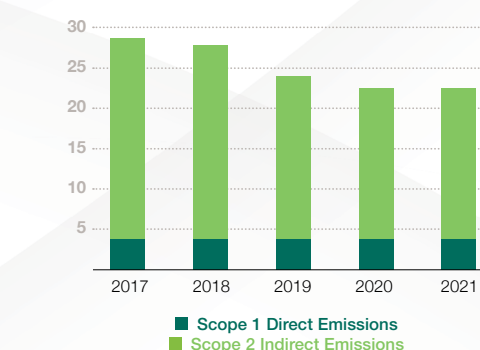
SCOPE 3

We estimate Scope 3 emissions to include employee commuting, business travel, leased vehicles and fuel and energy-related emissions. Combined emissions from these source categories were approximately 31,000 metric tonnes. As we continue to advance our ESG strategy, we aim to direct more of our focus toward Scope 3 emissions reduction.

CARBON EMISSIONS TONNE CO₂E



NORMALIZED CARBON EMISSIONS TONNE CO₂E/\$MM USD



GHG REDUCTION STRATEGY

As part of our commitment to sustainability, Flowserve targets to reduce Scope 1 and Scope 2 carbon intensity 40% by 2030, using 2015 as a baseline year. Our goal is to reduce combined direct (Scope 1) and indirect (Scope 2) operating emissions of 29.4 Tonne CO₂-equivalent (CO₂e) per million USD dollars in annual sales revenue in 2015 to 17.4 Tonne CO₂e or lower by 2030. To accomplish this, we have deployed a four-fold emissions reduction strategy to take action as part of our commitment to reducing carbon emissions.

- We continue to vigorously pursue facility energy efficiency projects to significantly reduce purchased grid electricity carbon emissions.
- We are investing in facility renewable energy projects, including two significant solar installations completed in the first quarter of 2022.
- Strategically, we continuously evaluate methods to consolidate our footprint to improve overall business efficiency.
- Lastly, a small number of facilities purchase 100% renewable energy backed by Guarantees of Origin or similar documentation.

NON-GHG AIR EMISSIONS (CRITERIA POLLUTANTS)

Non-GHG, or “criteria pollutants,” are not believed to contribute to global warming, but can potentially act as precursors to ground-level ozone formation and acid rain. Criteria pollutants primarily result from the combustion of nitrogen oxides (“NOx”), sulfur oxides (“SOx”), particulates and total organic compounds. Flowserve evaluated criteria pollutants generated from all fuel used in its operations and found the individual total quantities of NOx, SOx, TOC and particulate matter to be immaterial compared to other manufacturing industries, measuring 66 Tonnes, 4 Tonnes, 6 Tonnes and 5 Tonnes, respectively. These quantities did not significantly change from 2020.

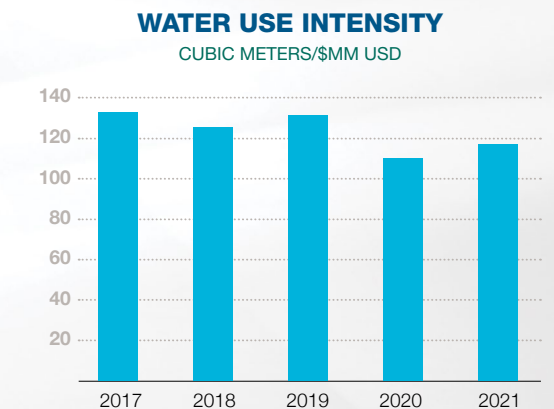
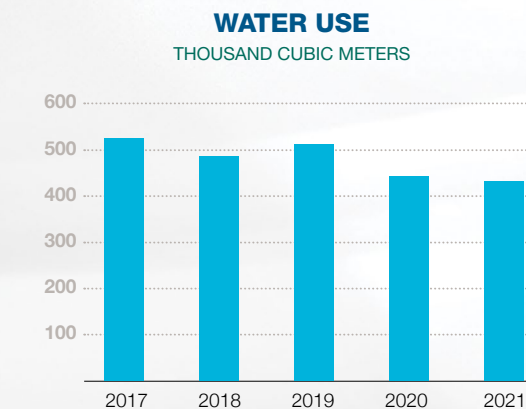
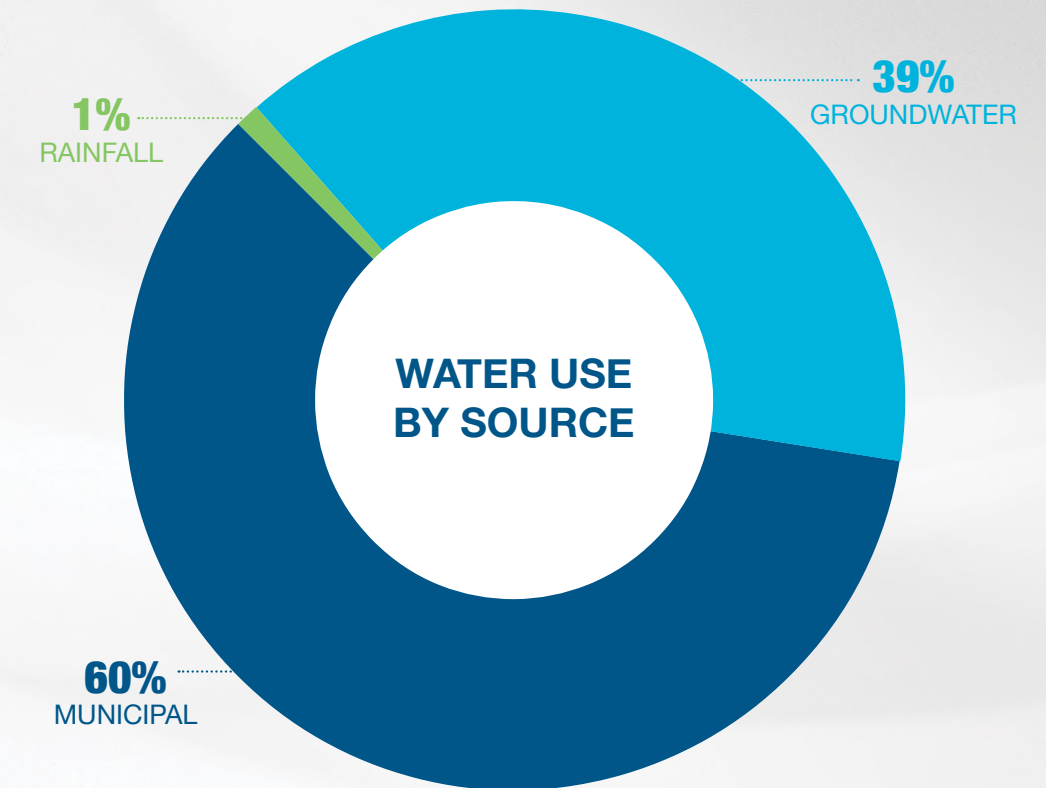
FRESH WATER USE

