



ELEVATE

2025 Impact Report



Table of Contents

4
LEADERSHIP MESSAGE

6
ABOUT FLOWSERVE

14
OUR ESG APPROACH

20
CLIMATE

- 20 Elevating Our Solutions
- 40 Elevating Our Operations

56
CULTURE

- 58 Human Rights
- 60 Talent Development & Employee Engagement
- 66 Compensation & Benefits
- 70 Employee Health and Safety
- 76 Flowserve Cares

88
CORE RESPONSIBILITY

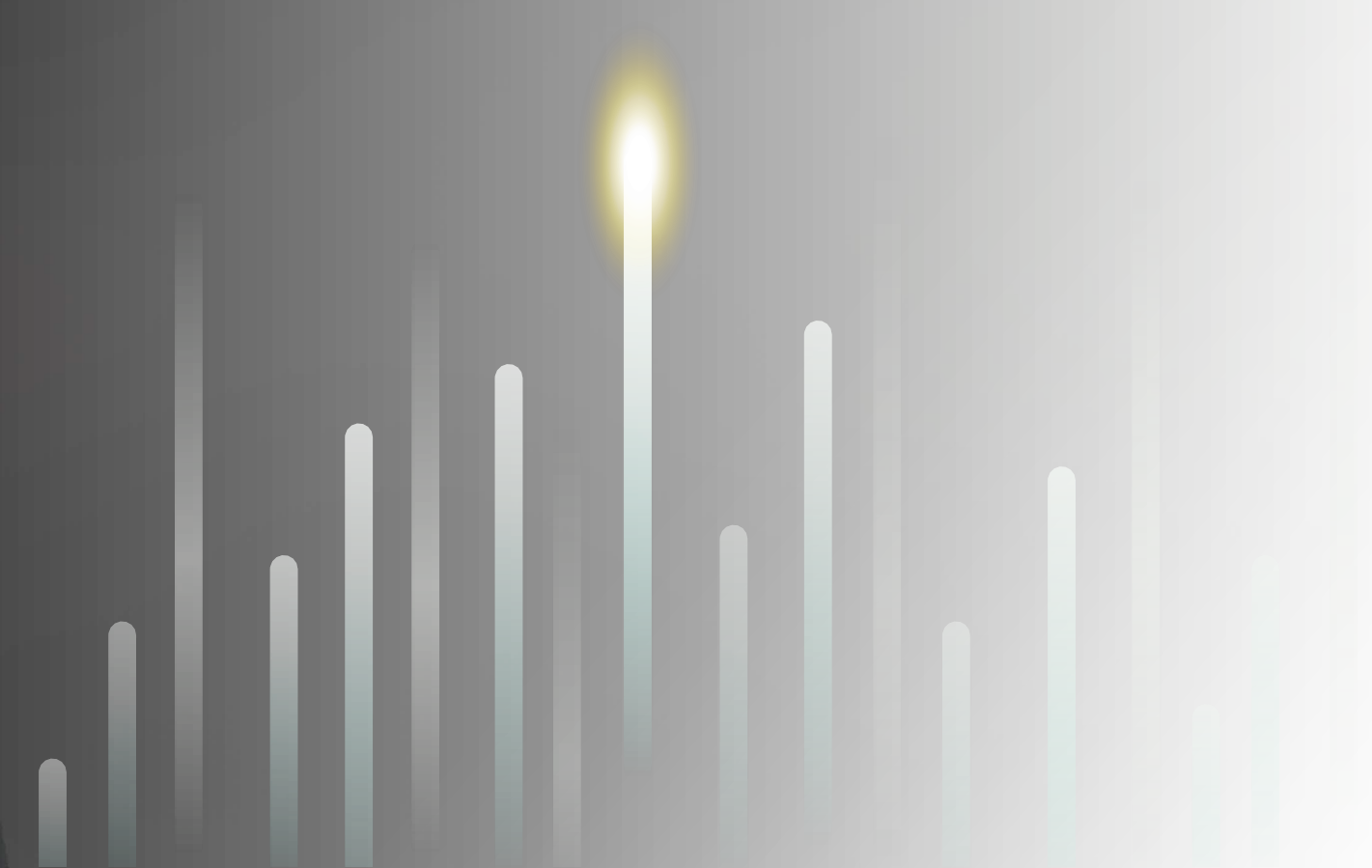
- 88 Corporate Governance
- 92 Integrity & Compliance
- 102 Cybersecurity
- 106 Data Privacy
- 110 Artificial Intelligence
- 114 Responsible Supply Chains
- 122 Quality & Product Stewardship

126
DATA SUMMARY AND REPORTING INDICES

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.

See “About This Report”
on [page 143](#).

Leadership Message



“2025 was a transformative year for our business. The Flowserve Business System’s emphasis on culture, strategy, and execution energized our performance and impacted our ESG goals in a meaningful way.”

Flowserve has been a leader in providing innovation and expertise that move our world forward for more than two centuries. Backed by a powerful legacy of heritage brands and dedicated associates around the world, we serve critical industries that make a real impact. From providing clean drinking water to exploring the frontiers of the latest clean energy production and storage, our purpose has always been to enable a positive future for all.

Supported by our growth strategy and commitments to excellence throughout the Flowserve Business System, we seek to make an impact on Environmental, Social and Governance (ESG) principles through our **Climate, Culture and Core Responsibility** approach. This framework describes how we are paving the way for a clean energy future through our solutions and partnerships. They outline our commitment to keeping our employees safe and unleashing their full potential. And while we are focused on making an impact, we remain dedicated to our values and conducting business with the highest ethical standards.

2025 was a transformative year for our business. The Flowserve Business System’s emphasis on culture, strategy, and execution energized our

performance and impacted our ESG goals in a meaningful way. Here are a few highlights you can learn more about in this report:

- We achieved an 8.5% reduction in our combined Scope 1 and Scope 2 absolute emissions since we announced our new targets last year, thanks to several energy efficiency projects and the utilization of lower-carbon sources.
- Our sites across the world are delivering on promises to our customers better than ever before, achieving a record high customer delivery and reduction in past-due backlog while demonstrating a best-in-class safety performance.
- Building on the foundation of our legacy 3D strategy, we made significant progress in our commitment to supporting sustainable energy solutions with record nuclear bookings.
- Our global team demonstrated remarkable resilience with their agile response to global geopolitical issues and market fluctuations to deliver strong financial performance for Flowserve.

- We developed our first formal internship program, and separately, launched the next phase of our Leadership in Motion series for first-time people managers to support their growth.
- We celebrated one year of our Operational Excellence Academy, which has trained thousands of our associates on daily management systems, marking a significant commitment to teaching and strengthening our Flowserve operational excellence.
- Flowserve Cares, our global community outreach program, supported nearly 50 organizations around the world to support STEM education initiatives, at-risk youth support activities, disaster recovery and more.
- We were once again recognized by Newsweek as one of America’s Greenest Companies and one of America’s Most Responsible Companies. Separately, we were named one of the World’s Best Companies by TIME.

We are now at an important moment in the Flowserve journey. Building on the momentum we have created and the capabilities we have

developed, we are evolving our purpose and reaffirming our guiding values to shape how we move forward. Moreover, we are building on our 3D strategy to evolve our strategic direction and hyperfocus on what is coming next for our company and our customers. We’re elevating how we run, how we grow, and how we differentiate to continue making a difference.

To our customers, suppliers, investors, and stakeholders: thank you for your continued trust in Flowserve as we work together to make an impact. You are essential to our success.

I invite you to read this report to see how we are **Elevating Our Impact** on our global community.

R. Scott Rowe, President and CEO
Flowserve Corporation
May 2026

About Flowserve

Flowserve is a world-leading provider of fluid motion and control products and aftermarket services. Our impact only begins with our critical infrastructure solutions, delivered by our associates who believe in building a more sustainable future for everyone.



Associates
~16,000

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



Countries
48+

With operations in more than 48 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.



2025
Financial
Highlights

\$4.7B
in sales

\$400M
in operating income

2+ years
Achieved long-term margin targets ahead of plan

Our Purpose and Values

Our Purpose defines how we are rising together to meet the challenges of our ever-changing world. Our Values inform how we show up for each other, for our company, and for our customers as we work to strengthen today while building tomorrow. Redefined with a nod to our legacy behaviors, each value is rooted in action, guiding our every interaction to bring these Values to life.



Empower each other to thrive.

Build a culture of trust and collaboration to help each other grow and reach new heights. Show up for one another with respect, openness and support through your everyday actions.



Create safe workplaces and products.

Act intentionally to protect each other, our customers, our partners and the communities we serve. Embrace Flowserve's safety mindset and practices.



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.



Own your impact. Act with humility. Win together.

Deliver strong outcomes that contribute to our shared success. Deliver on your commitments, stay open to feedback and focus on continuous improvement.



Think bold. Act decisively.

Solve complex challenges with creativity and courage. Take smart risks, learn from setbacks and turn innovative ideas into practical solutions that make a difference for our customers and the world.



The Flowserve Business System

The Flowserve Business System drove strong results for our company in 2025, with discipline in each of these five areas proving to achieve operational and financial targets ahead of schedule. Looking ahead, we will regularly refine impact areas of the Flowserve Business System to continue its effectiveness in how we run the company.

In 2024, we introduced the Flowserve Business System – a comprehensive framework that defines how we align our processes across the enterprise to deliver sustainable, long-term success for Flowserve. We focus on five key areas of excellence that guide how we run the company:



People Excellence

Encompasses the programs that unlock the power of associates to enable our enterprise strategy, underscored by our commitments to development and leadership.



Operational Excellence

Builds competitive advantage by strengthening core operational capabilities, standardizing execution, and consistently delivering safe, reliable, and differentiated experiences for our customers.



Portfolio Excellence

Refers to our product management and portfolio optimization methodology to deliver the most optimal products and services to our customers.



Commercial Excellence

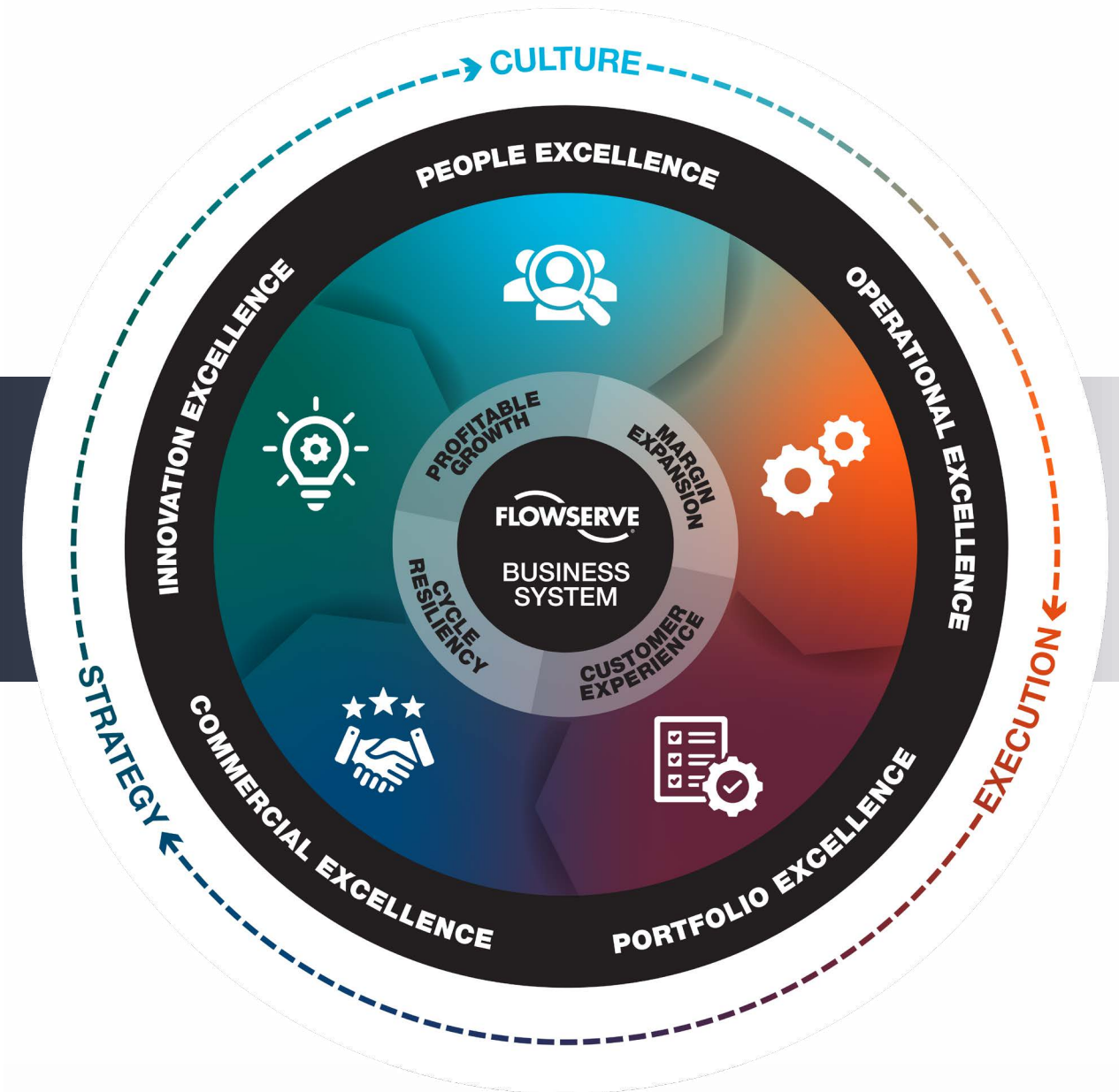
Enables sustainable, strategic growth by leveraging data-driven insights and tools to better connect our customers to our solutions.



Innovation Excellence

Outlines our approach to productivity, technology development, strategic partnerships, and solutions deployment based on the needs of our customers.

These five elements help our processes drive the desired outcomes and priorities in the center of the Business System: profitable growth, margin expansion, cycle resiliency and customer experience. We intentionally surround the Business System with **culture, strategy and execution** because a winning company has to be great at all of them.



Spotlight Story

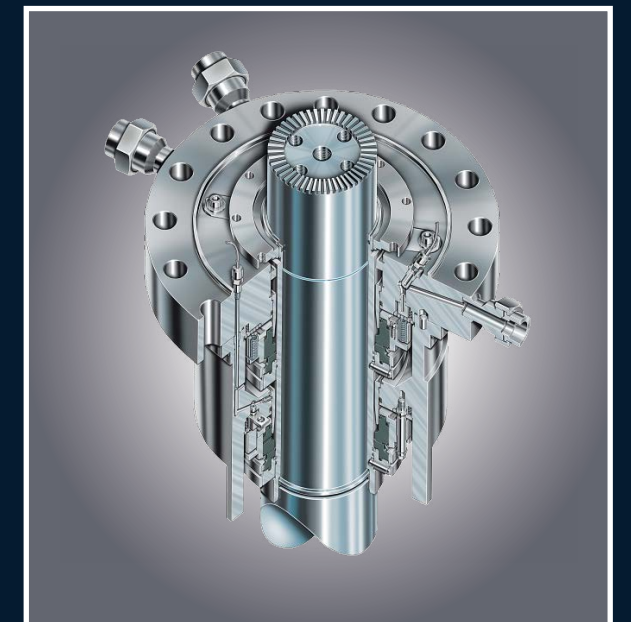
Enhancing a Nuclear Plant with N-Seal Technology

As part of our record-breaking aftermarket bookings in 2025, Flowserve partnered with a longtime customer to upgrade one of the world's largest major nuclear power plant facilities to the Flowserve N-7500 mechanical seal.

