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FORM 10-Q

SECURITIES AND EXCHANGE COMMISSION WASHINGTON, D.C. 20549

QUARTERLY REPORT UNDER SECTION 13 OR 15 (d) OF THE SECURITIES EXCHANGE ACT OF 1934

For Quarter Ended June 30, 2000
Commission File Number 1-13179

\author{

FLOWSERVE CORPORATION \\ (Exact name of Registrant as specified in its charter) \\ NEW YORK \\ (State or other jurisdiction of incorporation or organization) \\ 31-0267900 \\ (I.R.S. Employer Identification Number) \\ | 222 | W. LAS COLINAS BLVD., SUITE 1500, IRVING, TEXAS |
| ---: | :---: |
| (Address of principal executive offices) | 75039 |
| (Registrant's telephone number, including area code) | (Zip Code) |

}

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or $15(d)$ of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days.


SHARES OF COMMON STOCK, \$1.25 PAR VALUE, OUTSTANDING AS OF JUNE 30, 2000

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> FLOWSERVE CORPORATION

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PART I. FINANCIAL INFORMATION

ITEM 1. FINANCIAL STATEMENTS

FLOWSERVE CORPORATION
(UNAUDITED)

CONSOLIDATED STATEMENTS OF INCOME
(Amounts in thousands, except per share data)

```
Sales
Cost of sales
Gross profit
    Selling and administrative expense
    Research, engineering and development expense
```

| 2000 |  |  | 1999 |
| :---: | :---: | :---: | :---: |
| \$ | 299,153 | \$ | 275,196 |
|  | 195,990 |  | 181,307 |
|  | 103,163 |  | 93,889 |
|  | 70,590 |  | 66,204 |
|  | 6,198 |  | 6,327 |


| Merger integration expense |  | -- |  | 4,406 |
| :---: | :---: | :---: | :---: | :---: |
| Operating income |  | 26,375 |  | 16,952 |
| Interest expense |  | 7,054 |  | 4,120 |
| Other expense, net |  | 56 |  | 1 |
| Earnings before income taxes |  | 19,265 |  | 12,831 |
| Provision for income taxes |  | 6,647 |  | 4,362 |
| Net earnings | \$ | 12,618 | \$ | 8,469 |
| Earnings per share (basic and diluted): | \$ | 0.33 | \$ | 0.22 |
| Average shares outstanding |  | 37,809 |  | 37,771 |
| CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (Amounts in thousands) |  |  |  |  |
|  | Three Months Ended June 30, |  |  |  |
|  | 2000 |  | 1999 |  |
| Net earnings | \$ | 12,618 | \$ | $\begin{aligned} & 8,469 \\ & 3,099 \end{aligned}$ |
| Foreign currency translation adjustments |  | 6,952 |  |  |
| Comprehensive income | \$ | 5,666 | \$ | 5,370 |

See accompanying notes to consolidated financial statements.

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## FLOWSERVE CORPORATION

(UNAUDITED)
CONSOLIDATED STATEMENTS OF INCOME
(Amounts in thousands, except per share data)

## Sales

Cost of sales

Gross profit
Selling and administrative expense
Research, engineering and development expense
Merger integration expense
Operating income
Interest expense
Other (income) expense, net

Earnings before income taxes
Provision for income taxes

Net earnings

Earnings per share (basic and diluted):
Average shares outstanding

| 2000 |  |  | 1999 |
| :---: | :---: | :---: | :---: |
| \$ | 584,462 | \$ | 544,583 |
|  | 382,070 |  | 353,903 |
|  | 202,392 |  | 190,680 |
|  | 142,220 |  | 133,314 |
|  | 12,353 |  | 13,199 |
|  | -- |  | 7,838 |
|  | 47,819 |  | 36,329 |
|  | 13,576 |  | 7,203 |
|  | $(3,161)$ |  | 525 |
|  | 37,404 |  | 28,601 |
|  | 12,905 |  | 9,724 |
| \$ | 24,499 | \$ | 18,877 |
| \$ | 0.65 | \$ | . 50 |
|  | 37,810 |  | 37,771 |

Net earnings
Foreign currency translation adjustments

|  | 000 |  | 999 |
| :---: | :---: | :---: | :---: |
| \$ | 24,499 | \$ | 18,877 |
|  | 16,202 |  | 3,878 |
| \$ | 8,297 | \$ | 14,999 |

See accompanying notes to consolidated financial statements.