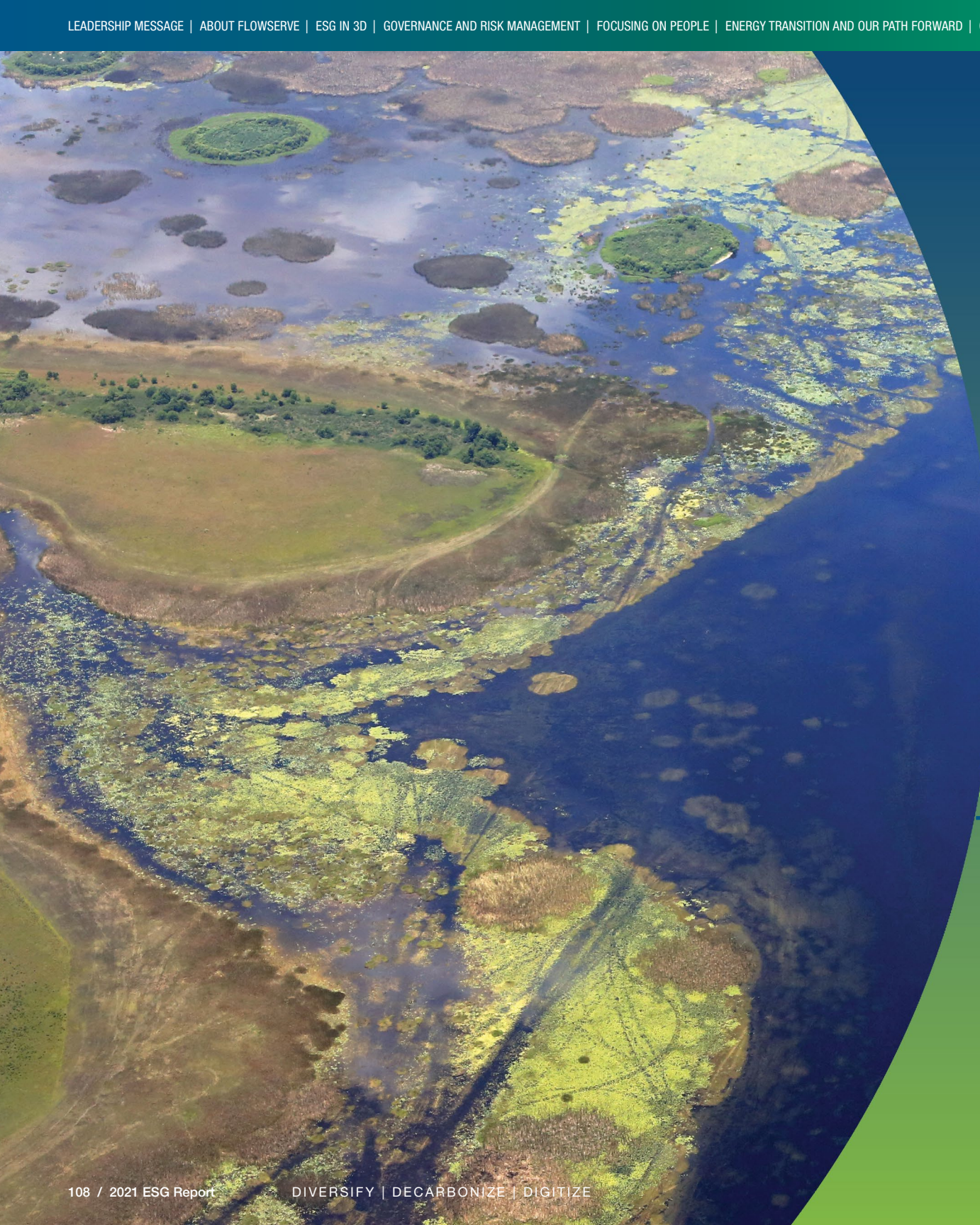
As a leading partner in providing fresh water to communities around the world, we recognize the importance of freshwater resources to build sustainable communities and are committed to minimizing water use in our own manufacturing operations.

We obtain most of our water from municipal water systems and groundwater wells. Four of our facilities around the world supplement these sources with collected storm water. Most of our water use supports pump assembly and performance testing to verify product quality and safety.

Testing processes for manufactured products typically have minimal effect on water quality with few impurities, which allows us to recycle and reuse pump test water multiple times before discharge. Periodically, we discharge test water to local permitted wastewater treatment plants, where it is purified and returned to the environment to become an available resource.

Since 2017, increased use of closed-loop water recycling within our operations has supported a 19% reduction in water use, or 99,000 cubic meters per year. Water use across Flowserve operations in 2021 was 423,000 cubic meters, essentially unchanged from the prior year. In 2021, our water use intensity increased by 4% based on sales volume.





SPOTLIGHT STORY

HELPING SAVE THE EVERGLADES

A variety of Flowserve pumps are being used in the Everglades Restoration Plan, one of the largest environmental restoration projects in the world. Our pumps are helping store algae laden water from Lake Okeechobee in a 16-billion-gallon reservoir for future cleanups and preventing any harmful runoff. By helping restore our environment, we can help make the world better for generations to come.

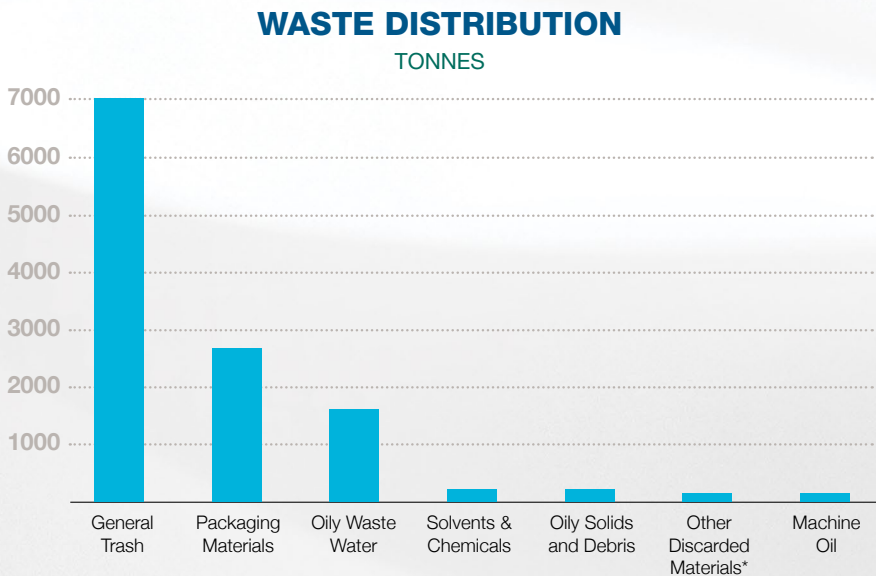
WASTE GENERATION & RECYCLING

WASTE MANAGEMENT

Consistent with our focus on operational excellence, Flowserve is committed to reducing the volume and toxicity of discarded materials generated by its manufacturing operations. Through educating and deploying lean methodologies throughout the enterprise, we are continuously striving for a more efficient work environment on our journey to zero waste.

Globally, Flowserve operates in several countries with varying regulatory definitions of hazardous and nonhazardous waste. While we report our metrics based on U.S. EPA hazardous waste definitions, we manage discarded materials consistent with the local regulations.