The N-Seal is the industry's most advanced primary pump seal technology, offering increased safety and plant reliability. Its industry-proven life and fail-safe redundancy in reactor coolant and heat transport pumps will help this nuclear plant to maximize performance, minimize risk, reduce costs, and most importantly, reduce the world's carbon footprint.

For the next three years, the N-Seal will be implemented into the facility's eight reactor units, helping add 30+ years of operational life to each unit.

This project marks another milestone in our decarbonization efforts and further cements Flowserve as a partner of choice to the nuclear industry.



Environmental, Social, Governance 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 solutions across critical applications, and through our investments in the well-being of people – specifically, our workforce development initiatives and philanthropic programs in our communities. Through it all, we continue to drive sustainable business growth, and we emphasize operating with the highest integrity, aligned with our core values.



Our ESG Strategy

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



Climate action is a cornerstone of our strategy. Our Climate pillar demonstrates our commitment to paving the way for a clean energy future, both in our operations and for our customers. By being conscientious stewards of the natural world, we strive to minimize our resources use and climate footprint.

We prioritize several key areas under our Climate pillar to drive our commitment to a sustainable future:

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



The collective strength of our team provides us with a competitive advantage. Our Culture pillar recognizes our core value of People and emphasizes how we are dedicated to nurturing each other's potential and fostering a safe, collaborative environment that supports both our employees and our local communities.

Our Culture pillar focuses on these topics:

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



Our Core Responsibility strategic pillar focuses on governance, emphasizing ethical business practices and adherence to global laws and regulations.

Our Core Responsibility focuses on these areas:

- Governance practices
- Integrity and compliance
- Cybersecurity, data privacy and artificial intelligence
- 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.

Materiality Assessment

One of the ways we engage stakeholders is through a materiality assessment. Through this systematic process, we ask our stakeholders to help us prioritize issues related to our business, society and the environment. In 2021, our assessment revealed high-priority issues under three key areas: Climate, Culture and Core Responsibility. These focus areas became the foundation of our ESG roadmap, developed under the direction of the ESG Steering Committee and Board of Directors.

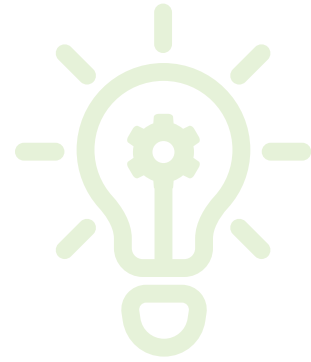
In 2024, Flowserve completed a Double Materiality Assessment (DMA) as part of its preparation for compliance with the EU Corporate Sustainability Reporting Directive (CSRD). In 2025, we reviewed the results of this assessment and confirmed the continued relevance of the existing material topics prioritized through the Flowserve's Climate, Culture and Core Responsibility framework.

These results form the basis of Flowserve's sustainability disclosures for reporting year 2025, consistent with relevant regulations and standards. Flowserve will continue to review and update its Double Materiality Assessment as required by law.



INGENUITY

Paving the Way for Nuclear Energy in India



THINK BOLD. ACT DECISIVELY.

Solve complex challenges with creativity and courage. Take smart risks, learn from setbacks and turn innovative ideas into practical solutions that make a difference for our customers and the world.

In 2025, Flowserve received approval from the United States Department of Energy (DOE) Secretary, Chris Wright, for the transfer of civil nuclear technology to India, in accordance with 10 CFR Part 810.

10 CFR Part 810 is a set of nuclear regulations issued by the U.S. government that prescribes licensing, enforcement and rulemaking procedures and criteria for the export and import of nuclear equipment. This is a significant step forward in our collective countries' efforts for civil nuclear cooperation — an endeavor that began more than 20 years ago.

It also marks a huge milestone for our nuclear business, not only allowing Flowserve to enter a competitive market in India, but moreover, opening doors for an exciting partnership with

an Indian Engineering Procurement Firm (EPC), CORE Energy Systems. CORE is a leading Indian EPC that caters to the Indian nuclear industry for various Department of Atomic Energy (DAE) units like the Nuclear Power Corporation of India Limited (NPCIL), among others. With this approval, Flowserve now has a path forward to fully manufacture and supply primary coolant pumps in India for their new IPHRWR-700 nuclear reactors.

This landmark milestone is a major success story for international nuclear cooperation and could not have been achieved without the efforts of many dedicated team members at Flowserve over the past several years. We hope this is the first of many wins for nuclear in India, and we look forward to seeing what comes next.



CLIMATE

Elevating Our Solutions

Whether it's the product design or product application, our offerings demonstrate how we are continuously elevating our solutions.

The first component of the Climate pillar of our ESG approach focuses on the solutions and services we deliver as a differentiated clean energy 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 Innovation and Commercial Excellence components of the Flowserve Business System are well aligned with our Climate strategy. Innovation Excellence guides our solutions generation and technology advancement based on insights from our customers and the industries we serve. It also captures how we utilize tools and technologies to maximize our productivity in innovation. Commercial Excellence also utilizes customer insights to help us identify the most valuable opportunities in support of our growth strategy and connects our customers to our solutions faster. By dedicating our innovation development to growing energy markets, focusing on digital enablement, and pursuing strategic partnerships aligned with our strategy, we are solidifying our position as a proven leader for a clean energy future.





Launched in 2025: API 685 HPX-Mag Magnetic Drive Process Pump

Purpose-built for the most hazardous liquid services, the HPX-Mag is the first API 685 sealless magnetic drive pump to combine secondary pressure containment with integrated solids-handling capability. This unique design delivers true zero-emission performance — even in the event of a primary containment shell failure — protecting people, assets, and the environment in the most critical applications.

With its dual containment design and solid-handling capability, the HPX-Mag protects operators, equipment, and the environment while delivering

the hydraulic performance, reliability, and efficiency demanded in the oil & gas and hydrocarbon processing industries.

The HPX-Mag sealless pump enables operators to achieve full API 685 compliance without compromising performance, uptime, or safety. Engineered for zero leakage, it is ideally suited for handling toxic, aggressive, or combustible liquids while meeting the world's most stringent environmental regulations on hazardous fluids.

Collaborated in 2025: Enabling Clean Hydrogen Compression with Breakthrough Sealing Solutions

As the hydrogen economy rapidly evolves, industries across the globe are under increasing pressure to accelerate the shift toward cleaner, more sustainable energy systems. At the heart of this transition lies a critical challenge: developing technologies that not only deliver high performance and reliability, but also meet stringent decarbonization and emissions reduction targets.

Clean hydrogen, particularly green hydrogen produced using renewable energy, is emerging as a cornerstone of this low-carbon future. However, realizing its full potential requires innovation at every step of the value chain, especially in compression and transport, where purity and emission-free operation are paramount.

At Flowserve, we are proud to be at the forefront of this transformation. In close partnership with Everllence, we have co-developed a groundbreaking, water-based mechanical seal specifically designed for oil-free screw compressors used in green hydrogen applications. This first-of-its-kind solution eliminates the need

for oil or inert gas barriers, using ultra-pure water to enable truly clean, zero-emission hydrogen compression. It's a breakthrough that not only addresses today's operational demands but helps lay the foundation for a more sustainable hydrogen infrastructure — one that's safer, more efficient, and aligned with the world's climate goals.

Green hydrogen production relies on electrolyzers powered by renewable energy to generate ultra-pure hydrogen. Once produced, hydrogen must be compressed, purified, and transported — processes that demand extremely clean, reliable, and efficient mechanical systems.

Traditional sealing technologies for turbomachinery often rely on oil-based or inert gas barriers, which can risk contamination or emissions. To address this challenge, Flowserve and Everllence have co-developed a zero-emission mechanical sealing solution that uses ultra-pure water — the same water used in the electrolyzer process — as its barrier medium.



“For hydrogen applications, we introduced a new sealing design in collaboration with our seal supplier Flowserve,” said Dr. Jan Philipp Schnitzler, Head of Engineering, Screw Compressors at Everllence. “This concept ensures zero hydrogen emissions to the environment and eliminates the need for nitrogen or other buffer media. Only ultra-pure water comes into contact with the hydrogen, preserving its purity throughout the process. Early customer involvement and the close partnership with Flowserve enabled the successful market introduction of this technology.”

At Flowserve, we approach complex engineering challenges with a deep well of expertise and a commitment to purposeful innovation. Backed by decades of experience in sealing technologies, rotating equipment, and fluid dynamics, our engineers developed a solution that meets the demanding conditions of oil-free hydrogen compression — while aligning with the industry's critical requirements for zero emissions and absolute gas purity.

This achievement is the result of deep technical collaboration, combining Flowserve's sealing

expertise with advanced compressor engineering. From early concept development to system-level integration and rigorous testing, the project exemplifies how strong industry partnerships can accelerate innovation and solve complex challenges at the heart of the energy transition. By working closely with our customers and engineering teams across disciplines, we've created a breakthrough that sets a new benchmark for hydrogen compression — and demonstrates the value of co-innovation in driving meaningful progress.

Setting Our Sights on Nuclear

Flowserve's 3D strategy, launched in 2022, continues to guide how we modernize, strengthen and grow the company in markets aligned with long-term global megatrends. Supported by the Flowserve Business System, we are building a more resilient business with stronger execution, sharper strategic focus and greater ability to serve customers in critical infrastructure markets. As we double down our focus on enabling a clean energy future, nuclear power is a clear example of this strategy in action and represents a focused area of

growth as the world pursues secure, reliable and lower-carbon energy solutions.

Global electrification, energy security needs, AI adoption, cloud computing and data center growth have increased demand for dependable power generation. Over the next decade, we expect investment across new large reactor builds, small modular reactors and life-extension programs for aging plants. Flowserve is actively supporting customers with refurbishment, power uprates,

restarts and replacement equipment, while also collaborating across the emerging SMR ecosystem. These trends position nuclear as an increasingly important contributor to Flowserve's growth over the next five to ten years and reinforce the important role our technologies can play in supporting cleaner energy.

We are well positioned to support the growing role of nuclear energy in the global power mix. Our pumps, valves, seals and actuators play essential roles across the nuclear spectrum, and today we have content in more than 75% of the approximately 400 operating nuclear reactors worldwide. With critical quality assurance certifications, customer approvals and more than 75 years of experience in demanding nuclear applications, Flowserve is one of the few preferred global providers of nuclear flow control solutions.

This strong market position enables us to support both safe, reliable operation of the existing fleet and the next generation of nuclear investment.

Flowserve believes nuclear power will remain an important part of the global energy transition and we are ready to act as a trusted partner in providing safe, sustainable, and reliable clean energy to meet the world's growing energy needs. Our differentiated portfolio, installed base and execution capabilities position us to help customers improve reliability, extend asset life and expand access to low-carbon power. By applying the discipline of the Flowserve Business System and building on our 3D strategy, we are focused on capturing this multi-year opportunity while supporting the infrastructure needed for a more resilient and sustainable energy landscape.



RedRaven



Flow control equipment is critical to the safe, efficient, and reliable operation of industrial plants. As plants face increasing complexity, aging assets and constrained maintenance resources, early identification of equipment risk has become essential to maintaining uptime, protecting personnel, and reducing environmental and operational impacts.

Flowserve's RedRaven® solution delivers proactive reliability and predictive maintenance for flow control and pumping equipment. Designed as a trusted extension of plant reliability teams, RedRaven combines OEM-engineered predictive analytics, continuous condition monitoring, and Flowserve equipment expertise to help customers identify and mitigate equipment risk before minor issues become costly failures.

Backed by a global network of Flowserve Monitoring Centers and more than 20 in-house subject matter experts, RedRaven provides expert oversight across thousands of monitored assets, enabling customers to move from reactive maintenance to proactive, risk-based decision making.

Turning Predictive Insight into Action

RedRaven goes beyond traditional alert-based monitoring platforms that focus primarily on notifications. Using OEM-engineered, first-principles algorithms and advanced analytics, RedRaven detects early signs of equipment degradation, including cavitation, imbalance and wear, long before performance or safety is impacted.

Certified Flowserve experts provide 24/7 monitoring through dedicated Monitoring Centers, delivering clear, actionable recommendations tailored to

real-world operating conditions. When intervention is required, Flowserve's OEM-trained engineers and global service teams are available to support implementation on site, helping customers reduce risk, avoid unplanned downtime and extend asset life.

Enabling Safer, More Efficient Operations

Scalable across Flowserve and non-Flowserve equipment, RedRaven integrates seamlessly into existing operations and mixed-OEM environments. Secure, fast and non-disruptive deployment aligns with customer IT and cybersecurity requirements, enabling reliable monitoring without impacting plant operations.

By focusing maintenance resources where they are needed most, RedRaven helps customers:

- Reduce unplanned downtime and associated energy, production and emissions impacts
- Lower maintenance and lifecycle costs through early fault detection
- Improve asset utilization and extend equipment life
- Enhance safety by minimizing emergency interventions and exposure to hazardous environments

With RedRaven, customers are not just monitoring equipment; they are actively reducing operational risk over time and strengthening long-term plant reliability.



Spotlight Story

Advancing Reliability Through the Honeywell Partnership

Flowserve has expanded RedRaven's capabilities through a strategic partnership with Honeywell, integrating RedRaven's vibration analytics and OEM-enhanced models into Honeywell's enterprise-scale Asset Performance Management (APM) platform.

Through this collaboration, RedRaven dashboards and vibration analytics are embedded within Honeywell APM with seamless access, extending predictive maintenance coverage across the balance of the plant. Expert-driven analytics combine Flowserve's engineering, service heritage and vibration expertise with Honeywell's APM capabilities to enhance early fault detection and improve operational reliability across rotating assets, regardless of manufacturer.

Interactive dashboards visualize performance, waveform, FFT spectra and vibration data,

enabling faster, higher-confidence anomaly identification. Engineering-validated alerts help to have insights that are more accurate, actionable and aligned with real-world operating conditions, supporting earlier detection of more than 20 potential failure modes across pumps, valves, seals and other rotating equipment.

This collaborative solution has been validated through pilot programs at two leading oil and gas companies, supporting the identification of critical incidents and the prevention of costly failures.

Together, Flowserve and Honeywell are commercializing this solution at an enterprise level to deliver a unified asset reliability platform that strengthens predictive maintenance programs, reduces downtime, and supports safer, more sustainable plant operations.