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FLOWSERVE CORPORATION
CONSOLIDATED BALANCE SHEETS
(Amounts in thousands, except per share data)

| JUNE 30, | December 31, |
| :---: | :---: |
| 2000 | 1999 |

(UNAUDITED)
-------------

| \$ | 14,495 | \$ | 30,463 |
| :---: | :---: | :---: | :---: |
|  | 246,331 |  | 213,625 |
|  | 210,617 |  | 168,356 |
|  | 37,094 |  | 41,344 |
|  | 508,537 |  | 453,788 |
|  | 221,336 |  | 209,976 |
|  | 151,352 |  | 96,435 |
|  | 80,851 |  | 77,952 |
| \$ | 962,076 | \$ | 838,151 |

LIABILITIES AND SHAREHOLDERS' EQUITY

Current liabilities:
Accounts payable
Notes payable

Income taxes
Accrued liabilities

| 96,957 | 111,820 |
| :---: | ---: |
| 44 | 3,125 |
| ---------------1 |  |
| 183,238 | 195,660 |
| 315,348 | 198,010 |
| 146,963 | 136,207 |

Total current liabilities
Long-term debt due after one year
Postretirement benefits and deferred items
Commitments and contingencies
Shareholders' equity:
Serial preferred stock, \$1.00 par value Shares authorized - 1,000
Shares issued and outstanding - None
Common stock, $\$ 1.25$ par value
$\$ \quad 76,802$
531

8,904
96,957

183,238

146,963
\$ 72,103
734

7,878
111,820
3,125

195,660

136,207

| Shares authorized - 120,000 | 51,856 | 51,856 |
| :---: | :---: | :---: |
| Capital in excess of par value | 67,697 | 67,963 |
| Retained earnings | 368,754 | 344,254 |
|  | 488,307 | 464,073 |
| Treasury stock at cost - 4,065 and 4,071 shares | $(93,226)$ | $(93,448)$ |
| Accumulated other comprehensive expense | $(78,554)$ | $(62,351)$ |
| Total shareholders' equity | 316,527 | 308,274 |
| Total liabilities and shareholders' equity | \$ 962,076 | \$ 838,151 |

See accompanying notes to consolidated financial statements.

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## FLOWSERVE CORPORATION <br> (Unaudited)

CONSOLIDATED STATEMENTS OF CASH FLOWS
(Amounts in thousands)

|  |  | Six Mon |  | 30, |
| :---: | :---: | :---: | :---: | :---: |
|  | 2000 |  | 1999 |  |
| CASH FLOWS - OPERATING ACTIVITIES: |  |  |  |  |
| Net earnings | \$ | 24,499 | \$ | 18,877 |
| Adjustments to reconcile net earnings to net cash (used) provided by operating activities: |  |  |  |  |
| Depreciation |  | 16,474 |  | 19,187 |
| Amortization |  | 3,902 |  | 2,008 |
| Net (Gain) Loss on the sale of fixed assets |  | (148) |  | 55 |
| Change in assets and liabilities, net of effects of acquisitions: |  |  |  |  |
| Accounts receivable |  | $(7,773)$ |  | 757 |
| Inventories |  | $(19,651)$ |  | 12,570 |
| Prepaid expenses |  | 9,191 |  | 925 |
| Other assets |  | $(6,935)$ |  | $(1,148)$ |
| Accounts payable |  | $(6,537)$ |  | $(7,485)$ |
| Accrued liabilities |  | $(30,946)$ |  | $(12,140)$ |
| Income taxes |  | 5,071 |  | $(7,794)$ |
| Postretirement benefits and deferred items |  | 6,773 |  | $(3,636)$ |
| Net deferred taxes |  | (474) |  | (31) |
| Net cash flows (used) provided by operating activities |  | $(6,554)$ |  | 22,145 |
| CASH FLOWS - INVESTING ACTIVITIES: |  |  |  |  |
| Capital expenditures, net of disposals |  | $(12,434)$ |  | $(20,201)$ |
| Payment for acquisitions, net of cash acquired |  | $(21,703)$ |  | -- |
| Net cash flows used by investing activities |  | $(34,137)$ |  | $(20,201)$ |
| CASH FLOWS - FINANCING ACTIVITIES: |  |  |  |  |
| Net (repayments) borrowings under short-term debt |  | $(3,079)$ |  | 729 |
| Payments on long-term debt including revolving credit facility |  | $(96,405)$ |  | $(9,256)$ |
| Proceeds from long-term debt including revolving credit facility |  | 125,134 |  | 11,890 |
| Treasury share purchases |  | -- |  | $(3,333)$ |
| Other stock activity |  | 239 |  | (679) |
| Dividends paid |  | -- |  | $(10,575)$ |
| Net cash flows provided (used) by financing activities |  | 25,889 |  | $(11,224)$ |
| Effect of exchange rate changes |  | $(1,166)$ |  | (952) |
| Net change in cash and cash equivalents |  | $(15,968)$ |  | $(10,232)$ |
| Cash and cash equivalents at beginning of year |  | 30,463 |  | 24,928 |
| Cash and cash equivalents at end of period | \$ | 14,495 | \$ | 14,696 |
| Taxes paid | \$ | 8,205 | \$ | 17,905 |
| Interest paid | \$ | 12,107 | \$ | 8,276 |

See accompanying notes to consolidated financial statements.
(UNAUDITED)

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
(Dollar amounts in thousands, except per share data)

## 1. ACCOUNTING POLICIES - BASIS OF PRESENTATION

The accompanying consolidated balance sheet as of June 30, 2000, and the related consolidated statements of income and comprehensive income for the three months and six months ended June 30,2000 and 1999, and the statements of cash flows for the six months ended June 30, 2000 and 1999 , are unaudited. In management's opinion, all adjustments comprising normal recurring adjustments necessary for a fair presentation of such financial statements have been made. The accompanying consolidated financial statements and notes in this Form 10-Q are presented as permitted by Regulation $S-X$ and do not contain certain information included in the Company's annual financial statements and notes to the financial statements. Accordingly, the accompanying consolidated financial information should be read in conjunction with the Company's 1999 Annual Report. Interim results are not necessarily indicative of results to be expected for a full year.