The chart below shows the weight of various hazardous and nonhazardous discarded materials as waste in 2021, excluding recycled metals. General trash, packaging materials and oily wastewater represent over 93% of discarded materials. All three waste types are generally considered nonhazardous. Only 1% of discarded materials, including solvents and chemicals, are classified as hazardous waste.

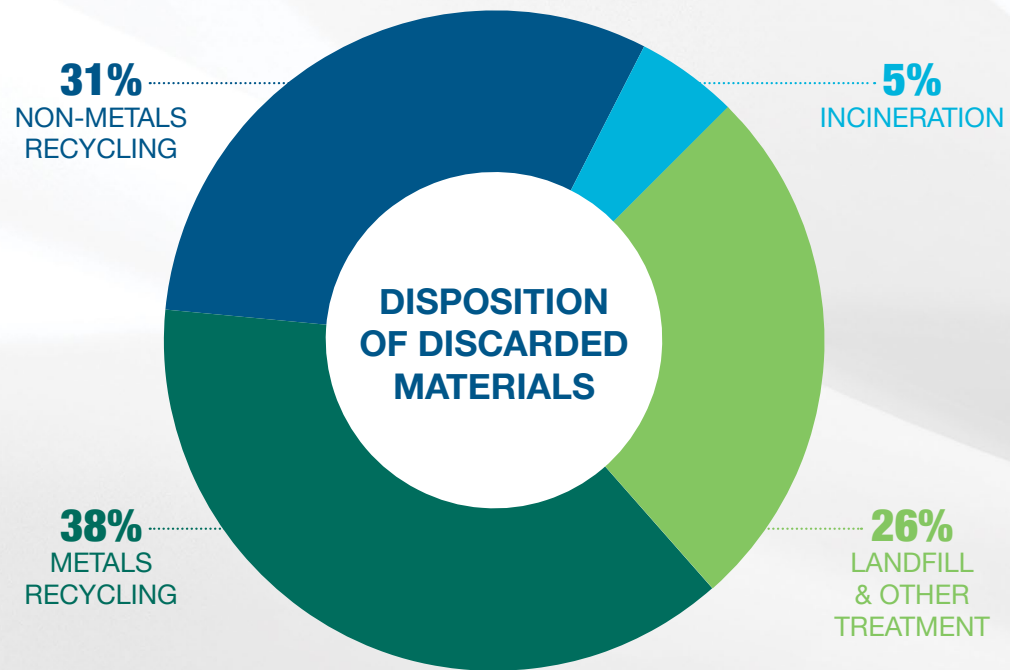


74% of discarded waste materials were recycled, incinerated or burned for fuel value. The remaining materials were landfilled or treated to reduce toxicity. We preferentially send machine oil to authorized incineration facilities to reduce the risk of groundwater contamination at landfills. This approach also saves valuable landfill space for future use.

RECYCLING

Where practical, Flowserve pursues recycling and reuse options for discarded materials. Recycling yields both economic and environmental benefits, with one metric tonne of recycled iron eliminating 1.4 metric tonnes of CO₂e that would have been created from virgin iron ore processing.

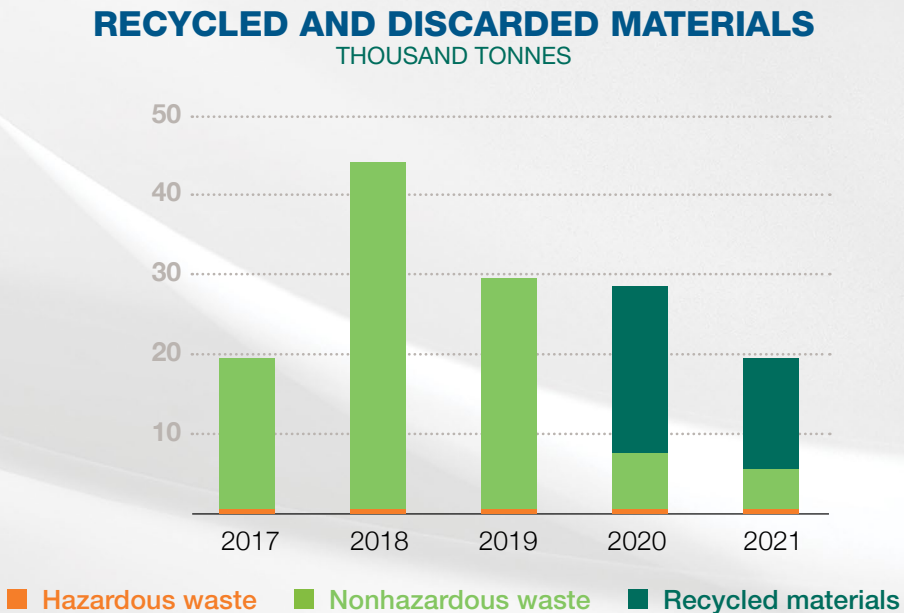
Our metals recycling activity represented 38% of all discarded material in 2021. This figure indicates the disposition of all 2021 discarded materials.



OUR PERFORMANCE IN 2021

The figure below shows hazardous, nonhazardous and recycled material quantities over the last five years. The combined hazardous, nonhazardous and recycled material quantity totaled 19,600 tonnes in 2021. Annual nonhazardous waste volume decreased from 2020 to 2021 and remains substantially below the peak quantity reported in 2018. The hazardous waste volume sent offsite for disposal remained steady at roughly 1% of overall waste volume (less than 259 tonnes).

The 2021 volume of metal and non-metal recycled materials was also lower than managed in 2020 (13,401 tonnes). Of that quantity, we recycled approximately 7,300 tonnes of scrap metal. Considering the incremental emissions created by manufacturing steel from virgin materials, our 2021 recycling efforts prevented 10,000 tonnes of CO₂e production, which would offset almost two-thirds of our Scope 1 carbon emissions.

