



# The Power of Purpose

2024 Environmental, Social and Governance Report

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The goals, targets and projects described in this report are aspirational and forward-looking. Data, statistics and metrics included in this report are non-audited and may be based on assumptions. 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.

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## DATA SUMMARY AND REPORTING INDICES

# A Message From Our CEO

For more than 230 years, Flowserve has been defined by our innovation and expertise in flow control solutions to make the world better for everyone. From enabling increased production of life-changing medications to supplying critical equipment for energy production and storage, we're committed to doing our part to improve the world we live in.

R. Scott Rowe, President and CEO

Our purpose continues to be guided by our 3D growth strategy:

**DIVERSIFY** the industries and end markets we serve.

**DECARBONIZE** the operations of customers around the world to help reduce their emissions and overall environmental impact.

**DIGITIZE** our customer capabilities through the use of wireless connectivity, predictive analytics, integrated flow loop optimization and AI.

The demand for sustainable solutions isn't slowing down, and I'm confident we have the right approach to guide us through the ever-changing global landscape to better serve our customers and our company. We align our 3D strategy with our Environmental, Social and Governance (ESG) goals through a framework of three Cs: **Climate, Culture and Core Responsibility**.

This means we take care of our natural surroundings. We prioritize the safety and professional development of our associates.

Our strategy and ESG framework have proven to be a natural fit and continue to drive results. Here are some 2024 highlights:

Our diversification bookings grew by nearly 10% year over year as we continued to build a more balanced portfolio across our end markets, industries and regions.

We increased our decarbonization bookings by 36% year over year, illustrating the strong demand for our solutions in projects related to nuclear, energy transition, CCUS, LNG and more.

We welcomed MOGAS Industries into the Flowserve family – our first major acquisition in several years – which significantly strengthened our severe service valve portfolio and presence in the mining, mineral extraction, power and process industries.

Once again, we were recognized by Newsweek as one of America's Greenest Companies as well as one of America's Most Responsible Companies. We were also named as one of America's Climate Leaders by USA Today.

Our associates participated in record levels – an all-time high of 88% – in our Amplify Your Voice survey, where we gauged our associates' experience with Flowserve and identified opportunities to make our company culture even stronger.

Our people are our greatest asset, and we are committed to fostering and developing their extraordinary talent to ensure we continue providing fulfilling, challenging careers for all our team members.

We contributed more than \$700,000 and partnered with more than 50 organizations through our community assistance program, Flowserve Cares, to support disaster relief efforts, environmental clean-up projects, educational initiatives and more.

To our customers, suppliers, investors and key stakeholders: thank you for placing your trust in Flowserve and working alongside us. Your support is invaluable to our success.

I encourage you to continue reading this report to see how **the Power of Our Purpose** is fueling the incredible work we're doing around the world.




R. Scott Rowe, President and CEO  
Flowserve Corporation  
May 2025

# About Flowserve



Associates  
**16K**

We have thousands of associates around the world who support global infrastructure industries — including oil and gas, chemicals, power generation, water management and carbon capture — using our extensive portfolio of pumps, valves, seals, automation solutions and aftermarket and engineering services.



Countries  
**50+**

With operations in more than 50 countries, we’re able to provide our customers with best-in-class, global customer service through on-the-ground, localized support.



Facilities  
**200+**

Our worldwide network of facilities includes manufacturing sites and Quick Response Centers (QRCs) that not only design and build our high-quality products, but also offer customers a broad array of aftermarket services, including installation, advanced diagnostics, repair and retrofitting.



Customers  
**10,000+**

Our customers include some of the world’s leading engineering, procurement and construction firms (EPCs), original equipment manufacturers, distributors and more.



2024 Financial Highlights:

**\$4.7B**  
in Sales

**\$462M**  
in Operating Income



# Our Purpose

## Why We Are Here


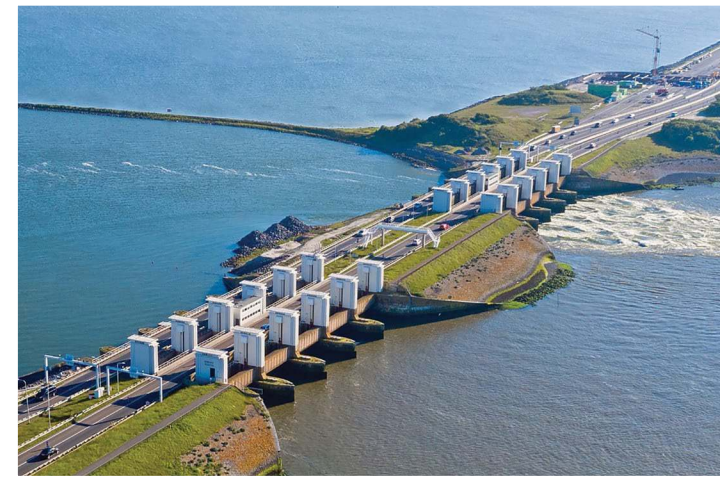
At Flowserve, we come to work each day to deliver on a purpose that is bigger than ourselves.

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.**



**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 Values

## Our guiding principles for how we achieve our Purpose

Together, our six values guide our daily actions and our long term strategies to support our commitments around Climate, Culture, and Core Responsibility.



**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.



**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

- WORK TOGETHER WITH AN ENTERPRISE MINDSET
- DELIVER BEYOND OUR CUSTOMER EXPECTATIONS
- TAKE ACTION AND LEARN FROM MISTAKES
- TRUST AND RESPECT EACH OTHER
- THINK SAFE, WORK SAFE, BE SAFE
- EMBRACE AND DRIVE CHANGE
- ACT WITH INTEGRITY, ALWAYS



Built on more than 230 years of industry experience and best-in-class brands, Flowserve takes pride in our ability to provide flow control solutions to our customers that make the world better for everyone. Our strategy to diversify our end markets, support energy transition initiatives and improve the customer experience is called our 3D Growth Strategy.

# Our 3D Strategy



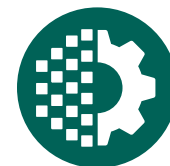
## Diversification

Flowserve is connected to the oil and gas industry in each of our divisions, and we remain committed to supporting our core markets. But we are also leveraging our centuries of industry expertise to serve customers in diverse markets such as power, water, specialty chemical and other general industries. We are focused on creating a more balanced portfolio across our end markets, industries and regions, and we made notable progress on that front in 2024 with approximately 10% growth in our diversification bookings year over year. And with our acquisition of MOGAS Industries, we further expanded our severe service valve offerings to enhance our presence in the mining, mineral extraction, power and process industries.



## Decarbonization

In addition to our ongoing efforts to reduce carbon emissions in our own operations, many of our current products and services are being used to advance our customers' carbon reduction efforts. With our innovative products, applications and capabilities, we're assisting customers in their LNG, nuclear and carbon capture, utilization and storage (CCUS) projects, while also expanding into new clean energy opportunities such as blue hydrogen, sustainable fuels and recyclable plastics. Additionally, customers who invest in our Energy Advantage Program get a thorough, data-driven evaluation by our engineers and receive a customized approach to reduce both carbon emissions and operational costs. In the past year, we grew our decarbonization bookings by more than 35%.



## Digitization

The third pillar of our 3D growth strategy represents our focus on enhancing the customer experience through new e-commerce capabilities, and helping our customers digitize their operations with our RedRaven suite of IoT-enabled, remote equipment monitoring and predictive maintenance services. RedRaven strengthens our customer experience through its ability to predict failures and avoid costly downtime in critical applications. Since its launch in 2021, we continue to be encouraged with how it has helped us expand our services capabilities and form new relationships with our customers. RedRaven is installed at more than 90 customer sites in 23 countries, covering approximately 2,400 flow control assets and improving their efficiency, sustainability and safety.

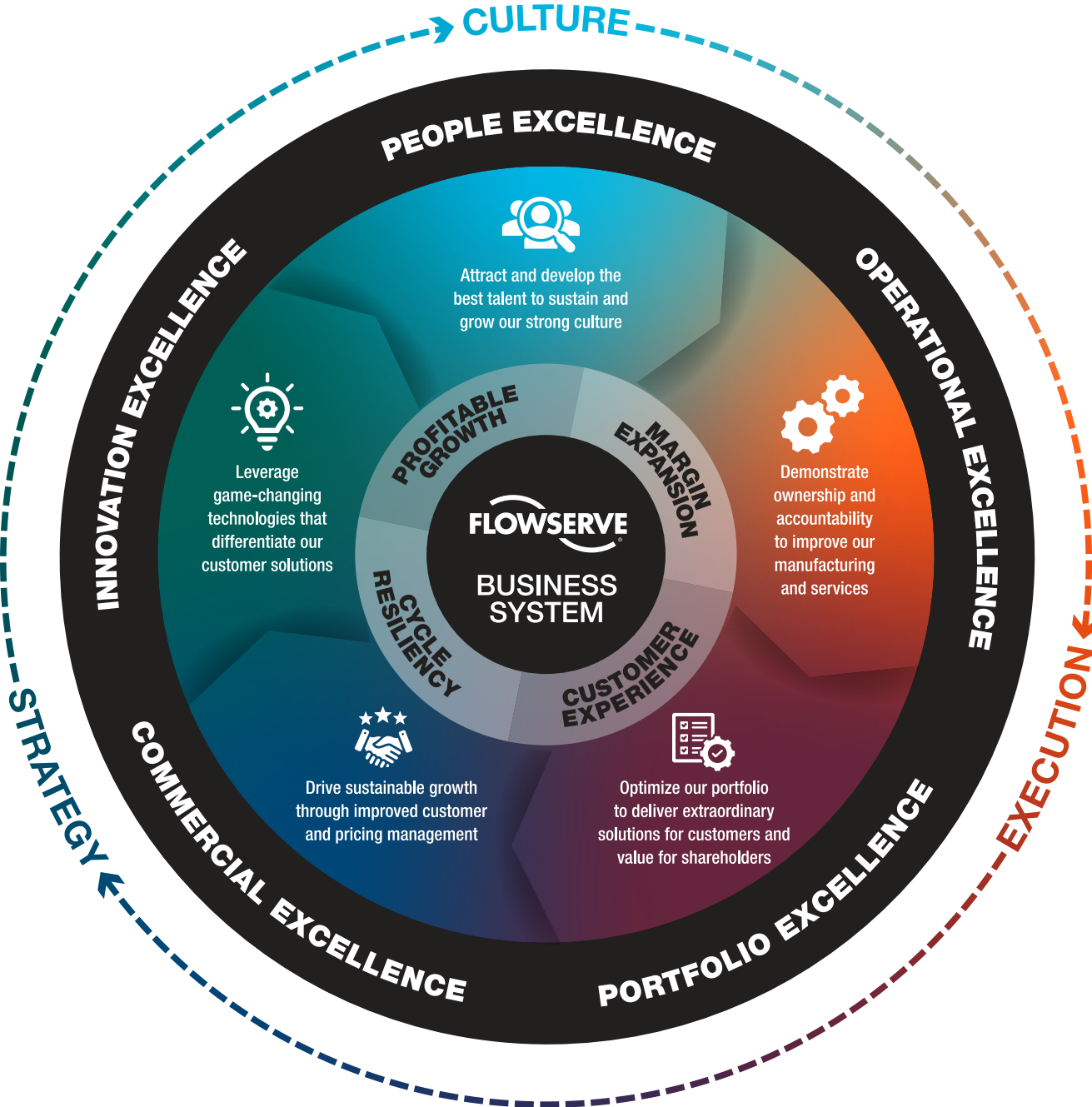
# The Flowserve Business System

In 2024, we introduced the Flowserve Business System — a comprehensive framework to further improve our execution with consistent operating processes across the Flowserve enterprise. It defines five critical disciplines that drive excellence in every area of the company.

- **People Excellence** including employee engagement and talent development
- **Operational Excellence** including lead times, productivity, and more
- **Portfolio Excellence** including product management, portfolio optimization and more
- **Commercial Excellence** including pricing discipline, account management and funnel management
- **Innovation Excellence** including how we develop new solutions to differentiate ourselves

These five pillars help our processes drive the desired outcomes and priorities in the center of the Business System: profitable growth, margin expansion, cycle resiliency and the customer experience.

We intentionally surround the Flowserve Business System with the foundational elements of **culture, strategy, and execution**. Each of these elements is essential to the success of the Flowserve Business System and our company.



# Spotlight Story



## Setting World Records with the US Department of Energy

In a 2024 project sponsored by the U.S. Department of Energy, Flowserve set four world records in the development of a leak-resistant and freeze-recoverable control valve and flow-loop system test for a third-generation concentrated solar power (CSP) system.

CSP uses an array of large remote-controlled mirrors to continually focus sunlight on a special receiver at the top of a central tower, heating molten salt to generate electricity — a core energy-capture method for driving other energy transition conversion technologies.

In development of this flow loop, Flowserve designed, built, and commissioned the largest operating flow loop at the highest temperature and pressure operating conditions ever recorded, all in record time.

Flowserve filed for and was issued six patents for technology that can be used with isolation valves, pumps, seals and other products that are applicable to nine energy transition-related markets. This project has been called one of the most valuable and successful projects the DOE has ever funded. As a result, Flowserve is in line for at least three follow-on DOE projects.

# Our ESG Approach

**Our ESG vision is to create flow control for a better world. We strive to enable a clean energy future by advancing technologies that reduce climate impact, embedding sustainability within our core operations, and strengthening our purpose-driven culture.**

This is brought to life through products and services that offer our customers reliable energy and water solutions, and through our investments in the well-being of people — specifically, our workforce development initiatives and educational programs in our communities. Through it all, we keep our eyes toward sustainable business growth, and we emphasize operating with the highest integrity, aligned with our core values.

## Our Strategy

Our strategy focuses on the topics where we can have the most impact.



Climate represents the environmental pillar of our ESG approach and outlines our commitment to enabling a clean energy future for our operations and our customers. We aim to be good stewards of our natural surroundings, protect the environment and limit climate impact.

Under the Climate pillar, we are focused on the following areas:

- Energy use and efficiency
- Greenhouse Gas (GHG) emissions reductions
- Water use
- Product development and innovation



Culture refers to the social pillar of our strategy, rooted in our belief that the collective energy of our people sets us apart. Informed by our People value, we are committed to developing each other and creating a safe and collaborative culture to support our associates and our local communities.

Our Culture pillar focuses on these topics:

- Talent recruitment, retention, engagement and development
- Workplace health and safety
- Employee well-being
- Inclusive environment



Core Responsibility is centered around governance and how we conduct business ethically and in accordance with laws and regulations around the world. Our governance, integrity and how we do business align to our Purpose, values and vision at Flowserve.

Our Core Responsibility focuses on these areas:

- Governance practices
- Integrity and compliance
- Cybersecurity and data privacy
- Responsible sourcing practices
- Product safety and quality

# Stakeholder Engagement

By connecting with our stakeholders — customers, investors, suppliers and others — we are able to understand expectations, risks and opportunities that face our company regarding environmental, social and business governance topics.

The foundation of our ESG approach is aligning our strategy to the key priorities of our stakeholders. As risks, impacts and priorities of ESG evolve over time, Flowserve continually assesses its ESG strategy to ensure it remains relevant and effective.

## ESG Materiality Assessment

One of the ways we engage stakeholders is through a materiality assessment. Through this systematic process, we ask them to help us identify and prioritize issues related to our business, society and the environment. Our previous assessment revealed high-priority issues in three key areas: Climate, Culture and Core Responsibility. With the direction of our ESG Steering Committee and our Board of Directors, we developed and refined roadmaps to create achievable targets and drive meaningful progress in each of those areas.

In 2024, we engaged a vendor to begin work on an updated Double Materiality Assessment (DMA) in preparation for compliance with the EU's Corporate Sustainability Reporting Directive (CSRD). The DMA went beyond our previous assessment and helped us identify not only topics where Flowserve had the potential to positively or negatively impact the natural resources or

people, but also topics that could pose a financial risk or opportunity to our company.

As a first step, an internal project team of experts evaluated a list of potential topics from the European Sustainability Reporting Standards and refined it through various forms of engagements including focused meetings, shared documents for collaborative input and trainings. We then leveraged a broader group of experts from inside and outside the company to score the impacts, risks and opportunities of topics based on their likelihood and severity, which included factors like scale, scope and irremediability character. The Executive Leadership Team and Board participated in and provided input to the DMA. Encouragingly, the material topics are well aligned with our current environmental, social and governance focus areas and reporting.



# Values Moment Excellence



Show passion for  
continuous improvement.

## Flowserve Earns Recognition For Environmental Sustainability Performance

For the second year in a row, we are honored to have been named as one of America’s Greenest Companies and one of America’s Most Responsible Companies by Newsweek. Newsweek identified and selected top companies in the U.S. for these individual honors based on environmental sustainability data and disclosures as well as corporate social responsibility commitments.

Additionally, we are proud to be recognized as one of America’s Climate leaders by USA Today based on our climate goals and the great progress we’ve made in lowering our

carbon emissions intensity. In 2019, we set out to achieve a 40% reduction in our carbon emissions intensity by the year 2030, using 2015 as a baseline year. **We achieved a 46% reduction in our intensity in 2023, reaching that goal seven years early.**

While we are proud of this accomplishment, we recognize there is always more work to do in addressing climate change. Read about the next climate goals on our horizon in the Climate section of this report.





# Climate

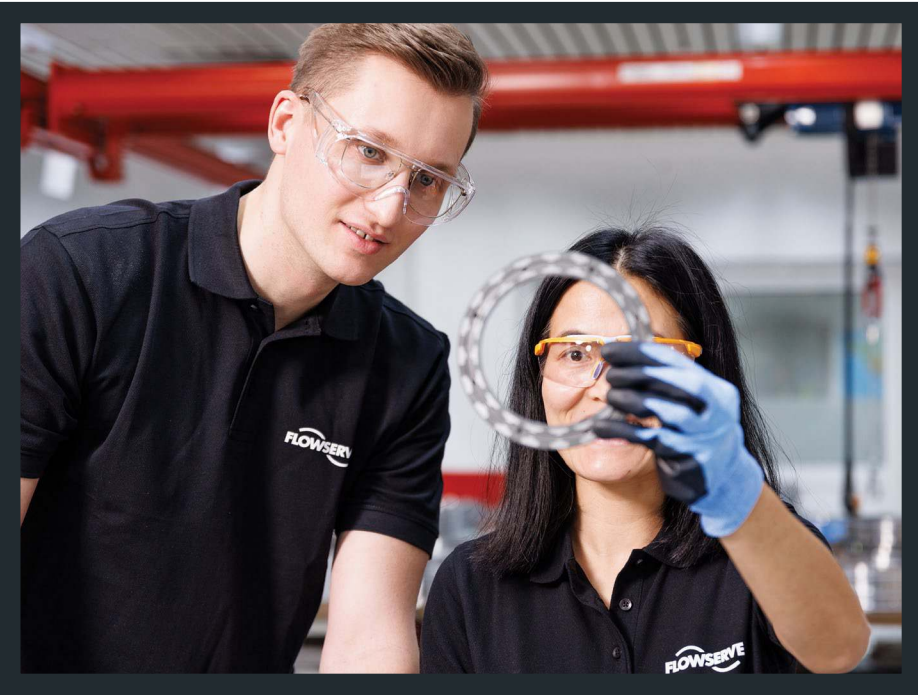
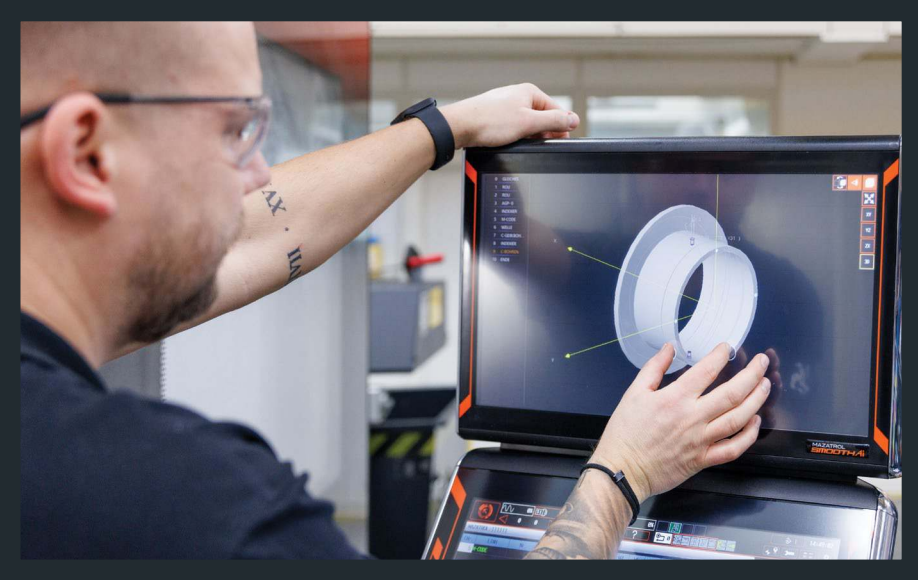
Our Solutions



## Innovation Excellence

The Climate pillar of our ESG strategy is two-fold: embedding sustainability into our operations to reduce Flowserve's impact on the environment, and delivering innovations and capabilities through our 3D strategy for a clean energy future.