Energy Advantage Program



As our customers face increasing pressure to reduce energy consumption, lower emissions, and improve operating efficiency, energy efficiency has become a critical first step in achieving sustainability and decarbonization goals.

Flowserve's Energy Advantage Program helps customers realize the full energy savings potential across entire flow control systems. Partnering closely with plant operations, this program applies a comprehensive, non-disruptive, data-driven approach to optimize entire flow control systems with the goals to reduce energy use, emissions and operating costs while improving plant performance and reliability.

Leveraging decades of engineering expertise across pumps, valves, seals and actuation systems, our Energy Advantage Program engineers evaluate entire flow control systems regardless of equipment age or origin and delivers measurable, sustainable improvements across plant operations.



A Proven, Three-Step Approach to Flow Loop Optimization

Through the Energy Advantage Program, Flowserve partners with customers to:



1
Analyze

Conduct a comprehensive analysis of existing flow loops

Flowserve engineering experts perform a non-disruptive, plant-wide assessment to identify energy losses and cost hotspots across complete flow loops. Using innovative diagnostic techniques and proprietary analytics, we establish a clear understanding of current system performance and uncover opportunities for optimization.



2
Recommend

Create tailored recommendations for energy savings opportunities

Customers receive a detailed, customized report outlining specific optimization strategies tailored to their plant spanning from equipment upgrades to process enhancements. Recommendations are designed to deliver measurable energy and cost savings, with an average payback timeline of 18 months or less.



3
Implement

Implement solutions to optimize system performance

Flowserve experts work closely with plant operations to ensure seamless implementation. Beyond installation, we continue to partner with customers through ongoing insights and monitoring, helping plants sustain energy efficiency gains, reduce emissions, and achieve long-term operational savings.

Delivering Measurable Sustainability and Operational Outcomes

By optimizing entire flow control systems, not just individual components, the Energy Advantage Program delivers improvements across energy efficiency, carbon reduction, plant productivity, and total cost of ownership. In addition to pump and valve optimization, the program identifies adjacent opportunities for further carbon and energy reduction through seals, recovery systems, power recovery turbines, and other technologies.

The Energy Advantage Program has become a trusted solution for operators worldwide as they navigate the energy transition and work to reduce the environmental impact of existing operations. To date, EAP engagements have helped customers achieve approximately **72,500 metric tons of CO₂ reductions**, **288 GWh of energy savings**, and nearly **\$36 million in operational cost improvements** for contracted customers.

Spotlight Story

“Flowserve has been a great partner to LyondellBasell to analyze our many flow loops around the world. We are now exploring proposals to unlock the opportunities recommended to us by Flowserve experts and look forward to the additional benefits to our operations.”



Decades of Partnership Working Toward a Clean Energy Future

With a partnership dating back to 2006, Flowserve has provided a wide range of pumps, valves, seals and service solutions to LyondellBasell (LYB), a Houston-based chemical company. For the past decade, we have partnered with LYB on several strategic initiatives, including primary working capital reductions,

reliability programs and pump parts programs, all with a focus on safety and energy efficiency. But this partnership expanded in 2021, when we introduced Flowserve's Energy Advantage Program (EAP).

Through EAP, we have leveraged our engineering expertise to conduct flow loop optimization across select LyondellBasell sites that will generate cost savings and greater energy efficiency. We began a few pilots at multiple LYB

sites to demonstrate the process and potential impact, closely collaborating with the LYB team over 18 months to refine the program and scope. Phase one of implementation successfully deployed EAP across six of their sites — three in Europe and three in the U.S. — and resulted in Flowserve receiving an innovation award in 2023.

In 2025, Flowserve was awarded an Operational Excellence Award for the Energy Optimization Initiative through the work of Energy Advantage

Program. The total EAP proposal projects estimates total CO2 reductions exceeding 34,000 metric tons and more than \$4M in annual savings.

The work we have done – and will continue to do – with LYB exemplifies the power of our innovations and our commitments to our customers. Together, they can make a remarkable impact on our world.



Spotlight Story

Flowserve Recognized as Continued Leader in Corporate Social Responsibility

Flowserve's progress has received repeat recognition from noteworthy publications for our continued focus on environmental stewardship, building a winning culture, and responsible business practices.

In 2025, Flowserve was named to Newsweek's list of America's Greenest Companies for the second consecutive year, highlighting our improvements in

environmental performance across areas such as greenhouse gas emissions, water usage, waste management and sustainability disclosures. Flowserve also was recognized by Newsweek as one of America's Most Responsible Companies 2025 for the sixth consecutive year, a reflection of our broader corporate social responsibility efforts in our operations and communities.

We were also included on USA Today's list of America's Climate Leaders, and separately, named as one of the World's Best Companies by TIME.

Together, these recognitions reflect our ongoing commitment to embedding sustainability into how we operate, innovate and serve customers across critical industries while advancing our purpose-driven culture. These recognitions are both an honor and a motivator to keep advancing our ESG roadmaps, supporting customers' decarbonization and efficiency goals, and maintaining high standards of accountability for all stakeholders.



Circularity



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

LifeCycle Management Program (LCMP)

Flowserve’s LCMP establishes proactive procedures addressing all stages of a product’s lifecycle, including original equipment, aftermarket transitions, and strategies for managing parts and inactive equipment. The program functions as a comprehensive guide, allowing adaptability for a range of products and initiatives rather than imposing rigid protocols. By extending product lifespan, the LCMP contributes to lower environmental impacts and reduced operational costs associated with unplanned outages. Through this framework, Flowserve systematically evaluates products throughout their lifecycle and maintains clear communication with customers regarding end-of-life options and alternative solutions.

Service Agreements

Flowserve service agreements provide tailored, OEM-backed support to keep flow control equipment operating safely, efficiently, and reliably, with predictable service costs and fewer unexpected expenses. Emphasizing preventive maintenance, these agreements help reduce unplanned downtime, extend asset life, and support effective contingency planning for unexpected shutdowns. Service agreements are customizable and can include preventive and corrective maintenance, repairs, parts support, remote monitoring, and expert technical guidance across one site or multiple locations, supporting both sustainability initiatives and cost management objectives.



Quick Response Centers

These [service shops](#) support Flowserve’s circularity strategy by providing off-site equipment repairs, metal recycling, and pump restoration services. Quick Response Centers focus on remanufacturing components and monitoring equipment to proactively address potential issues, thereby minimizing operational interruptions. Additionally, we employ sustainable manufacturing practices in additive manufacturing, utilizing materials comparable to steel to reduce environmental impact and production lead times for machine parts.

Design-for-Sustainability Scorecard

This internal tool helps promote sustainable design by focusing on considerations such as hazardous materials, reduced material usage, energy efficiency and product longevity. The Scorecard motivates teams to prioritize recyclability when choosing raw materials, especially since most main components of Flowserve products are made from metals that can be recycled indefinitely. Product development teams rely on the Scorecard to evaluate their adherence to sustainable design and find ways to lower environmental impact during a product’s lifecycle, raising sustainability awareness.

CLIMATE

Elevating Our Operations



The secondary fold of our Climate pillar focuses on the sustainability of our operations and putting programs in place to minimize our impact on the environment in the manufacturing of our solutions. These programs are underscored by Operational Excellence in the Flowserve Business System.

Operational Excellence drives our core operational capabilities and execution abilities 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.

By emphasizing Operational Excellence, we enhance our Climate performance through effective and efficient business operations, conserving resources and limiting environmental impact.

The Vice President of HSE, Quality, and Security is responsible for overseeing our environmental strategy, ensuring it informs our objectives and actions to decrease energy consumption and greenhouse gas (GHG) emissions. We are also focused on lowering water usage and waste production, especially by prioritizing resource reuse and recycling. Our ESG Steering Committee provides quarterly updates on Climate strategy, targets, and progress to the Board of Directors.



A photograph of an offshore wind farm at sunset. The sky is a mix of orange, yellow, and blue, with the sun low on the horizon. Several wind turbines are visible, their long blades and towers extending into the dark sea. The water reflects the colors of the sky and the silhouettes of the turbines.

Spotlight Story

Pumping Safe, Clean Energy into German Households

We are proud to be a part of our customers' clean energy journeys. Last year, our pumps were selected to help develop a 2 Gigawatt offshore and onshore High-Voltage Direct Current (HVDC) converter stations for a German energy company.

In 2025, construction began on three platforms as part of an offshore wind farm energy converter in the German North Sea. Each platform features a 2 GW HVDC station, both offshore and onshore, facilitating the transmission of electrical energy. Collectively, these stations will connect to wind farms across the North Sea, delivering 10 GW of reliable, clean energy – enough to power a major city such as Berlin.

Our Durco Mark 3 pumps were selected to help ensure these stations are safe, reliable and minimize lifecycle costs – allowing our customer to provide clean energy. These pumps are designed to handle some of the toughest conditions and applications, making them a perfect fit to handle the high-capacity energy that will be transmitted from these stations.

By 2031, all stations are slated to be fully operational to transport green energy to millions of German households, which further solidifies Germany's commitment to Europe's energy transition goals.



Energy Use, Efficiency and Renewable Energy

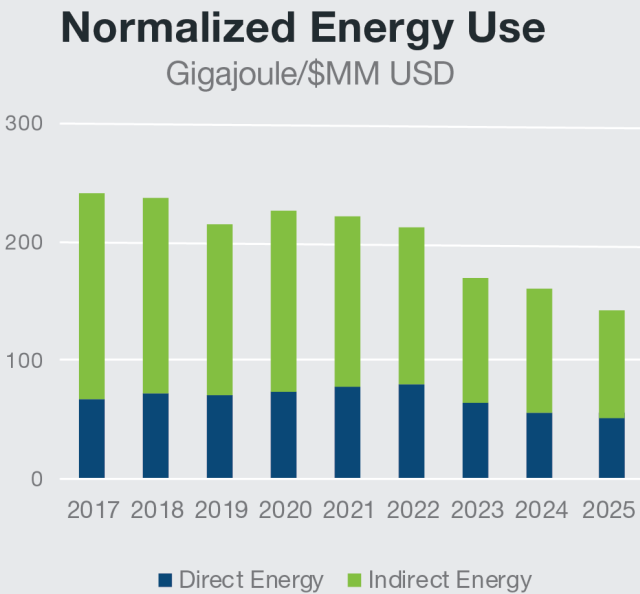
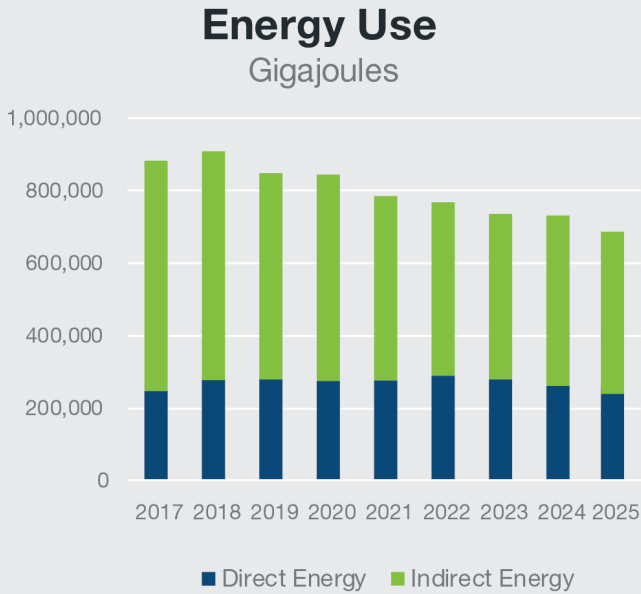
Flowserve reports energy data for facilities under our operational control, including vehicles owned or leased by the company. Our data includes absolute energy use and energy use intensity (absolute energy indexed against sales revenue). We purchase energy as fuel (direct energy) and as electricity (indirect energy) to manufacture products for our customers.

In 2025, Flowserve's combined energy use was 690,257 gigajoules (GJ), down 6% from 2024. This performance was driven by a decrease in both direct energy consumption and indirect electricity use, highlighting our progress in improving operational efficiency across our global footprint.

We measure energy intensity based on the amount of energy used per millions of U.S. dollars of annual sales. In 2025, our energy intensity decreased 9.6% compared to 2024, aided by increased annual

revenue. Maintaining lower levels of energy consumption while increasing production and sales highlights our continued focus on driving growth while working towards minimizing our environmental impact.

Flowserve continues to leverage renewable energy at several of our facilities across Europe and the Asia Pacific region. These clean energy projects, operated under power purchase agreements (PPAs), play a vital role in reducing our carbon emissions and managing costs compared to grid-purchased electricity. We remain focused on the performance of our existing on-site solar installations and continue to evaluate energy efficiency projects that align with our goals of reduced emissions.



GHG Reduction Strategy

As part of our commitment to continue to decarbonize our operations, we set new emission reduction targets in 2024. Our goal is to reduce our combined Scope 1 and 2 emissions by 15%, and our emission intensity by 30% by 2033, using 2023 as a baseline. To accomplish this goal, we will continue to pursue renewable energy and energy efficiency projects at our facilities to reduce our carbon emissions as well as operating 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).
- 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).
- 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 combined Scope 1 and 2 emission intensity is 12% lower than reported in 2024 thanks to both increased sales and an 8.5% reduction in our combined Scope 1 and 2 absolute emissions. This 8.5% absolute reduction is attributable to a mix of reduced energy consumption due to energy efficiency projects, and an average global

Scope 3

We report Scope 3 emissions on an absolute basis across 15 source categories defined by the GHG Protocol Value Chain Standard. In 2025, ten of the 15 categories are relevant to Flowserve operations.

Category 11, Product Use, accounts for nearly 99% of Flowserve’s Scope 3 emissions—about 71 million tonnes CO₂e. This estimate follows GHG Protocol guidelines, using a 20-year product lifespan, average national electricity carbon intensity, and typical customer usage patterns.