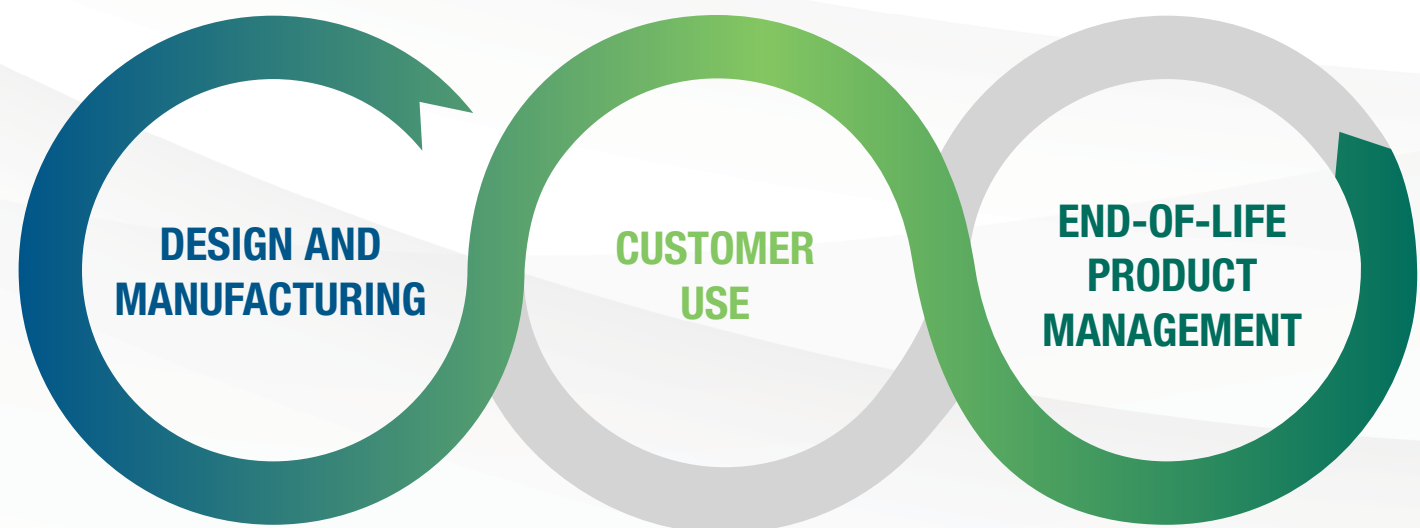




For the third year in a row, Flowserve was named one of Newsweek’s Most Responsible Companies in America. Our passion for continuous improvement drives us to further integrate ESG into Flowserve’s strategy and bolster ESG principles among our people, products and partnerships to deliver outstanding results.

PRODUCT LIFECYCLE

We create products to meet the needs of our customers who are supplying energy, fresh water, pharmaceutical and other essentials to consumers, businesses and governments globally. Flowserve partners with our customers and end users throughout the product lifecycle to maximize equipment performance while minimizing environmental footprint. The product lifecycle involves three primary phases and related emissions:



DESIGN AND MANUFACTURING

The sum of Scope 1 and Scope 2 carbon emissions associated with the Flowserve manufacturing process, including Scope 3 supplier emissions associated with component manufacturing and transportation

CUSTOMER USE

Customer carbon emissions associated with electricity generation required to run flow control equipment

END-OF-LIFE PRODUCT MANAGEMENT

Carbon emissions associated with recycle or disposal of the flow control equipment at the end of its service life

DESIGN AND MANUFACTURING

We are engaged in all aspects of pump, valve and seal design to provide customers with a wide range of equipment options to meet their specific process needs and to achieve optimal efficiency during operation. From standard equipment to highly engineered solutions, we are able to design and deliver flow control solutions for the world's toughest applications.

In support of industry efforts to reduce carbon emissions, Flowserve has been involved with government and industry interest groups to set pump efficiency standards with the goal of reducing energy-related emissions. Currently, we are involved with a EUROPUMP working group developing standard Product Environmental Footprint ("PEF") documentation for consumer awareness.

CUSTOMER USE

To maximize the uses and benefits of our products to our customers, Flowserve provides a comprehensive program to optimize operating performance and maximize service life. Studies commissioned by the European Union (EU) indicate most GHG emissions occur during the use phase, and as such, maintaining peak performance is critical to reducing energy use and environmental impact.

Pumps consume electricity, and the quantity of carbon emissions created during use depends on the energy source and process conditions within each unique customer operation. We strive to maximize pump efficiency during the equipment selection process to minimize electricity consumption and improve performance monitoring of the component. By doing so, we aim to improve operating efficiency and lower emissions.

Through our global network of service centers, quick response centers and our RedRaven offering, we assist customers in monitoring real-time performance of their equipment to promote safe and efficient operation. We take equipment monitoring a step further by combining wireless asset monitoring and predictive analytics to help determine when and why equipment fails — and provide equipment and process solutions to prevent or minimize business interruption. Accurately predicting equipment performance alerts customers to potential process failures before they happen, improving onstream performance, reducing maintenance costs and avoiding unnecessary startup/shutdown emissions.

To maintain process efficiency, our engineers can reduce downtime and improve safety at customer sites via targeted equipment evaluations, field performance tests and complex system assessments. We can enhance operator skills by providing certified trainers at customer sites or hosting teams at one of our world-class training facilities. We can also streamline inventory and equipment management to reduce customer operating costs. Flowserve's global network of service centers can ship a large selection of quality replacement parts in as little as 24 - 48 hours so maintenance teams can quickly get equipment back into operation. Our technicians can troubleshoot and repair customer critical assets at their site or at our facilities, helping to minimize process interruptions.



BIODIESEL REFINERY CONVERSION

- Flowserve collaborated with one of our largest U.S. customers to convert a petroleum refinery to a biodiesel facility with high flow control efficiency
- We provided recommendations as to how to best modify existing pumps to optimize efficiency, reliability and performance
- Each of the pumps was upgraded to meet the proposed hydraulic performance conditions to save the equivalent of 11,000 tonnes CO₂ per year in gas fired electrical power generation



FLARE GAS RECOVERY

- Flowserve selected as sole supplier of flare gas recovery systems for five U.S. Gulf coast petrochemical facilities
- Once operating, each year toxic volatile organic compounds, VOCs, in the air will be reduced by over 5,600 tons and air toxins, like benzene, will be reduced by nearly 500 tons
- With a focus on flare reduction, greenhouse gas emissions, air quality, and waste and wastewater management, Flowserve is enabling customers to reduce their carbon footprint

BIODIESEL CAPACITY EXPANSION

- Flowserve provided pumps and seals to more than double the processing capacity of renewable diesel facility in the state of Washington, U.S.
- Accelerated engineering and approval schedules drove earlier plant start-up, faster payback and overall reduced CO₂ emissions



SOLAR PANEL FILM TECHNOLOGY

- Flowserve developed vacuum pump technology to support solar panel thin film production for one of the world's largest producers of thin film photovoltaic modules
- We provided equipment for new facilities in the U.S. and India to increase productivity and optimize production
- The annual production of these modules exceeds 11 gigawatts – enough energy to power over 8 million homes in the U.S.



END-OF-LIFE PRODUCT MANAGEMENT

One of the important capabilities of our global service network is repairing and refurbishing products to extend equipment life and maximize its beneficial use. Restoring equipment to original performance involves substantially less manufacturing intensity versus product replacement, which reduces customer cost and environment footprint. When it is no longer economically feasible to restore a specific piece of equipment, we move end-of-life products into established metals markets to reduce emissions associated with producing iron and steel from virgin ore.

We are engaged in all aspects of pump, valve and seal design to provide customers with a wide range of equipment options to meet their specific process needs and to achieve optimal efficiency during operation.



DATA SUMMARY AND REPORTING INDICES

122	SASB Index
123	TCFD Index
124	GRI Reporting Index
141	Data Summary
143	About This Report

The information in the indices below is based on the best available data at time of publication and is subject to change. In some cases, data is estimated and is based solely on our interpretation and judgment. The index below lists indicators from SASB, TCFD and GRI on which we have full or partially reported. We strive to continually improve our data performance reporting and continue to assess alignment with other emerging frameworks.