As a total flow control solutions provider, we partner with our customers to understand their operational and ESG goals and develop innovative solutions to enable their success. Our technologies are designed to increase energy efficiency, reduce emissions and life cycle equipment costs, and simplify equipment operation and maintenance. We accomplish this through new product design, optimization of existing equipment, or implementing digital solutions to monitor performance. From problem identification to extending equipment lifecycle, we support our customers every step of their journey.



# The Power of Innovation

Whether it's the product design or product application, our offerings continuously demonstrate the power of innovation.

## INNOMAG® TB-MAG™ Dual Drive™ Sealless Pump

The INNOMAG TB-MAG Dual Drive Pump, the world's first sealless pump to eliminate leaks, sets a new standard for safety and environmental protection. With our Safety value in mind, Flowserve developed this pump solution in 2024 to reduce the inherent dangers of working with hazardous chemicals and materials for our customers.

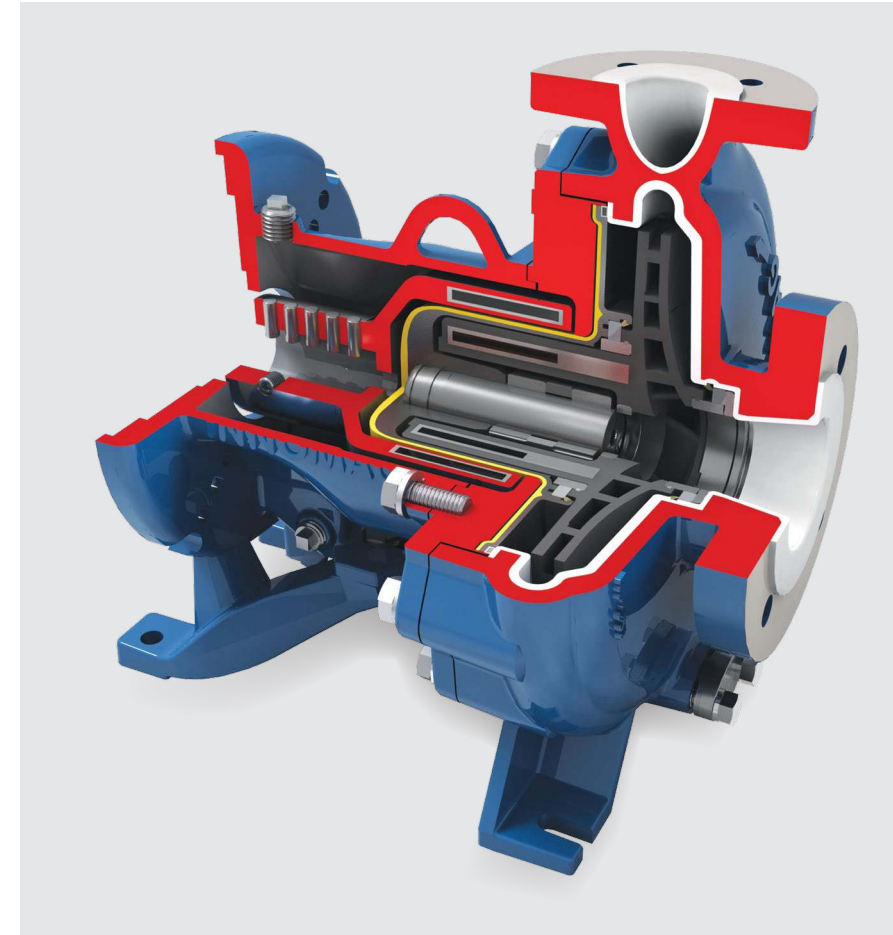
For chemical plant operators, processing toxic and hazardous fluids such as hydrofluoric acid or acrylonitrile requires safeguards to avoid potential catastrophic consequences for the sites and the environment around them. One such safeguard is using pumps with a secondary containment system to house liquid in the event of a pump failure. Historically, canned motor pumps (CMPs) were the only viable option because sealless pumps with dual control systems include parts that wear over time and are susceptible to leaking.

The INNOMAG TB-MAG Dual Drive now makes sealless pumps a safe alternative to CMPs and other

sealless pumps with dual control systems because the liquid and drive sections of the pump are both sealed airtight, providing a true secondary layer of protection in the pump. By containing the liquid in the pump, the motor remains liquid-free and operational — the most common downfall from CMP failures. The INNOMAG TB-MAG Dual Drive also has an additional layer of corrosion resistance for handling chemicals due to a non-metallic liner that coats the pump internally.

These features help ensure the elimination of leaks, enabling a significant safety net for operators who process these fluids each day.

The Dual Drive Pump is simple and user friendly, handling most applications thanks to construction and coating that has nearly universal chemical resistance and zero corrosion. With a high-strength, non-conductive carbon fiber containment shell that requires zero maintenance, its efficiency features may also help to achieve reduced energy costs.

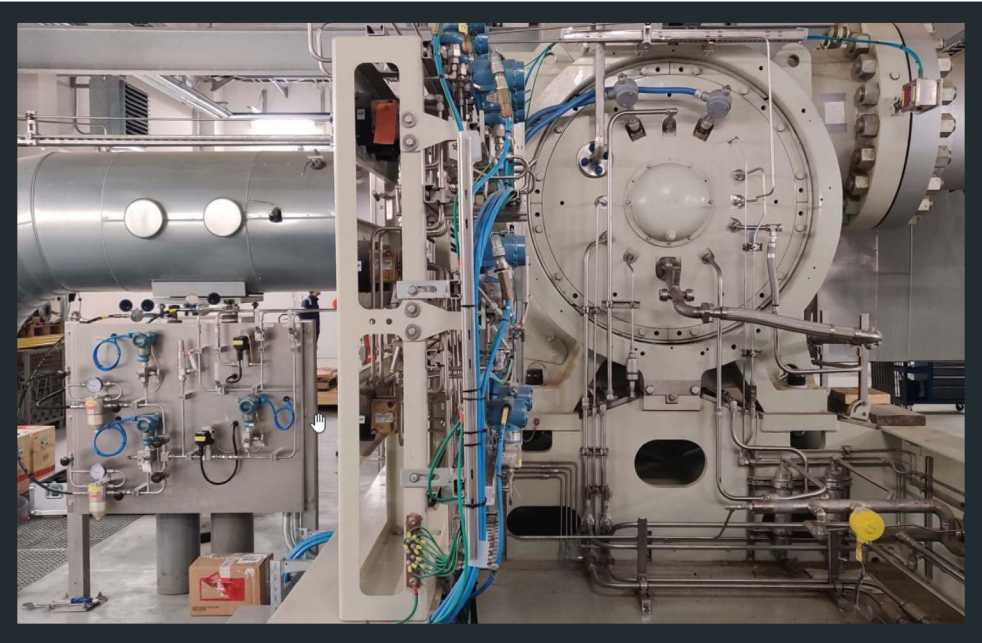


### Gaspac® ZE Dry Gas Seal

As the world moves toward a greener future, governments around the world are setting ambitious targets for emissions reduction. To comply with regulations, pipeline operators need new solutions to stay ahead of the impending changes.

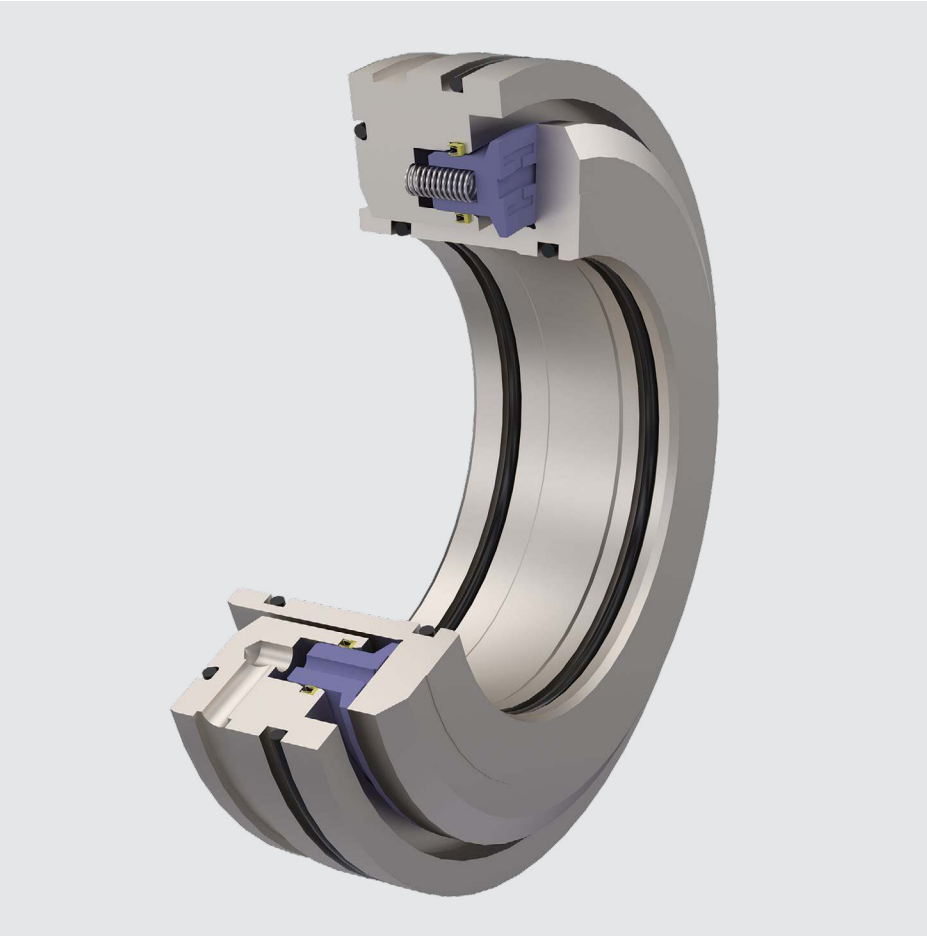
In 2024, Flowserve introduced Gaspac® ZE, a patent-pending technology that achieves zero emissions from blow downs and zero emissions at standstill. With up to 80% emissions reduction and savings of about 100,000 normal cubic meters of natural gas per year per compressor, the Gaspac® ZE seal not only helps protect the environment, it optimizes operational efficiency.

The Gaspac®ZE solution enables our customers to save valuable natural gas, reduce total emissions, and stay ahead of increasingly complex environmental regulations.



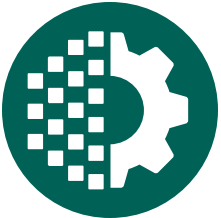
### Axialpac™ DS Axial Dual Separation Seal

Generating compressed nitrogen can take a toll on a site's energy use and carbon footprint. Reducing dry gas seal nitrogen consumption is one step toward reducing energy costs and increasing green production. The Axialpac DS™ seal significantly reduces nitrogen consumption for bearing oil separation sealing by minimizing clearances at all operating conditions. This reduces subsequent energy costs and carbon footprint while achieving increased process safety during emergency shutdowns.



RedRaven Platform

- Flow control equipment is the lifeblood of industrial plants. As a total flow control solutions provider, Flowserve designed RedRaven to give plant operators the insights and tools they need to monitor, analyze and predict equipment performance, allowing them to respond to problems quickly and minimize disruptions and downtime.
- RedRaven doesn't just provide data — it offers real insights needed to make more informed decisions to improve plant efficiency, productivity and the bottom line. As the pinnacle of the Digitize component of our 3D strategy, RedRaven is a suite of solutions, including equipment sensors, secure communication, performance analytics and trend reporting tools.
- It is a scalable technology available across Flowserve's pump, valve and seal portfolios. By combining our innovative IoT products, analytics technology and expert service, customers can:
- Predict equipment behavior.** Respond to problems quickly and minimize disruptions and downtime. Use trend analysis data to make informed decisions about plant-wide reliability improvements.
  - Refocus maintenance efforts.** Focus on the assets that require attention, avoid unplanned downtime and optimize maintenance efforts.
  - Enhance equipment efficiency.** Knowing where assets are on their respective operating curves allows for better efficiency.
  - Reduce costs.** Recognizing when to schedule equipment maintenance and reducing spare part inventories may reduce total cost of ownership.
  - Improve safety.** By alerting technicians to potential problems, the RedRaven platform can help operators address performance issues quickly, limiting the time they spend in hazardous environments.



Energy Advantage Program

- The increasing urgency to act on decarbonization and energy reduction targets has customers across industries looking to Flowserve for new ways to capture energy efficiencies.
- Flowserve created the Energy Advantage Program (EAP) to optimize the efficiency of flow loop operations, partnering with our customers to improve plant performance, achieve sustainability goals and reduce energy costs. EAP pairs the global engineering expertise of Flowserve with an innovative, data-driven analysis of pumping systems that enable customers to quickly:
- Reduce carbon and other emissions by minimizing energy demand in pumping systems**
  - Improve overall plant productivity and reliability**
  - Deliver significant operational savings**
- We also look for adjacent carbon and energy improvement opportunities through the use of seals, recovery systems, power recovery turbines and other technology.
- EAP has been the solution of choice for many energy operators around the globe as they navigate the energy transition and seek to reduce the environmental impact of their operations.
- Identify wasted power consumption opportunities in pumping systems**
  - Increase energy efficiency through the optimization of pump and valve interaction**



# Values Moment Innovation

Be empowered with a mindset  
to do things differently.



## Introducing the Energy Advantage Program Calculator

To help our customers better understand how Flowserve can enable them to achieve their operational and sustainability goals through our Energy Advantage Program (EAP), in 2024, we launched the Energy Advantage Program Calculator.

The EAP Calculator is designed to help existing and prospective customers estimate the potential energy and cost savings they can achieve by optimizing flow control within their plants. In an easy-to-use interface, customers can input general information about their plant as well as operational specifications such as the number of installed

pumps and energy costs. The calculator provides estimates based on averages and insights we have learned from partnering with other plants through EAP.

Created, tested and enhanced with feedback from customers and our internal experts, the calculator is currently geared toward oil refineries and petrochemical plants with hopes to expand to other applications in the future. This innovation has already proven to be a powerful tool in sparking contextualized conversations with our customers to provide tailored solutions with our flow control expertise.

# Circularity

Flowserve is dedicated to promoting circularity by extending the lifecycle of our products, reducing waste and minimizing environmental impact. How we manage product lifecycles is an important component of Portfolio Excellence in our Flowserve Business System, and we have several initiatives designed to enhance the sustainability and operational efficiency of our solutions.

### LifeCycle Management Program (LCMP)

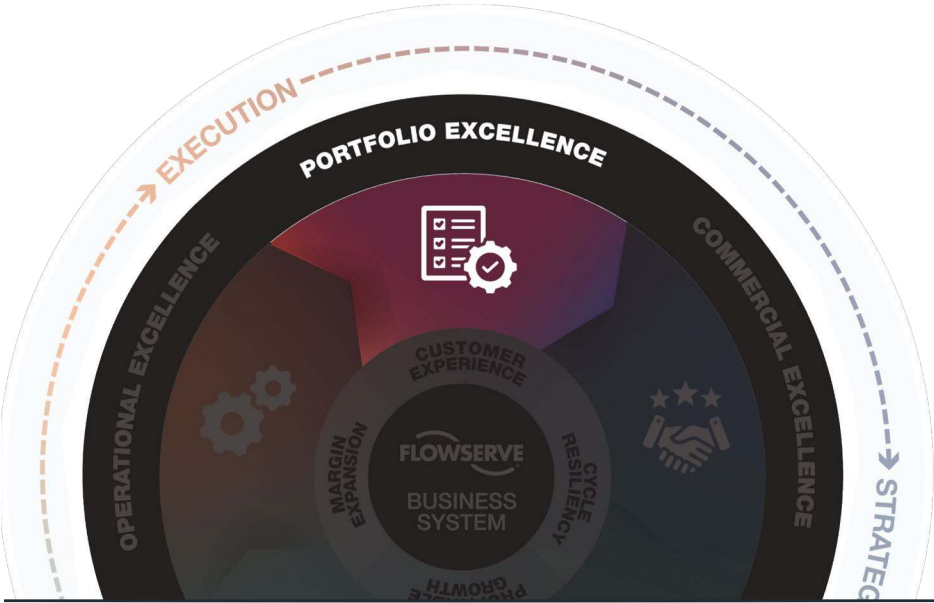
Flowserve’s LCMP outlines proactive procedures throughout the lifecycle of products, including original equipment (OE), aftermarket transfers and next steps for parts and dormant equipment. The LCMP serves as a guide rather than a prescriptive process, accommodating diverse products and programs. By deferring end-of-life, the LCMP helps reduce the environmental footprints and operating costs associated with unscheduled shutdowns. It also allows us to evaluate products across their lifecycle and communicate with customers about end-of-life decisions and potential substitutes.

### Lifecycle Advantage

This program enhances end-of-life product capabilities through customized stewardship services. It focuses on maintenance to extend the life of pumps, reduce operational costs and support contingency planning for untimed and unplanned shutdowns. Lifecycle Advantage helps defer end-of-life, contributing to sustainability and cost efficiency.

### Quick Response Centers

These service shops support Flowserve’s circularity strategy by offering off-site equipment repairs, metal recycling and pump repairs. Quick Response Centers concentrate on remanufacturing parts and monitoring equipment to proactively address potential failures, helping prevent operational delays. We also implement sustainable manufacturing processes through additive manufacturing, using materials equivalent to steel to reduce environmental impact and lead times when producing machine parts.



### Design-for-Sustainability Scorecard

This internal tool was launched in 2024 to promote sustainable design principles across various topics, including hazardous materials, reduced material use, energy efficiency and product longevity. The Scorecard encourages teams to consider recyclability when selecting raw materials, as the main components of most Flowserve products are repeatedly recyclable. Product development teams use the Scorecard to assess sustainable design principles and identify opportunities to reduce environmental impact throughout the product lifecycle, fostering collaboration and awareness of sustainability solutions.

# Spotlight Story



## Modernizing Manufacturing in Kalamazoo

Located in Flowserve's plant in Kalamazoo, Michigan, U.S., 'URL' and 'PURL' don't say anything, work quietly and only interact with a few employees. But what they lack in human qualities, they make up for with tireless productivity and virtually 100% consistency. They're examples of an automated production cell (APC), which in this case is a combination of programmed machining and a robotic arm. Together, they perform 'bar to bag', a process that begins with a piece of stainless steel and ends with a finished mechanical seal component in a ready to ship package.

A team of Flowserve engineers developed this APC by first

evaluating standard parts that the site produces in high volumes. Working with a vendor to complete 12 Flowserve-led design iterations, a prototype was developed, tested and implemented.

Other examples of automated production cells explored or implemented at Flowserve include:

- Robotic material loaders and finished-product handlers in Etten-Leur, Netherlands
- 3D printing, also known as additive manufacturing, in all our regions
- Robotic plasma welders in Raleigh, North Carolina, U.S.