## 2. INVENTORIES

Inventories are stated at lower of cost or market. Cost is determined for certain inventories by the last-in, first-out (LIFO) method and for other inventories by the first-in, first-out (FIFO) method.

Inventories and the method of determining costs were:


## 3. IMPACT OF RECENTLY ISSUED ACCOUNTING STANDARDS

In 1999, the Financial Accounting Standards Board issued one Statement of Financial Accounting Standard (SFAS) that was applicable to the Company - SFAS No. 137, "Deferral of the Effective Date of SFAS No. 133, Accounting for Derivative Instruments and Hedging Activities." SFAS No. 133 is now effective for fiscal years beginning after June 15, 2000. In June 2000, in conjunction with this standard, the Board also issued SFAS No. 138, "Accounting for Certain Derivative Instruments and Certain Hedging Activities". SFAS No. 138 amends the accounting and reporting standards of SFAS No. 133 for certain derivative instruments and certain hedging activities which have caused implementation difficulties. These standards are not expected to materially impact Flowserve's reported financial position, results of operations or cash flows.

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In addition, in December 1999, the Securities and Exchange Commission staff issued Staff Accounting Bulletin (SAB) No. 101, Revenue Recognition in Financial

Statements. This SAB does not change any of the existing rules on revenue recognition. Rather, the $S A B$ provides additional guidance for transactions not addressed by existing rules. The Company is required to review its revenue recognition policies by the fourth quarter of fiscal year 2000 to determine that its recognition criteria is in compliance with the SAB interpretations. Any change in accounting principle required in order to comply with the SAB may be reported as a cumulative catch-up adjustment at that time. The Company is currently reviewing its revenue recognition policies and does not feel that any change in accounting required would have a material impact Flowserve's reported financial position, results of operations or cash flows.

## 4. RESTRUCTURING

In the fourth quarter of 1999, the Company initiated a restructuring program that included a one-time charge of $\$ 15,860$ recorded as restructuring expense. The restructuring charge related to the planned closure of 10 facilities and a corresponding reduction in workforce at those locations, as well as at other locations that are part of the restructuring.

The restructuring program is expected to result in a net reduction of approximately 300 employees at a cost of $\$ 12,900$. In addition, exit costs associated with the facilities closings are estimated at $\$ 2,960$. As of June 30 , 2000, the program had resulted in a net reduction of 149 employees.

Expenditures charged to the 1999 restructuring reserve were:

|  | Other Exit <br> Severance | Costs | Total |
| :---: | :---: | :---: | :---: |
| Balance at December 24, 1999 | \$12,900 | \$2,960 | \$15,860 |
| Cash expenditures | (102) | - - | (102) |
| Balance at December 31, 1999 | 12,798 | 2,960 | 15,758 |
| Cash expenditures | $(1,693)$ | (583) | $(2,276)$ |
| Balance at March 31, 2000 | 11,105 | 2,377 | 13,482 |
| CASH EXPENDITURES | $(1,311)$ | $(1,013)$ | $(2,324)$ |
| BALANCE AT JUNE 30, 2000 | \$ 9,794 | \$1,364 | \$11,158 |

## 5. ACQUISITION

On January 13, 2000, the Company acquired Innovative Valve Technologies, Inc. (Invatec), a company which is principally engaged in providing comprehensive maintenance, repair, replacement and value-added distribution services for valves, piping systems, instrumentation and other process-system components for industrial customers.

The purchase involved acquiring all of the outstanding stock of Invatec and assuming Invatec's existing debt and related obligations. The transaction was accounted for under the purchase method of accounting and was financed by utilizing funds from the Company's working capital. The results of operations for Invatec are included in the Company's condensed consolidated financial statements from the date of acquisition. The purchase price

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was approximately $\$ 18.3$ million in cash. Liabilities of $\$ 94.9$ million were simultaneously paid off through borrowings under Flowserve's revolving credit agreement.

The purchase price has been allocated to the net assets acquired based primarily on information furnished by management of the acquired company.

The following unaudited pro forma information presents the consolidated
results of operations as if the acquisition occurred on January 1, 1999, after giving effect to certain adjustments, including, goodwill amortization, interest and related income tax effects. The pro forma information does not purport to represent what the Company's results of operations actually would have been had such transactions or events occurred on the dates specified, or to project the Company's results of operations for any future period. Pro forma information has not been presented for 2000 as results prior to the acquisition, (January 1, 2000 to January 12, 2000), are not material.