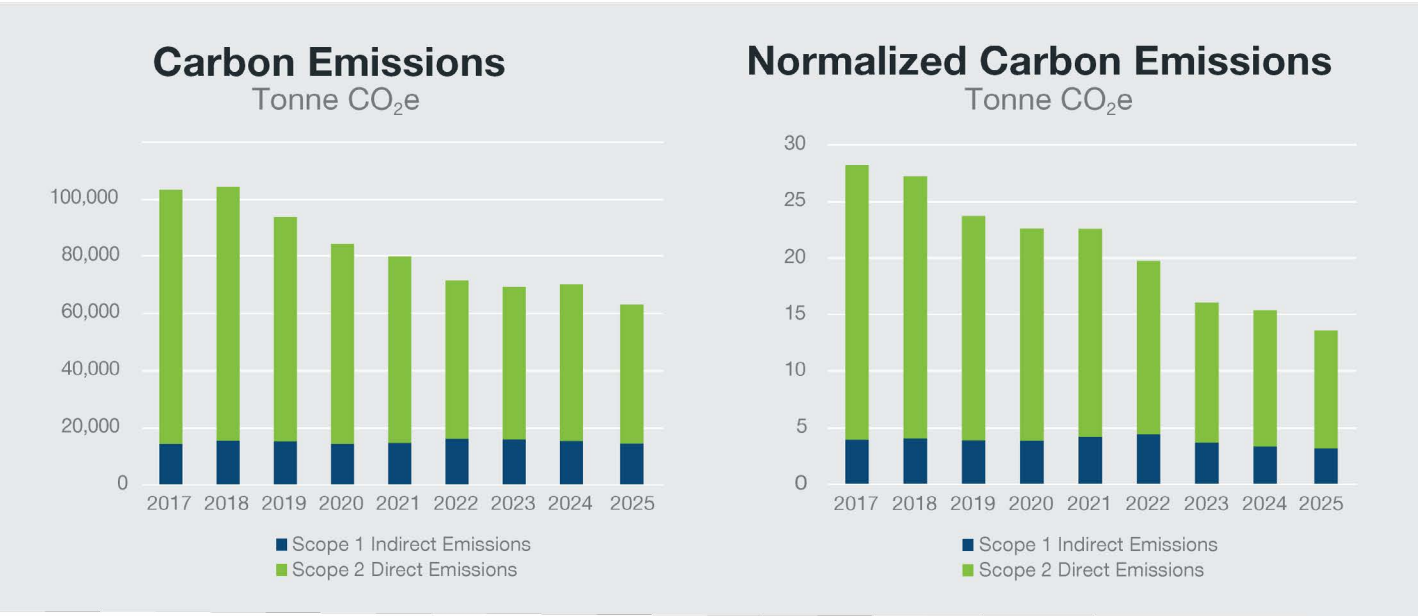
Category 1 Purchased Goods and Services “cradle-to-gate” emissions account for most of the remaining Scope 3 emissions of 553,391 tonnes CO₂e, and the remaining eight categories total 140,178 tonnes CO₂e, or only 0.2% of Scope 3 emissions.

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.

increase in the usage of low-carbon sources, such as nuclear and solar, for electricity production.

Compared to 2023, Flowserve achieved a 7.4% decrease in our combined Scope 1 and 2 emissions, putting us at 49% of our 2033 absolute emission reduction target.

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



Non-GHG Air Emissions 2022-2025

Fuel combustion, painting, welding, grinding and related manufacturing activities make up Flowserve’s non-GHG emissions. Reported data represents emissions from more than 190 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 (Criteria Pollutants)

All reported values in tonnes CO₂e.

Pollutant	SOx	NOx	VOC	PM	CO	HAPs
2022	9	108	65	14	4	4
2023	8	96	52	8.7	4	5
2024	11	94	45	6.5	5	5
2025	8	81	41	9	4	6

* Reporting Boundary Update: On December 16th, 2025, Flowserve acquired Greenray Turbine Solutions. Data for this entity is excluded from the 2025 report due to the limited duration of ownership during the reporting period. Based on historical data, this entity’s total emissions are estimated to represent less than 0.01% of Flowserve’s carbon emissions and are therefore considered immaterial for the current reporting cycle. Full integration of this entity into our ESG disclosures is expected for 2026.



Spotlight Story

Amplifying Our Position in Mining Through Quick, Innovative Solutions

Delivering excellence in products and services has always been at the heart of our success. But when we combine that quality with lightning-fast delivery, we don't just meet expectations – we redefine what's possible for our customers.

In 2025, an Indonesia-based mining company faced a critical hurdle in the construction of their copper and gold mineral reserve, demanding an urgent, large-scale valve supply to keep their slurry pipeline construction on track. Time was of the essence, so it was our opportunity to showcase our world-class customer experience and expertise.

During construction, the company's EPC provider recommended Butterfly Valves for the pipeline; however the valves will need to handle running seawater with a tailing deaerator, which removes oxygen from the seawater to prevent corrosion and aid in froth flotation. To do this, they needed a vendor with a proven track record of supplying strong, reliable valves and the capability to deliver them quickly to avoid delays. Their existing pipelines are

equipped with Flowserve valves, which the customer values for their reliability and ease of maintenance. That's when they contacted us.

The challenge?

They needed everything accomplished – from approving the order to the complete implementation of the valves – in just **14 weeks**.

Flowserve responded swiftly, submitting a proposal within one week and securing an order for our 24-inch Valtek Mark One valves just two days later. These valves are ideal to use in mining applications where flow rates and pressures are adjusted frequently, delivering precise positioning and controlled, high-speed operation – ensuring reliable transport of copper, gold and tailings through the pipeline and requiring minimal maintenance.

Thanks to our innovative valves and speedy service, we are helping drive Indonesia's economic growth by delivering vital resources that support a diverse range of industries across the nation for years to come.

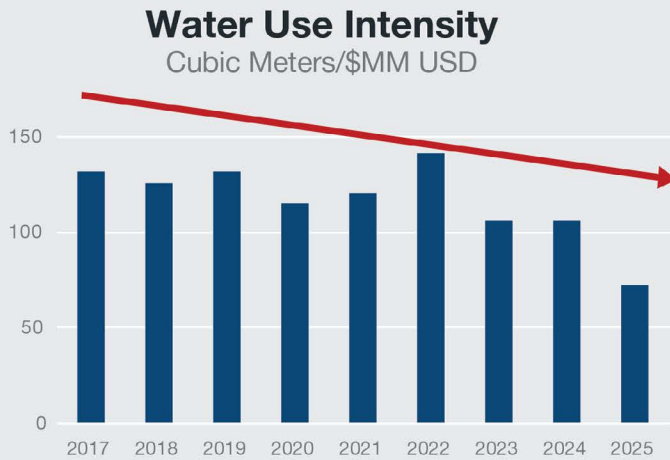
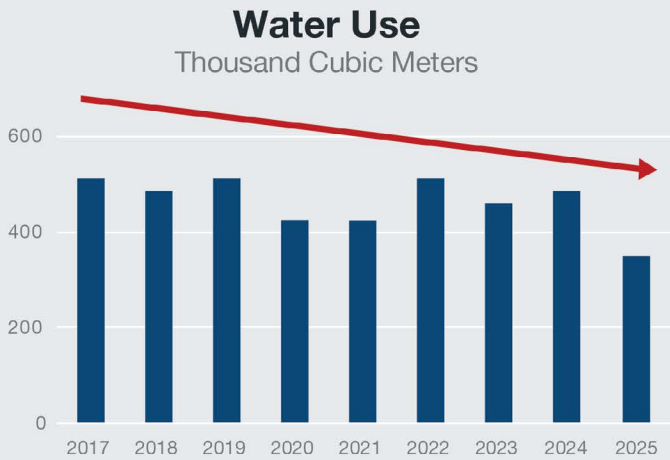
Water

Flowserve is a major supplier of equipment used to efficiently manage global water resources. From desalination plants to flood control and stormwater management, our products help communities secure a reliable water supply. Because water is a critical resource, we focus our internal efforts on reducing demand across our manufacturing and service centers while maintaining strict compliance with all local regulations.

Flowserve obtains more than 90% of its water from municipal water systems and groundwater wells, with some facilities capturing stormwater to supplement this. In 2025, total water withdrawal was 359,167 cubic meters, a significant reduction from 2024. This reduction was driven by a combination of ongoing conservation efforts at our facilities, and a refinement in our data validation process. By implementing these new controls in our data

validation process, we have established a more accurate baseline for our water usage, which will allow us to better identify more impactful conservation opportunities moving forward. Based on 2025 sales, our water use intensity was 75.9 cubic meters per million dollars of revenue.

Most of the water we withdraw is used for pump assembly and performance testing. Since this process has a minimal impact on water quality, we are able to recycle and reuse test water multiple times before it's discharged. Discharged sanitary and test water is then sent to public treatment plants, where it is processed and eventually returned to the environment for future use. A smaller portion of the water we withdraw is used for machining lubricants, which are transported off-site by licensed waste transporters and managed at authorized waste treatment facilities.



Waste Minimization

Flowserve is focused on reducing the volume and toxicity of materials discarded during our manufacturing operations. By deploying lean methodologies throughout the enterprise, we strive for more efficient operations, reduced reliance on single-use materials, and lower operating costs. We operate in more than 50 countries with varying regulatory definitions for hazardous and non-hazardous waste. While we report our metrics based on U.S. EPA definitions, we manage all discarded materials in accordance with local regulations.



In 2025, Flowserve managed 27,267 tonnes of hazardous, non-hazardous, and recycled materials—a 1.4% increase from 2024 due to higher production, improved data validation, and a reduced global footprint. Most waste consisted of general trash, oily wastewater, and packaging, with about 1% classified as hazardous materials like solvents, batteries, electronics, and chemicals.

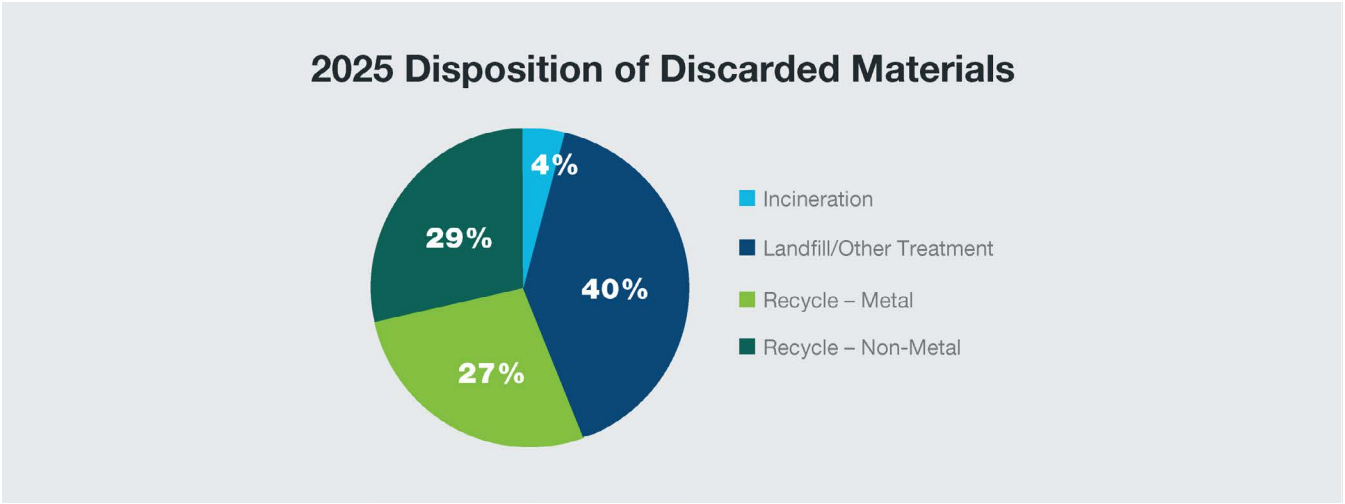
We continue to explore innovative packaging technologies and recyclable alternatives for shipping to reduce our reliance on single use packaging materials and to better protect our products during shipment.



Recycling

Flowserve pursues recycling and reuse options for discarded materials whenever practical. These efforts provide environmental and economic benefits by reducing our reliance on new raw materials, lowering manufacturing costs, and reducing risk of future environmental risk from toxic

chemical use. In 2025, we recycled 7,392 tonnes of metal and 7,851 tonnes of non-metal materials. Recycling scrap metal significantly reduces the energy and carbon emissions associated with primary metal production, supporting our broader sustainability objectives.



Spotlight Story

Honoring our 2025 ESG Award Winners

Launched in 2020, our annual ESG Awards recognize the many Flowserve sites around the world advancing our Climate, Culture, and Core Responsibility practices through specialized initiatives. These associate-led efforts are not only advancing our sustainability goals, but importantly, making a meaningful difference in our business performance and powering our innovations. That's because ESG goes beyond our impact on the world – it helps us build a better Flowserve.

The Flowserve Business System framework, surrounded by Culture, Strategy, and Execution, aligns well with our Climate, Culture, and Core Responsibility approach to make great progress toward our ESG goals. Exemplary ESG site projects demonstrate our commitments to Operational Excellence through initiatives that achieve efficiency, People Excellence through opportunities that unleash the full potential of our associates, and Innovation Excellence through projects that inspire reimagining solutions to our challenges – just to name a few!

The nine award winners for the 2025 awards were chosen from a record number of nominees from across Flowserve sites, reflecting the commitment of our people translating Flowserve's purpose into action. Winning environmental initiatives included redesign of packaging to promote sustainability, low-carbon logistics decisions to improve efficiency per unit, and local environmental restoration efforts. Projects that made a difference for our people and our communities included internally developed augmented reality training tools and concentrated initiatives to promote female leadership in the manufacturing industry. Other innovative projects that rounded out our selected winners demonstrated our Ingenuity value and its contribution to our pillar of Core Responsibility, with initiatives dedicated to improving our customers' experience.

Our 2025 ESG Award winners are leading examples of how we are elevating our impact. Thank you and congratulations to this year's winners!



PEOPLE

Flowserve Business System Builds Capabilities and Develops People



EMPOWER EACH OTHER TO THRIVE.

Build a culture of trust and collaboration to help each other grow and reach new heights. Show up for one another with respect, openness and support through your everyday actions.

The Flowserve Business System is primarily integrated into the organization through comprehensive employee training. With the introduction of the Commercial Excellence Pilot programs and the Quality Academy in 2025, the scope and impact of Flowserve Business System training initiatives have expanded significantly. To date, over 4,000 associates have completed training, with more than 2,500 earning certifications across various programs, underscoring the company's commitment to individual development. The curriculum incorporates industry-leading practices from respected institutions such as the Association of Supply Chain Management (ASCM), Lean Enterprise Institute (LEI), and the American Society for Quality (ASQ).

Formal instruction serves as the foundation, augmented by hands-on application that empowers leaders to design, implement, and maintain operational excellence globally. Leaders are responsible for imparting core principles, guiding cross-functional teams, mentoring leadership behavior, and reinforcing robust performance management systems. These efforts foster organizational stability, enhance transparency, and identify opportunities for improvement. The disciplines promote consistent

execution while enabling teams to adopt strategic thinking, collaborate efficiently, and adapt swiftly to emerging challenges.

Flowserve Business System champions extend their influence beyond traditional departmental boundaries, enhancing business acumen, governance, accountability, and decision-making at both site and enterprise levels. Participants include a blend of current and emerging leaders, contributing to the ongoing development of Flowserve's talent pipeline. Through internal capability building among practitioners and champions, Flowserve has achieved measurable improvements in operational performance, greater system adoption, and outcomes that are increasingly acknowledged by customers, investors, and shareholders.

By prioritizing investments in personnel and disciplined management frameworks, the Flowserve Business System facilitates sustainable value creation through safe, efficient, and reliable operations. The program not only drives stellar results at both the site and corporate level but also cultivates a culture of excellence within every team member.



CULTURE

Elevating our People

A critical element to the Flowserve Business System and our ESG approach is Culture. We know that creating a great and safe place to work as well as leading a business to deliver solutions for a better world is dependent on the perspectives, expertise, and dedication of our 16,000+ associates around the globe.

Guided by our purpose and values, we are committed to elevating our people and our communities through opportunities to learn and give back while fostering a safe environment for all.