# Climate

## Our Operations



### Minimizing Our Impact

The Operational Excellence component of the Flowserve Business System drives continuous improvement across all our sites through consistent operational excellence standards. It focuses on three key principles:

- Shop floor daily management,
- structured problem solving,
- and strategy deployment.

Operational Excellence drives our Climate performance by promoting efficient business execution while reducing our consumption of resources and minimizing our environmental impact. Our Vice President, HSE, Quality and Security has oversight responsibilities for our environmental strategy, which guides our goals and related initiatives to reduce our energy use and associated greenhouse gas (GHG) emissions. We also aim to reduce our water consumption and waste generation, putting a particular focus on resource reuse and recycling. Our ESG Steering Committee briefs our Board of Directors each quarter on our Climate strategy, goals and related progress. After achieving our 2030 energy reduction goals early in 2023, we established new goals to continue advancing our Climate performance.



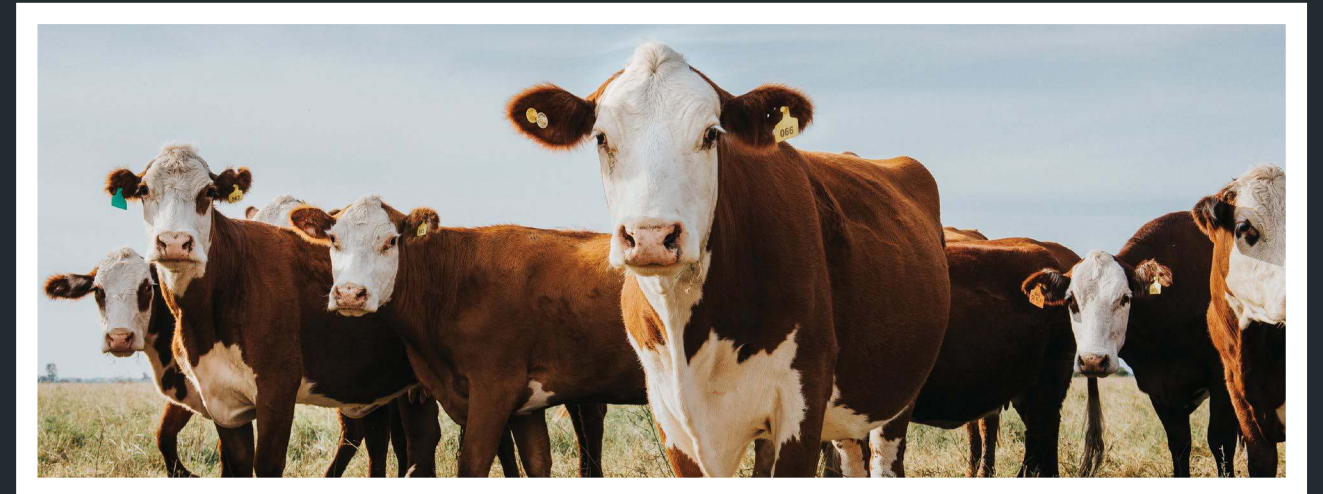
# Spotlight Story



## Reducing Greenhouse Gas Emissions through Innovative Feed Facility

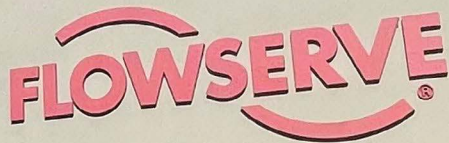
Flowserve supplied a comprehensive package of pumps to support the construction of a landmark feed additive facility that aims to reduce methane emissions from feedlot cattle. Feed additives are used to improve the nutrition of feed, the animals' performance and health, and the quality of food from animal origin. Targeting a 2025 completion, the facility will produce a cattle feed supplement that will aid in the reduction of

overall greenhouse gas emissions. The supplement is safe for animals, farmers and consumers, and approximately a quarter teaspoon per cow per day can, on average, reduce methane emissions an estimated 90% from dairy cattle and 45% for beef cattle. Following successful trials globally, this scalable project will open doors for future opportunities.



# Energy Use, Efficiency and Renewable Energy

Our manufacturing operations consume energy from hydrocarbon fuels, purchased electricity and onsite renewable energy generation. Purchased electricity accounts for 65% of our overall energy consumption.

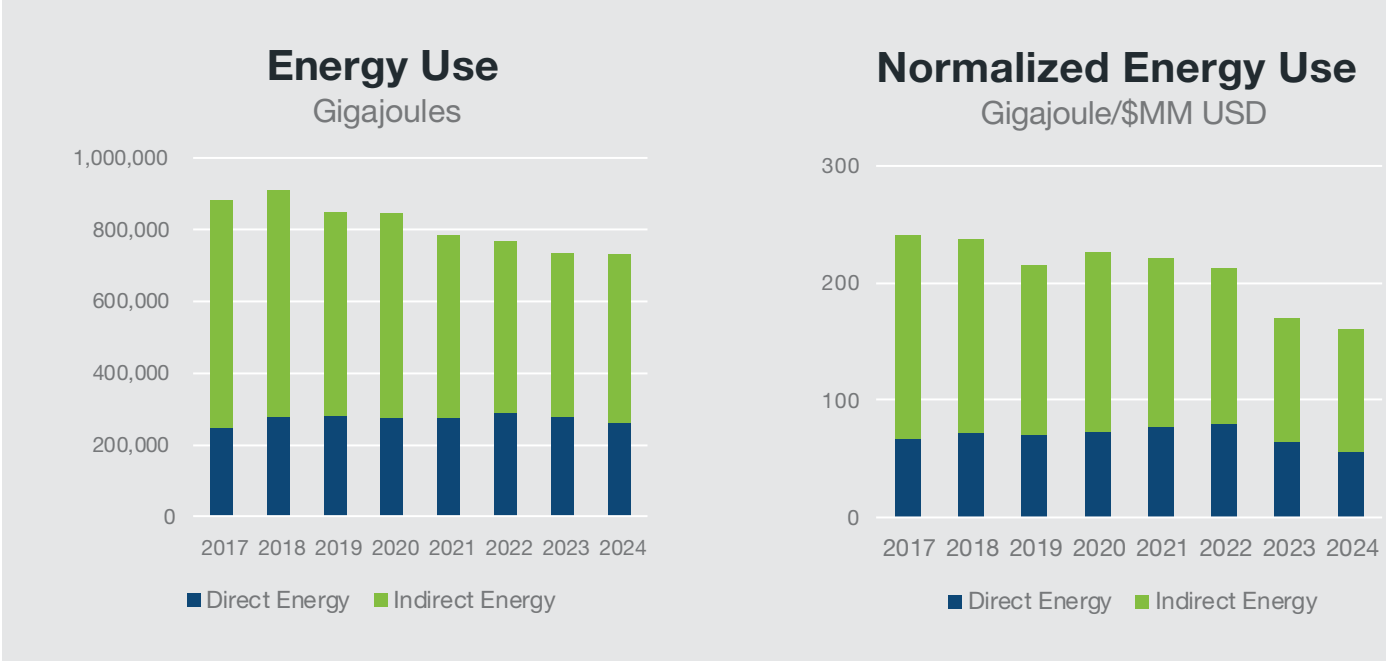


Flowserve reports energy data for facilities under our operational control, including vehicles owned or leased by the company. Our data include absolute energy use and energy use intensity (absolute energy indexed against sales revenue).

Flowserve consumed roughly the same amount of energy in 2024 as it did in 2023. Increased use of electricity was offset by a reduction in fuel-

related energy. Maintaining the same level of energy consumption while increasing production highlights our progress in improving operating efficiency.

We measure energy intensity based on the amount of energy used per millions of U.S. dollars of annual sales. Based on 2024 annual sales, our energy intensity improved almost 5% relative to last year.



Flowserve generates renewable energy at some of our facilities in Europe and Asia Pacific. These clean energy projects are operated under power purchase agreements (PPAs), which reduce our carbon footprint and reduce operating costs versus grid-purchased

electricity. We continue to evaluate energy efficiency projects to increase renewable energy production, including additional facility-level PPAs in Latin America and larger, utility-scale virtual power purchase agreements (VPPAs) in North America.



## GHG Reduction Strategy

Flowserve achieved our 2030 reduction targets early in 2023, reaching a 46% reduction of combined Scope 1 and Scope 2 carbon intensity from 2015.

In 2024, we set a new target to reduce Scope 1 and 2 carbon intensity another 30% by 2033, using 2023 as a baseline. When combined with the original target, this represents a 58% intensity reduction from the original 2015 baseline.

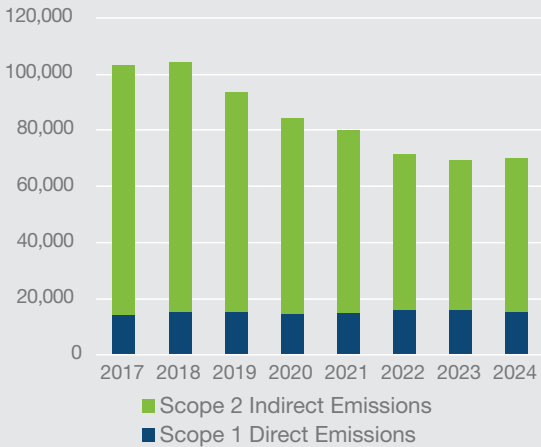
We have also set a new target to reduce Scope 1 and 2 absolute emissions 15% by 2033, using 2023 as a baseline year. This is our first absolute GHG reduction target and represents Flowserve's continuing effort to lower carbon emissions while reducing energy-related costs.

### Air Emissions

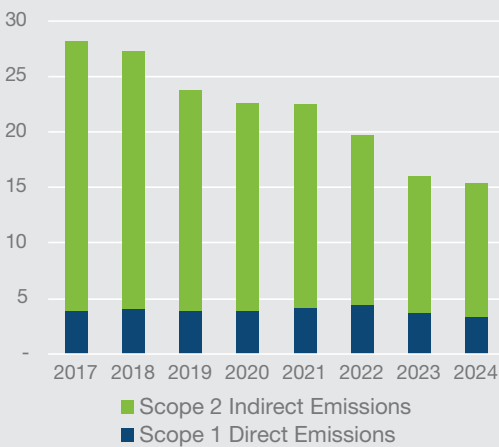
We report our GHG emissions annually on an operational control basis using the GHG Protocol, Corporate Accounting and Reporting, and Corporate Value Chain (Scope 3) standards. Emissions are reported separately for:

- **Scope 1** “Direct Emissions”: GHG emissions produced from combustion sources owned or controlled by Flowserve (e.g., facility heating, vehicles and equipment).
- **Scope 2** “Indirect Emissions”: GHG emissions associated with purchase of electricity (and other forms of produced energy) used by Flowserve facilities. Scope 2 emissions physically occur at the site where the energy is produced (e.g., electric power station).

**Carbon Emissions**  
Tonne CO<sub>2</sub>e



**Normalized Carbon Emissions**  
Tonne CO<sub>2</sub>e/\$MM USD



- **Scope 3** “Other Indirect Emissions”: Sources of GHG emissions resulting from Flowserve’s operations that are not owned or controlled by the company (e.g., extraction and production of purchased materials, transportation of purchased fuels, use of sold products and services).

### Scope 1 + 2

Our Scope 1 and 2 GHG metrics are presented on both an absolute and intensity basis, where intensity is calculated as absolute quantity per million dollars of sales. Combined Scope 1 and 2 absolute emissions are 1% higher than reported in 2023, while carbon intensity declined 4%. The reduction of carbon intensity indicates continued progress to improve operating efficiency.

### Scope 3

We review Scope 3 emissions on an absolute basis across 15 source categories defined by the GHG Protocol Value Chain Standard. In 2024, 10 of the 15 categories are relevant to Flowserve operations.

Customer product use represents almost 99% of all estimated Scope 3 emissions at 81 million tonnes CO<sub>2</sub>e. This estimate is based on the GHG Protocol requirement to total emissions over a product’s lifetime. For reporting purposes, we estimate product use emissions over a 20-year product life, global average electricity carbon intensity, and assumptions regarding customer electricity source and product use patterns.

Category 1 Purchased Goods and Services “cradle-to-gate” emissions account for most of the remaining Scope 3 emissions of 785,000 tonnes CO<sub>2</sub>e, reflecting a substantial increase in facility and equipment improvements.

The remaining eight categories total 0.7 million tonnes - less than 1% of Scope 3 emissions.

Per GHG Protocol guidance, the substantial environmental benefit of recycling our products is not reported in Category 12 End-of-Life Treatment of Sold Products. However, we believe customer recycling of our products into the scrap metal market fully offsets emissions related to this Scope 3 category.

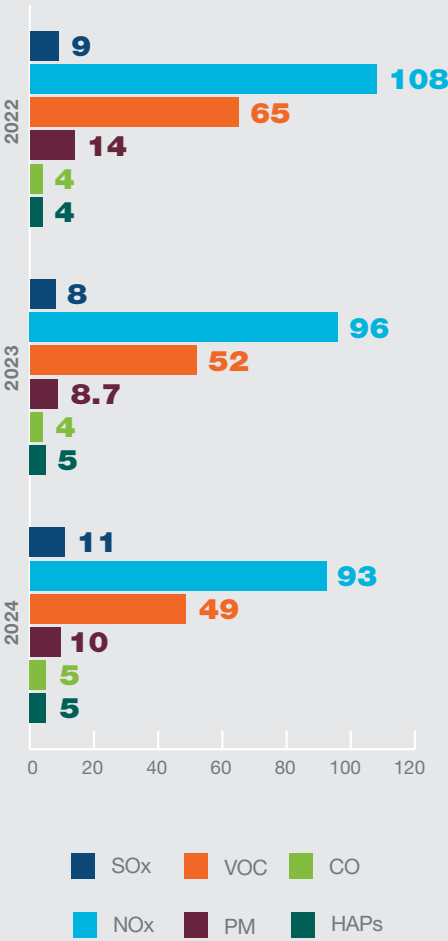
Refer to the Data Summary and Reporting Indices for additional Scope 3 data.

### Non-GHG Air Emissions (Criteria Pollutants)

Fuel combustion, painting, welding, grinding and related manufacturing activities make up Flowserve’s non-GHG emissions. Reported data represents emissions from more than 200 facilities and associated vehicles under our operational control.

We use facility environmental compliance records and USEPA AP-42 fuel emission factors to estimate data for non-GHG emissions.

## Non-GHG Air-Emissions 2022-2024



All reported values in tonnes CO<sub>2</sub>e.

# Spotlight Story



## Helping Companies Work Together to Reduce Carbon Emissions in Europe

Flowserve will provide total flow control solutions to support the construction of a new CCUS facility in the Netherlands. Targeting a 2026 completion, the facility will capture CO2 generated by multiple refineries and H2 producers in Rotterdam. Output will travel

through a collective pipeline to an offshore platform and ultimately be pumped into an empty gas field below the seabed.

This facility will have the capacity to store about 2.5 million tonnes of CO2 per year for 15 years.



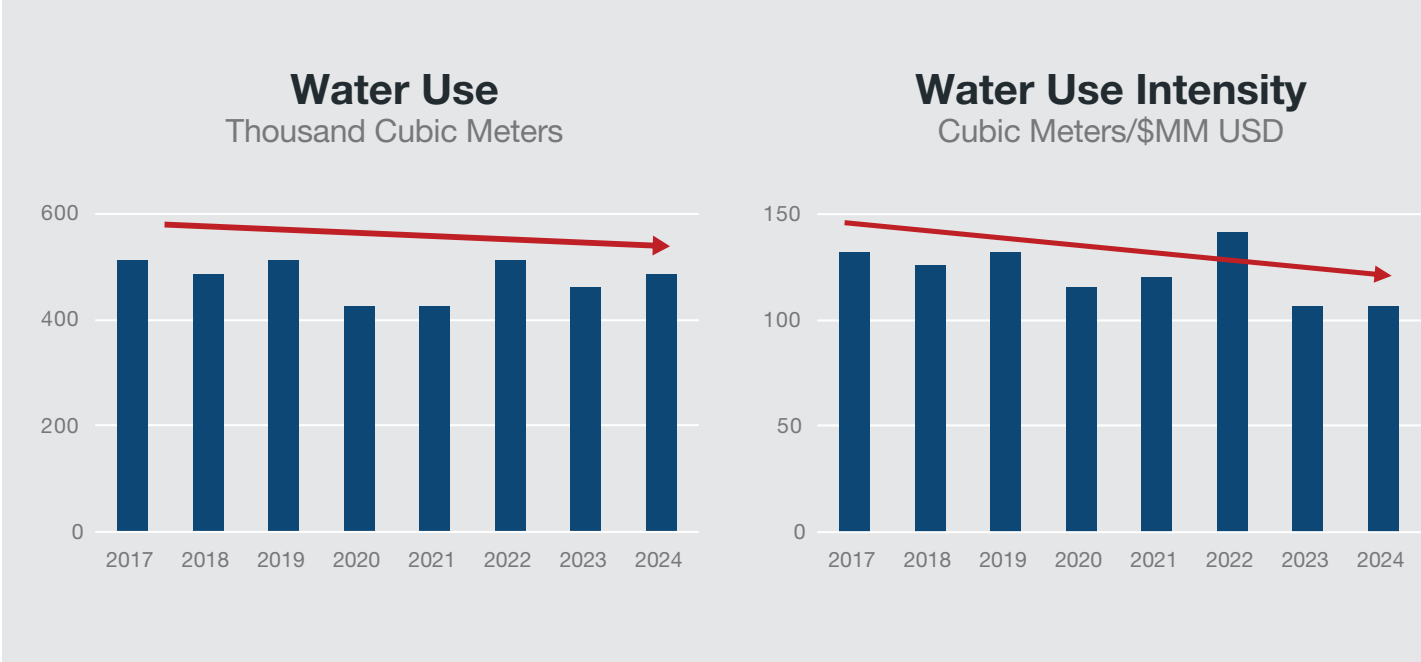


# Water

Flowserve products support the availability and sustainable management of water and sanitation globally consistent with the United Nations Sustainable Development Goals. Customers use our products in a wide range of water-related applications, including water purification, wastewater treatment, desalination, stormwater management and flood control.

In our manufacturing, we use fresh water sourced from public water systems, groundwater and captured stormwater to support pump assembly and product performance testing. Because new and serviced equipment is relatively clean, we can maximize water recycling to minimize freshwater use. Water withdrawn

in 2024 was 485,800 cubic meters - up 7% from 2023 on an absolute basis, but up only 1% on an intensity basis. Since 2017, Flowserve water withdrawals have declined 13% on an absolute basis and 20% on an intensity basis, indicating continued progress towards internal water conservation objectives.



Under permit or similar regulatory authorization, our facilities discharge product test water and sanitary waste to public wastewater treatment plants. This treated water - over 99% of water withdrawn annually - is not consumed but is returned to the environment for future use.

The remaining wastewater percentage is transported offsite by licensed waste transporters and managed at authorized waste treatment facilities. This includes oil-water coolant mixtures used in machining equipment. At some of our facilities, coolant is recycled several times before requiring offsite treatment.



# Waste Minimization & Recycling

## Overview

Flowserve is focused on reducing the volume and toxicity of materials discarded during our manufacturing processes. Efforts to reduce the volume of waste include evaporation of oily wastewater where feasible, in-process treatment of spent machining fluids to reuse in manufacturing, and offsite recycling of metal and non-metal materials. Additional actions to reduce the volume and toxicity of materials we use in manufacturing include substitution of single-use packaging materials for recyclable alternatives and elimination of hazardous chemicals, where possible.

Beyond the business benefit of lowering manufacturing costs, our waste

minimization efforts help reduce industrial air emissions associated with new product manufacturing, lessen demand for landfill capacity, and lower the risk of future environmental impact due to toxic chemical use.

Waste management and recycling are required to be compliant with the applicable local, state, regional and federal regulations of the countries where we operate.