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PRO FORMA CONDENSED CONSOLIDATED STATEMENT OF OPERATIONS
FOR THE SIX MONTHS ENDED JUNE 30, 1999
(AMOUNTS IN THOUSANDS, EXCEPT PER SHARE AMOUNTS)

|  | Historical |  |  |  | Pro Forma Adjustments |  | Pro Forma Combined Company |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | lowserve Corp. | $\begin{aligned} & \text { Innovative } \\ & \text { Valve } \\ & \text { Technologies } \end{aligned}$ |  |  |  |  |  |
| Net Sales |  | 544,583 | \$ | 87,103 | \$ | -- | \$ | 631,686 |
| Cost of Sales |  | 353,903 |  | 60,902 |  | -- |  | 414,805 |
| Gross Profit |  | 190,680 |  | 26,201 |  | -- |  | 216,881 |
| Selling and administrative expense |  | 133,314 |  | 22,062 |  | (28) (a) |  | 155,348 |
| Research, engineering and development expense |  | 13,199 |  | -- |  | -- |  | 13,199 |
| Merger integration expense |  | 7,838 |  | -- |  | -- |  | 7,838 |
| Operating Income |  | 36,329 |  | 4,139 |  | 28 |  | 40,496 |
| Interest expense |  | 7,203 |  | 6,197 |  | $(3,464)$ (b) |  | 9,936 |
| Loss on assets held for sale |  | -- |  | 3,810 |  |  |  | 3,810 |
| Other expense (income), net |  | 525 |  | (60) |  | -- |  | 465 |
| Earnings before income taxes |  | 28,601 |  | $(5,808)$ |  | 3,492 |  | 26,285 |
| Provision for income taxes |  | 9,724 |  | (547) |  | (109) (c) |  | 9,068 |
| Net income (loss) |  | 18,877 | \$ | $(5,261)$ | \$ | 3,601 | \$ | 17,217 |
| Earnings per share (basic and diluted) |  | 0.50 | \$ | -- | \$ | -- | \$ | 0.46 |
| Weighted average shares outstanding (basic and diluted) |  | 37,771 |  | 9,665 |  | -- |  | 37,771 |

Pro Forma Adjustments

Selling and administrative expense:
(a) Represents incremental decrease in annual goodwill amortization based on decrease of $\$ 4,279$ in estimated goodwill originating from the acquisition and the reduction of the amortization period from 40 to 20 years.
Interest expense:
(b) Represents reduction in consolidated interest expense related to debt financing prior to the acquisition date
Provision for income taxes:
(c) Represents income tax adjustment required to arrive at a combined company pro forma effective tax rate of $34.5 \%$

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The Company has three divisions, each of which constitutes a business segment. Each division manufactures different products and is defined by the type of products and services provided. Each division has a President, who reports directly to the Chief Executive Officer, and a Division Controller. For decision-making purposes, the Chief Executive Officer, Chief Financial Officer and other members of upper management use financial information generated and
reported at the division level. The Company also has a corporate headquarters that does not constitute a separate division or business segment.

Amounts classified as All Other include Corporate Headquarters costs and other minor entities that are not considered separate segments. The Company evaluates segment performance and allocates resources based on profit or loss excluding merger integration, interest expense, other income or expense and income taxes. Intersegment sales and transfers are recorded at cost plus a profit margin. Minor reclassifications have been made to certain previously reported information to conform to the current business configuration.

| SIX MONTHS ENDED JUNE 30, 2000 | ROTATING <br> EQUIPMENT | FLOW CONTROL | $\begin{gathered} \text { FLOW } \\ \text { SOLUTIONS } \end{gathered}$ | ALL OTHER | CONSOLIDATED TOTAL |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Qutpror | ------------- | - | ALI OMER |  |
| SALES TO EXTERNAL CUSTOMERS | \$152,854 | \$129,754 | \$298,732 | \$ 3,122 | \$584,462 |
| INTERSEGMENT SALES | 2,891 | 5,448 | 9,700 | $(18,039)$ | -- |
| SEGMENT OPERATING INCOME | 10,108 | 16,195 | 35,350 | $(13,834)$ | 47,819 |
| IDENTIFIABLE ASSETS | \$238,745 | \$210,143 | \$428,899 | \$84,289 | \$962,076 |


|  | Rotating <br> Equipment | Flow Control <br> Solutions | All Other | Consolidated |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Total |  |  |  |  |

Reconciliation of the total segment operating income before special items to consolidated earnings before income taxes follows:

|  |  | Six Months Ended $2000$ | $\begin{array}{r} \text { June } 30, \\ 1999 \end{array}$ |
| :---: | :---: | :---: | :---: |
| Total segment operating income (before special items) |  | 61,653 | \$ 54,587 |
| Corporate expenses and other |  | 13,834 | 10,420 |
| Merger integration expense |  | -- | 7,838 |
| Interest expense |  | 13,576 | 7,203 |
| Other (income) expense |  | $(3,161)$ | 525 |
| Earnings before income taxes |  | 37,404 | \$ 28,601 |