Human Rights

The protection and advancement of human rights form an integral part of our business. We are committed to fulfilling our responsibility to preserve the rights of all individuals associated with our organization, including employees and those within our supply chain.

Flowserve's Board of Directors, including our CEO, oversees our Human Rights Commitment and adherence to our 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.

Human Rights Policy and Antidiscrimination

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 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.



CULTURE

Talent Development & Employee Engagement



At Flowserve, employee engagement and talent development are central to our People Excellence strategy and critical to building a high-performing, future-ready organization. Within the Flowserve Business System, our People Excellence principles emphasize attracting extraordinary talent and unlocking the power of our people to unleash their potential.

By investing in individual performance and growth, leadership capability, listening and engagement strategies, and talent development across career stages, we strengthen our culture, build organizational capability, and support Flowserve as a great place to work.

Reporting to the Chief Human Resources Officer, the Vice President of Talent Management leads the programs aligned to the Winning Culture and Unleash Potential pillars of our People Excellence model. In addition, the Board of Directors receives regular updates on the culture and organizational health of the company, reinforcing the strategic importance of talent, engagement, and leadership development across the enterprise.

Winning Culture

A winning culture is built by creating an environment where associates can perform at their best, grow in their roles, and feel connected to Flowserve's purpose and priorities. At Flowserve, this includes strengthening individual performance and growth, advancing broader listening and engagement strategies, and enabling effective ways of working across the organization.

In 2026, Flowserve is advancing its employee listening and engagement strategy to create a more strategic, connected, and actionable approach to understanding the associate experience across the organization. As part of this evolution, we have selected a new listening partner and platform to support a broader listening strategy and long-term business needs.



A key milestone in this strategy will be the launch of an enterprise-wide engagement survey in October 2026. Results will be analyzed against both external industry benchmarks and prior Flowserve engagement surveys, enabling leaders to assess performance trends over time and relative to the broader market.

Following the engagement survey, Flowserve will use pulse and lifecycle listening events to refine targeted priorities, monitor the impact of actions taken, and course-correct where needed ahead of the next enterprise survey cycle. This approach balances enterprise-level insight with localized action, helping reduce survey fatigue while increasing the relevance and impact of employee feedback.

Beyond listening, Flowserve continues to strengthen the day-to-day conditions that support performance, engagement, and accountability. Together, these efforts are intended to create a modern, sustainable ecosystem that improves retention, enhances leader effectiveness, supports effective ways of working, and reinforces a winning culture aligned to our values, business priorities, and People Excellence strategy.

Leadership in Motion

Leadership plays a critical role in shaping the associate experience and reinforcing Flowserve's winning culture. To support this, Flowserve grounds leadership effectiveness in our People Leader Expectations, which define how leaders drive results and support their teams.

By clearly outlining expectations for people leaders, Flowserve equips leaders at all levels to succeed while creating greater consistency in the employee experience. Their impact is reflected in results: engagement related to People Leader Expectations increased by three points in our most recent Amplify Your Voice survey, signaling their continued effectiveness and the positive influence of our leaders on the total employee experience.

To further strengthen leadership capability, Flowserve continues to invest in Leadership in Motion (LIM), our keystone development program for people leaders. All people leaders are required to complete the Foundations curriculum within 90 days of employment or promotion into a people leader role.

Unleash Potential

Complementing our Winning Culture efforts, Flowserve’s Unleash Potential strategy is focused on building long-term organizational capability through intentional talent planning, early career investment, leadership growth, and enterprise learning. Together, these efforts strengthen the pipeline of future-ready talent and support the development of capabilities needed to advance the business.

Flowserve invests in talent development and succession planning to support workforce sustainability, leadership continuity, and responsible growth. Through an annual enterprise talent review and succession process, the company assesses leadership readiness, succession depth, and workforce risk across critical roles, enabling proactive development and continuity planning.

This enterprise approach is complemented by internal talent pipeline initiatives that build future-ready leaders across critical talent segments. These efforts are intentionally designed to support talent at multiple career stages, from early career through senior leadership.

For mid-level talent, Flowserve is strengthening visibility into leadership potential deeper in the organization. Our Career Catalyst process supports cross-business career conversations, talent assessment, and development planning for internal talent with aspirations for future leadership roles.

Flowserve also complements internal development with selective external hiring to strengthen its leadership pipeline. One example is the MBA Future Leaders Program, with incoming participants beginning in June 2026. Expanded in 2025 as part of Flowserve’s Signature Programs, this program reflects our continued commitment to developing world-class talent.



Program features include:

- **Rotational experience:** Participants complete rotations across Business Strategy, Operations, and Portfolio/Product Management, gaining hands-on exposure to critical functions.
- **Mentorship:** Participants receive direct guidance from experienced mentors throughout their development journey.
- **Enterprise exposure:** The program provides broad visibility across the enterprise, helping participants build networks and understand the complexities of global industrial operations and commercial strategy.

By investing in high-potential talent at multiple career stages, Flowserve is building a continuous pipeline of capable leaders prepared to drive operational excellence and commercial innovation.

Formalized Early Career Programs

A strong leadership pipeline begins with early career experiences that provide meaningful exposure to the business and create clearer

pathways into Flowserve. In 2025, Flowserve continued to strengthen its internship approach as part of a broader effort to formalize early career programs and create a more consistent foundation for future talent.

As this work evolves in 2026, Flowserve is designing the internship experience to include more structured opportunities for learning and contribution. This program design will include:

- **Impact projects:** Each intern will complete a significant project tied to real business challenges, allowing them to apply academic knowledge, drive meaningful change, and present solutions to leadership teams.
- **Daily assignments:** In addition to impact projects, interns will complete technical assignments that reinforce field-specific capabilities and support continuous learning.

By combining professional development with practical experience, Flowserve is expanding pathways for undergraduate students to transition into full-time roles and contribute to the company’s long-term success.

IGNITE

Flowserve's commitment to early career talent also includes IGNITE, our U.S.-based signature program designed to accelerate engineering and leadership growth. Through three year-long functional and geographic rotations, IGNITE provides participants with broad exposure to the business and diverse professional learning opportunities.

Across these rotations, IGNITE engineers gain hands-on experience, develop a strong understanding of Flowserve's operations, and build broad professional networks. The program fosters an enterprise mindset, helping participants address both customer and operational challenges. Experiences range from direct involvement in manufacturing environments to enterprise-level problem solving through Action Learning Projects.

In 2025, the IGNITE program took further steps to align Action Learning Projects with Flowserve's Breakthrough Objectives. This strengthened connection ensures that participants contribute meaningfully to site-level and enterprise-wide priorities while gaining practical experience in delivering measurable business results.

To deepen their impact at Flowserve sites, IGNITE participants also completed Operational Excellence training in October 2025 focused on Daily Management and Problem Solving. This training equipped participants with tools to drive continuous improvement, identify efficiencies,

improve processes, and better support business needs. By June 2026, the majority of IGNITE participants are expected to become certified Practitioners, positioning them to contribute even more significantly across Flowserve operations.

Community involvement remains a core element of the IGNITE experience. More than 90% of participants support their sites through committees such as safety, outreach, and engagement. In addition, IGNITEs across all 13 sites dedicate approximately one hour each week during the school year to volunteer with Boys & Girls Clubs and other education-focused organizations. In 2025, participants collectively delivered more than 910 hours of STEM education in their local communities.

As the program has matured, leadership opportunities have expanded as well. In 2025, more third-year supervisor opportunities became available, enabling additional participants to take on leadership responsibilities. Approximately 20% of IGNITE graduates are now in management roles across the organization. **The program also reached an important milestone in June 2025 with the graduation of its fifth cohort, with 100% of those graduates continuing their careers at Flowserve.**



Learning for All



To support Flowserve's business strategy, people development priorities, and ESG commitments, the company continues to invest in learning that builds leadership capability, strengthens enterprise standards, and enables consistent execution across the organization. This learning approach helps support the Flowserve Business System while reinforcing the behaviors and capabilities needed for long-term performance.

A key priority within this strategy is leadership development. Flowserve continues to strengthen the capabilities of people leaders through targeted learning experiences aligned to People Excellence and Operational Excellence. This includes LIM Elevate, which supports first-time people leaders as they transition into leadership responsibilities.

Flowserve also developed and launched the Frontline Leadership Experience (FLX) in March 2026. FLX is a blended development program designed to help frontline leaders build self-awareness, strengthen team development, and apply effective methods to lead the business. The program is aligned to both People Excellence and Operational Excellence and includes virtual learning sessions, pod coaching, and a day-in-the-life experiential component.

More broadly, Flowserve's learning strategy also supports key ESG priorities by reinforcing

expectations in areas such as ethics and integrity, respectful workplace behaviors, safety culture, and data protection. These learning investments help promote ethical decision-making and compliance, foster an inclusive and collaborative work environment, reinforce safety as a core value, and strengthen practices for safeguarding sensitive information.

Building on the successful implementation of Workday Learning in 2024, Flowserve also expanded access to Flowserve Business System-related content through Commercial Excellence pilot programs, scalable CORE eLearning modules, and updates to the OPEX Academy to ensure alignment with the latest methodologies.

In parallel, Flowserve continued to strengthen enterprise learning in support of governance and ESG priorities. In 2025, employees completed more than 280,000 digital Ethics & Compliance training modules, supported by role-based assignments, completion and attestation tracking, and management reporting to reinforce accountability and audit readiness.

Together, these efforts help create a more capable, aligned, and future-ready workforce equipped to support Flowserve's strategy, strengthen execution, and sustain long-term performance.

CULTURE

Compensation & Benefits



Guided by our People Excellence model, we design our compensation and benefits programs to attract extraordinary talent and cultivate a winning culture, while rewarding excellence in contributions and supporting the well-being of our associates and their families. We uphold our commitment to our associates by applying a market-based approach to compensation and benefits, designed to recognize their achievements and foster their well-being. Consistent with this philosophy, we emphasize pay-for-performance to reward excellence and provide comprehensive benefits and support services tailored to meet the needs of our associates and their families worldwide.

Compensation

Our compensation programs are designed to support all pillars of our People Excellence model and help us attract, retain, and reward external and internal talent, 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 and incentive 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. The Total Rewards team 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 programs. Annually, people leaders review eligible associates’ pay for merit adjustments considering both alignment to market and associate performance.

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 and transformational

strategy, while retaining focus on our fundamental quantitative financial and operational goals. Additional information on executive compensation can be found in the Corporate Governance section and our 2026 Proxy Statement.

Benefits

Flowserve is committed to supporting the health and well-being of its associates by offering a comprehensive and competitive benefits package. This package delivers coverage, options, and security for 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, the Total Rewards team evaluates 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. These programs support our People Excellence priorities by cultivating a culture where associates feel valued, supported, and motivated to contribute to long-term business success.

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 a wide range of benefits, including medical and prescription drug, dental, vision, company-paid basic life insurance and short- and long-term disability coverage. Flowserve also provides the option to elect additional coverage in supplemental, spouse, and child life insurances, as well as a voluntary legal insurance plan. 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. associates 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.

Mental health is a critical component of overall wellness. Our Employee Assistance Program (EAP) is available in all 57 countries where Flowserve operates, offering a variety of resources to support our associates 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

We are committed to offering competitive, modernized retirement programs to our associates worldwide, where prevalent, and in compliance with applicable local regulatory requirements.

In the U.S., all eligible, non-union U.S. associates may participate in our U.S. Retirement Program, featuring a dollar-for-dollar company match of employee contributions, up to 5% of eligible pay. Additionally, an employer contribution of 1.5% of eligible pay is added annually for eligible associates to further promote retirement savings. Eligible associates may also elect to participate in the Employee Stock Purchase Plan. This program offers U.S. associates the opportunity to be a Flowserve shareholder and fosters a shared commitment toward achieving our targets. Associates can contribute 1% to 50% of their pay toward stock, up to an annual maximum of \$25,000. Flowserve adds a 15% match to their purchase.

Outside the U.S., Flowserve offers retirement and savings programs in many countries where such plans are prevalent and consistent with local market practice. These programs are designed to help associates build long-term financial security and may include employer-sponsored pension plans, defined contribution savings plans, and/or other statutory or supplemental retirement arrangements, depending on local regulations and customary benefits. We periodically review our retirement offerings across regions to help ensure they remain competitive, compliant, and aligned with our commitment to supporting associates’ financial well-being globally.

SAFETY

Strengthening Safety Culture Through Family Engagement



CREATE SAFE WORKPLACES AND PRODUCTS.

Act intentionally to protect each other, our customers, our partners and the communities we serve. Embrace Flowserve's safety mindset and practices.

We believe building a strong and sustainable safety culture goes beyond policies and procedures—it is grounded in shared understanding, personal accountability, and a commitment to ensuring every associate returns home safely to their family each day. The 2025 Safety Summer Kids event at the Santa Clara, Mexico site exemplifies this belief through an innovative, family-centered approach to safety engagement.

The initiative was designed to reinforce awareness of preventive measures and Flowserve's safety tenets by involving employees' families, recognizing that safety at work and safety at home are deeply connected. By welcoming employees' children into the facility, the event underscored the personal responsibility each associate carries—not only for themselves, but for the loved ones who depend on them returning home safely.

More than 80 children toured the plant alongside site leaders and assembly technicians, many of whom were their parents and grandparents. The experience helped participants better understand the work performed on site and the controls in

place to protect people every day, fostering pride, connection, and shared accountability across generations.

Interactive learning activities based on our Building Better Safety mindset allowed families to identify potential hazards and learn how risks are mitigated. These concepts were reinforced through engaging exercises such as Safety Jeopardy, based on Flowserve policies.

One of the most impactful moments of the event was a collective safety commitment activity, where children and parents placed their handprints on a banner and shared personal messages affirming their commitment to protecting continued growth in safety culture.

The success of the Safety Summer Kids event has inspired continued growth in safety culture and improving performance at the site, driven by engagement and conviction rather than enforcement. Building on this momentum, the initiative is planned to continue in 2026 with an expanded focus that integrates environmental care and occupational health, further supporting Flowserve's commitment to creating safe, healthy, and sustainable workplaces.



CULTURE

Employee Health and Safety

At Flowserve, safety is regarded as a collective responsibility. All employees, contractors, and visitors are expected to create and maintain safe workplaces and products for our teams, customers, and communities through a commitment to a zero-injury approach. From executive leadership to new associates, ownership and accountability for safety are promoted by fostering strong engagement, adhering to industry-leading standards, and prioritizing continuous improvement initiatives.

Embracing a Safety Mindset

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.

Our Approach

Health and safety is embedded into Operational Excellence of the Flowserve Business System with the principles of daily management, strategy deployment, and structured problem solving empowering our proactive safety approach to reduce injuries.