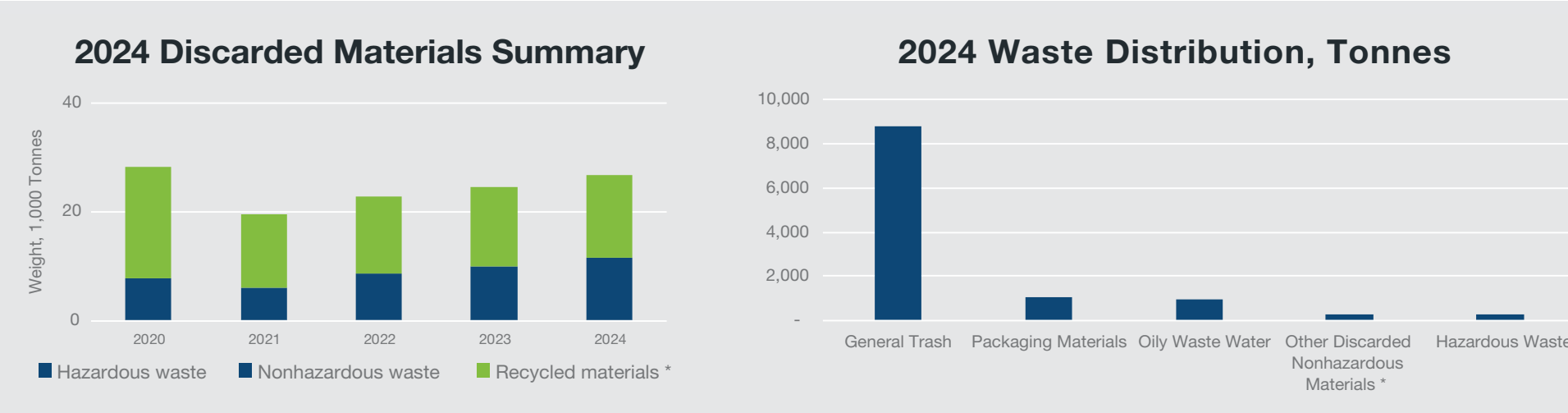
In 2024, Flowserve discarded 26,900 tonnes of hazardous, nonhazardous and recycled materials. Waste minimization rates remained strong

with 15,400 tonnes of process materials being reclaimed within the manufacturing process or shipped to offsite recycling facilities.

The vast majority of waste materials come from nonhazardous sources, such as general trash, scrap metal, packaging materials and oily wastewater, representing 95% of our waste footprint. Approximately

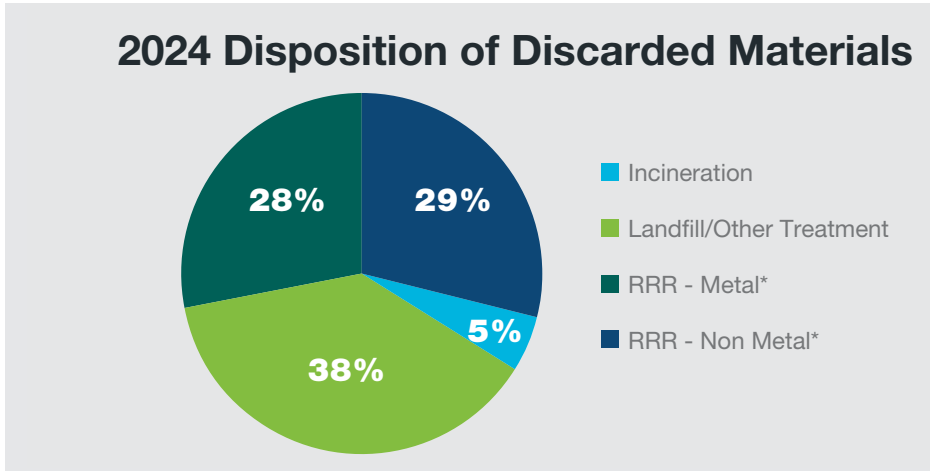
2% of discarded materials are classified as hazardous waste, including solvents and chemicals, paint, batteries and electronics.

We continue to explore innovative packaging technologies and recyclable alternatives for shipping to reduce our reliance on single use packaging materials and to better protect our products during shipment.



## Recycling

In 2024, we recycled 57% of discarded metal and non-metal materials, with the remaining materials incinerated, landfilled or treated to reduce toxicity. Recycled metal totaled 7,500 tonnes or 28% of all discarded materials. Metals recycling produces significant environmental benefits. For example, using recycled steel to make new steel reduces air pollution by 86%, water use by 40% and water pollution by 76%.



# Spotlight Story



## Celebrating Our Annual ESG Award Winners

Powered by our purpose of making the world better for everyone, Flowserve holds an annual contest that recognizes the people and projects that advance our ESG focus areas of Climate, Culture and Core Responsibility. Established in 2020, the ESG Awards program recognizes employee efforts to reduce impacts to the environment, benefit society and improve business performance.

Our 2024 contest received 95 nominations – our highest participation to date – from which

16 sites were selected for making a difference in our climate, in our communities and for our customers. Site project winners include elimination of single-use plastics in facilities, reforestation efforts of local areas surrounding our plants and days dedicated to volunteerism in the local community. We know our ability to make a positive impact on the world is thanks to the dedication of our people to our purpose. Congratulations to this year's winners!



# Values Moment People

Trust and value each other.

“The most valuable part of this program is the opportunity I’ve had to meet with different sites and observe the different work cultures of each facility, as well as working hand-in-hand with assembly workers and manufacturing managers.”



## IGNITE Early Career Leadership Development Program Holds First Graduation Event

IGNITE, Flowserve’s early-career leadership development program, held its first ceremony in 2024 to celebrate their 4th graduating cohort. All 11 graduates are continuing their careers in different roles with Flowserve, ranging from supply chain and strategic business management to design engineering and quality assurance. This graduation event marked the first of many milestones in the careers of these young professionals.

With 42 graduates still in the program, IGNITE is designed to accelerate the development of early-

career engineering talent through annual geographical and functional rotations to build a foundational understanding of our business, a broad professional network and an enterprise mindset to solve real customer and operational challenges now and in the future. Over the course of this three-year program, IGNITE engineers take on challenging projects in a variety of operational roles across Flowserve business units and functions while also participating in a robust training curriculum and peer mentoring program.



“Through this program and everyone I have met, I’ve developed the necessary skills I need to be successful in the future.”



**The Power of our People**

We create flow control for a better world thanks to the power of our people. Each of our 16,000+ associates contribute to our Culture and makes Flowserve a great and safe place to work. When people join Flowserve, they join a collaborative organization dedicated to their

professional development and the betterment of our global community. We believe the collective energy of our people sets us apart, and led by our values and behaviors, we are committed to embracing our differences and learning from one another.

The Culture pillar of our ESG approach is based on a few key principles: creating and maintaining healthy and safe workplaces for our people, engaging with and developing associates at all levels, and giving back through Flowserve Cares.

# Human Rights

**Upholding and promoting human rights is foundational to our global business practices. We take seriously our obligation to safeguard the rights of people who engage with our business, including our associates and those individuals working within our supply chain.**

**Our Commitment**

**Human Rights Policy and Anti-Discrimination**

We communicate our commitment to protecting human rights and preventing discrimination through our Values, our Code of Conduct and our Human Rights Policy. We require all associates around the world, including those of joint venture partners, to adhere to the Human Rights Policy, which is informed by the United Nations Guiding Principles on Business and Human Rights.

Associates can confidentially report any concerns or violations of the Human Rights Policy to the Ethics Hotline or other available reporting channels. Our Ethics Hotline is also available to the public to communicate any issues or concerns of unethical or illegal practices. We are committed to conducting

prompt, thorough and objective investigations and taking necessary appropriate action for any issues uncovered. Confidentiality is respected and individuals may choose to remain anonymous.

**Human Trafficking and Modern Slavery**

Slavery and human trafficking of all forms are prohibited across Flowserve’s business and supply chain. Our global compliance practice addresses human trafficking and slavery risks. We comply with disclosure requirements established by the California Transparency in Supply Chain Act of 2010, as well as the U.K. Modern Slavery Act of 2015, which requires businesses to publish an annual statement that discloses efforts to ensure slavery and human trafficking are not occurring in their operations or supply chain. All suppliers are

Flowserve’s Board of Directors, including our CEO, oversees our human rights commitment and adherence to our Human Rights commitment and related policy. We expect all business partners, contractors, distributors, suppliers and vendors to respect and uphold the human rights principles set forth in our Human Rights Policy and in applicable contracts. We further encourage business partners to adopt similar policies of their own.

expected to comply with the Supplier Code of Business Conduct, Anti-Slavery and Human Trafficking Policy, and Human Rights Policy, all of which prohibit slavery and human trafficking and protects basic human rights. For more information about supplier oversight, see the [Supply Chain](#) section of this report.



# Values Moment Safety

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



## Safety Starts on Day 1

Ownership of our Safety value begins the first day our employees set foot in our manufacturing floors, offices, or customer sites. We saw an opportunity to further engage our new employees with our Safety practices and culture early in their Flowserve journey, and in 2024, we launched the Safety Mentorship & Onboarding Program. The program establishes a defined process to integrate and help protect the safety and health of our new employees through enhanced training and supervision. It prescribes regimented, documented trainings on site-specific topics as well as one-on-one meetings with Plant Managers. Site

dealership also designates mentors who are Flowserve employees with sufficient experience and specified training to serve as an instructor in their respective working area. In conjunction with health and safety representatives and site leadership, mentors will onboard and coach new employees until they are ready to work safely unassisted and unsupervised.

The program has been launched at all sites across the globe and has contributed to a significant decrease in new employee injuries.



# Employee Health and Safety

At Flowserve, we believe that safety is everyone’s responsibility. It is up to each of our employees, contractors and visitors to create and maintain safe workplaces and products for our teams, customers and communities by embracing a zero-injury approach. From the CEO to the newest employee at a location, we drive ownership and accountability to our Safety value through strong safety engagement, industry best-in-class standards and focus on continuous improvement.

## Creating and Maintaining Safe Workplaces

Our approach to safety begins with global ownership backed by multi-layer safety leadership. At Flowserve, enterprise-level employee health and safety is overseen by our Vice President of Global Operational Excellence, who regularly reports to the Executive Leadership Team on the latest health, safety and environment (HSE) performance, trends and initiatives. Our Vice President of HSE Quality & Security, who reports to our Vice President of Global Operational Excellence, oversees a global network of HSE leaders. This network engages with sites daily to facilitate audits, performance reviews and safety maturity assessment check-ins. HSE leaders provide additional support to the highest operational leader at each facility, who is primarily responsible for their employees’ health and safety. Flowserve reports HSE performance and initiatives to the Board of Directors on a regular basis.

Flowserve maintains an HSE Council, made up of all HSE associates. The Council meets quarterly and evaluates emerging safety trends, as well as risks that present the highest consequences and/or frequency. Involving safety committees and plant managers, they help implement a robust safety maturity assessment process across the business that uses key performance indicators to evaluate site-level performance.

In 2024, we introduced Building Better Safety, a program designed to reduce exposure to human

error and promote safety-focused decision-making. The program focuses on three main objectives: engaging employees on the shop floor, exploring safety leadership and preventing serious injuries and fatalities. We launched a pilot program at select sites for embedding behavior-based safety in our operations with a focus on Operational Excellence. It has been key for Flowserve to embed HSE into our Operational Excellence models, using Daily Management, Strategy Deployment, and Structured Problem Solving to emphasize a proactive safety approach and reduce injuries.

### Safety Maturity

Flowserve’s safety maturity assessment (SMA) is an all-encompassing measurement of safety maturity, crucial for building a company culture that prioritizes safety and injury prevention

and holds us accountable for continuous improvement. Through the assessment, site leaders receive a prescriptive path to promoting health and safety based on leading injury prevention indicators. We also evaluate trailing and leading indicators at the divisional level to identify trends. While the SMA is our primary indicator of safety culture and performance across the company, we continue to measure our progress through the total recordable rate (TRR), lost time incidents (LTR) and compliance scores.

As of 2024, we are proud to have 116 Flowserve facilities operating at the High Performing and Excelling levels of the SMA. We continue working to elevate all facilities to that level. Our safety maturity journey will continue to progress as we pursue a workplace with zero injuries.



# Performance at a Glance



## Safety Performance

To combat inertia in performance improvement, Flowserve’s HSE improvement strategy drives safety culture improvement through leadership skill development, enhanced risk recognition and reduction processes, and focused employee engagement through our Building Better Safety program (BBS). This will not only enable managers to be better leaders but also enable the organization to identify risk more effectively and make mitigation more actionable. Through these improved processes, we better enable more credible employee engagement.

## Safety Engagement

As our leading value at Flowserve, 95% indicated Safety is at the forefront of everything we do in our most recent employee engagement survey. Consistent communication is essential to drive awareness of our policies and performance, uphold our culture of safety and quality and reduce injuries across the business. We emphasize being proactive when it comes to health and safety and

depend on our HSE personnel to lead when it comes to keeping employees safe.

Continuous coaching and learning from each other’s experiences bring our Safety value to life. In our Best Practices Portal, associates can learn the most effective safety practices being used by Flowserve sites worldwide as well as best practices shared from HSE leaders. In 2024, 14,362 associates completed safety trainings, resulting in over 160,000 hours and 141,000 courses completed throughout the year.

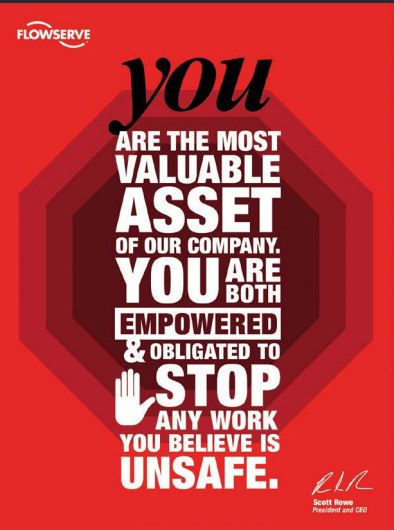
Worldwide, our associates participate in Safety Week – an annual event dedicated to reflecting on our safety progress, priorities and performance. Safety Week honors HSE leaders who demonstrate strong safety leadership and showcases innovative projects and tools designed to improve our practices. In 2024, our associates learned about topics such as Behavior behavior based safety, ergonomics, and soft tissue injury prevention.



## Contractor Safety

Our Outside Contractor Work and Visitor Safety Policies outline the work expectations for all contractor parties, including training, compliance, reporting and safe operating guidelines. We communicate these expectations in both contractual language and through the contractor safety orientation procedure.

Contractor safety orientation is usually once a year for standard contractors that are frequently utilized, such as HVAC maintenance. If those contractors bring in new technicians, they provide notification to Flowserve for inclusion in contractor orientation requirements and practices.



## Stop Work Authority

At Flowserve, safety is a shared responsibility, and we aim to inspire each associate to embrace our Safety value. Our Stop Work Authority Policy both empowers and obligates all employees to stop work when they see a condition or at-risk behavior that poses potential danger, or when they are unsure how to safely proceed with work. Stop Work Authority applies to all associates no matter where they are – even our onsite services teams working at customer locations.

# Spotlight Story



## Enabling Efficiencies and Innovative Applications in Plastic Reduction

Following a successful pilot, a global chemical company selected Flowserve to supply a diverse portfolio of pumps and valves in the construction of a new commercial-scale facility in Germany. Using an advanced molecular process, the facility converts plastic waste into feedstock to produce new

polymers, which ultimately will serve a diverse range of uses in food safety and healthcare items and meet strict regulatory requirements. Upon completion, the commercial-scale facility will have capacity to convert 50,000 tons annually for new products.



# Flowserve Cares



We believe in the power of making a difference. And we accomplish that by delivering technologies, services and solutions to our customers around the world for the toughest, most critical applications. But our impact is not limited to our innovations.

Long before we articulated our company’s Purpose and Values, our associates were donating their time, skills and resources to charitable causes within their communities. Our global community impact program, Flowserve Cares, has helped formalize their efforts since 2019 through monetary donations, in-kind contributions and volunteer opportunities.

Now in its seventh year, the program is continuing to make positive changes in the communities where our associates and customers live and work.

In 2024, we refreshed Flowserve Cares to strengthen how we bring our Purpose and Values to life in four core areas:



These four pillars represent our commitment to helping those who need it most and building a future pipeline of incredible talent.

As part of that refresh, we made it simpler for our associates to get involved with Flowserve Cares with a new internal portal that streamlined and enhanced the submission process, enabling us to cut request approval times in half. It also includes a more robust application form to help associates understand the types of projects we’re able to support.

By implementing these new facets of our Flowserve Cares program, we are continuing to expand the reach of our powerful purpose.



**FLOWSERVE CARES**



# FLOWSERVE CARES

Flowserve partnered with more than 50 organizations in 2024 and donated nearly \$700,000 to support community outreach around the world. We are excited about the future of Flowserve Cares and expect to triple the number of philanthropic projects we take on by 2027.



### Giving support in the wake of Hurricane Helene

In response to Hurricane Helene’s destruction across the Southeastern U.S., **we donated \$25,000 to the American Red Cross** to boost their efforts in providing support to all the affected communities. Through this donation, we played helped provide critical aid such as shelter, food and essential supplies to those in need. Flowserve Cares also facilitated the delivery of nearly 2,000 water bottles to the impacted region.



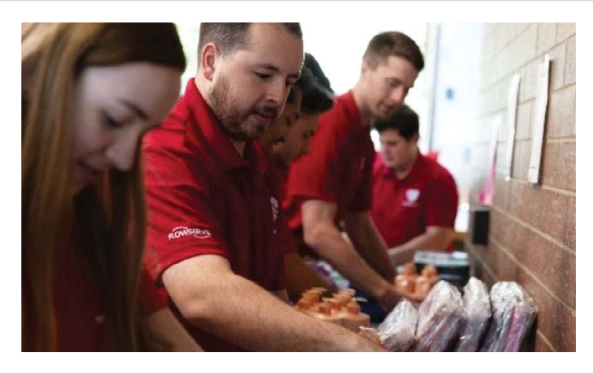
### Honoring 9/11 Day in Dallas-Fort Worth

We partnered with the nonprofit organization 9/11 Day to participate in a meal pack program to help those facing hunger in the Dallas-Fort Worth area. Associates from multiple departments at our world headquarters rolled up their sleeves and came together to play a role in the largest day of service in America. In addition to our corporate sponsorship, the Flowserve volunteer team filled and boxed up **more than 1,500 meals**, playing a pivotal role in providing food for those in need.



### Supplying critical blood donations in Saudia Arabia

Our Saudi Arabia team organized a large blood drive to help **provide critical, and often lifesaving, blood transfusions** to medical patients in the region. About 80 associates across three divisions came together to donate blood for this noble cause. With these donations, patients struggling with medical conditions such as cancer were able to get the important treatments they needed.



### Lending a helping hand for the homeless

Members of IGNITE, Flowserve’s career development program for engineering graduates, volunteered at The Bridge Homeless Recovery Center in Dallas to lend a helping hand to the center’s staff. Showing up with 47 volunteers, the IGNITEs assisted the Bridge’s facilities team with cleaning, organizing and other maintenance tasks around the campus, completing about **two weeks of tasks in less than three hours**. Additionally, the group hosted an engagement activity to help distribute several hundred dollars’ worth of in-demand items and snacks to guests.



### Providing diapers for homeless and at-risk children

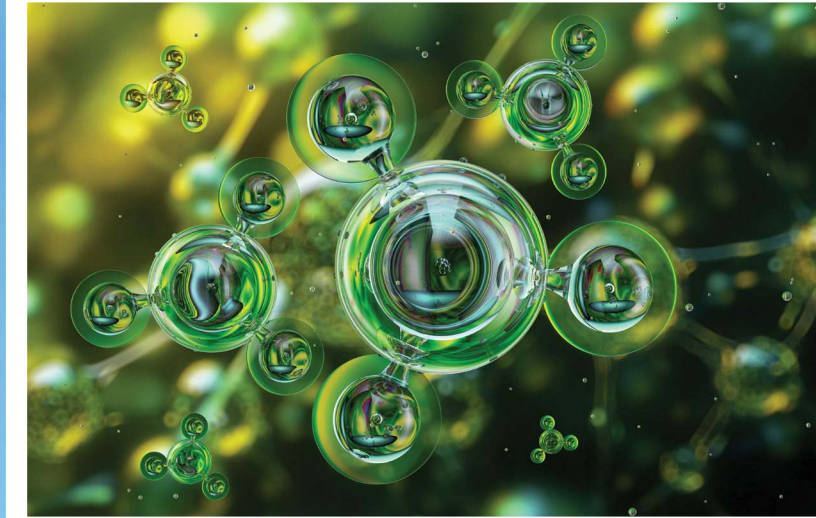
We teamed up with Hope Supply Co. to provide diapers and other essential needs for homeless and at-risk children in North Texas. Nineteen associates from our World Headquarters volunteered their time and **packaged 17,300 diapers**, which will be redistributed to partner agencies in the Dallas-Fort Worth area. With Flowserve’s help, Hope Supply Co. will deliver these diapers to better the lives of struggling children in the area. Flowserve also served as a corporate sponsor for a Hope Supply Co. fundraising event, which will help nearly 100 at-risk babies with diapers for a month.