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## 7 SUBSEQUENT EVENT

```
    On February 10, 2000, the Company announced that it had signed a definitive
agreement to acquire Ingersoll-Dresser Pumps (IDP) from the Ingersoll-Rand
Company for $775 million in cash. On August 8, 2000, the Company announced the
completion of the acquisition. The transaction, which was accounted for as a
purchase, was financed with a combination of bank financing and senior
subordinated notes. Upon closing of the transaction, the existing Flowserve debt
was repaid. Flowserve has received $1,425 million of financing to pay for the
acquisition and pay off existing debt as well as provide for a $300 million
revolving credit facility in connection with the acquisition. The financing
consists of approximately $375 million of 12.25% Senior Subordinated Notes and
$1.05 billion of senior credit facilities. The credit facilities consist of a
$275 million term loan with a final maturity of six years and an initial
interest rate of LIBOR plus 2.75%, a $475 million term loan with a final
maturity of eight years and an initial interest rate of LIBOR plus 3.50%, and a
$300 million revolving credit facility with a term of six years and an initial
interest rate of LIBOR plus 2.75%
```

ITEM 2. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

RESULTS OF OPERATIONS - THREE MONTHS ENDED JUNE 30, 2000

In general, results for the second quarter of 2000 were higher than the corresponding period in the previous year due to the Company's acquisition of Innovative Valve Technologies, Inc. (Invatec) on January 12, 2000. The acquisition of Invatec is discussed in further detail in the Liquidity and Capital Resources section of this Management Discussion and Analysis.

Sales increased 8.7\% to $\$ 299.2$ million for the three months ended June 30, 2000, compared with $\$ 275.2$ million for the same period in 1999. Sales for the quarter would have been $\$ 256.4$ million without the acquisition of Invatec, $6.8 \%$ below the second quarter of 1999. The change in sales is discussed further in the following section on Business Segments. Net sales to international customers, including export sales from the U.S., were approximately 44\% during the second quarter of 2000 , compared with $55 \%$ during the second quarter of 1999. The lower 2000 percentage is due to Invatec's markets being principally U.S. Bookings (incoming orders for which there are purchase commitments) were $\$ 309.4$ million, $23.0 \%$ higher than the second quarter of 1999 when bookings were $\$ 251.6$ million. Excluding Invatec, bookings also showed year-on-year improvement of $4.7 \%$.

BUSINESS SEGMENTS

Flowserve manages its operations through three business segments: Rotating Equipment Division (RED) for engineered pumps; Flow Control Division (FCD) for automated and manual quarter-turn valves, control valves and nuclear valves and valve actuators; and Flow Solutions Division (FSD) for precision mechanical seals and flow management services.

Sales and operating income before special items (merger-related expenses) for each of the three business segments are:

|  | ROTATING EQUIPMENT DIVISION |  |  |
| :---: | :---: | :---: | :---: |
|  | Three Months Ended June 30, |  |  |
| (In millions of dollars) | 2000 |  | 1999 |
| Sales | \$82.3 | \$ | 98.2 |
| Operating income | 6.2 |  | 5.0 |

The sales decrease in 2000 was generally due to a lower shipable beginning backlog of highly engineered pumps. Unfavorable currency translation also reduced sales by about $4 \%$.

Operating income before special items, as a percentage of sales, increased to approximately $7.5 \%$ in 2000 from about $5.1 \%$ in the prior-year period. The operating income margin increased as a result of an improved gross margin due to an improved product mix including parts, and ongoing cost reduction efforts.

```
FLOW CONTROL DIVISION
------------------------
    Three Months Ended
```



The decrease in sales was due to reduced backlog at the beginning of the quarter and lower book-to-build volume during the quarter. Unfavorable currency translation also reduced sales by about 4\%.

Operating income before special items, as a percentage of sales, was $12.5 \%$ in the second
quarter of 2000, compared with 9.4\% in 1999. The improved operating margin in 2000 was generally due to improved gross margins and lower operating expenses. These improvements were generally due to reduced costs principally related to the Company's restructuring program initiated in the fourth quarter of 1999.



#### Abstract

Sales were higher than the prior-year period generally due to the acquisition of Invatec. The increase in sales was offset slightly by an


 unfavorable currency translation which reduced sales by about $3 \%$.Operating income before special items, as a percentage of sales, decreased to $11.7 \%$ from $12.0 \%$ in 1999. The lower margins were generally due to the acquisition of Invatec, as Invatec's gross margins are historically lower than the balance of FSD operations, and period integration expenses relating to the Company's 1999 restructuring program.

## CONSOLIDATED RESULTS

The gross profit margin was $34.5 \%$ for the three months ended June 30, 2000, compared with $34.1 \%$ for the same period in 1999. The increase was due to cost reductions and a more favorable parts mix in pumps. Excluding period costs of $\$ 0.7$ million related to the 1999 restructuring program, the adjusted gross margin excluding Invatec was the highest since the fourth quarter of 1998.