SASB INDUSTRIAL MACHINERY AND GOODS REPORTING STANDARD

Topic	Standard	Metric	Units	2017	2018	2019	2020	2021
Energy Management	RT-IG-130a.1	Total energy consumed ¹	Gigajoules	882,441	908,073	847,867	843,646	784,511
		Percentage grid electricity	%	72	70	67	68	65
		Percentage renewable ²	%	3	2	2	3.4	2.4
Employee Health & Safety	RT-IG-320a.1	Total recordable incident rate (TRIR)	Incidents x 200,000 / Total hours worked	0.47	0.38	0.35	0.29	0.32
			Near-misses x 200,000 / Total hours worked	37.2	87.8	237.1	5.89	7.09
Materials Sourcing	RT-IG-440a.1	Description of the management of risks associated with the use of critical materials	Description	See Governance & Risk Management/Supply Chain Sections for discussion of supply chain risk management.				
Remanufacturing Design & Service	RT-IG-440b.1	Revenue from remanufactured products and remanufacturing services ³	Millions USD	NR	NR	NR	NR	NR
Activity Metrics	RT-IG-000.A	Number of units produced by product category ⁴	Millions USD	3,661	3,833	3,945	3,728	3,541
	RT-IG-000.B	Number of employees (including full-time equivalents)	Number as of 12/31	16,682	16,719	17,261	15,607	15,510

Footnotes

1. Total Energy Consumed is combined direct (fuel) and indirect (purchased electricity and heat) energy use.

2. Percent renewable content is quantity of energy derived from renewable sources (i.e. solar, biomass and hydro) divided by indirect energy use.

3. Flow control equipment lifecycles can be extended in several ways: (1) pump, valve and seal repair, (2) real-time advanced diagnostics to identify and mitigate premature wear and (3) customer personnel training to optimize operating and maintenance practices. We do not presently report the individual or combined revenue from these specific services. Therefore, we have answered “NR” – Not reported.

4. Flowserve produces standard and engineered flow control products (e.g. pumps, valves and seals), which are generally categorized as “parts and components.” Because equipment sizes and complexity vary greatly, Flowserve uses overall product sales as a proxy for business activity (versus number of units produced). Sales figures are used to assess environmental performance, including carbon emissions, water use and waste generation.

TCFD REPORTING FORMAT

Governance		
Disclose the organization's governance around climate-related risks and opportunities.		
a) Describe the Board's oversight of climate-related risks and opportunities	See "Governance and Risk Management", p 28-35.	
b) Describe management's role in assessing and managing climate-related risks and opportunities.		
Strategy		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.		
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	See "Climate Risk, Opportunities and Strategy", p 35.	
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.		
c) Describe the resilience of the organization's strategy, taking into consideration different climate related scenarios, including a 2°C or lower scenario.		
Risk Management		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.		
a) Describe the organization's processes for identifying and assessing climate-related risks.	See "Governance and Risk Management", p 35.	
b) Describe the organization's processes for managing climate-related risks.		
c) Describe how processes for identifying, assessing and managing climate- related risks are integrated into the organization's overall risk management.		
Metrics and Targets		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.		
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	See "Air Emissions", p 105-106.	
b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	See "Air Emissions", p 105.	
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	See "Carbon Reduction Target", p 21.	

GRI REPORTING INDEX

ORGANIZATIONAL PROFILE		
102-1	Name of organization	Flowserve Corporation
102-2	Activities, brands, products and services	We develop and manufacture precision-engineered flow control equipment integral to the movement, control and protection of materials in customers’ critical processes and infrastructure. Our product portfolio of pumps, valves, seals, energy recovery devices, automation and aftermarket services supports global infrastructure industries, including oil and gas, chemical, power generation (including nuclear, fossil and renewable) and water management, as well as certain general industrial markets where our products and services add value. Through our manufacturing platform and global network of Quick Response Centers (“QRCs”), we offer a broad array of aftermarket equipment services, such as installation, advanced diagnostics, repair and retrofitting.
		We sell our products and services to more than 10,000 companies, including some of the world’s leading engineering, procurement and construction firms (“EPC”), original equipment manufacturers, distributors and end users. Flowserve Pump Division Brands BW Seals • Meregalli • Byron Jackson • Niigata Worthington • Calder Energy Recovery Devices • QRC™ • Durametalllic • Pacific • Durco • Pacific Weitz • Five Star Seal • Pac-Seal • Flowserve • ReadySeal • GASPAC™ • Scienco • Halberg • SIHI • IDP • TKL • Innomag • United Centrifugal • Interseal • Western Land Roller • Lawrence • Worthington • LifeCycle Advantage • Worthington-Simpson • Labour Flow Control Division Brands Accord • McCANNA/MARPAC • Anchor/Darling • NAF • Argus • Noble Alloy • Atomac • Norbro • Automax • Nordstrom • Durco • PMV • Edward • Serck Audco • Flowserve • Valbart • Kammer • Valtek • Limitorque • Worcester Controls • Logix
102-3	Location of headquarters	5215 N O Connor Blvd, Irving, TX 75039 United States

GRI REPORTING INDEX

102-4	Location of operations	Flowserve operates over 200 facilities in over 50 countries as shown on our location map (hyperlink to map near front of report)		
		Our major manufacturing facilities (those with 50,000 or more square feet of manufacturing capacity) operating at December 31, 2021, are located in:		
		North America <ul style="list-style-type: none">• United States• Canada Latin America <ul style="list-style-type: none">• Argentina• Brazil• Chile• Mexico	Europe, Middle East and Africa <ul style="list-style-type: none">• Austria• France• Germany• Italy• Netherland• Saudi Arabia• Spain• Sweden• UK	Asia Pacific <ul style="list-style-type: none">• Australia• China• India• Japan
102-5	Ownership and legal form	Incorporated in New York and publicly traded on the New York Stock Exchange		
102-6	Markets served	Our bookings mix by industry in 2021 and 2020 consisted of:		
			2021	2020
		oil and gas	35%	34%
		general industries ⁽¹⁾	26%	26%
		chemical ⁽²⁾	24%	24%
		power generation	12%	13%
		water management	3%	3%
		Footnotes		
		1. General industries include mining and ore processing, pulp and paper, food and beverage and other smaller applications, as well as sales to distributors whose end customers typically operate in the industries we primarily serve.		
		2. Chemical industry is comprised of chemical-based and pharmaceutical products		

GRI REPORTING INDEX

102-7	Scale of the organization	Number of employees	15,510
		Revenue	\$3.541 Billion
		Working Capital	\$1,257 Million
		Total Equity	\$1,837 Million
		Total Debt	\$1,303 Million
		Net debt to net capital ratio	26.0%
102-8	Information on employees and other workers	See "HR", p 54-70.	
102-9	Supply chain	See "Supply Chain", p 46-47.	
102-10	Significant changes to the organization and its supply chain	No significant change to the organization and its supply chain in the 2020 calendar year.	
102-11	Precautionary Principle or approach	See "Governance and Risk Management", p 28 -35.	
102-12	External initiatives	Through our products, services and employee actions, Flowserve supports several of the UN Sustainable Development Goals.	
102-13	Membership of associations	Flowserve is a member of the following industry, trade and advocacy groups: <ul style="list-style-type: none">National Association of Manufacturers (NAM)Hydraulic Institute	

STRATEGY		
102-14	Statement from senior decision-maker	See “Leadership Message”, p 4-5.
102-15	Key impacts, risks and opportunities	See "Governance and Risk Management", p 28-35.

ETHICS AND INTEGRITY		
102-16	Values, principles, standards and norms of behavior	See “Integrity & Compliance”, p 36-45.
102-17	Mechanisms, for advice and concern about ethics	See “Integrity & Compliance”, p 36-45.