### Continuing education and support for local schools

With our headquarters based in Irving, Texas, we have been a long-time supporter of the Irving school district and its STEM programs. In 2024, we donated **\$50,000 to the Irving Schools Foundation** and more than **\$8,000 for the Irving Independent School District’s STEM Backpack drive**. During the drive, our associates came together to fill backpacks with school supplies and other helpful items for underprivileged youth in the area. In total, we packed **more than 1,500 backpacks**, ensuring local students have the supplies they need for their everyday school activities.

# Spotlight Story



## Building a Zero-Emissions Network Through Hydrogen Fueling Capabilities

As part of an existing partnership, Flowserve is supplying a comprehensive package of pumps to support the development of a comprehensive hydrogen fueling network. The 20 pumps and 10 hydraulic power units will be incorporated into systems that will be used to fuel hydrogen-powered fuel cell electric trucks,

cars, buses as well as future hydrogen vehicles. This project will enable the construction of 10 liquid hydrogen refueling stations, and the customer aims to implement more than 100 stations in California, Australia and South Korea to empower other businesses to transition to zero-emission vehicles.



# Benefits and Compensation

We support our People by leveraging our market-based compensation and benefits philosophy to promote employee well-being and reward associates for their hard work and contributions. In line with this philosophy, we prioritize pay-for-performance and offer benefits and support services aligned to the needs of our associates and their families around the globe.

## Supporting Our People

### Compensation

Our compensation programs are designed to help us attract, retain and motivate our employees, in line with our pay-for-performance philosophy. Guided by our Total Rewards team, our CEO and executive officers oversee and approve the compensation and benefits program for our associates, striving to provide market competitive wages and benefits across all our locations. Associates in each country participate in compensation, incentive and benefit programs aligned to their position and local labor agreements or practices. Approximately 70% of our full-time associates participate in our various incentive plans, allowing our people to share in the success of the company.

Total Rewards regularly performs benchmarking and monitors market changes to evaluate our compensation structures to verify we are compliant in our offerings and considering best practices in our compensation and benefits program. Annually, they review eligible associates' pay for merit adjustments.

### Executive Compensation

Our executive compensation is evaluated and determined by the Organization and Compensation Committee (OCC) of our Board of Directors. The OCC also recommends compensation for our Chief Executive Officer, which is approved by the full Board. Executive compensation aligns with the competitive market philosophy shared by all associates. Our executives have limited additional perquisites and participate in the same compensation, incentive and benefit programs as all associates. Our executive team's annual incentive plan includes a payout modifier to incentivize progress toward our strategic business goals, such as our environmental, social and governance goals, expansion of our core business, and growing our abilities and footprint in the energy transition space. Additional information on executive compensation can be found in the Corporate Governance section and our [2025 Proxy Statement](#).



Benefits

Flowserve prioritizes employee health and well-being — physical, mental and financial — through our comprehensive and competitive benefits package, which provides coverage, choice and security for our eligible associates and their families. The OCC of the Board also has oversight and responsibility for various benefit plans. Benefits may differ in countries around the globe, but each year, we evaluate our global benefit programs to determine whether our countries’ benefits follow market practices and comply with government requirements. We also introduce new programs where needs arise.

Health & Wellness

In the U.S., full-time associates (scheduled to work at least 30 hours per week) and their eligible dependents can receive Flowserve benefits. Flowserve offers our U.S. associates health benefits, including medical and prescription drug, dental, vision, and short- and long-term disability coverage. Additionally, through partnerships with healthcare providers, we offer at-home physical therapy services, diabetes and hypertension management, weight management, and reproductive health and family management.

Across the globe, Flowserve also provides benefits beyond traditional health and welfare benefits. From programs such as fertility and pregnancy support and an adoption allowance in the U.S., to fitness and meal benefits in Europe, we take a holistic approach to our

offerings. Flowserve also offers eligible U.S. employees one week of paid parental leave in addition to the eight weeks of fully paid maternity leave offered to mothers. Outside the U.S., parental leave is determined based on local practices and regulations.

Our Employee Assistance Program (EAP) is available in all 59 countries where Flowserve operates. The EAP offers a variety of resources to support our employees in challenging times. We provide five free counseling sessions per issue per year, legal consultations and financial consultations, as well as additional resources on the website.

Financial

As of 2024, all eligible, non-union U.S. employees can participate in the Employee Stock Purchase Plan. This program offers U.S. employees the opportunity to be a Flowserve shareholder and fosters a shared commitment toward achieving our targets. Employees can contribute 1% to 10% of their pay toward stock, up to an annual maximum of \$25,000. Flowserve adds a 15% match to their purchase.

Additionally in 2024, we introduced a new, nonelective 401(k) employer contribution of 1.5% to new employees in the U.S.. We also increased our matching contributions — dollar-for-dollar up to 5% — to help promote retirement savings and better align our retirement program with market practice. All nonunion U.S. employees have moved to this program as of the publishing of this report.



Flowserve prioritizes employee health and well-being — physical, mental and financial — through our comprehensive and competitive benefits package, which provides coverage, choice and security for our eligible associates and their families.

# Talent Development and Employee Engagement

## Talent Development

In the Flowserve Business System, fundamental principles of People Excellence include attracting extraordinary talent and unlocking the power of our people to unleash their potential. Providing our associates with engaging opportunities to develop their talent is key to creating an engaged workforce and, in turn, a great place to work.



## Unleashing Our Potential

Reporting to the Chief Human Resources Officer, the Vice President of Talent Management oversees all talent attraction initiatives while the Vice President of Talent Development is responsible for all programs dedicated to investing in our people. Our Board of Directors receives regular updates on the culture and organizational health of the Company.

## Engagement

The voices and experiences of associates guide Flowserve as we work to Cultivate a Winning Culture around the world. Our biennial employee engagement survey, Amplify Your Voice, is an effective way to gather feedback directly from associates regarding various organizational strengths and opportunities. The survey is designed to help Flowserve leadership better understand:

- Employee engagement, which is the level of enthusiasm and dedication associates feel toward their role
- Associates' understanding of, and alignment with, Flowserve's Purpose, Values, Behaviors and People Leader Expectations
- Organizational and leader effectiveness

The 2022 Amplify Your Voice Survey resulted in approximately 1,100 leaders creating over 2,000 action plans to address key dimensions like learning and development, change management, and innovation.



**A record-breaking 88% of Flowserve associates participated in our 2024 survey, with these highlights demonstrating the impact of our action plans:**

- **87% of associates** are proud to work at Flowserve, up four points from 2022
- **82% of associates** affirm we work together with an enterprise mindset, up 15 points since our last survey and a testament to our improved ability to collaborate
- **76% of associates** believe Flowserve strongly supports their learning and development, up seven points from 2022

2024 action planning is underway, with change communication identified as our next enterprise focus area. In addition, each division and functional leadership team will implement a unique action plan based on its organization's results.

# MY CAREER IN MOTION



Career  
Profile

Performance  
Management

Development  
Planning

## Talent Development

We empower our associates to take ownership of their career through My Career in Motion, our career development approach. Powered by continuous coaching, My Career in Motion leverages the following model:

- **Career Profile** is designed for employees to share their professional backgrounds and aspirations so they are best equipped to advance.
- **Performance** is focused on how associates' annual goals and job responsibilities support not only organizational goals but also their own development.

- **Development Planning** is focused on defining development goals to support associates' career aspirations and identify actions to achieve their goals.

In 2024, we launched Individual Development Plans for all salaried associates to help them develop a new skill, become proficient in their role or supplement their development with additional training. People Leaders and associates collaborate to create Individual Development Plans to guide associates' growth through specific and measurable goals. They are designed to track progress and ensure associates feel engaged in their career development as they create action plans to achieve their career goals.



## Leadership Development

We ground our ability to drive results and motivate our people through our People Leader Expectations:



Make Time  
to Connect



Fuel a Great  
Place to Work



Help Everyone  
Reach Their  
Potential



Magnify Your  
Impact Through  
Others

Clearly outlining our expectations for our people leaders sets them up for success within our business and creates strong leadership at all levels. These tenets also provide a roadmap for our people leaders so they can support their teams and identify the necessary skills for continuous growth. People Leader Expectations saw a three-point increase in engagement from our last Amplify Your Voice survey, signaling their continued effectiveness and the positive impact our leaders have on the total employee experience.

## Leadership in Motion

Leadership in Motion (LIM) is our keystone development program for people leaders, bringing them together for training and information sharing. LIM is offered in 10 languages so our people leaders from across the business and geographies have access to the same development opportunities. Leveraging our leadership expectations as a foundation, LIM includes the following programs:

- **Foundations:** A self-directed learning program designed for all people leaders regardless of level, role or location. This program strengthens the core skills that drive success as a People Leader, such as "Communication to Drive Engagement." All people leaders must complete Foundations within 90 days of employment or promotion to people leader. In 2024, 206 associates completed the Foundations program.
- **Engage Series:** A live series that offers coaching to people leaders navigating topics such as organizational change. In 2024, 918 associates attended at least one session.

# LEADERSHIP IN MOTION





**IGNITE Early Careers Program**

IGNITE is Flowserve’s U.S.-based signature early career program designed to accelerate participants’ engineering and leadership development. During the program, IGNITE participants complete three yearlong functional and geographical rotations and access diverse professional learning opportunities. IGNITE engineers build a foundational understanding of our business, a broad professional network and an enterprise mindset to solve customer and operational challenges.

From working at a manufacturing plant to developing enterprise-level solutions through their Action Learning Projects, participants leave the program with applied leadership skills, an enterprise-wide network and experience driving results that impact operations and business outcomes. The program also provides curated learning and training programs, professional and peer mentorship, and volunteer opportunities with local schools and Boys & Girls Clubs.

In 2024, IGNITE expanded on-the-job training by offering supervisory and site roles. This provides IGNITE participants with more hands-on experience and the opportunity to work closely with local and global teams to develop technical and professional skills. In our last Amplify Your Voice survey, 94% of IGNITE participants indicated that they have a promising future at Flowserve and they are proud to work here.

IGNITE is creating the next generation of leaders at Flowserve, so we prioritize diversity in the candidate pool to create an employee base with a variety of technical skills, perspectives and experiences. Around 20% of IGNITE graduates are now in management roles at Flowserve. In June 2024, IGNITE graduated its fourth cohort, with 100% of graduates continuing their career at Flowserve.

**Learning**

At Flowserve, our people create solutions to make the world a better place. As such, we are committed to investing in our talent by offering internal learning opportunities, including on-the-job skill development and online learning through Workday Learning, our enterprise learning management system (LMS). In 2024, Flowserve transitioned its learning opportunities to Workday Learning to help associates leverage the resources available to set their career in motion. With this new platform, associates can access uninterrupted learning from anywhere on any device, engaging with topics like business leadership, project management, digital transformation and safety. E-learning modules focused on technical product training and certification programs are available for sales associates, engineers, product managers and marketers.

Our Educational Services function designs, develops and delivers technical product related training to customers, partners, distributors and associates in multiple languages via different training methods. These trainings include:

**Instructor-led Trainings:**

In-person real-time sessions delivered by technical training professionals. Most of these trainings incorporate practical lab exercises by using training equipment.

**Computer Based Trainings:**

Short, virtual sessions available at all times to associates via the LMS.

**Customized Assignments & Demonstrations:**

Programs designed to be embedded into customers’ or partners’ global or regional curriculums, assignments and demonstrations for individual competence development.



# OPEX ACADEMY

“Our OPEX Academy is having a positive impact at sites around the world. The significant improvements we’re making to work together in more effective ways is not only creating a better customer experience — we’re starting to deliver better value for our associates and shareholders as well.”

— R. Scott Rowe, President and CEO

## Operational Excellence Academy

Our Operational Excellence (OPEX) Academy aims to implement a process-driven approach to strategy development, daily operations management and problem solving. This program is dedicated to developing talent that can drive Operational Excellence with greater speed and proficiency, enhancing business performance for growth and providing resource support across all company functions. Available to all Flowserve associates, this program offers training and certification at Practitioner, Champion and Master levels. Certified associates can then teach and coach future participants in the OPEX Academy.

This year, OPEX Academy reached a new milestone of over 1,700 associates trained as Practitioners of the Flowserve Management System, an integrated set of processes, tools and disciplines used to develop operational best practices. Since 2023, this program has:



“Breakthrough thinking transforms incremental improvements into leaps of progress, empowering us to challenge the status quo and unlock new avenues for growth. This is the very essence of why the OPEX Academy exists.”

— Vicky Hill,  
Plant Manager



# Core Responsibility

## The Power of our Approach

Flowserve's approach to responsible governance is powered by our commitment to ethical leadership, fulfilling promises to customers, protecting our people and assets, and doing the right thing, always. We collaborate with and empower partners to reach the highest standards of responsible innovation and provide safe, reliable and impactful flow control solutions. Our Core Responsibility approach helps us build trust with stakeholders and ensure compliance with regulatory requirements.

# Risk Management, Ethics and Compliance

## Corporate Governance

Flowserve's corporate governance and strategy supports our ESG principles and initiatives and helps us serve the best interests of our shareholders. Our Board of Directors' core responsibility is to oversee our CEO and other senior management in the delivery of our corporate strategy and to ensure the shareholders' best interest are served. The Board has four committees provide that strategic oversight of key areas: Audit, Organization & Compensation, Corporate Governance & Nominating, and Technology, Risk & Finance. The Board and its committees

operate under our [Certificate of Incorporation](#), [bylaws](#), committee charters, [Code of Conduct](#) and [Corporate Governance Guidelines](#), available in the "[Corporate Governance](#)" section of Flowserve.com.

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 and 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 with respect to ESG issues, enterprise risk management, key customers, operational surety, innovation pipeline, new product development, and large projects.

Board members take a hands-on approach to engagement with management and other employees. They routinely visit our facilities to observe operations and monitor improvements to our manufacturing processes. They also have the opportunity to engage with our management and other employees during Board meetings and other events.

Our Board of Directors

Our Board of Directors has 9 independent members, including our independent Board chair, and our CEO is the 10th member of the Board. We are proud to have 30% female representation and 40% overall diverse representation on the Board, which is elected annually by our shareholders.



**R. SCOTT ROWE**  
President & CEO, Flowserve  
Age: 53  
Director since 2017  
Committees: None  
Other Public Company Boards: 1



**JOHN L. GARRISON**  
Independent  
Age: 64  
Director since 2018  
Committees:   
Other Public Company Boards: 1



**ROSS B. SHUSTER**  
Independent  
Age: 59  
Director since N/A  
Committees:   
Other Public Company Boards: None



**SUJEET CHAND**  
Independent  
Age: 67  
Director since 2019  
Committees:   
Other Public Company Boards: 2



**CHERYL H. JOHNSON**  
Independent  
Age: 64  
Director since 2023  
Committees:   
Other Public Company Boards: None



**KENNETH I. SIEGEL**  
Independent  
Age: 68  
Director since 2022  
Committees:   
Other Public Company Boards: 2



**RUBY R. CHANDY**  
Independent  
Age: 63  
Director since 2017  
Committees:   
Other Public Company Boards: 2



**MICHAEL C. MCMURRAY**  
Independent  
Age: 60  
Director since 2018  
Committees:   
Other Public Company Boards: None



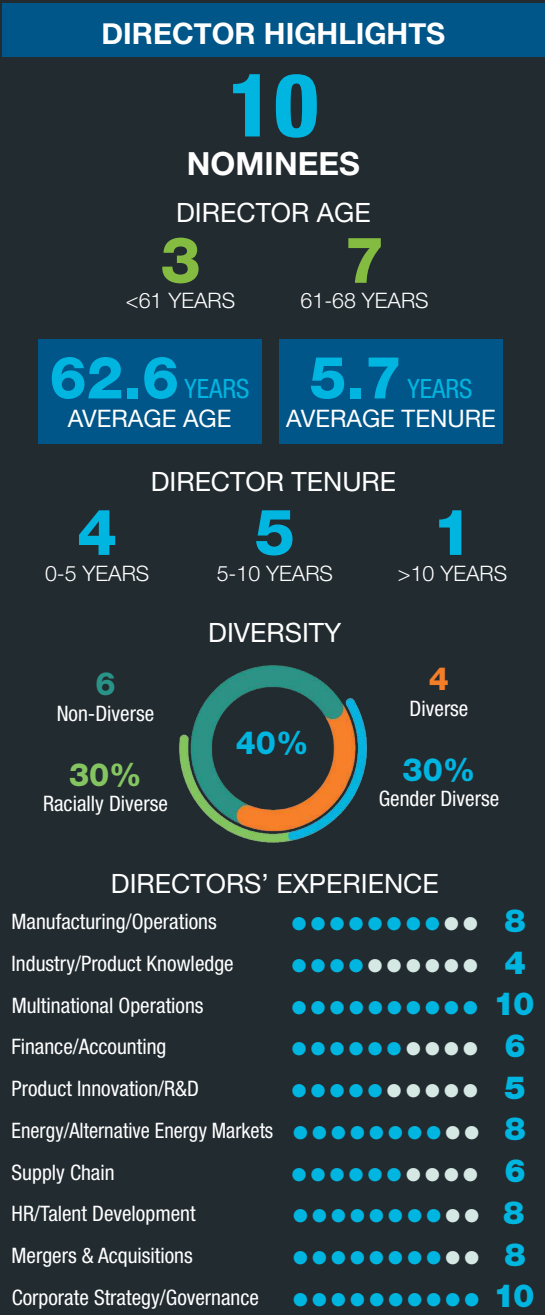
**GAYLA J. DELLY**  
Independent  
Age: 65  
Director since 2008  
Committees:   
Other Public Company Boards: 2



**THOMAS B. OKRAY**  
Independent  
Age: 62  
Director since 2023  
Committees:   
Other Public Company Boards: 1

★ Chair  
● Audit Committee  
● Technology, Risk and Finance Committee  
● Organization and Compensation Committee  
● Corporate Governance and Nominating Committee  
★ Veteran Status

(1) Subject to, and effective upon his election at the Annual Meeting.





# Values Moment Integrity

Do the right thing, always.



## Expanding Our Integrity Champion Network

To promote a culture of global integrity with an emphasis on local ownership, Flowserve established the Integrity Champion Program in 2018. Associates from manufacturing sites and offices around the world are nominated and selected to serve as Integrity Champions at their sites or within their functions to:

- Raise integrity awareness
- Facilitate integrity-focused education and training
- Promote Integrity & Compliance communications

- Prioritize integrity in site decision making

In 2024, we expanded our global network of Integrity Champions and hit a significant milestone – with more than 100 associates serving as Integrity Champions for the first time ever. 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.

“As an Integrity Champion, I have the honor of leading Code of Conduct training sessions at the Desio plant. It’s an exceptional experience that fosters meaningful dialogue with my colleagues, highlighting that each of us represents Flowserve in every action we take, acting as a mirror of our company. It is our shared responsibility to align with our core values and always choose to do what is right.”



-Roxana Iliescu, Integrity Champion - Desio

# Integrity & Compliance

We drive value through our innovative technologies and our talented associates. Our I&C program defines how we operate and conduct our business to deliver this value — with a commitment to Do the Right Thing, Always.