Selling and administrative expense as a percentage of net sales was $23.6 \%$ for the three- month period ended June 30, 2000, compared with $24.1 \%$ for the corresponding 1999 period. The decrease was due to the Company's cost reduction initiatives.

Research, engineering and development expense was $\$ 6.2$ million for the second quarter of 2000 , compared with $\$ 6.3$ million during the same period last year.

```
Interest expense during the second quarter of 2000 was \(\$ 7.1\) million, up \(\$ 2.9\) million from the same period in 1999 due to higher interest rates and the increased borrowing levels required to acquire Invatec stock and retire debt obtained in the acquisition.
The Company's effective tax rate for the second quarter of 2000 was 34.5\%
```

compared to $34.0 \%$ in the second quarter of 1999. The increase was due to the acquisition of Invatec.

Net earnings for the second quarter of 2000 were $\$ 12.6$ million or $\$ 0.33$ per share. This was $49.0 \%$ above net earnings of $\$ 8.5$ million, or $\$ 0.22$ per share, for the same period in 1999. Excluding special items, net earnings for the second quarter of 1999 were $\$ 11.4$ million or $\$ 0.30$ per share.

RESULTS OF OPERATIONS - SIX MONTHS ENDED JUNE 30, 2000

In general, results for the first half of 2000 were higher than the corresponding period in the previous year due to the Company's acquisition of Invatec on January 12, 2000. The acquisition of Invatec is discussed in further detail in the Liquidity and Capital Resources section of this Management Discussion and Analysis.

Sales increased 7.3\% to $\$ 584.5$ million for the six months ended June 30, 2000, compared with $\$ 544.6$ million for the same period in 1999. Sales for the period would have been $\$ 501.2$ million
without the acquisition of Invatec, $8.0 \%$ below the same period of 1999 . The change in sales is discussed further in the following section on business segments. Net sales to international customers, including export sales from the U.S., were approximately $44 \%$ during the first half of 2000 , compared with 55\% during the first half of 1999. The lower 2000 percentage is primarily due to Invatec's markets being principally U.S. Bookings (incoming orders for which there are purchase commitments) were $\$ 620.1$ million, $23.0 \%$ higher than the first half of 1999 when bookings were $\$ 504.2$ million. Excluding Invatec, bookings also showed year-on-year improvement of $5.3 \%$.

## BUSINESS SEGMENTS

Flowserve manages its operations through three business segments: Rotating Equipment Division (RED) for engineered pumps; Flow Control Division (FCD) for automated and manual quarter-turn valves, control valves and nuclear valves and valve actuators; and Flow Solutions Division (FSD) for precision mechanical seals and flow management services.

Sales and operating income before special items (merger-related expenses) for each of the three business segments are:

|  | ROTATING EQUIPMENT DIVISION |  |
| :---: | :---: | :---: |
|  | Six | Ended |
| (In millions of dollars) | 2000 | 1999 |
| Sales | \$155.7 | \$189.7 |
| Operating income | 10.1 | 11.5 |

The sales decrease in 2000 was generally due to a reduced opening backlog of highly engineered pumps. Unfavorable currency translation also reduced sales by about 3\%.

Operating income before special items, as a percentage of sales, increased to approximately $6.5 \%$ in 2000 from about $6.1 \%$ in the prior-year period. The operating income margin increased due to an improved gross margin resulting from an improved product mix and ongoing cost reduction efforts.


The decrease in sales was due to reduced backlog at the beginning of the year and lower book-to-build volume during the period. Unfavorable currency translation also reduced sales by about 4\%.

Operating income before special items, as a percentage of sales, was $12.0 \%$ in the first half of 2000 , compared with $10.0 \%$ in 1999. The improved operating margin in 2000 was generally due to improved gross margins and lower operating expenses. These improvements were generally due to a favorable product mix and reduced costs principally related to the Company's restructuring program initiated in the fourth quarter of 1999.


Sales were higher than the prior-year period generally due to the acquisition of Invatec. The increase in sales was offset slightly by an unfavorable currency translation which reduced sales by about 2\%.

Operating income before special items, as a percentage of sales, decreased to $11.5 \%$ from $12.8 \%$ in 1999. The lower margins were generally due to the acquisition of Invatec, as Invatec's gross margins are historically lower than the balance of FSD operations, and period integration expenses relating to the Company's 1999 restructuring program.

CONSOLIDATED RESULTS
The gross profit margin was $34.6 \%$ for the six months ended June 30, 2000, compared with $35.0 \%$ for the same period in 1999. The slight decrease was due to the lower margins associated with Invatec. Excluding Invatec, margins are 0.7 percentage points above the prior year.

Selling and administrative expense as a percentage of net sales was $24.3 \%$ for the six-month period ended June 30, 2000, compared with $24.5 \%$ for the corresponding 1999 period. The slight decrease was due to the Company's cost reduction initiatives which more than offset period costs incurred as a result of the Company's 1999 restructuring program and costs associated with Flowserver, the Company's global business process improvement initiative. Flowserver expenses totaled $\$ 2.5$ million in the first half of 2000 . In 1999, Flowserver expenses were $\$ 7.8$ million and were identified and disclosed separately as merger integration expense.