GRI REPORTING INDEX

GOVERNANCE		
102-18	Governance structure	See "Governance and Risk Management", p 28-35.
102-19	Delegating authority	See "Board of Directors", p 29, and "Risk Management Oversight", p 34.
		The Board of Directors of Flowserve Corporation (the “Board”) has the primary responsibility for overseeing the Company’s overall strategy and approach to risk mitigation. As part of this effort, our Board, primarily through its Corporate Governance & Nominating Committee (“CG&NC”), exercises oversight of the Company’s sustainability and corporate social responsibility efforts.
		Additionally, our Executive Leadership Team (“ELT”), under the direction of our Chief Executive Officer, leads each of our functional areas in their efforts to analyze, design, implement, monitor and, when necessary, change and revise sustainable processes within Flowserve's strategy to better achieve our purpose.
102-20	Executive-level responsibility for economic, environmental and social topics	See "Board and Executive Oversight of ESG Program", p 29, "ESG Steering Committee" p 32, and "ERM Committee", p 33.
102-21	Consulting stakeholders on economic, environmental and social topics	See "ESG Materiality", p 18-19.
		We regularly engage with our shareholders on a variety of topics relating to company performance, ESG strategy and overall strategy for long-term growth, including on earnings calls, at industry and financial conferences and during in-person scheduled meetings.
		The identification and evaluation of director candidates begins with our Corporate Governance Guidelines, which establish the criteria for Board membership. As a starting point under the Guidelines, all prospective Board members must, for example, adhere to the highest standards of integrity and ethics, exercise diligent and constructive oversight to the Company’s business, risk profile and strategy, demonstrate relevant and successful career experience, display a global business perspective and possess the time to responsibly perform all director duties and effectively represent the interests of the Company's shareholders. The Guidelines further articulate the Board’s firm belief that the Board’s members should also have a diversity of backgrounds, which we view holistically. In evaluating diversity of backgrounds, the Board considers individual qualities and attributes, such as educational background, professional skills, business experience and cultural viewpoint, as well as more categorical diversity metrics, such as race, age, gender and nationality.
102-22	Composition of the highest governance body	For more information, please see pages 21-23 of our 2022 Proxy Statement.

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102-23	Chair of the highest governance body	Our Board has been led by an independent chairman since 2005. We believe that separating the positions of Chairman of the Board and CEO is appropriate for the Company because it places an independent director in a position of leadership on the Board, which in turn adds value to our shareholders by facilitating a more efficient exercise of the Board’s fiduciary duties and best enables the Board to effectively manage our business, risks, opportunities and affairs in the best interests of our shareholders.
102-24	Nominating and selecting the highest governance body	<p>The Corporate Governance and Nominating Committee (CG&NC) considers various potential director candidates who may come to the attention of the CG&NC through current Board members, professional search firms, shareholders or other persons. The CG&NC generally retains a national executive-recruiting firm to research, screen and contact potential candidates regarding their interest in serving on the Board, although the CG&NC may also use less formal recruiting methods. All identified candidates, including shareholder-recommended candidates, are evaluated by the CG&NC Committee using generally the same methods and criteria, although those methods and criteria may vary from time to time depending on the CG&NC’s assessment of the Company’s needs and current situation.</p> <p>For more information, please see pages 21-23 of our 2022 Proxy Statement.</p>
102-25	Conflicts of interest	<p>Our Code of Conduct, supplemented by our Conflicts of Interest Policy, requires that all of our associates and members of the Board make decisions based on what is best for Flowserve without considering our own personal interests. We do not allow personal interests, relationships, investments or other factors to interfere with business decisions we make on behalf of the Company and we avoid situations or activities that can give rise to conflicts of interest.</p> <p>The Company also maintains a Related Party Transactions Policy that supplements our Code of Conduct and covers, but is not limited to, the related party transactions and relationships required to be disclosed under SEC rules. The policy requires prompt notice to all material facts regarding an interest transaction with related parties to the CG&NC, who shall review the material facts and either approve or disapprove of the entry into the interest transaction.</p> <p>In determining whether to approve or ratify an Interested Transaction, the Corporate Governance and Nominating Governance Committee will take into account, among other factors it deems appropriate, whether the Interested Transaction is on terms no less favorable than terms generally available to an unaffiliated third party under the same or similar circumstances and the extent of the Related Person’s interest in the transaction.</p> <p>The Related Party Transactions Policy provides for the pre-approval of certain types of transactions that the CG&NC has determined do not pose a significant risk of conflict of interest,</p>

GRI REPORTING INDEX

102-26	Role of highest governance body in setting purpose, values and strategy	See "Governance and Risk Management", p 28-35.
102-27	Collective knowledge of highest governance body	A discussion of each director's experience and skills is provided on p 14-19 of our 2022 Proxy Statement.
102-28	Evaluating the highest governance body's performance	A discussion of our evaluation process for our Board is provided on p 22 of our 2022 Proxy Statement.
102-29	Identifying and managing economic, environmental and social impacts	See "Governance and Risk Management", p 28-35.
102-30	Effectiveness of risk management processes	See "Governance and Risk Management", p 28-35.
102-31	Review of economic, environmental and social topics	See "Governance and Risk Management", p 28-35.
102-32	Highest governing body's role in sustainability reporting	<p>Our Board, primarily through the CG&NC, provides oversight of our approach to environmental, social and governance programs and policies.</p> <p>See "Governance and Risk Management", p 28-35.</p> <p>Shareholders and other interested parties may communicate with the Board directly by writing to:</p> <p>Non-Executive Chairman of the Board c/o Flowserve’s Corporate Secretary 5215 N. O’Connor Blvd., Suite 700 Irving, Texas 75039</p> <p>All such communications will be delivered to our chairman. These communications are reviewed by the Corporate Secretary to determine whether it is appropriate for presentation to the Board or such director. The purpose of this screening is to avoid having the Board consider irrelevant or inappropriate communications (such as advertisements, solicitations and product inquiries).</p>
102-34	Nature and total number of critical concerns	Refer to "Governance and Risk Management", p 28-35 on our process for managing critical concerns.

GRI REPORTING INDEX

102-35	Remuneration policies	A comprehensive discussion of non-employee director and executive compensation may be found on p 32-62 of our 2022 Proxy Statement.
102-36	Process for determining remuneration	A comprehensive discussion of non-employee director and executive compensation may be found on p 32-62 of our 2022 Proxy Statement.
102-37	Stakeholder's involvement in remuneration	<p>Our Board and the Organization & Compensation Committee of the Board (the “OCC”) value the insights and feedback of our stakeholders. We routinely engaged with our stakeholders each year on a wide range of topics, including executive compensation and corporate governance matters.</p> <p>Our policy is to conduct an annual say-on-pay shareholder vote. In 2022, approximately 23% of shares voting at our 2022 annual meeting supported our executive compensation.</p>
102-38	Annual total compensation ratio	In 2021, the ratio between the annual total compensation for the chief executive officer and the annual total compensation for the median employee was 147:1. For more information, see page 63 of our 2022 Proxy Statement.
102-39	Percentage increase in annual total compensation ratio	The ratio between the annual total compensation of the chief executive officer and the annual total compensation for the median employee was 136:1 in 2019, 98:1 in 2020 and 147:1 in 2021. For more information, see page 63 of our 2022 Proxy Statement.