## Governance

Flowserve’s Chief Compliance Officer (CCO), who reports directly to the Chief Legal Officer and has a dotted reporting line to the Audit Committee of the Board of Directors, oversees the I&C program, including anti-bribery and anti-corruption. But most importantly, Flowserve associates around the world strive to embody the program every day.

The CCO and the I&C team report quarterly to the Ethics and Compliance Committee on metrics, trends and program updates. This committee consists of executives and senior leaders who help guide our compliance program and identify any areas of needed improvement. The CCO also provides the Audit Committee of the Board of Directors with updates on initiatives, key investigations and the status of the I&C program quarterly, or as needed.

## Our Approach

Flowserve maintains formal policies to equip our associates to conduct business with integrity and transparency. All our policies clearly define expectations, who is covered, team member responsibilities and key terms within the policy. They also answer frequently asked questions employees may have about policy adherence. Some of our key policies that define our standards and behaviors for conducting business include:



**Anti-Bribery Policy:**

Establishes clear guidelines to prohibit improper payments or inducements of any kind.



**Third-Party Policy:**

Outlines the process for evaluating third parties, including carefully selecting qualified business partners, conducting adequate due diligence, and monitoring performance throughout our relationship.



**Conflict of Interest Policy:**

Lays out expectations for avoidance of conflicts of interest or the appearance of conflicts.



**Human Rights Policy:**

Describes our strategy for adhering to the United Nations Guiding Principles on Business and Human Rights, including topic areas like forced labor, privacy, supply chain, work hours, wages and benefits.

We organize our I&C program around five pillars:



Within each pillar, we maintain governing policies and programs to infuse Flowserve with our commitment to conducting business in the right way.

Culture and Strategy

We are dedicated to placing the highest ethical standards at the foundation of our commitment to our customers and our associates. We equip everyone at Flowserve with the resources they need to deliver on that commitment, fostering a culture of I&C throughout the business, including with our business partners. I&C is integrated throughout our associates’ journey at Flowserve, from new hire orientation and beyond.

Communications and Training

We strengthen our I&C culture by setting clear expectations with employees from their first days at the company. New employees receive Code of Conduct training when they join the company. Additionally, our Integrity Champions introduce new employees at their sites to the many ways we live our Integrity value with INTEGRITY ONE, an I&C orientation for new employees. Since its inception, more than 2,400 associates have received INTEGRITY ONE training.

Every month, we publish internal communications, called Integrity Insider, which provide practical guidance and resources to navigate ethical issues. These communications feature real ethical challenges encountered by Flowserve associates and remind them of new and existing I&C policies, resources and relevant trainings. Integrity Insiders include companion materials in nine languages to expand awareness and facilitate discussions about the content in various settings — from the office to the manufacturing floor.

Code of Conduct

Our [Code of Conduct](#) is a key resource for managing risk and demonstrates our identity and best practices as a company. The Code clearly describes how we expect all associates to live out our Integrity value. It states our shared Flowserve values as well as the laws, regulations and policies that apply to each associate and our entire enterprise. The Code acts not only as a fundamental tool in managing risk but also as a guiding document for ethical decision-making.

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
- External suppliers, agents, sales representatives, distributors, joint venture partners and other business partners

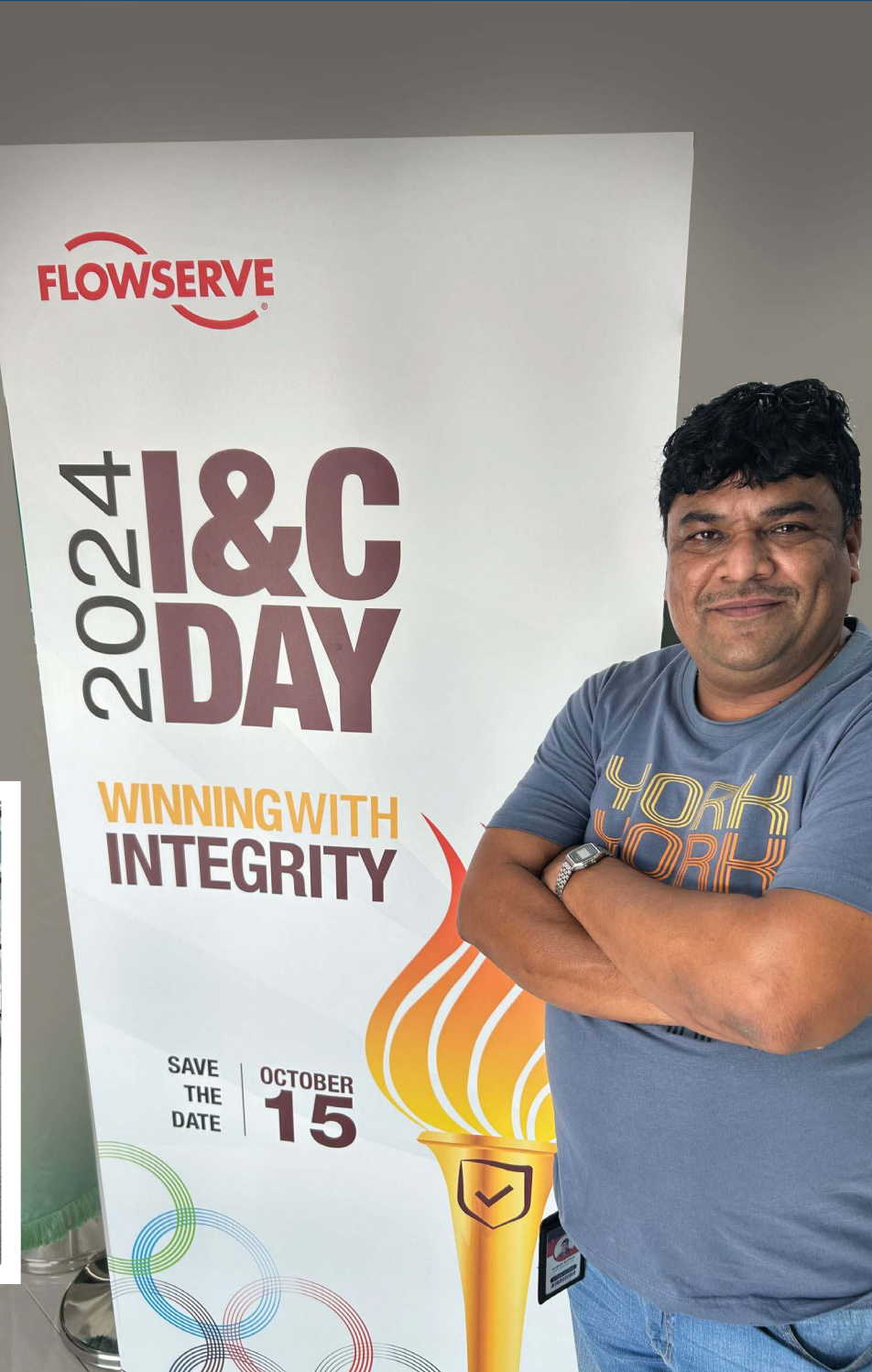
The Code of Conduct outlines our ethical responsibilities, educates associates on resources available to them and reinforces our commitment to integrity. Associates complete required annual training on Integrity & Compliance (I&C) Day to remain up to date on our Code of Conduct and values. Because many other policies at Flowserve stem from the Code of Conduct, training also covers key topics important to multiple functions across the business, such as conflicts of interest, human rights, and gifts and entertainment. In 2024, more than 97% of our associates completed annual Code of Conduct training.

In 2024, we also began offering distributor training on the Code of Conduct, reaching 34% of our active distributors in the first year. We will continue expanding this training to additional distributors going forward.

Integrity & Compliance Day

Intentional engagement with our associates drives our culture of Integrity. Through our annual global Integrity & Compliance Day, we highlight I&C tools and resources, raise awareness of compliance issues and provide guidance on navigating ethical dilemmas.

In 2024, we celebrated with the theme “Winning with Integrity,” highlighting how strong ethics and integrity are good for business and how each associate helps protect Flowserve by making the right decisions and embracing our Integrity value. We make our I&C Day materials available in all our core languages to make sure all our global associates can digest the information in their preferred language. In 2024, the materials featured a presentation on the benefits of a strong Integrity culture, a video from I&C leadership and Integrity Champions, a virtual escape room where associates competed to answer ethical questions correctly, and a relay activity where associates had the opportunity to demonstrate their knowledge of I&C resources.




Speaking Up

We urge our associates to voice their concerns when they notice any I&C-related issues, and we strictly prohibit any retaliation against those who come forward in good faith or those who participate in an investigation. Associates can report ethics concerns to their manager or supervisor, and we have established other channels through which associates can Speak Up. For example, should an associate have a concern that they are not comfortable bringing to management, they can raise it directly with the Audit Committee, which operates independently of management.

An independent third-party vendor manages the Flowserve Ethics Hotline, which is available to all associates, suppliers, customers or other third parties 24 hours a day, seven days a week. Reports can be made by phone or online in multiple languages from any location. Individuals reporting to the Hotline have the option to remain anonymous. We carefully review and handle reports to preserve confidentiality whenever possible.




**Human Resources Contact**



**Regional I&C Contact**



**Member of the Legal Department**




**Member of Service Management**



**Member of the Board of Directors**



**Member of the Audit Committee**



**Flowserve Ethics Hotline**

Our monthly Integrity Insider communications remind associates about the Hotline and other Speaking Up resources, and postings are available throughout facilities. Associates can access our

policies and the Hotline via the I&C intranet site, and third parties can access our Code of Conduct and the Hotline through Flowserve.com.

Speaking Up Trends

To assess the impact of our Speaking Up resources, the I&C team tracks metrics and trends, such as the number of overall reports, the number of reports made anonymously, the number of reports made within each business platform, the number of reports made in each region and the types of issues being reported.

For example, in 2024, 74% of the reports we received were from named sources, indicating a strong Speak Up culture among our associates.

Accountability

We rely on our associates to Speak Up and report any unethical or questionable behavior, so we take seriously our obligation to be transparent in the reporting and investigations process. We want everyone at Flowserve to feel heard and confident that their concerns are addressed, so we implement remediation measures whenever appropriate. When associates use their voice to increase transparency, Flowserve is able to address issues promptly and promote compliance with our policies and the law.

Global Investigations Playbook

Our Global Investigations Playbook outlines the investigations process at Flowserve from initial report to post-investigation. This Playbook assures associates that any warranted investigation will be conducted promptly, thoroughly and as discreetly as possible by our Global Investigations team. The Playbook is available to all associates and is offered in nine languages.

Remediation Measures

As part of their investigation, an investigator may identify and recommend remediation measures to address concerns, reduce ethical risks and deter non-compliance discovered during the investigation. This is one way we hold ourselves Accountable. Remediation measures may include discipline, training, control enhancements or improvements, policy or procedure changes, or other reforms. Business leaders are consulted on the implementation and timing of any remediation measures. Our Global Investigations team internally tracks and makes certain all remediation measures are completed.

Flowserve’s Disciplinary Committee provides independent, objective, efficient and consistent disciplinary action, particularly when the action could include termination of employment after a substantiated ethics investigation. The Disciplinary Committee’s membership consists of the CCO, senior leaders in employment law and Human Resources, and a divisional leader.

Risk Management

Risk management is fundamental to our I&C program, outlining our approach to identifying, managing and mitigating compliance risks.

Compliance Risk Assessments

Flowserve conducts an annual scenario-based internal compliance risk assessment, encompassing compliance culture, fraud, bribery, corruption and more. The assessment includes an associate survey and interviews, along with a review of substantiated investigations and Internal Audit SOX controls. In 2024, all regions and areas of our business participated in the survey and interviews. The top risk areas identified by the assessment are evaluated when updating internal policies, practices and trainings to mitigate the risk.

# Spotlight Story

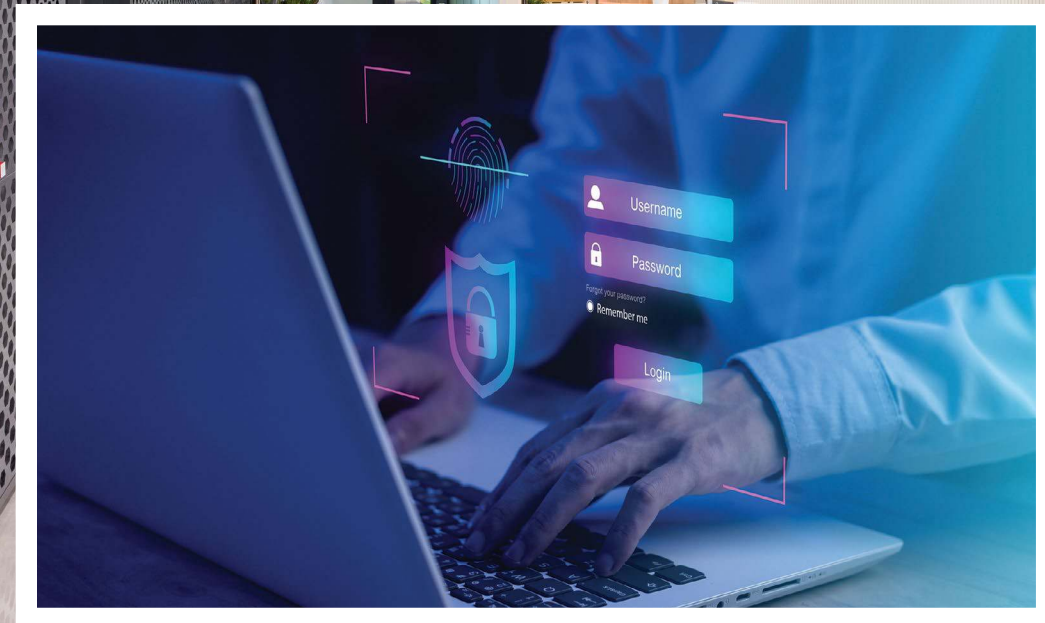


## Helping Create a first-in-the-world Energy Storage Plant

In partnership with a Danish energy company, Flowserve is supplying specialized valves and automation for a molten salt storage project in southwest Denmark. This long-duration energy storage plant, which will charge from the grid and be used to demonstrate and test the molten hydroxide storage technology in a practical setting, would be the first molten hydroxide energy storage plant in the world.

It is estimated that a 1 GWh facility with sodium hydroxides could produce power and heat for up to 100,000 households for 10 hours of discharge. Moreover, since sodium hydroxide can be produced at low cost from seawater as a byproduct of chlorine production, this approach may be up to six times less expensive than using standard salts.

# Cybersecurity & Data Privacy



# Cybersecurity

The cybersecurity landscape is continuously evolving, with emerging technologies such as artificial intelligence (AI) introducing additional challenges. Global cyberattack attempts continue to increase each year, underscoring the critical importance of robust cybersecurity measures and comprehensive employee training at all levels.

Flowserve employs strong cybersecurity practices to safeguard all data and bolster our resilience. In 2024, our focus was on two core strategies:

Optimizing for Performance and Optimizing for Resilience. Our vigilant “zero trust” agenda means we assume no entity can be trusted by default, leading our teams to pursue continuous verification and validation. By collaborating closely with our partners, we drive mutual adherence to high cybersecurity standards, protecting our business operations and strengthening our supply chain.

## Governance

We build a culture where everyone in our organization takes ownership to protect Flowserve’s assets through strong leadership, policies and a dedicated cybersecurity team that monitors, detects and responds to potential threats.

Our Executive Leadership Team (ELT) and Board of Directors are continuously informed about cybersecurity activities and emerging threats. Our Chief Information Officer provides quarterly updates to our Technology, Risk & Finance Committee, a board committee composed of leaders with deep expertise in financial and technology topics, and annual updates to our Board of Directors on cybersecurity risks and action plans and strategy. Our Chief Information Officer also updates the full Board every year on information technology (IT)-related matters, including cybersecurity. Additionally, risk related to cybersecurity and information technology are considered as part of the ERM process.

The Management Review Board (MRB) at Flowserve is responsible for evaluating the effectiveness of the Information Security Management System (ISMS) so that it drives continuous enhancement in the organization’s overall information security posture. The MRB considers several critical factors, such as ISMS issue updates and progress, changes in interested party expectations, feedback on ISMS performance, risk assessment items and risk treatment plan updates, and opportunities for continuous improvement. The MRB meets at the end of every quarter and includes members of the ELT, the IT Leadership Team and key stakeholders from other departments.

Flowserve maintains a comprehensive Cybersecurity IT Policy, available on our company intranet, which details the acceptable use of technology, software and applications.

## Our Approach

Our cybersecurity strategy is comprehensive and multifaceted. We maintain rigorous standards and certifications to comply with legal requirements and meet the demands of our clients and customers. Internally, we prioritize ongoing training at all levels to help prepare our teams to handle emerging threats. We also partner with leading cybersecurity experts and organizations to stay ahead of industry trends and developments.

### Standards and Certifications

Flowserve adheres to the standards set by the International Organization for Standardization (ISO) and the National Institute of Standards and Technology (NIST). To improve our threat detection capabilities, improve incident response and develop robust defenses against cyberattacks, we employ the MITRE Adversarial Tactics, Techniques, and Common Knowledge (ATT&CK) framework for cybersecurity technology operations.

To highlight our commitment to cybersecurity and adherence to key standards, we have achieved several important certifications:

- ISO 27001 certification: Received in 2023, marking an important milestone in having a systematic approach to securely managing sensitive information
- Surveillance audit: Completed in 2024 for ongoing compliance

- Cyber Essentials Plus Certified (UK): Standards met through CyberSmart
- Regulations as outlined by customers, such as SACS-002

### Embedding Cybersecurity into Procurement

Cybersecurity is integrated into our procurement processes for comprehensive protection and alignment with industry standards. Our Architectural Review Board evaluates all new IT applications and services for critical elements such as cybersecurity and privacy during the design process, before procurement approval. Third party scoring allows Flowserve to disqualify low scorers, provide provisional approval for those who are working to address issues, and provide approvals for those demonstrating strong cybersecurity practices and collaboration.

Personal information undergoes additional enhanced due diligence, with our cybersecurity team working closely with our data privacy experts during contract reviews to flag potential risks. Our cybersecurity efforts also extend to product security, providing essential guidance for comprehensive protection across all operations.

### Training and Collaboration

Every position across our company plays an important role in upholding cybersecurity. New hires are required to complete mandatory cybersecurity awareness training courses. We also distribute weekly messages on our intranet and provide various training materials for associates, all hosted by our training partner, KnowBe4. Because we have associates located all over the world, we offer our courses in many languages, and in 2024 we provided more than 9,000 cybersecurity awareness lessons, phishing tests and onboarding trainings.

We also send weekly simulated phishing emails to all levels of our workforce. Employees who successfully report phishing attempts receive acknowledgment, while those who do not are automatically enrolled in additional training to strengthen their awareness of potential cyber risks. These trainings have helped reduce successful phishing attempts by 6% since 2020.

During Cybersecurity Awareness Month in October, we intensify our training efforts with a large, enterprise-wide communications push that includes the latest training and tips on how to identify and mitigate cyber threats.

We stay current on cybersecurity developments through feeds provided by InfraGard, the Cybersecurity and Infrastructure Security Agency (CISA) and our Threat Intelligence platform.

### Regulatory Compliance

Flowserve is committed to adhering to the latest regulatory standards. With new regulations on the horizon, Flowserve is prepared to meet these requirements. Our Policy for Responsible Use of A.I., established in 2023, is evolving under the guidance of our governance committee to keep pace with technological advancements. Flowserve is focused on complying with the EU A.I. Act, U.S. Securities and Exchange Commission (SEC) regulations, and various local and state laws in the U.S. and globally. Read more about A.I. in the Privacy section of this report.

### Combating Enterprise Cyberthreats

Cybersecurity threats are advancing daily, so we undertake regular exercises to expose any threats to our systems before a nefarious actor does. In July 2024, Flowserve conducted an extensive tabletop exercise involving executive leadership and our Chairman of the Board. This exercise, which simulated a mock ransomware incident, highlighted opportunities to enhance our strong playbooks.

In 2024 we conducted a similar exercise to achieve our ISO certification. From an operational maturity standpoint, it is essential to continue these efforts and scale them to combat enterprise cyber threats.