Research, engineering and development expense was $\$ 12.4$ million for the first six months of 2000 , compared with $\$ 13.2$ million during the same period last year. The lower level of spending was generally the result of cost control initiatives and the reallocation of resources to assist in project engineering.

Interest expense during the first half of 2000 was $\$ 13.6$ million, up $\$ 6.4$ million from the same period in 1999 due to higher interest rates and the increased borrowing levels required to acquire Invatec stock and retire debt obtained in the acquisition.

The Company recorded other income of $\$ 3.2$ million during the six months ended June 30,2000 primarily as a result of two factors. Income of $\$ 1.1$ million was realized due to the quarterly mark-to-market adjustments requirement under the provisions of EITF No. 97-14 "Accounting for Deferred Compensation Agreements Where Amounts Earned are Held in a Rabbi Trust and Invested". In addition, $\$ 1.0$ million of income was recorded as a result of the Company reaching an agreement and receiving payment on an outstanding promissory note which had previously been fully reserved.

The Company's effective tax rate for the first half of 2000 was $34.5 \%$ compared to $34.0 \%$ in the first half of 1999. The increase was due to the acquisition of Invatec.

Net earnings for the first half of 2000 were $\$ 24.5$ million or $\$ 0.65$ per share. This was $30.0 \%$ above net earnings of $\$ 18.9$ million, or $\$ 0.50$ per share, for the same period in 1999. Excluding special items, net earnings for the first half of 1999 were $\$ 24.1$ million or $\$ 0.64$ per share.

## RESTRUCTURING

In the fourth quarter of 1999, the Company initiated a restructuring program designed to streamline the Company for better value and improve asset utilization. This $\$ 26.7$ million program consisted of a one-time charge of $\$ 15.9$ million recorded as restructuring expense and $\$ 10.8$ million of other special items. The restructuring charge related to the planned closure of 10 facilities and a corresponding reduction in workforce at those locations, as well as at other locations that are part of the restructuring. The other special items related to
inventory impairments, a fixed asset impairment, and executive separation contracts and certain costs related to fourth-quarter 1999 facility closures.

The Company currently expects to realize ongoing annual operating income benefits of approximately $\$ 20$ million per year effective in 2001 from this program. Approximately $\$ 10$ million of savings are expected to be realized in selling and administrative expense, while the remainder is expected in costs of sales.

In 2000, period integration costs related to the implementation of the program are expected to offset a majority of the potential benefit. Current estimates are that planned savings of approximately $\$ 10$ million will be offset by period integration costs.

Additionally, in 2000, a majority of the costs associated with the restructuring program will be incurred and charged against the restructuring reserve.

The restructuring program is expected to result in a net reduction of approximately 300 employees. As of June 30 , 2000 , the program had resulted in a net reduction of 149 employees.

Expenditures charged to the 1999 restructuring reserve were:

| Other Exit |  |  |
| :---: | :---: | :---: |
| \$12,900 | \$2,960 | \$15,860 |
| (102) | -- | (102) |


| Balance at December 31, 1999 Cash expenditures | $\begin{aligned} & 12,798 \\ & (1,693) \end{aligned}$ | $\begin{array}{r} 2,960 \\ (583) \end{array}$ | $\begin{aligned} & 15,758 \\ & (2,276) \end{aligned}$ |
| :---: | :---: | :---: | :---: |
| Balance at March 31, 2000 | 11,105 | 2,377 | 13,482 |
| CASH EXPENDITURES | $(1,311)$ | $(1,013)$ | $(2,324)$ |
| BALANCE AT JUNE 30, 2000 | \$9,794 | \$1,364 | \$11,158 |

## LIQUIDITY AND CAPITAL RESOURCES

Cash flows from operating activities for the first six months of 2000 were significantly below the same period in 1999. The decrease in cash flows in 2000 was primarily due to payments relating to the restructuring program and Invatec acquisition.

Capital expenditures, net of disposals, were $\$ 12.4$ million during the first six months of 2000 , compared with $\$ 20.2$ million in the first six months of 1999 . The reduction reflects a concerted effort by the Company to reduce capital spending. Capital expenditures were funded primarily by operating cash flows.

On January 13, 2000, the Company acquired Invatec, a company which is principally engaged in providing comprehensive maintenance, repair, replacement and value-added distribution services for valves, piping systems, instrumentation and other process-system components for industrial customers.

The purchase involved acquiring all of the outstanding stock of Invatec and assuming Invatec's existing debt and related obligations.

The transaction was accounted for under the purchase method of accounting and was financed through borrowings under the revolving credit facility. The results of operations for Invatec are included in the Company's condensed consolidated financial statements from the date of acquisition. The purchase price was approximately $\$ 18.3$ million in cash. Liabilities of $\$ 94.9$ million were simultaneously paid through borrowing under Flowserve's revolving credit agreement.