STAKEHOLDER ENGAGEMENT		
102-40	List of stakeholder groups	See "ESG Materiality", p 18-19.
102-41	Collective bargaining agreements	Approximately 5% of our U.S. employees are represented by unions. We also have unionized employees or employee work councils in Argentina, Australia, Austria, Brazil, Finland, France, Germany, India, Italy, Japan, Mexico, The Netherlands, South Africa, Spain, Sweden and the U.K. No individual unionized facility produces more than 10% of our revenues.
102-42	Identifying and selecting stakeholders	See "ESG Materiality", p 18-19.
102-43	Approach to stakeholder engagement	See "ESG Materiality", p 18-19.
102-44	Key topics and concerns raised	See "ESG Materiality", p 18-19.

GRI REPORTING INDEX

REPORTING PRACTICES		
102-45	Entities included in the consolidated financial statement	The consolidated financial statements include the accounts of our company and our wholly and majority-owned subsidiaries.
102-46	Defining report content and topic Boundaries	See "ESG Materiality", p 18-19.
102-47	List of material topics	See "ESG Materiality", p 18-19.
102-48	Restatements of information	No restatement of information since last report
102-49	Changes in reporting	No changes in reporting since last report
102-50	Reporting period	January 1, 2021 - December 31, 2021
102-51	Date of most recent report	September 2021
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Sustainability@Flowserve.com
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with GRI Standards: Core Option
102-55	GRI content index	This index organizes the material ESG topics per the GRI Standard.
102-56	External assurance	

455 Phillip Street, Unit 100A
Waterloo, Ontario N2L 3X2
Canada
www.ghd.com

Our ref: 11229948

15 June 2022

Re: Assurance Statement; Greenhouse Gas 2021 Verification Statement; Flowserve Corporation

To: Flowserve Corporation

1. Introduction and Scope of Work

This letter provides GHD's Statement of Verification for Flowserve Corporation (Flowserve) GHG quantification for the period of January 1, 2021 to December 31, 2021. The verification was conducted in accordance with ISO 14064-3:2019. GHD conducted the verification to a **limited level** of assurance with a materiality threshold of ±5 percent.

GHD's responsibility was to express a conclusion as to whether the Scope 1, 2, and 3 (employee commuting, leased car rentals, fuel and electricity related services, and corporate travel) emissions and associated values included within Flowserve's GHG quantifications, were developed in accordance with the applicable standards, criteria, procedures, and methodologies.

2. Assurance Standards and Procedures

GHD completed the verification in accordance with the ISO 14064-3 Specification with guidance for the validation and verification of greenhouse gas assertions and ISO 14064-1 Specification with guidance at the organization level, which represents the Applicable Standards and Criteria documents and were applied throughout the verification process. The limited level verification conducted is believed to provide an appropriate basis for this verification statement. Further detail regarding the verification procedure is provided in Section 2 of the Verification Report and Section 13 of the Verification Plan. A summary of the work performed is detailed throughout the Verification Report.


3. Roles and Responsibilities

It was the role and responsibility of the third-party assurance provider (GHD) to complete the verification and provide Flowserve with a verification opinion. Flowserve was responsible for furnishing the required documents, data, and information associated with the Project to allow completion of the third-party assurance.


4. Our Conclusion

Based on the limited level verification procedures undertaken, nothing has come to our attention that causes GHD to believe that the combined Scope 1, 2, and select Scope 3 GHG emissions calculated for the 2021 emissions inventory from the reporting period of January 1, 2021 to December 31, 2021, quantified as **110,796 tonnes of carbon dioxide equivalent (tCO₂e)**, were not materially correct and not prepared in accordance with the related standards and criteria, are not calculated and presented fairly, in all material respects, and in accordance with the applicable Standards and Criteria.

Regards



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→ The Power of Commitment

GHD 11229948-MISC-Statement

GRI REPORTING INDEX

GRI 204 PROCUREMENT PRACTICES		
103-1	Explanation of the material topic and its Boundary	Flowserve operates 209 facilities in over 50 countries. See “Supply Chain”, p 46-49.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
204-1	Proportion of spending on local suppliers	See "Supplier Diversity and Supplier Development" , p 46-49.

GRI 205 ANTI CORRUPTION 2016		
103-1	Explanation of the material topic and its Boundary	See “Integrity & Compliance”, p 36-45.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
205-1	Operations assessed for risks related to corruption	See “Integrity & Compliance”, p 36-45.
205-2	Communication and training about anti-corruption policies and procedures	
205-3	Confirmed incidents of corruption and actions taken	

GRI REPORTING INDEX

GRI 206 ANTI COMPETITIVE BEHAVIOR 2016		
103-1	Explanation of the material topic and its Boundary	See “Integrity & Compliance”, p 36-45.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	There were no legal actions for anti-competitive behavior, anti-trust or monopoly practices in 2021.

GRI 302 ENERGY 2016		
103-1	Explanation of the material topic and its Boundary	Energy use metrics pertain to facilities under Flowserve operational control. See "Energy Use", p 104.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
302-1	Energy consumption within the organization	
302-2	Energy consumption outside the organization	
302-3	Energy intensity	
302-4	Reduction of energy consumption	
302-5	Reductions in energy requirements of products and services	

GRI REPORTING INDEX

GRI 303 WATER AND EFFLUENTS 2016		
103-1	Explanation of the material topic and its Boundary	Water use metrics pertain to facilities under Flowserve operational control. See “Freshwater Use” for information on water withdrawals, discharge and consumption, p 107.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
303-1	Interactions with water as a shared resource	
303-2	Management of water discharge-related impacts	
303-3	Water withdrawal	
303-4	Water discharge	
303-5	Water consumption	

GRI 305 EMISSIONS 2016		
103-1	Explanation of the material topic and its Boundary	Air emissions metrics pertain to facilities under Flowserve operational control. See "Air Emissions", p 105-106.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
305-1	Direct (Scope 1) GHG emissions	
305-2	Energy (Scope 2) GHG emissions	
305-3	Other indirect (Scope 3) emissions	
305-4	GHG emissions intensity	
305-5	Reduction of GHG emissions	Flowserve does not use ozone-depleting substances (ODS) in its operations.
305-6	Emissions of ozone-depleting substances (ODS)	
305-7	Nitrogen oxides (Nox), sulfur oxides (Sox) and other significant air emissions	Nitrogen Oxides and Sulfur Oxides result from the combustion of natural gas, liquified petroleum gas, propane, kerosene, diesel and other fuels. See "Environmental Protection/ Air Emissions", p 106.

GRI REPORTING INDEX

GRI 306 EFFLUENTS AND WASTE 2016		
103-1	Explanation of the material topic and its Boundary	Water use and waste generation metrics pertain to facilities under Flowserve operational control. See the "Environmental Protection/ Freshwater Use" and "Waste Generation" sections for information on water discharges and waste generation.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
306-1	Water discharges by quality and destination	Flowserve water discharges are primarily related to new pump performance testing. Test water is generally not significantly impacted by the test operation.
306-2	Waste by type and disposal method	Hazardous wastes are typically incinerated or otherwise treated to allow land disposal. Non-hazardous waste are typically land disposed in approved landfill facilities. See the "Waste Generation and Recycling" section, p 110-111.
306-3	Significant spills	There were no significant spills in 2021.
306-4	Transport of hazardous waste	Hazardous waste represents only 1% of all discarded materials. See the "Waste Generation and Recycling" section, p 111.
306-5	Water bodies affected by water discharges and/or runoff	There were no significant effects of water discharges on water bodies.