# Data Privacy

In an era of increasing demand for accountability and transparency, safeguarding information is critical. Operating in more than 50 countries with approximately 16,000 associates, it is our responsibility to protect the data of our employees, customers and business partners.

To meet these challenges, Flowserve has established a robust data privacy program that engages all levels of our workforce and extends

across the business. This centralized system is designed to adapt to evolving legislation, promoting ongoing compliance. We collaborate with industry leaders and associations to embed data privacy into every facet of our organization, reinforcing our commitment to protecting personal information.

## Governance

Our Data Privacy team engages with other functional groups throughout the organization to communicate changing regulatory requirements and privacy considerations.

Our Data Privacy team is supported by the Data Privacy Committee, which consists of regional data privacy champions. These regional data privacy champions liaise between the Data Privacy team and regional operations, supporting effective communication and compliance with global policies. Six individuals on the Data Privacy Committee are dedicated to monitoring legislation in over 60 countries. The committee meets quarterly to discuss legal updates and provide training to promote adherence to regulations.

Aligned with the European Union (EU) Artificial Intelligence Act, which went into effect in August 2024, Flowserve has implemented a new A.I. governance program. This program includes an A.I. Governance Committee, which oversees A.I. functions within Flowserve, including evaluating potential A.I. projects, and implementing and enforcing certain A.I.-related compliance with legal standards for approved A.I. systems and tools. The committee is a collaboration between leaders from IT, our HR department and our legal team, including data privacy. This committee is responsible for further enhancing Flowserve’s commitment to responsible AI use and regulatory adherence.

## Our Approach

With the need to comply with privacy regulations across more than 60 jurisdictions globally, we have developed a flexible, centrally led, risk-based program. This program is designed to swiftly adapt to local regulatory changes, ensuring that we adhere to the landscape of data privacy laws. It is our practice to align to the strictest laws across our geographies.

### Embedding Privacy into Procurement

In 2024, Flowserve emphasized the importance of privacy-by-design, encouraging early engagement with our Data Privacy team during the design stages of data-sensitive processes and the procurement of related software and systems. As part of this emphasis, we have integrated privacy considerations into the Architectural Review Board (ARB). This proactive approach allows us to define data privacy requirements up front, ensuring compliance with relevant laws and standards. Flowserve vendors are required to complete privacy questionnaires, helping us assess their data privacy maturity and data handling practices.

Associates are critical to promoting privacy and cybersecurity across our organization and beyond. As privacy and cybersecurity are interconnected, we periodically conduct cybersecurity training sessions on policies and practices for employees, supplemented by additional training modules developed in collaboration with the I&C team. From time to time, we also include data privacy-related information in the monthly Integrity Insider communications sent by the I&C team. In 2025, the Cybersecurity team will continue to provide regular training to all employees, including related to data privacy. For more information, see the Cybersecurity section.

### Industry Collaboration

Flowserve collaborates with industry leaders and associations to stay at the forefront of data privacy and security practices. As members of the International Association of Privacy Professionals, for example, our Data Privacy team holds certifications that enable us to effectively navigate EU privacy laws.



#### Stage 1:

Third-party due diligence



#### Stage 2:

Data privacy compliance assessment on the related data processing



#### Stage 3:

ARB review and approval



#### Stage 4:

Contract reviews and negotiations

# Values Moment Ownership

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



## Extinguishing a Crisis in Queensland

In early 2024, a partner company of Flowserve received a call from an engineering management company about a massive pipeline fire that threatened to halt operations for large industrial users in Queensland, Australia.

The site features several Flowserve control valves, all of which are normally calibrated to “flow over” configuration and used for flow regulation to downstream units. Upon receiving the call, Flowserve

engineer Thim Subbareddy and his counterpart at our partner company recalibrated the valves to operate in a reverse-flow function, averting a major shutdown in Queensland.

By taking ownership of the situation, Thim and team were able to help avoid a significant safety and environmental incident, exemplifying how we can achieve beyond what is expected when we take the initiative in times of need.

“Thanks to the quick actions of Flowserve and its partners, we were able to confidently operate these valves to avoid shortages in critical applications.”



Flowserve’s supplier partners play a critical role in delivering our comprehensive portfolio of flow control solutions. Given their role in our success, it is fundamental that we share the same values and behaviors.

We outline our expectations through a series of policies, such as our Codes of Conduct; engage with our suppliers on essential topics like safety, environmental impact, ethics and integrity; and hold both ourselves and them to high standards through screening and remediation efforts. We also collaborate with a diverse group of global suppliers, which allows us to better withstand global supply chain disruptions and ensures business continuity. All of this enables us to operate in a more sustainable and resilient manner, delivering the quality products and service our customers expect.

In 2024, we expanded our efforts around five specific supply chain objectives: addressing emissions from suppliers, managing logistics emissions, enforcing our Supplier Code of Business Conduct, enriching the diversity of our suppliers and enhancing supplier risk management.

Governance

To promote effective oversight of our supply chain efforts, Flowserve’s Director of Supply Chain Operational Excellence is responsible for all supply chain-related ESG initiatives, while our Vice President of Supply Chain oversees the overall program. The ESG Steering Committee is regularly briefed on our supply chain efforts. Additionally, the Board of Directors also receives updates on progress and developments towards our supply chain ESG objectives.

Our Approach

**Supplier Code of Business Conduct**

The Flowserve [Supplier Code of Business Conduct](#) (or Supplier Code) outlines our expectations for suppliers. Aligned with our values, the Supplier Code defines what it means to do business in an ethical and responsible way and sets minimum requirements for our suppliers. This includes the following expectations.

**Safety and Quality**

- Comply with all applicable health and safety laws and regulations
- Provide a safe and healthy work environment, with proactive steps taken to prevent accident or injury

**Environmental Sustainability**

- Manage operations to minimize impact on the environment
- Establish and maintain a continuous improvement program as it relates to health, safety and the environment
- Provide environmental metrics to Flowserve when requested

**Labor and Human Rights**

- Provide a fair working wage in compliance with regulations at set working hours
- Employ, promote and remunerate employees based on their ability to do the job and not personal characteristics such as gender, race, ethnicity, religion, age, disability or marital status
- Comply with human trafficking and anti-slavery laws and regulations

**Governance**

- Comply with all applicable laws regarding conflict minerals, substances of very high concern, transportation and logistics, proprietary information and intellectual property, anti-corruption, political contributions and payments, import and export controls, and trade and anti-trust
- Have in place anti-corruption and bribery procedures and provide necessary information and documentation when requested by Flowserve to enable us to conduct compliance screenings
- Protect the confidentiality of Flowserve’s data and maintain a current nondisclosure agreement with Flowserve

Across all topics, the Supplier Code states that suppliers must comply with all lawful orders, rules, regulations, codes, standards and treaties, and explains that non-compliance will result in immediate termination of the business relationship.

The Supplier Code is included in Flowserve’s standard supplier terms, contractually obligating suppliers to share and enforce it with their employees, suppliers and anyone else acting on behalf of Flowserve. In 2024, we took compliance a step further and began requiring our strategic suppliers to formally acknowledge compliance to the Supplier Code.

The Flowserve Ethics Hotline may be used anonymously by associates and third parties alike to report any concerns over supplier non-compliance.

In addition to our Supplier Code, we require compliance to chemicals legislation, Supply Chain Logistics Packaging Policy, and our anti-slavery and human trafficking statement, among other standards. Read more on our Supply Chain Governance webpage.

Supplier Auditing Process

As part of the supplier audit process, our supplier quality engineers review their compliance to Flowserve requirements and expectations. We audit our suppliers on a three-year rolling cycle and include topics such as technical compliance, health and safety, quality management, compliance with forced or child labor regulations, and the proper use of personal protective equipment. When necessary, our supplier audit program may involve third-party auditors. If any issues surface during an audit and the supplier fails to meet minimum audit criteria, we collaborate on implementing a Corrective Action Plan. Providing the supplier adheres to this plan and demonstrates good progress, Flowserve will continue the partnership while closely monitoring performance.

Flowserve has additionally established a Supplier Development Organization that focuses on technical development and continuous improvement, which helps our suppliers meet our stringent standards from a quality, delivery and cost point of view.

Supplier Risk Management

To build a robust supply chain that aligns with our values and safeguards our business, potential suppliers are subject to a thorough Supplier Risk Assessment process. This includes technical and quality risk, compliance and governance, and financial risk. Current suppliers, of those with high global spend and operating in high-risk countries, are also subject to risk audits conducted by Integrity & Compliance. Annually, we review each supplier’s risk portfolio. If supplier risk levels change – due to changes in the company’s ownership or financial standing, or global events such as regulations or disruptions – we review the potential impact on our business and develop a mitigation plan as needed.

When it comes to existing suppliers, Flowserve has collaborated with a third-party solutions provider to develop a robust risk management tool. Launched in November 2024, this tool examines 12 key risk criteria, such as on-time delivery, quality, financial and credit risk, risk of closure, country-specific risk and internal risks, and provides a consolidated risk index that is used by our different supply chain associates.

If a supplier makes any changes to its manufacturing process or any other part of the company that could impact Flowserve, we require advanced written notification so we have time to review the supplier’s Risk Mitigation Plan and implement contingency plans as needed. This allows us to prevent significant supply disruptions.



To build a robust supply chain that aligns with our values and safeguards our business, potential suppliers are subject to a thorough Supplier Risk Assessment process.



## Improving the Impact of Our Supply Chain

### Strategic Suppliers

Flowserve segments its supply base with its approximately 450 strategic suppliers, representing about 70% of total supplier spend. These are critical partners in developing our products and services. Focusing on this group allows us to work collaboratively to enhance performance across several key areas, including quality and delivery, sustainability performance and supplier diversity.

### Sustainability

Our plan is to build a more sustainable supply chain. Embarking on this journey, we began requesting supply chain emissions data from a select group of strategic suppliers in 2023. In 2024, Flowserve achieved a 72% response rate for emissions data from logistics carriers, which is typically considered a high-emissions industry.

Looking ahead to 2025, we expect to further increase supplier response rates and to engage with a number of suppliers on collaborative sustainability projects.

### Supplier Diversity

Diversifying our supplier base helps to manage risk and support our small business partners. We track our engagement with small and medium enterprises; small businesses owned by women, U.S. veterans or minorities; nonprofits; and large businesses.

In 2024, we launched a supplier diversity policy that outlines how we engage and support these businesses.

### Advancing Regulatory Compliance

As global legal requirements shift and grow, Flowserve's Materials Compliance team works across the business and supply chain to support adherence to all laws, sanctions and other regulations. This team also helps

suppliers achieve compliance. For example, we are currently engaged with suppliers to capture emissions data and report quarterly to EU authorities on carbon-intensive products in response to the EU's Carbon Border Adjustment Mechanism. We are also working with our suppliers to conduct risk assessments focused on human rights in compliance with Germany's Supply Chain Due Diligence Act.

### Conflict Minerals

Flowserve works closely with its 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 the Congo (DRC) and adjoining countries, where the mining of certain minerals has partially financed the long-standing conflict in this region. Flowserve also supports the objectives and intent of the U.S. Securities and Exchange Commission conflict minerals rules that call for periodic reporting on company efforts to manage conflict minerals risk.

In 2024, Flowserve obtained responses regarding conflict minerals from suppliers that represent 78% of global spend, marking an improvement from previous years. While we strive to procure conflict-free product, if we were to discover supplied minerals originating from sources in countries not deemed conflict-

free, we would take action to cease any further trading with the supplier in question and transition to 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 supplier terms and conditions of purchase, and our purchase order requirements. Flowserve suppliers are expected to:

- Source conflict minerals only from sources that are DRC conflict free for any products to be sold to Flowserve and require any sub-suppliers to do the same
- Create and implement procedures for the traceability and origins of products containing conflict minerals and provide such records to Flowserve upon request
- Communicate to supplier personnel and their sub-suppliers policies that are consistent with Flowserve's policy, and require their direct and indirect suppliers to do the same

These policies and supplier expectations are integrated with our management program to ensure alignment of our worldwide suppliers and work toward a conflict-free supply chain.



# Trade Compliance

In an ever-evolving global marketplace, trade compliance promotes ethical and sustainable business practices. By adhering to these standards, we not only safeguard our operations but contribute to a fair and transparent international trade environment.

## Governance

Our commitment to trade compliance begins with our dedicated Trade Compliance team. Our centralized function, supported by a global network of coordinators at local sites, ensures the effective implementation and management of our trade compliance program across all organizational levels. By focusing on policy development, training and employee communication, the team drives continuous improvement in our compliance efforts.

Flowserve's trade compliance is overseen by the Director and Senior Counsel for Global Trade, who reports to the CCO. The Ethics and Compliance Committee receives regular updates on trade compliance during their quarterly meetings. The committee includes key members of our management team, including Flowserve's CEO, Chief Legal Officer, Chief Financial Officer, Chief Human Resources Officer, Head of Audit, Platform President and the I&C group within our Legal department.

Additionally, Flowserve's Board of Directors receives annual updates on trade compliance from the CCO.

## Our Approach

In 2024, we centralized our trade compliance efforts to reduce the burden on business units and empower our Trade Compliance team with the resources they need to operate effectively. This included evaluating our prior documentation to consolidate regional manuals into a comprehensive, global manual that provides basic requirements, frameworks and guidelines for the company as a whole. We also updated and condensed our policies to be more accessible and aligned with the updated manual.

We implement the manual and policies through trade compliance playbooks, which we revamped in 2024 and rolled out in early 2025 to provide tailored instructions for each functional group or department. These playbooks — available in nine languages and accessible to all associates — offer specific guidance to help business units drive compliance. This guidance includes both general informational material as well as required tasks for specific functions.

## Training

In 2024, we reorganized our trade-related training courses, consolidating them into three modules focused on import regulations, export regulations and sanctions. While these courses are currently U.S.-centric given the rigor of U.S. regulations, in the future we will also include region-specific details and differences for other key areas around the world to make sure our teams understand the requirements for operating across borders. In 2024, our Trade Compliance team provided more than 3,700 hours of in-person, jurisdiction-specific training to more than 600 associates across 14 countries on four continents.

regulatory landscapes, our Trade Compliance team actively monitors rules and sanctions, partnering with our sites to confirm our business operations align with the latest regulations across all jurisdictions. The team reviews relevant regulatory requirements and communicates timely updates to associates at each step of the value chain.

We began migrating to a new third-party screening system in 2024 that will allow us to screen customers and vendors against a proprietary set of forced labor and restricted list risk factors, automating the auditing process while enabling additional due diligence for companies in higher-risk regions. Once screened, companies are automatically updated nightly and are tagged for rescreening after a year.

The second phase of this program will introduce end-use certificates and in-system escalations for flagged customers around the world. The system will also produce a regional export checklist that will provide the list of steps and documentation needed for export based on a number of inputs, such as country of origin, sales destination and others.

Additionally, we are developing a centralized product classification database to harmonize our data across sites. By ensuring accurate and consistent product classification, this system will significantly reduce the risk of compliance errors and enhance our ability to manage trade risks effectively.

**Regulatory Compliance**

Amid the evolving regulatory landscape, our Trade Compliance team monitors and adapts to the latest rules and sanctions, and collaborates with outside counsel who specialize in different areas of trade compliance to stay informed. When changes are proposed, our team alerts the relevant product group, who conducts component analyses to understand the potential impacts so that sourcing and manufacturing can be adjusted as necessary.

We have established a benchmarking group with peers to discuss global trends and collaborate on compliance strategies. Additionally, we are a member of the National Association of Manufacturers, which provides key insights on regulatory developments.



# Spotlight. Story



## Capturing 1.5 million Tons of CO2 in Abu Dhabi

Flowserve will play a critical role in a groundbreaking initiative in enhanced oil recovery and carbon capture, utilization and storage in Bab Field of Abu Dhabi. Implementation of this program will allow our customer to produce green oil by incorporating environmentally sustainable designs that reduce CO2 emissions and enhance energy efficiency in oil and gas operations.

Our specialized dry gas seals and dry gas seals systems were instrumental in securing this partnership with our customer — marking one of the first ever continuous supercritical CO2 pump injection services for enhanced oil recovery in the market. Our products will help enable the capture and storage of 1.5 million tons of CO2 annually – the equivalent to the emissions of over 326,000 vehicles.





# Quality and Product Stewardship

Our commitment to quality and product stewardship is an important driver of our mission to make the world better for everyone. With a zero-defect mindset, we strive to be an industry leader in quality performance.

In 2024, we concentrated on integrating quality and safety, capitalizing on the synergies between the two, through an enterprise-wide approach that spanned our internal systems and end-to-end processes – from product development to post-shipment end-user support – and aligns to the Flowserve Business System.

## Governance

Quality excellence and our quality management system are spearheaded by our executive leadership, including the Vice President of Global Operational Excellence, Divisional Vice Presidents of Manufacturing, Vice President of HSEQS and Global Divisional and Functional Quality Leaders. All team members directly involved in product and quality efforts report to Flowserve's VP of Global Operational Excellence, underscoring the importance of accountability and coordinated action in maintaining and enhancing our product quality standards.

We consistently implement product quality management policies across the organization. Our leaders host Quality Management Operations Reviews that encompass quality risk planning, customer and process issue management, strategy deployment improvement initiatives and performance metric evaluation. To provide additional oversight, we also established a dedicated Product Safety and Reliability role for individual products.

## Our Approach

### Training and Culture

Our “Right the First Time” mindset emphasizes ownership and accountability among all Flowserve associates. The goal of our comprehensive training programs is for all of our employees to understand the requirements of producing quality products and knowing when to stop work and seek solutions when they identify a quality issue.

Product safety is integrated into our broader standard safety and product-related training programs, with a particular focus on equipment assembly and testing. This training is conducted biennially or as required by product specifications. Our associates are certified through internal product training experts or through our Global Learning Resource Center, where we offer a range of training options, including informative programs designed to create awareness, accreditation programs focusing on knowledge transfer and certification programs. In 2024, we also provided 2,000+ customers with more than 400 training modules to enhance their ability to safely operate and maintain flow control equipment.

To further these efforts, we are deploying a Quality Excellence Academy in 2025. The Academy represents a commitment to taking a systems integration approach within our

operations, reinforcing our dedication to continuous improvement and excellence in quality management.

Flowserve is also a member of various trade organizations and membership groups that help us stay updated on industry standards and best practices. This includes the American Petroleum Association, the American Society of Testing and Materials, the European Committee for Standardization, EuroPump, the Fluid Sealing Association and the Society for Measurement and Automatic Control.

### Standards and Certifications

We strictly adhere to industry standards and qualifications for our products. Since we design and manufacture highly engineered equipment tailored to meet customer specifications and endure severe applications, these standards are critical for the protection of life and property.

We comply with such standards as the American Society of Mechanical Engineers (ASME) American Petroleum Institute (API) and American National Standards Institute (ANSI), which are crucial requirements mandated by many countries for the purchase of flow control equipment, including high-pressure pumps. These requirements apply to design, manufacturing, inspection and testing.

In 2024 we were awarded fifth place for the 2024 Aramco Local Manufacturers Quality Award. In 2025, we surpassed this achievement and were awarded first place for the 2025 Aramco Local Manufacturers Quality Award for the small and medium manufacturer category.



Additionally, our products adhere to industry standards governing the safe use of products in potable water services, such as NSF/ANSI 61.

We maintain ISO 9001:2015 quality management standard certification at 114 of our original equipment manufacturing (OEM) facilities globally and several Quick Response Centers. Fourteen of our facilities hold ISO 14001 environmental certifications, and 26 hold ISO45001 safety certifications. Our associates undergo periodic training on ISO 9001:2015 and other relevant industry-specific quality standards to ensure consistent quality and compliance, and certified facilities are annually audited via an ISO-recognized independent auditing body.

We monitor the changing regulatory landscape globally, and our engineering team conducts quarterly calls to stay abreast of changes. Recent changes included DIN standardization efforts within Europe and specific material-related regulations, including mercury regulations and lead and cadmium regulations in plastics.