Over 90% of Flowserve injuries are the result of unsafe actions or behaviors, so to promote safe behaviors as part of our proactive approach, we launched our Building Better Safety (BBS) program. BBS is a behavior-based safety approach designed to reduce exposure to human error and promote safety-focused



decision making. It focuses on associates to positively shape personal behaviors, empower safe decisions to prevent injuries, and create accountability for personal decisions that impact individual safety and the safety of others. BBS is now integrated into more than 80% of Flowserve sites as part of Operational Excellence. Further, with the program's emphasis on behavioral observations, we recorded nearly 30,000 behavior observations in 2025, nearly 20% of all safety observations for the year, leading to a significant reduction in the number of year over year injuries.

In 2025, we expanded our Building Better Safety program to introduce Significant Injury or Fatality prevention, or SIF. BBS has always prioritized risk reduction but strengthening our focus on SIF doubles down on identifying those high-risk situations that could lead to life threatening or altering injuries and inserting proper controls to prevent them from happening. Through the addition of SIF prevention, we have systematically identified the SIF potential areas of our work at Flowserve and are working toward implementing all appropriate safety controls to reduce SIF potential across our footprint.

FLOWSERVE

BASIC SAFETY TENETS



STOP WORK
I am empowered and obligated to stop work immediately until unsafe behaviors or conditions are addressed.



ASSESS AND CONTROL RISK
I will use JSEAs and LMRA's for routine and non-routine work to assess and control risk.



FOLLOW PROCEDURES
I am responsible for knowing and following procedures and safe practices applicable to the work I do.



PERSONAL PROTECTION
I will understand what PPE is required for my work and wear it as prescribed.



SAFE BEHAVIORS
I will recognize and encourage safe behaviors in myself and in my peers.



HSE REPORTING
I will immediately report any and all injuries, damages, near-misses, and environmental releases.



HSE OWNERSHIP
I am committed to making safe choices and decisions.



READY FOR WORK
I am trained, focused, and mentally and physically ready to complete my work.

Personal Safety is My Responsibility



Safety Engagement

Safety engagement continues with consistent touchpoints led by our HSE team, such as monthly employee intranet notices, our annual Safety Week, and other learning opportunities.

Safety engagement begins on Day 1 with our Safety Mentorship & Onboarding Program, a defined process to integrate and help protect the safety and health of our new employees. It prescribes regimented, documented training and supervision on site specific topics as well as one-on-one meetings with Plant Managers. Site leadership also designates mentors with proven experience 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.



Our monthly HSE newsletter is posted for all employees on our Flowserve intranet site to help raise awareness about our policies and performance, issue assigned trainings, and promote behavior-based safety tips for workers on the shop floor, office or customer site.



Our annual worldwide Safety Week allows us to dive deeper into our safety priorities as an organization, with dedicated working hours each day geared toward trainings on current topics, hands-on activities, and messages from Flowserve leadership on the importance of our safety rules.



We believe **ongoing coaching and the exchange of experiences among associates** is key to continuous improvement. The Best Practices Portal of our HSE intranet site provides associates access to proven safety strategies implemented across Flowserve locations globally, as well as insights contributed by HSE leaders. Best Practices are submitted by HSE associates and vetted by HSE leaders before sharing with the broader organization. In 2025, over 100 new Best Practices were published across topics such as chemical safety, mechanical lifting, and ergonomics among others.



Each year, we develop an **HSE training calendar** with required topics based on the current priorities and trends in our business. These training modules are rolled out each month through our HSE newsletter and Workday Learning system. Our HSE certification program provides the tools and knowledge necessary to lead in safety successfully and strengthen a culture of safety excellence. In 2026, this program will evolve to become HSE Academy to more closely align Safety Maturity to the Flowserve Business System.



Safety Maturity & Performance

Flowserve’s Safety Maturity Assessment (SMA) provides a comprehensive evaluation of safety maturity, essential for cultivating a company culture focused on safety and injury prevention, as well as ensuring ongoing improvement. The assessment offers site leaders a structured approach to advancing health and safety practices, utilizing leading indicators for injury prevention. At the divisional level, both trailing and leading indicators are analyzed to identify relevant trends. Although the SMA serves as the principal metric for assessing safety culture and performance across the organization, progress is also tracked by monitoring total recordable rate (TRR), lost time incidents (LTR), and compliance scores.

PERFORMANCE AT A GLANCE

128 Flowserve sites at High Performing or Excelling on SMA

155K total observations

TRR **.30** LTR **.06**

1.1 Severity rate

Stop Work Authority

Safety at Flowserve is a collective responsibility, with every team member encouraged to uphold our Safety value. Through our Stop Work Authority Policy, all employees are not only empowered but required to halt work whenever they notice unsafe conditions or behaviors, or if they’re unsure about how to proceed safely. This policy applies to everyone, including those working at customer sites as part of our on-site services teams.

Contractor Safety

The Outside Contractor Work and Visitor Safety Policies establish comprehensive expectations for all contracting parties regarding training, compliance, reporting, and safe operational protocols. These standards are communicated through formal contractual agreements and the contractor safety orientation process. For contractors engaged on a recurring basis, such as HVAC maintenance providers, safety orientation is typically conducted annually. When these contractors introduce new technicians, they are required to notify Flowserve so that the individuals can be incorporated into the relevant orientation processes and safety requirements.

Flowserve Cares



We believe our impact is not limited to the solutions we deliver to our customers around the world for the toughest, most critical applications. 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 eighth year, the program is continuing to make positive changes in the communities where our associates and customers live and work.

Our associates request Flowserve Cares support through an internal portal with a comprehensive application process that enables associates to quickly request the support – monetary, volunteerism, or materials – they need to make a difference. The portal is built around our core four support areas so associates have a clear understanding of the types of projects we are able to support.

Flowserve partnered with nearly 50 organizations in 2025 and donated nearly \$700,000 to support community outreach around the world. We are excited about the future of Flowserve Cares and hope to expand our giving in the future.

Flowserve Cares brings 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.



AT-RISK
YOUTH



STEM
PROGRAMS &
EDUCATION



DISASTER
RECOVERY



COMMUNITY-
RELATED
ISSUES

Supporting victims of the Central Texas floods



Over the American Independence Day holiday weekend in 2025, devastating floods struck across the Central Texas area and impacted the lives of many individuals and families, which tragically included one of our own at Flowserve. As a Texas-based company, watching these events unfold hit close to home.

We saw countless organizations and groups spring into action to help with the search and rescue efforts and provide food, shelter and other necessities for the victims of the floods. To help these heroes, we made meaningful donations to TEXSAR and the Kerr County Flood Relief Fund through Flowserve Cares.



SuperGirls SHINE Foundation



STEM PROGRAMS
& EDUCATION



AT-RISK YOUTH



COMMUNITY-
RELATED ISSUES



For the past two years, we've partnered with SUPERGirls SHINE Foundation (SGSF), a non-profit organization that helps girls from underserved communities build and equip themselves for a future in the STEM workforce.

This year, we've **doubled our annual donation to the SGSF**, which will help fund key programs and events focused on providing engaging experiences to drive interest in a career in STEM. Since partnering with SGSF, we've helped impact the lives of **2,700+ girls, 100% of whom graduated high school with 87% declaring**

STEM as a college degree. We're proud to empower our future cohort of leaders and engineers who will drive progress and innovation in the communities we serve!



FLOWSERVE CARES

Planting a healthier environment in Tlaxcala, Mexico



Our team at our Tlaxcala, Mexico site recently carried out a reforestation campaign to help restore and protect the local environment.

About 50 volunteers **planted over 600 trees** in the San Luis Teolocholco community. Thanks to our team's help, we're helping provide cleaner air, a stronger ecosystem and a healthier planet

for future generations. The trees were carefully nurtured and grown in a greenhouse at the Tlaxcala facility before being planted.

We're thrilled to see our team come together and support our mission to making cleaner, greener planet!



Empowering young innovators through robotics



STEM PROGRAMS & EDUCATION

Since 2019, Flowserve has proudly sponsored the [Plainwell Robotics Club](#) (near Kalamazoo, Michigan), which is a donor-funded organization that fosters a passion for STEM education through building robotics.

This year, for the first time ever, **our support helped send a Plainwell high school team to the VEX Robotics World Championship** in

Dallas, Texas, where teams battled head-to-head to see who built the best robot. The high school team, known as Team Siege, won six of their 10 qualifying alliance matches before coming up short during the round of 16.

Although their journey ended sooner than they hoped, Team Siege's efforts was a testament to their determination and expertise.

Packing nutritious weekend meals for underserved youth



Our World Headquarters associates put our Purpose in action by partnering with Weekend Wonders 4 Kidz, a non-profit organization dedicated to ensuring no child goes hungry over the weekend when they rely almost entirely on

school meals during the week. We committed to packing meals throughout the 2025-2026 school year, and so far, our teams have delivered more than **1,500 meal bundles** for students in the Dallas-Fort Worth area.



Assisting the elderly with tech training



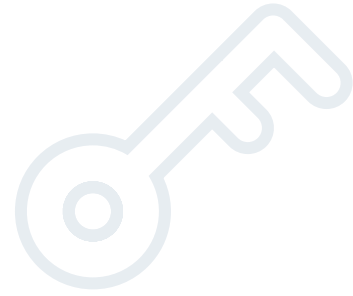
COMMUNITY-RELATED ISSUES

In Suzhou, China, our Engineering team partnered with the Taikang Elderly Care Community to make a **meaningful difference in the lives of local seniors**. Dedicating half a day, our associates provided hands-on support and guidance, empowering the elderly to enhance their daily routines.

Our team offered personalized training on smartphone use, helping the residents stay connected with loved ones and confidently navigate the digital world, fostering both independence and a stronger sense of community.

OWNERSHIP

Empowering Employee Security On the Go



OWN YOUR IMPACT. ACT WITH HUMILITY. WIN TOGETHER.

*Deliver strong outcomes that contribute to our shared success.
Deliver on your commitments, stay open to feedback and focus on continuous improvement.*

As a global operation serving more than 10,000 customers around the world, Flowserve associates are often traveling to make an impact. It's easier to ensure the safety and security of our teams when they're meeting in our offices or working on our shop floors, but what happens when they're on the go?

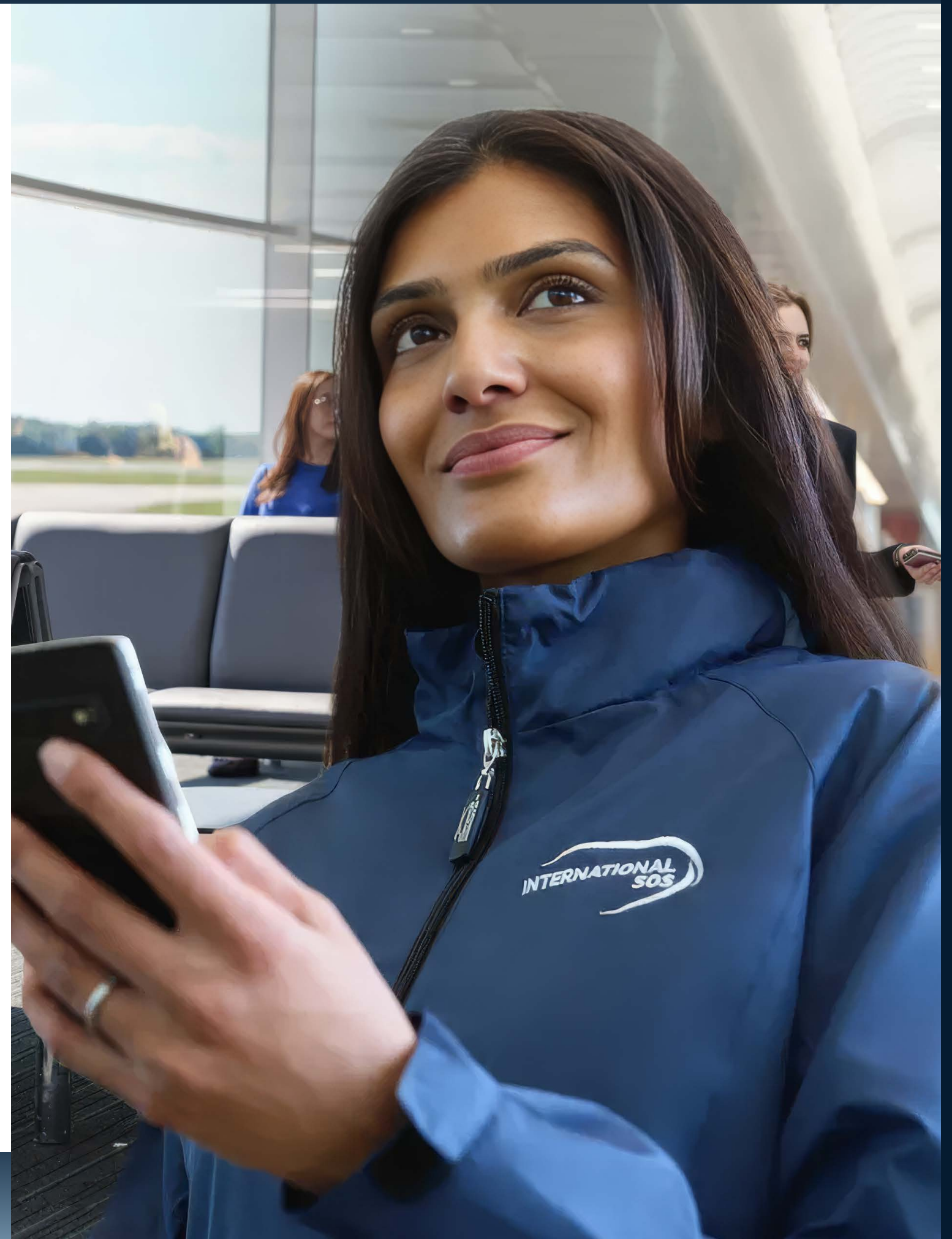
As global safety conditions continue to evolve, we wanted to equip our associates with the best resources when traveling for business, so in 2025, we introduced the International SOS Assistance app.

International SOS Assistance delivers tailored travel guidance, real-time updates and critical incident alerts based on a Flowserve traveler's location. It provides 24/7/365 worldwide support in case of any emergencies occurring in a location visited during business-related travel. Whether it's natural

disasters or emergency evacuations, we're empowering associates with immediate access to critical safety information and support for issues like:

- Medical emergencies or lost medication
- Civil unrest or political instability
- Natural disasters
- Terroristic threats
- Lost travel or identification documents

All associates are required to download the app as part of our newly implemented Global Travel Security Policy, which enables Flowserve's Global Security Team to effectively **extend the company's duty of care to all associates** when traveling away from home for official company business. This initiative reflects Flowserve's ongoing commitment to keeping our people healthy, safe and secure wherever the business takes them.



Spotlight Story

Flowserve's pivotal breakthrough in cryogenic solutions

The largest liquefied natural gas (LNG) exporter in the United States was facing significant operational and production delays when they realized one of their critical cryogenic pumps needed a repair. In a project that required speed, innovation and reliability, they called on Flowserve to help.