The purchase price has been allocated to the net assets acquired based primarily on information furnished by management of the acquired company.

On February 10, 2000, the Company announced it had reached a definitive agreement to acquire Ingersoll-Dresser Pumps (IDP) from Ingersoll-Rand Company for $\$ 775$ million in cash. On August 8, 2000 , the Company announced the completion of the acquisition. The transaction, which was accounted for as a purchase, was financed with a combination of bank financing and senior subordinated notes.

Upon closing of the transaction, the existing Flowserve debt was repaid. Flowserve has received $\$ 1,425$ million of financing to pay for the acquisition and pay off existing debt as well as provide for a $\$ 300$ million revolving credit facility in connection with the acquisition. The financing consists of approximately $\$ 375$ million of $12.25 \%$ Senior Subordinated Notes and $\$ 1.05$ billion of senior credit facilities. The credit facilities consist of a $\$ 275$ million term loan with a final maturity of six years and an initial interest rate of LIBOR plus $2.75 \%$, a $\$ 475$ million term loan with a final maturity of eight years and an initial interest rate of LIBOR plus 3.50\%, and a $\$ 300$ million revolving credit facility with a term of six years and an initial interest rate of LIBOR plus 2.75\%. During the first quarter of 2000 , the Company also announced it was suspending the payment of its cash dividend which is required by the financing. The Company believes that internally generated funds, including synergies from the IDP acquisition, will be adequate to service the debt.

At June 30, 2000, total debt was $50.0 \%$ of the Company's capital structure, compared with $39.6 \%$ at December 31, 1999. The interest coverage ratio of the Company's indebtedness was 5.3 times interest at June 30 , 2000, compared with 4.3 times interest at December 31, 1999.

This Report on Form 10-Q and other written reports and oral statements made from time to time by the Company contain various forward-looking statements and include assumptions about Flowserve's future market conditions, operations and results. These statements are based on current expectations and are subject to significant risks and uncertainties. They are made pursuant to safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Among the many factors that could cause actual results to differ materially from the forward-looking statements are: further changes in the already competitive environment for the Company's products or competitors' responses to Flowserve's strategies; the Company's ability to integrate IDP and Invatec into its management and operations; political risks or trade embargoes affecting important country markets; the health of the petroleum, chemical and power industries; economic turmoil in areas outside the United States; continued economic growth within the United States; unanticipated difficulties or costs or reduction in benefits associated with the implementation of the Company's "Flowserver" business process improvement initiative, including software; and the recognition of significant expenses associated with adjustments to realign the combined Company's facilities and other capabilities with its strategic and business conditions including, without limitation, expenses incurred in restructuring the Company's operations to incorporate IDP facilities, and the cost of financing to be assumed in acquiring IDP. The Company undertakes no obligation to publicly update or revise any forward-looking statement as a result of new information, future events or otherwise.

ITEM 3. QUANTITATIVE AND QUALITATIVE DISCLOSURE OF MARKET RISK

There have been no material changes in reported market risk since the end of 1999.

PART II OTHER INFORMATION
ITEM 2. CHANGES IN SECURITIES AND USE OF PROCEEDS
(c) During the second quarter of 2000 , the Company issued 24,645 shares of restricted common stock pursuant to an exemption from registration under Section 4(2) of the Securities Act of 1933. Shares were issued for the benefit of directors, one officer and certain employees, subject to restrictions on transfer and vesting.

ITEM 4. SUBMISSION OF MATTERS TO A VOTE OF SECURITY HOLDERS
(a) The Annual Meeting of Shareholders of the Company was held on April 20, 2000 .
(c) (b) A proposal to approve re-election of three Directors to the Board of Directors, in each case for a term of three years, was approved as follows with respect to each nominee for office:

|  | Votes For | Votes Withheld |
| :--- | :---: | :---: |
|  |  |  |
| C. Scott Greer | $30,729,759$ | $2,302,279$ |
| Diane C. Harris | $32,416,056$ | 615,982 |
| James O. Rollans | $32,407,438$ | 624,600 |

The other directors, whose terms continued after the Annual Meeting, were Hugh K. Coble, George T. Haymaker, Michael F. Johnston, Charles M. Rampacek, Williams C. Rusnack and Kevin E. Sheehan.

ITEM 6. EXHIBITS AND REPORTS ON FORM 8-K
(a) Exhibits

Exhibit - 27. Financial Data Schedule.
(b) Reports on Form 8-K

None

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## SIGNATURE

Pursuant to the requirements of the Securities and Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

FLOWSERVE CORPORATION
(Registrant)
/s/ Renee J. Hornbaker
-----------------------------------------------
Renee J. Hornbaker
Vice President and Chief Financial Officer

Date: August 11, 2000

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EXHIBIT
NUMBER
-------
27 DESCRIPTION
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<MULTIPLIER> 1,000

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| :---: | :---: |
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| <PERIOD-END> | JUN-30-2000 |
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