Quality Control and Auditing


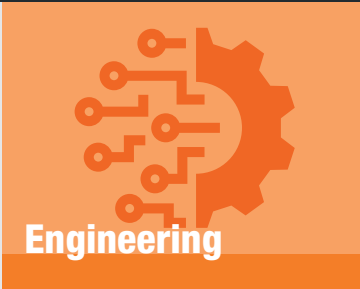



Internal process audits are conducted by Flowserve Internal Auditors and other external stakeholders to ensure adherence to processes and standards. They are overseen by a Lead Auditor who is qualified and certified in specific disciplines, including NQA-1, ISO 9001:2015 and API Q1 and/or Q2.

We monitor quality using key performance indicators such as Customer Issue Management, Manufacturing Process First Pass Yield, Product Rework, Scrap, and Warranty Claims. Additionally, we gather detailed metrics on individual customer product quality concerns, including defect severity and issue resolution time. These metrics are updated daily or monthly in a centralized database, allowing us to be efficient and timely with our assessments.

Going beyond our internal reviews, external agencies and customers also conduct audits of our sites. When we are a strategic supplier for a customer, we engage in more involved reviews with site managers, division leaders and representatives from the Flowserve quality team.

Taking a Full Life Cycle Approach

Flowserve implements quality and safety at every step of the product lifecycle.

 <p><b>Process Mapping: New Product Development</b></p>	 <p><b>Engineering</b></p>	 <p><b>Supply Chain</b></p>	 <p><b>Execution</b></p>	 <p><b>Post-Delivery Support and After Market Services</b></p>
From our initial product design, we critically assess our products and innovate to address quality compliance challenges. We partner with C2P for comprehensive information and insights into global regulatory trends. Our product engineering teams follow a rigorous Design Review process, applied at two stages of every Product Development or Design to Value (DtV) project, as well as during Engineer-to-Order (ETO) activities. This process enables us to report and effectively remediate product safety issues.	With quality experts at each level of our Engineering team, we ensure our products adhere to stringent industry standards and all regulatory requirements. The team conducts quarterly calls to stay abreast of new regulations and upcoming changes, ensuring continuous compliance and innovation.	Our supplier quality team plays a crucial role in ensuring we partner with the right suppliers by conducting thorough reviews. This involves comprehensive evaluations to confirm that all suppliers meet our strict quality and compliance standards. We prioritize the continued integrity of our supply chain by conducting regular audits of our critical suppliers, with an internal mandate to audit one-third of our suppliers every year.	We are focused on meeting customer needs by delivering the right product for the right application. This year, we updated our quality software, IntellaQuest, to track customer response times through various steps. To further enhance quality, in 2024 we initiated the quality observations program. The program aims to encourage the proactive identification and recording of quality observations related to fundamental quality “basics,” and to take or escalate immediate corrective actions to address the identified concerns. In the future, the program will facilitate the sharing of global quality best practices as we seek to align resources to our business units so they can focus on actionable items.	Flowserve is committed to providing post-delivery support to ensure customer satisfaction. If an issue arises after delivery, the incident is logged for a comprehensive root cause analysis. We also offer extensive training to customers on the proper use of our products. To further support our customers, our aftermarket operations include field service personnel who are available to help resolve any product issues.

# Spotlight Story



## Accelerating Clean Energy Along the U.S. Gulf Coast

A global industrial gas supplier selected Flowserve valves for a state-of-the-art complex that will make the state of Louisiana a leader in the energy transition of the United States. The Louisiana Clean Energy Complex is being developed in support of the state's commitment to net zero by 2050.

When completed in 2026, this facility aims to produce more than 750 million standard cubic feet per day of blue hydrogen as well as blue ammonia for global hydrogen markets to help facilitate

transportation, eventually creating enough energy to power three million cars daily. Because the industrial processes required to produce these quantities of hydrogen and blue ammonia will generate carbon emissions, the customer will employ carbon capture and sequestration to capture about 95% of its own carbon emissions and store them more than one mile underground at a lake in southeastern Louisiana.





# Data Summary and Reporting Indices

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<u>142</u>	<u>Data Summary</u>
<u>143</u>	<u>About This Report</u>

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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 for broad range of existing and emerging industrial markets. Our product portfolio of pumps, valves, seals, energy recovery devices, flow control automation and aftermarket services supports global infrastructure, including oil and gas, chemicals, (nuclear, fossil and renewable) power generation, water management, carbon capture, and other general industrial markets. 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.
		<b>Flowserve Pump Division Brands</b> BW Seals • Byron Jackson • Niigata Worthington • Calder Energy Recovery Devices • Durametallic • 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 • Worthington-Simpson • Labour • FLEX  <b>Flow Control Division Brands</b> Accord • McCANNA/MARPAC • Anchor/Darling • Argus • Atomac • Norbro • Automax • Nordstrom • Durco • PMV • Edward • Serck Audco • Flowserve • Valbart • Kammer • Valtek • Limitorque • Worcester Controls • Logix  RedRaven • Energy Advantage Program
102-3	Location of headquarters	5215 N O Connor Blvd, Irving, TX 75039 United States

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102-4	Location of operations	Flowserve operates over 200 facilities in over 50 countries as shown on our location map on <a href="#">p.7</a> .		
		Our major manufacturing facilities (those with 50,000 or more square feet of manufacturing capacity) operating at December 31, 2024, are located in:		
		<b>North America</b> • United States • Canada  <b>Latin America</b> • Argentina • Brazil • Chile • Mexico	<b>Europe, Middle East and Africa</b> • Austria • France • Germany • Italy • Netherland • Saudi Arabia • Spain • Sweden • UK	<b>Asia Pacific</b> • 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 2023 and 2024 consisted of:		
			<b>2023</b>	<b>2024</b>
		oil and gas	38%	37%
		general industries <sup>(1)</sup>	26%	26%
		chemical <sup>(2)</sup>	21%	19%
		power generation	11%	13%
		water management	4%	5%
		<b>Footnotes</b> 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		

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102-7	Scale of the organization	Number of employees	16,967
		Revenue	\$4.558 Billion
		Working Capital	\$1.436 Billion
		Total Equity	\$2.052 Billion
		Total Debt	\$1.504 Billion
		Net debt to net capital ratio	28.8%
102-8	Information on employees and other workers	See “Culture”, <a href="#">p 56-83</a> .	
102-9	Supply chain	See “Responsible Supply Chain”, <a href="#">p 106-111</a> .	
102-10	Significant changes to the organization and its supply chain	No significant change to the organization and its supply chain in the 2024 calendar year.	
102-11	Precautionary Principle or approach	See “Risk Management, Ethics and Compliance”, <a href="#">p 85-87</a> .	
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"><li>National Association of Manufacturers (NAM)</li><li>Hydraulic Institute</li></ul>	

STRATEGY		
102-14	Statement from senior decision-maker	See “A Message from our CEO”, <a href="#">p 4-5</a> .
102-15	Key impacts, risks and opportunities	See “Risk Management, Ethics and Compliance”, <a href="#">p 85-87</a> .

ETHICS AND INTEGRITY		
102-16	Values, principles, standards and norms of behavior	See “Integrity & Compliance”, <a href="#">p 90-95</a> .
102-17	Mechanisms, for advice and concern about ethics	See “Integrity & Compliance”, <a href="#">p 90-95</a> .

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GOVERNANCE		
102-18	Governance structure	See “Risk Management, Ethics and Compliance”, <a href="#">p 85-87</a> .
102-19	Delegating authority	See “Risk Management, Ethics and Compliance”, <a href="#">p 85-87</a> .
		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.
102-20	Executive-level responsibility for economic, environmental and social topics	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.
		See “Risk Management, Ethics and Compliance”, <a href="#">p 85-87</a> .
102-21	Consulting stakeholders on economic, environmental and social topics	See “Stakeholder Engagement”, <a href="#">p 20-21</a> .
		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.
102-22	Composition of the highest governance body	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.
		For more information, please see “Executive Compensation” in our 2025 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&amp;NC) considers various potential director candidates who may come to the attention of the CG&amp;NC through current Board members, professional search firms, shareholders or other persons. The CG&amp;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&amp;NC may also use less formal recruiting methods. All identified candidates, including shareholder-recommended candidates, are evaluated by the CG&amp;NC Committee using generally the same methods and criteria, although those methods and criteria may vary from time to time depending on the CG&amp;NC’s assessment of the Company’s needs and current situation.</p> <p>For more information, please see “The Board and Committees” in our 2025 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&amp;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&amp;NC has determined do not pose a significant risk of conflict of interest,</p>

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102-26	Role of highest governance body in setting purpose, values and strategy	See “Risk Management, Ethics and Compliance”, <a href="#">p 85-87</a> .
102-27	Collective knowledge of highest governance body	See “Our Board of Directors”, <a href="#">p 86</a> .
102-28	Evaluating the highest governance body's performance	For more information, please see “The Board and Committees” in our 2025 Proxy Statement.
102-29	Identifying and managing economic, environmental and social impacts	See “Risk Management, Ethics and Compliance”, <a href="#">p 85-87</a> .
102-30	Effectiveness of risk management processes	See “Risk Management, Ethics and Compliance”, <a href="#">p 85-87</a> .
102-31	Review of economic, environmental and social topics	See “Risk Management, Ethics and Compliance”, <a href="#">p 85-87</a> .
102-32	Highest governing body's role in sustainability reporting	<p>Our Board, primarily through the CG&amp;NC, provides oversight of our approach to environmental, social and governance programs and policies.</p> <p>See “Risk Management, Ethics and Compliance”, <a href="#">p 85-87</a>.</p>
102-33	Communicating critical concerns	<p>Shareholders and other interested parties may communicate with the Board directly by writing to:</p> <p><b>Non-Executive Chairman of the Board</b> 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>

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102-34	Nature and total number of critical concerns	See “Risk Management, Ethics and Compliance”, <a href="#">p 85-87</a> and “Integrity & Compliance”, <a href="#">p 90-95</a> .
102-35	Remuneration policies	A comprehensive discussion of non-employee director and executive compensation may be found in 2025 Proxy Statement.
102-36	Process for determining remuneration	A comprehensive discussion of non-employee director and executive compensation may be found in 2025 Proxy Statement.
102-37	Stakeholder's involvement in remuneration	<p>Our Board and the Organization &amp; 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 2023, approximately 93.3% of shares voted at our 2024 annual meeting supported our executive compensation. The 2025 Annual Meeting of Shareholders will take place May 16, 2025.</p>
102-38	Annual total compensation ratio	In 2024, 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, please see page 70 of our 2025 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 98:1 in 2020, 147:1 in 2021, 109:1 in 2022, 140:1 in 2023, and 147:1 in 2024. For more information, see page 70 of our 2025 Proxy Statement.

STAKEHOLDER ENGAGEMENT		
102-40	List of stakeholder groups	See “Our ESG Approach”, <a href="#">p 18-21</a> .
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 “Our ESG Approach”, <a href="#">p 18-21</a> .
102-43	Approach to stakeholder engagement	See “Our ESG Approach”, <a href="#">p 18-21</a> .
102-44	Key topics and concerns raised	See “Our ESG Approach”, <a href="#">p 18-21</a> .

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 “Our ESG Approach”, <a href="#">p 18-21</a> .
102-47	List of material topics	See “Our ESG Approach”, <a href="#">p 18-21</a> .
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, 2024 - December 31, 2024
102-51	Date of most recent report	May 6, 2024
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	esg@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	See <a href="#">p 141</a> for 2024 Limited Assurance.

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GRI 204 PROCUREMENT PRACTICES		
103-1	Explanation of the material topic and its Boundary	Flowserve operates 210 facilities in over 50 countries. See “Responsible Supply Chain”, <a href="#">p 106-111</a> .
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
204-1	Proportion of spending on local suppliers	See “Responsible Supply Chain”, <a href="#">p 106-111</a> .
GRI 205 ANTI CORRUPTION 2016		
103-1	Explanation of the material topic and its Boundary	See “Integrity & Compliance”, <a href="#">p 90-95</a> .
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”, <a href="#">p 90-95</a> .
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”, <a href="#">p 90-95</a> .
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 2024.
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”, <a href="#">p 43</a> and “GHG Reduction Strategy” <a href="#">p 45</a> .
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 “Water” for information on water withdrawals, discharge and consumption, <a href="#">p 49</a> .
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", <a href="#">p 44-45</a> .
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	
305-6	Emissions of ozone-depleting substances (ODS)	Flowserve does not use ozone-depleting substances (ODS) in its operations.
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 “Air Emissions”, <a href="#">p 44-45</a> .

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 “Water” and “Waste Minimization and Recycling” 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 Minimization and Recycling” section, <a href="#">p 50-51</a> .
306-3	Significant spills	There were no significant spills in 2024.
306-4	Transport of hazardous waste	Hazardous waste represents only 2% of all discarded materials. See the “Waste Minimization and Recycling” section, <a href="#">p 50-51</a> .
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 “Employee Health and Safety”, <a href="#">p 60-63</a> .
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 and Employee Engagement”, <a href="#">p 76-83</a> .
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 “Flowserve Cares”, <a href="#">p 66-69</a> .
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 and Product Stewardship”, <a href="#">p 118-121</a> .
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 “The Power of Innovation”, <a href="#">p 26-29</a> , and “Energy Advantage Program”, <a href="#">p 31</a> .

2024 Limited Assurance

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Our ref: 11229948-MISC

April 11, 2025

**Assurance Statement**  
**Greenhouse Gas (GHG) 2024 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, 2024, to December 31, 2024 (Project). The verification was conducted in accordance with ISO 14064-3:2019, the GHG Protocol Corporate Accounting Standard and the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, and applicable CDP guidance. 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 relevant Scope 3 categories (purchased goods and services, capital goods, fuel and energy related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, upstream leased assets, downstream transportation and distribution, and use of sold products) emission quantification and associated values that are included within Flowserve’s GHG quantifications and associated reporting, 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 Standard with guidance for the validation and verification of greenhouse gas assertions and ISO 14064-1 Standard with guidance at the organization level, which represents the applicable standards and criteria documents and were applied throughout the verification process. The limited level of assurance verification conducted provides 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 providing the required documents, data, and information associated with the Project to allow completion of the third-party assurance.



**4. Verified emissions**


Using the above noted methodology, GHD has verified Flowserve’s 2024 GHG emissions inventory to be quantified as:

Scope	Category	Emissions (tCO <sub>2</sub> e)
Scope 1	Stationary & mobile combustion	15,463
Scope 2	Purchased electricity	54,092
Scope 3	Category 1: Purchased goods and services	666,766
	Category 2: Capital goods	15,041
	Category 3: Fuel-and-energy related emissions	20,572
	Category 4: Upstream transportation & distribution	47,636
	Category 5: Waste generated in operations	2,600
	Category 6: Business travel	43,471
	Category 7: Employee commuting	24,130
	Category 8: Upstream leased assets	2,928
	Category 9: Downstream transportation & distribution	27,174
	Category 11: Use of sold products	80,549,134


**5. Our conclusion**

GHD has, to a limited level of assurance using the above stated verification procedures, verified the GHG emissions quantified by Flowserve for the 2024 reporting year from the period of January 1, 2024 to December 31, 2024, reported as **15,463 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) for Scope 1, 54,092 tCO<sub>2</sub>e for Scope 2, and 81,399,452 tCO<sub>2</sub>e for Scope 3**. Based on our verification there is no evidence that the GHG statement is not materiality correct and is not a fair representation of GHG data and information and that it has not been prepared in accordance with applied standards and criteria on GHG quantification, monitoring and reporting.

Regards



**Erik Martinez**  
Lead Verifier  
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Independent Reviewer  
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→ The Power of Commitment

GHD 11229948-MISC-Statement

11229948-MISC | Assurance Statement 2

2024 Metrics Summary

Indicator	Description	Units	2024	2023	2022
Activity	Sales Revenue	\$Millions USD	4,558	4,321	3,615
	Number of Employees (including full-time equivalents as of 12/31/2022)			15,510	15,986
Safety	OSHA Total Recordable Rate		0.34	0.34	0.25
	OSHA Lost Time Day Rate		0.11	0.07	0.08
	OSHA Lost Time Severity Rate		0.95	1.69	4.70
Energy	Direct Energy	Gigajoules	258,885	281,352	288,819
	Indirect Energy	Gigajoules	477,133	457,575	478,534
	<b>Total Direct + Indirect Energy</b>		<b>736,018</b>	<b>738,927</b>	<b>767,353</b>
Greenhouse Gases	Direct Emissions (Scope 1)	Tonne CO <sub>2</sub> e	15,463	15,570	16,120
	Indirect Emissions (Scope 2)	Tonne CO <sub>2</sub> e	54,092	53,172	55,298
	<b>Total Scope 1+2 Emissions</b>		<b>69,555</b>	<b>68,741</b>	<b>71,418</b>
	Scope 1+2 Carbon Intensity (tCO2/\$ million sales)		15.3	15.9	19.8
	Other Indirect Emissions (Scope 3)				
	1. Purchased goods and services	Tonne CO <sub>2</sub> e	666,766	540,437	619,309
	2. Capital goods	Tonne CO <sub>2</sub> e	15,041	11,818	20,046
	3. Energy and fuel-related	Tonne CO <sub>2</sub> e	20,572	18,302	18,889
	4. Upstream transportation and distribution	Tonne CO <sub>2</sub> e	47,636	45,732	91,559
	5. Waste generated in operations	Tonne CO <sub>2</sub> e	2,600	2,924	2,148
	6. Business travel	Tonne CO <sub>2</sub> e	43,471	27,010	17,992
	7. Employee commuting	Tonne CO <sub>2</sub> e	24,130	24,428	16,608
	8. Upstream leased assets	Tonne CO <sub>2</sub> e	2,928	1,003	-
	9. Downstream transportation and distribution	Tonne CO <sub>2</sub> e	27,174	31,473	-
	10. Processing of sold products	Tonne CO <sub>2</sub> e	-	-	-
	11. Use of sold products	Tonne CO <sub>2</sub> e	80,549,134	81,061,398	64,523,645
	12. End-of-life treatment of sold products	Tonne CO <sub>2</sub> e	-	-	-
	13. Downstream leased assets)	Tonne CO <sub>2</sub> e	-	-	-
	14. Franchises	Tonne CO <sub>2</sub> ee	-	-	-
	15. Investments	Tonne CO <sub>2</sub> e	-	-	-
Water	Fresh Water Use	Cubic meters	485,851	455,669	509,474
	Nonhazardous waste	Tonne	11,233	9,777	7,420
Waste	Hazardous	Tonne	256	256	170
	Reuse, Recycle and Recovery	Tonne	15,408	14,533	13,954

About this Report

Unless otherwise specifically stated, this report is intended to highlight aspects of Flowserve’s performance in 2024.

This report, which speaks only as of its date, is not a comprehensive description or representation of all of Flowserve’s activities (including sustainability activities) during 2024. Additional information is available in our [2024 Annual Report on Form 10-K](#) and our [2025 Proxy Statement](#). Website references and hyperlinks throughout this report are provided for convenience only, and the content on the referenced websites is not incorporated by reference into this report, nor does it constitute a part of this report.

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, maintained, 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, may be incomplete or based on third-party information (including as a result of recently completed acquisitions), and may be based on assumptions believed to be reasonable at the time of preparation. This report may include or incorporate by reference information from third-parties that has not been separately reviewed, approved, or endorsed by us. We make no warranty, representation, or undertaking as to the reasonableness, completeness, or accuracy of such information.

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 for purposes of our sustainability reporting. 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 U.S. and other countries’ 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 Flowserve, our financial results, our stakeholders, or for purposes of the U.S. securities laws or other mandatory reporting purposes.

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 and are not guarantees for future performance. Actual results may differ materially from any future results expressed or implied by the forward-looking statements, including as a result of changes in technology, applicable laws and regulations, our business strategy, customer requirements, and stakeholder expectations. More information on the 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 standards of measurement and performance contained herein are developing and based on assumptions, and no assurance can be given that any plan, initiative, projection, goal, commitment, expectation, or prospect set forth in this report can or will be achieved or maintained. The forward-looking statements in our report are made as of the date first published, unless otherwise indicated. 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, regardless of any historical practice of doing so.



North America

Latin America

Europe

Middle East

Africa

Asia Pacific

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