Our team was sent to Corpus Christi, TX to assess the LNG facility containing more than 80 competitor pumps. The competition was estimating 18-32 weeks of lead times with an additional 25 weeks for pump repairs, but Flowserve's Quick Response Center, alongside engineering and sales, coordinated seamlessly to complete the repair **in just one week**, ensuring minimal disruption to the customer's operations. Their collaborative efforts illustrated

that **speed** paired with a **customer-focused mindset** and **proactive, innovative thinking** is always a winning combination.

The sleeve repair restored the pump's performance and extended its service life. The customer was so impressed with our swift action and the quality of our work that they placed a second order.

This project marks one of our first major wins following our [acquisition of NexGen Cryogenic Solutions' LNG pumping technology](#). Our investments in LNG are paying off, and we are successfully demonstrating our ability to provide reliable LNG solutions as part of our overall decarbonization efforts.



CORE RESPONSIBILITY

An Elevated Approach

At their core, effective governance practices are fundamental to building stakeholder trust and ensuring adherence to regulatory requirements. But our Core Responsibility commitments pursue an elevated approach that extends beyond basic compliance. We are committed to ethical leadership, fulfilling promises to customers, safeguarding our people and assets, and doing the right thing, always. We hold our business partners and other stakeholders to the same standards of responsible innovation to deliver safe, reliable, and meaningful solutions.

Corporate Governance and Risk Management

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 our shareholders' best interests are served.

Our Board of Directors

Our Board of Directors has 8 independent members, including our independent chairman of the Board. Our CEO is the 9th member of the Board. Members of the Board are elected annually by our shareholders.

The Board conducts an in-depth annual review of our ESG strategy and associated goals with key members of our management team. 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. Quarterly

meetings are hosted at World Headquarters or one of our many sites around the world for direct exposure to the culture and happenings of our business. They further engage directly with the Company's broader management team at the annual Global Leadership Experience to provide insights directly from the Boardroom to the next generation of leaders at Flowserve.

Board Committees

The Board has four committees that provide strategic oversight of key areas: Audit, Organization & Compensation, Corporate Governance & Nominating, and Technology, Innovation & Risk. 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.

Audit Committee

The Audit Committee leads the Board's oversight of the Company's financial stewardship and financial risk management. The Audit Committee oversees the integrity of the Company's financial reporting and disclosure processes, the effectiveness of internal controls over financial reporting, and management's approach to financial, accounting, and compliance-related risks. Throughout the year, the Audit Committee reviews the Company's financial performance and key accounting judgments, monitors internal audit activities and findings, and oversees compliance with applicable legal and regulatory requirements. The Audit Committee also advises the Board on significant financial risks, liquidity, capital structure, and treasury matters.

Organization and Compensation Committee

The Organization and Compensation Committee (OCC) supports the Board's oversight of executive compensation and leadership development in alignment with the Company's strategy and long-term value creation. The OCC oversees

the Company's executive compensation philosophy and programs, including the design and administration of incentive and equity-based compensation plans, the setting and review of compensation for Executive Officers, and the assessment of compensation-related risks. The OCC also oversees management succession planning (other than the CEO), reviews organizational design and leadership development initiatives, and oversees the Company's retirement and benefit plans.

Corporate Governance and Nominating Committee

The Corporate Governance and Nominating Committee (CGNC) plays a key role in supporting the Board's effectiveness and long-term governance. The CGNC focuses on Board composition and leadership by overseeing director nomination and succession planning, identifying and evaluating qualified director candidates, recommending director nominees and Board leadership appointments, and leading the Board's annual self-assessment process. The CGNC also helps maintain a strong governance framework by overseeing the Company's Corporate Governance Guidelines and Code of Conduct, reviewing director independence and related governance risks, and overseeing the Company's approach to shareholder engagement.

Technology, Innovation and Risk

The Technology, Innovation and Risk Committee (TIRC) focuses on how technology, innovation, and risk considerations shape the Company's long-term direction. The TIRC reviews the Company's technology, information technology, cybersecurity, and artificial intelligence strategies and investments, and monitors emerging technology and innovation trends that may influence the Company's long-term strategy. The TIRC also oversees management's enterprise risk assessment process, reviews key financial, operational, cybersecurity, regulatory, and emerging risks, and oversees matters related to the Company's ESG program and human capital management.

Our Board of Directors has primary responsibility of our ESG program and receives updates on our program, goals and initiatives on at least an annual basis. They also review material ESG related risks and opportunities through our ERM process and monitor mitigation actions and controls.

In addition, our TIRC directs and reviews key aspects of our ESG program on at least a biannual basis. With involvement of both the full Board of Directors as well as the TIRC, the Board provides robust strategic direction, guidance and support for our ESG program.

Our ESG Steering Committee, chaired by our Chief Legal Officer, aligns Flowserve's ESG strategy with our overall strategic and operational goals, and drives progress on its implementation. As part of its work, the committee regularly monitors regulatory, legislative, shareholder, market and other emerging issues. It evaluates our ESG strategy against those potential risks, including by reviewing and approving short- and long-term ESG goals and overseeing our progress against those goals. The committee provides updates and recommendations to the CEO, the Board of Directors and the TIRC on ESG practices and strategy. The ESG Steering Committee meets quarterly and includes leaders from Finance, Global Operational Excellence, Human Resources, and Innovation and Growth.

Under the leadership of our Chief Legal Officer, Flowserve employs its Enterprise Risk Management (ERM) process to identify the most critical enterprise risks and develop mitigation plans developed to counteract these risks. As part of the process, we conduct an annual survey of senior leaders, followed by in-depth interviews. Management then presents the risks and mitigation plans developed as part of the ERM process to the full Board and its Technology, Innovation and Risk Committee, which has ultimate oversight of ERM. The ELT integrates the ERM process results into our business strategy and holds biannual sessions to discuss top risks and mitigation plans.

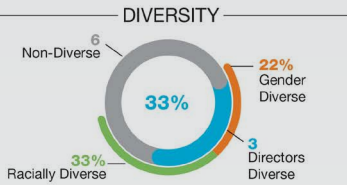
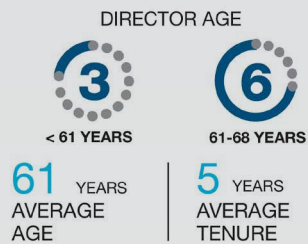
JOHN L. GARRISON Independent Chairman Age: 65 Director since 2018 Committees:* Other Public Company Boards: 1	R. SCOTT ROWE President & CEO, Flowserve Age: 55 Director since 2017 Committees: None Other Public Company Boards: 1	SUJEET CHAND Independent Age: 68 Director since 2019 Committees: Other Public Company Boards: 2
RUBY R. CHANDY Independent Age: 64 Director since 2017 Committees: Other Public Company Boards: 2	CHERYL H. JOHNSON Independent Age: 65 Director since 2023 Committees: Other Public Company Boards: None	MICHAEL C. MCMURRAY Independent Age: 61 Director since 2018 Committees: Other Public Company Boards: 1
THOMAS B. OKRAY Independent Age: 63 Director since 2023 Committees: Other Public Company Boards: 1	BRIAN D. SAVOY Independent Age: 50 Director since 2026 Committees: Other Public Company Boards: None	ROSS B. SHUSTER Independent Age: 60 Director since 2025 Committees: Other Public Company Boards: None

* As Chairman of the Board, Mr. Garrison rotates between committee meetings and serves as an alternate committee member for all committees as needed.

* Mr. Savoy was appointed to the Board on March 16, 2026.

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

9
NOMINEES



Board Committee assignments will change following the Annual Meeting.

INTEGRITY

Engagement in High Gear for Integrity & Compliance Day



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.

A culture of Integrity doesn't happen by accident—it's built through deliberate, meaningful engagement with our associates. That's why our annual global Integrity & Compliance Day brings Integrity to life by spotlighting practical tools and resources, raising awareness of key compliance topics, and helping associates feel confident navigating real-world ethical dilemmas.

In 2025, we celebrated with the theme "Integrity: Formula for Success," drawing a powerful parallel: a company with a strong Integrity culture is like a championship racing team – ready to perform under pressure. Associates around the world leaned into the experience, recognizing that in the fast-paced world of our business, we're all

drivers on a high-performance track, and our Code of Conduct and Integrity Value are the guardrails that keep us on course.

I&C Day 2025 content featured a presentation on the benefits of a strong Integrity culture, a video message from I&C leadership and Integrity Champions demonstrating ethics in action, and several activities challenging associates' knowledge of I&C resources and tools. We provide I&C Day materials translated in ten languages to ensure all associates are included and engaged. Additionally, to drive local ownership, sites host I&C Day events – a practice that is expanding each year – which engage associates through meaningful conversation and fun activities celebrating Flowserve's Integrity culture.



“Do the right thing, Always is the most simple and meaningful message when we talk about Integrity. It is a core value with no margin for deviation. Flowserve empowers employees with all the tools and resources necessary to support employees in cases requiring guidance on Integrity. I&C Day is a great reminder of those tools and a meaningful event for our employees.”

– Tiago Pinto, Director, Plant Manager – Rio de Janeiro, Brazil

CORE RESPONSIBILITY

Integrity & Compliance

We drive value through our innovative technologies and our talented workforce. 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 embody the program every day.

The CCO and the I&C team report quarterly to the Integrity and Compliance Committee on metrics, trends and program updates including volume trends, outcomes, and case closure times for their oversight. 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 make sure our business operations are conducted with integrity and transparency. All our policies clearly define expectations, who they apply to, 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 ethical business include:

- **Anti-Bribery:** Establishes clear guidelines to prohibit improper payments or inducements of any kind.
- **Third-Party:** Outlines the process for evaluating third parties, which includes carefully selecting qualified business partners, conducting adequate due diligence and monitoring performance throughout our relationship.
- **Conflict of Interest:** Lays out expectations for avoidance of conflict of interest or the appearance of conflicts.
- **Human Rights:** Describes our strategy for ensuring adherence 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.

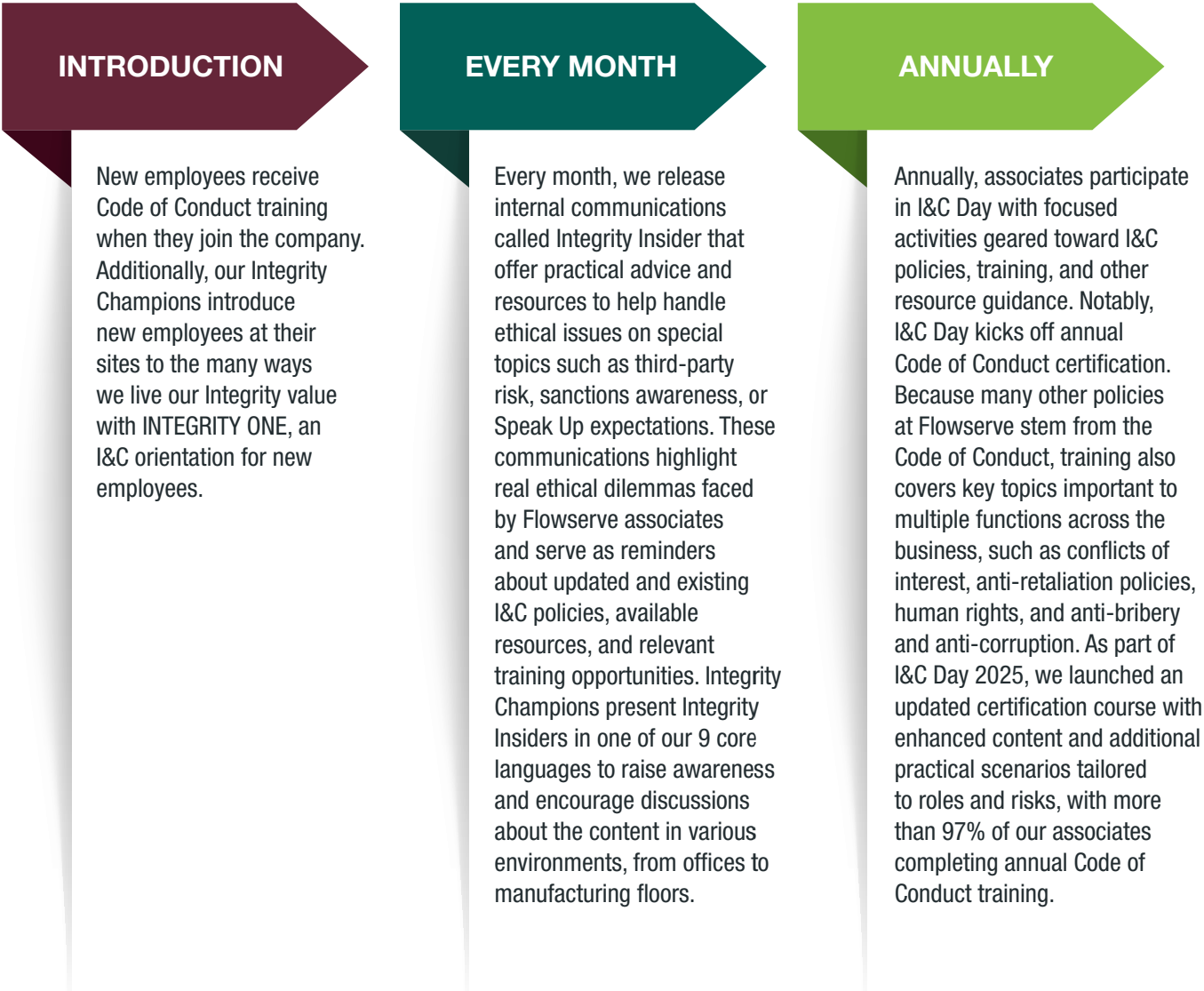
We organize our I&C program around five pillars: **Culture, Strategy, Speaking Up, Accountability and Risk Management**. Within each pillar, we maintain governing policies and programs to infuse Flowserve with our commitment to conducting business in the right way.

Culture and Strategy

We uphold the highest ethical standards as the cornerstone of our commitment to both customers and associates. We equip our teams with the necessary resources to fulfill these standards, promoting an Integrity culture across

the organization, including among our business partners. Further, we reinforce leadership accountability for ethical culture through periodic effectiveness evaluations and structured feedback mechanisms.

We strengthen our Integrity culture by setting clear expectations with employees from their first days at the company and throughout their career at Flowserve through regular training.



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, including by adhering to 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 of Conduct outlines our ethical responsibilities, educates associates on resources available to them and reinforces our commitment to integrity and 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

We view third parties as extensions of Flowserve and expect them to act in accordance with The

Code. In 2024, we began offering distributor training on the Code of Conduct, and continued this training in 2025, reaching 85% of our active distributors. Moreover, in 2025, we strengthened our risk-based third-party due diligence procedures to extend not only to distributors but also to suppliers. Newly onboarded third parties are required to formally acknowledge adherence to our Code of Conduct or equivalent standards.

Speaking Up

We encourage associates to speak up about any I&C-related concerns they observe, and we strictly forbid retaliation against anyone who raises concerns in good faith or participates in an investigation. Associates may share ethics issues with their manager or supervisor, but we also provide additional ways for them to Speak Up. For instance, if someone does not feel comfortable approaching management, they can report their concern directly to the Audit Committee, which functions independently from management.