GRI 307 ENVIRONMENTAL COMPLIANCE 2016		
103-1	Explanation of the material topic and its Boundary	This topic relates to facilities under Flowserve's operational control.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
307-1	Non-compliance with environmental laws and regulations	The organization has not identified any non-compliance material with environmental laws during the reporting period.

GRI REPORTING INDEX

GRI 403 OCCUPATIONAL HEALTH AND SAFETY 2016		
103-1	Explanation of the material topic and its Boundary	Safety statistics apply to all Flowserve operations worldwide.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
403-1	Occupational health and safety management system	See "Safety", p 94-97.
403-2	Hazard identification, risk assessment and incident investigation	
403-3	Occupation health services	
403-4	Worker participation, consultation and communication on occupational health and safety	
403-5	Worker training on occupational health and safety	
403-6	Promotion of worker health	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
403-8	Workers covered by an occupational health and safety management system	
403-9	Work-related injuries	
403-10	Work-related ill health	

GRI REPORTING INDEX

GRI 404 TRAINING AND EDUCATION 2016		
103-1	Explanation of the material topic and its Boundary	This section applies to all Flowserve associates across its global operations.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
404-1	Average hours of training per year per employee	See “Talent Development”, p 62-65.
404-2	Programs for upgrading employee skills and transition assistance programs	
404-3	Percentage of employees receiving regular performance and career development reviews	

GRI 413 LOCAL COMMUNITIES 2016		
103-1	Explanation of the material topic and its Boundary	The “Flowserve Cares” community impact program is implemented across all facilities in over 50 countries.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
413-1	Operations with local community engagement, impact assessments and development programs	See “Community Engagement”, p 66-69.
413-2	Operations with significant actual and potential negative impact on local communities	There are no operations posing significant actual or potential negative impacts on communities.

GRI REPORTING INDEX

GRI 416 CUSTOMER HEALTH AND SAFETY 2016		
103-1	Explanation of the material topic and its Boundary	This section applies to all Flowserve products and services.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
416-1	Assessment of the health and safety impacts of product and service categories	See “Quality”, p 98-103.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no identified incidents of non-compliance with regulations or voluntary codes.

COMPANY-SPECIFIC (NON-GRI) DISCLOSURES

ADAPTATION AND CLIMATE RESILIENCY		
103-1	Explanation of the material topic and its Boundary	Flowserve views the global transition to cleaner fuels and renewable energy as an opportunity to develop new technologies which support these emerging markets.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
306-1	Innovation to support energy transition and climate change-related impacts.	See "Energy Transition & Our Path Forward", p 70-87.

GRI 404 TRAINING AND EDUCATION 2016		
SDG	Topic	Flowserve Management Approach
(2)	Zero Hunger,	The products and services provided by Flowserve and employee actions demonstrating Flowserve values help achieve certain targets within the UN SDG targets goals. See p 20-25 for details on how we support the thirteen goals related to our operations.
(3)	Good Health and Well-being	
(4)	Quality education	
(5)	Gender Equality	
(6)	Clean Water and Sanitation	
(7)	Affordable and Clean Energy	
(8)	Decent work and economic growth	
(9)	Industry, Innovation and Infrastructure	
(10)	Reduce inequalities	
(11)	Sustainable cities	
(12)	Responsible Consumption and Production	
(13)	Climate Action	
(16)	Peace, Justice and Strong Institutions	

2021 METRICS SUMMARY

Indicator	Description	Units	2020	2021
Activity	Sales Revenue	\$Millions USD	3,728	3,451
	Number of Employees (including full-time equivalents as of 12/31/19)		15,607	15,510
Safety	OSHA Total Recordable Rate		0.29	0.32
	OSHA Lost Day Rate		0.09	0.09
	OSHA Lost Time Severity Rate		3.1	5.2
Energy	Direct Energy	Gigajoules	274,073	275,451
	Indirect Energy	Gigajoules	569,574	509,060
Greenhouse Gas	Direct Emissions (Scope 1)	Tonne CO2e	14,429	14,809
	Indirect Emissions (Scope 2)	Tonne CO2e	69,815	65,021
	Other Indirect Emissions (Scope 3)			
	Leased equipment	Tonne CO2e	4,695	2,533
	Energy and fuel-related emissions	Tonne CO2e	9,097	8,990
	Employee commuting	Tonne CO2e	13,492	13,340
	Business Travel	Tonne CO2e	7,551	6,103
Water	Fresh Water Usage	Cubic Meters	428,940	422,988
Waste	Nonhazardous	Tonne	7,616	5,939
	Hazardous	Tonne	314	259
Recycled Materials		Tonne	20,324	13,401



ABOUT THIS REPORT

Unless otherwise specifically stated, this report covers Flowserve’s performance in 2021. This report, which speaks only as of its date, is not comprehensive and for that reason, this report should be read in conjunction with our 2021 Annual Report on Form 10-K and our 2022 Proxy Statement, which can be found at <https://ir.flowserve.com>.

The goals and projects described in this report are aspirational; as such, no guarantees or promises are made that these goals and projects will be met or successfully executed. Furthermore, data, statistics and metrics included in this report are non-audited estimates, not prepared in accordance with generally accepted accounting principles (GAAP), continue to evolve and may be based on assumptions believed to be reasonable at the time of preparation, but should not be considered guarantees or subject to future revision. This report uses certain terms including those that GRI or others refer to as “material” to reflect the issues or priorities of Flowserve and its stakeholders. Used in this context, however, these terms are distinct from and should not be confused with, the terms “material” and “materiality” as defined by or construed in accordance with securities, or other, laws or as used in the context of financial statements and reporting. Accordingly, the information included in this report should not be construed as material to our financial results or for purposes of the U.S. securities laws.

The information covered in this report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including statements regarding our ESG goals and strategies and related business and stakeholder impacts. These statements can be identified by words such as “future,” “anticipate,” “believe,” “estimate,” “expect,” “intend,” “plan,” “aim,” “strategy,” “goal,” “commit,” “target,” “objective,” “predict,” “will,” “would,” “could,” “can,” “may,” and similar terms and are based on management’s current expectations and beliefs concerning future developments and plans and their potential effects on Flowserve and its subsidiaries. These statements involve risks and uncertainties, many of which are beyond our control and are difficult to predict, are not guarantees for future performance, and actual results may differ materially from any future results expressed or implied by the forward-looking statements. More information on risks, uncertainties and other potential factors that could affect our business and performance is included in our filings with the SEC, including in the “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” sections of Flowserve’s most recently filed periodic reports on Form 10-K and Form 10-Q and subsequent filings. The forward-looking statements in our report are made as of the date first published, unless otherwise indicated and except as required by law, we undertake no obligation to update these forward-looking statements as a result of new information or to reflect subsequent events or circumstances.



North America

Latin America

Europe

Middle East

Africa

Asia Pacific

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