SPEAK UP RESOURCES

Manager or Supervisor

Human Resources Contact

Regional I&C Contact

Member of the Legal Department

Member of Senior Management

Member of the Board of Directors

Member of the Audit Committee

Flowserve Ethics Hotline

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.

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](#).

To assess the impact of our Speaking Up resources, we monitor trends in 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.

In 2025, 69% of the reports we received were from named sources while overall reporting levels remained consistent with industry benchmarks.

Accountability & Risk Management

Flowserve places significant importance on associates' willingness to report any unethical or questionable conduct, so we honor that commitment by maintaining transparency throughout the reporting and investigation procedures. It is our goal for every team member to feel assured that their concerns will be acknowledged and resolved appropriately and that remediation actions are taken whenever necessary. By fostering transparency through open communication, Flowserve efficiently addresses issues and ensures adherence to company policies and legal requirements.

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. 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 documents all substantiated matters with root cause analysis and tracks remediation measures to ensure they are completed within defined time frames. Year over year, our average case closure time, as dictated by industry benchmarking, continues to improve.

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. We conduct 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 2025, the assessment incorporated external risk indicators including enforcement trends, and geopolitical developments, with new questions added to capture emerging risks relevant to our business.

All regions and business areas participate in the survey. The top risk areas identified informed targeted monitoring, audit planning and policy

updates in higher-risk geographies and business platforms as well as generalized updates to internal policies, practices, and training.

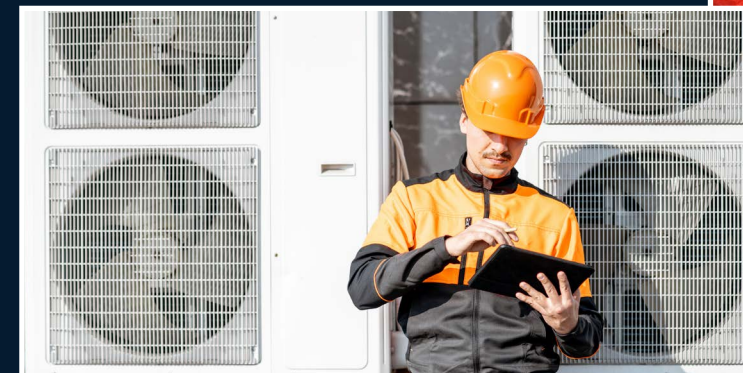
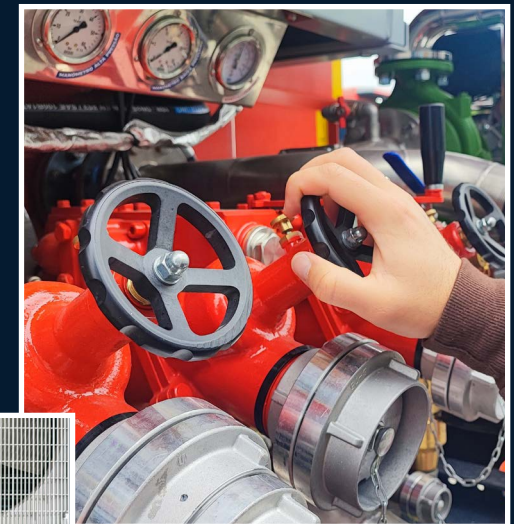


Spotlight Story

Securing Flowserve's First SMR Order to Deliver Clean, Scalable Energy

Flowserve is supplying three primary sodium pumps to a Texas-based innovator in nuclear energy, making this our very first small modular reaction (SMR) manufacturing order.

These pumps will be used for a test reactor as part of our customer's development of a factory-made, high-temperature, sodium-cooled SMR located at the Idaho National Laboratory. With a collaboration dating back to 2024, this order marks the next significant step in our collaboration aimed at delivering clean, scalable energy and a meaningful stepping stone on our path to nuclear growth.



CORE RESPONSIBILITY

Cybersecurity

Cybersecurity risks are becoming more complex and interconnected as organizations accelerate digital transformation and deploy advanced technologies, including artificial intelligence, cloud infrastructure and connected systems, which expand the threat surface and require continuous adaptation of defensive capabilities.

Flowserve employs strong cybersecurity practices to safeguard all data and continuously bolsters our resilience to anticipate new challenges and threats. 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, strengthening our supply chain, and earning the trust of our customers.

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 Legal Officer provides quarterly updates to our Technology, Innovation & Risk 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. Cybersecurity and IT considerations are embedded in our Enterprise Risk Management process, as well.

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. ISMS management reviews occur on a defined quarterly cadence to evaluate performance metrics, audit outcomes, risk treatment progress and regulatory developments, reinforcing structured oversight and continuous enhancement of our cybersecurity posture.

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.

In 2025, we focused on embedding security by design across our digital ecosystem through a formalized DevSecOps model. This framework embeds security controls directly into the software development lifecycle and reinforces a security-first mindset across all internally developed digital tools and platforms. This shift strengthens preventive controls and enhances operational resilience. We also leverage AI-enabled tools within established governance controls to enhance threat detection and defensive monitoring capabilities.

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	UK Cyber Essentials Plus	ISO/IEC 27001:2022
Received in 2023, marking an important milestone in having a systematic approach to securely managing sensitive information	Certification achieved and maintained, with periodic penetration testing and structured remediation processes to validate control effectiveness.	All identified Opportunities for Improvement have been addressed, certification status maintained and continuous improvement actions implemented
Regulations	Surveillance Audit	UK Cyber Essentials
As outlined by customers, such as SACS-002	Completed in 2025 for ongoing compliance	Certification achieved and maintained through successful completion of core controls and annual assessments, supported by internal review and remediation cycles

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 data privacy during the design process, before procurement approval. Any third party scoring 74 or below is disqualified from doing business with Flowserve. Scores between 75 and 79 receive provisional approval, contingent on addressing identified issues, and scores of 80 and above demonstrate strong cybersecurity practices, allowing 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. In addition, third-party cybersecurity compliance, including SACS-002 requirements, is maintained through regular audits, verification of secure vendor operations and continuous monitoring practices to reinforce supply chain resilience. 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 courses in many languages.

We also send frequent 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 year over year.

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

In 2025, Flowserve advanced alignment with the EU Network and Information Security Directive (NIS2), strengthening regulatory risk management, governance oversight and incident preparedness processes. Planned tabletop exercises will validate operational readiness and reporting procedures consistent with NIS2 expectations. We also continued alignment with NIST 800-171 requirements to support federal supply chain standards. A structured gap assessment process is maintained, and supporting documentation is retained to provide customer and regulatory assurance where required.

Combating Enterprise Cyber Threats

Cybersecurity threats are advancing daily, so we undertake regular exercises to expose any threats to our systems before a nefarious actor does. In 2025, we implemented a structured enterprise war-game program that includes executive-level tabletop exercises and targeted red team simulations to further strengthen our incident response and resilience capabilities. As part of our continuous improvement culture, we

conduct proactive system testing and hardening initiatives designed to identify vulnerabilities early and reinforce infrastructure resilience across the enterprise. From an operational maturity

standpoint, it is essential for us to continue these efforts and scale them to combat enterprise cyber threats.



CORE RESPONSIBILITY

Data Privacy

Flowserve recognizes that responsible data stewardship is essential to maintaining the trust of customers, partners, employees, and shareholders. As digital technologies increasingly support our operations, products, and services, we maintain a comprehensive data privacy program designed to protect sensitive information and ensure compliance with evolving global regulations.

Governance

Flowserve’s data privacy strategy is built on three core principles: strong governance, proactive risk management, and a culture of security awareness. Our program integrates privacy and cybersecurity practices into enterprise risk management and business operations across the organization.

Oversight of information security and data protection is embedded within our governance framework, led by our Data Privacy Officer and Data Privacy Committee. They are responsible for managing data privacy risks, monitoring regulatory developments, and ensuring that our controls remain aligned with leading global

standards. This committee meets regularly to discuss legal updates and provide relevant training.

Flowserve’s Integrity & Compliance Committee, headed by the CCO and Deputy CCO, meets monthly and collaborates regularly with the Data Privacy team on education, investigations and programs. Our Chief Legal Officer regularly briefs the Board of Directors and Technology, Innovation & Risk Committee on Flowserve’s data privacy and data security programs and related matters. A representative from our Board participates in our privacy programs, such as tabletop exercises, underscoring the importance of data privacy at the highest organizational level.

Privacy by Design

Our risk-based 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 comply with the strictest applicable privacy and data protection regulations, including frameworks such as the EU General Data Protection Regulation (GDPR) and other regional privacy requirements where we operate.

To support consistent protection across our global footprint, Flowserve maintains policies and procedures covering data classification, access management, secure system development, vendor

risk management, and incident response. These policies are supported by technical safeguards, continuous monitoring, and regular internal reviews to strengthen our privacy posture.

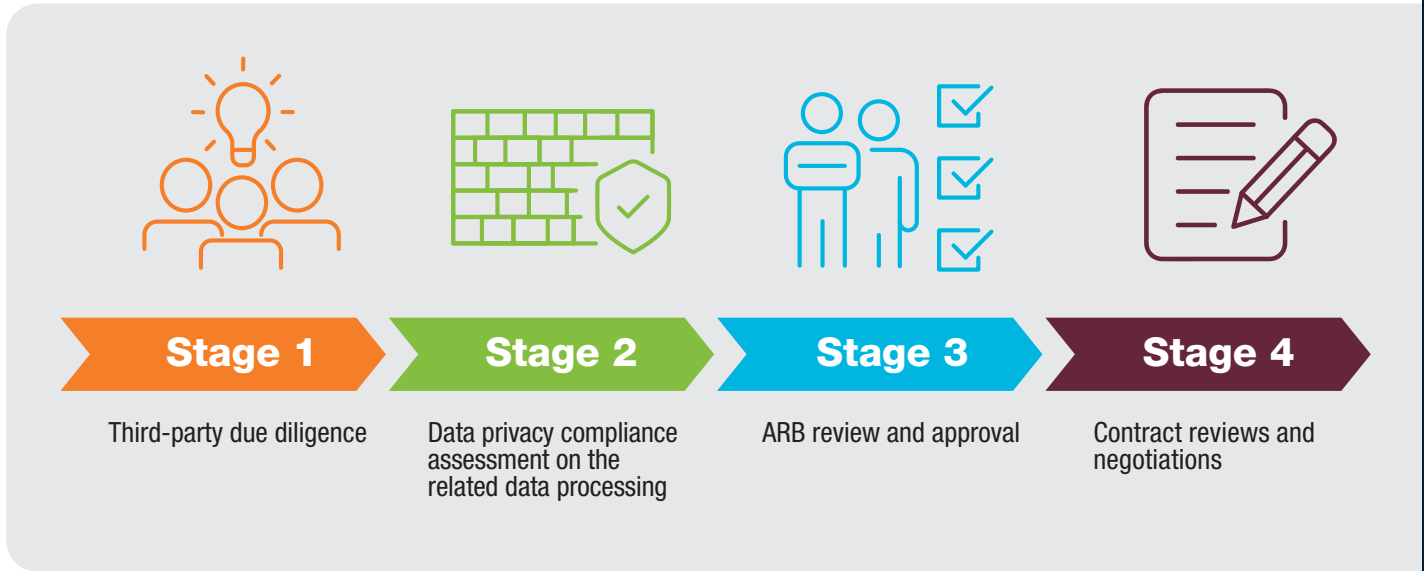
Flowserve incorporates privacy and security considerations throughout the lifecycle of digital systems and data-driven initiatives. By applying privacy-by-design principles, teams evaluate how personal or sensitive information is collected, processed, stored, and protected during system development and operational planning. This approach helps minimize risk while enabling the



responsible use of data to improve customer solutions and operational performance.

Our Architectural Review Board (ARB) proactively defines data privacy requirements of data-sensitive processes and the procurement of related

software and systems, 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.



Employees play a critical role in safeguarding data. As privacy and cybersecurity are interconnected, Flowserve provides periodic cybersecurity and privacy training to employees worldwide, covering topics such as phishing awareness, secure data handling, and responsible use of company systems. These programs are designed to reinforce a strong culture of information security and ensure

that employees understand their role in protecting company and customer data.

Through these efforts, Flowserve continues to advance a resilient and responsible data protection program that supports the company’s digital transformation while safeguarding the information entrusted to us.

CORE RESPONSIBILITY

Artificial Intelligence

Flowserve recognizes the transformative potential of artificial intelligence (AI) and is committed to deploying AI technologies in a manner that is ethical, secure, and aligned with long-term enterprise value creation. We do not view AI as a standalone initiative, but instead a force multiplier of the Flowserve Business System to help accelerate growth, improve decision-making, and enhance the employee and customer experience. Our approach is grounded in strong governance, executive accountability, and internationally recognized standards to ensure responsible innovation across the organization.

Governance & Risk Management

We have established a comprehensive governance framework to oversee the development, deployment, and use of artificial intelligence across the enterprise. An internal AI Governance Committee, launched in 2024, meets quarterly and includes representation from information technology, legal, human resources, and cybersecurity functions.

To ensure we are adhering to new regulations on the horizon in this rapidly evolving space, we developed the Flowserve Responsible AI Policy in 2023, which has continued to iterate under the guidance of our governance committee to keep pace with technological advancements.

Accountability for AI initiatives resides with the Executive Leadership Team, and updates on AI strategy, governance, and risk considerations are provided to the Board of Directors on a quarterly basis. This governance structure ensures that AI-related decisions are integrated into broader business strategy and subject to appropriate leadership and board level oversight.

Under this framework, all AI solutions—whether developed internally, purchased, or enabled through existing software—are subject to formal review processes consistent with Flowserve’s broader IT and architectural governance. AI specific considerations include model oversight, auditability, traceability, and monitoring for model drift or unintended outcomes. The ISO 42001

In December 2025, Flowserve achieved ISO/IEC 42001 certification, the international standard for Artificial Intelligence Management Systems. This certification validates the company’s structured approach to managing AI-related risks and controls, including governance, accountability, and continuous oversight of AI systems throughout their lifecycle.

framework also supports alignment with evolving global regulatory expectations, including those related to the EU AI Act and international data protection standards.

Data Protection, Privacy, and Cybersecurity

Protecting data and intellectual property is a foundational element of Flowserve’s AI approach. AI solutions undergo data privacy and cybersecurity reviews as part of the standard approval process, with additional scrutiny applied to generative AI use cases that may provide recommendations or decision support. Controls are designed to maintain clear governance over AI inputs and outputs and to prevent unauthorized use or disclosure of sensitive information.

Our approach emphasizes maintaining control over enterprise data while leveraging AI capabilities to improve efficiency and insight. This includes safeguards to ensure that AI tools are deployed in a manner consistent with the company’s data protection and cybersecurity standards.

Ethical Use and Workforce Enablement

Flowserve has intentionally taken a measured approach to scaling AI adoption, prioritizing the establishment of governance, controls, and monitoring capabilities before broader enterprise deployment. We believe we have a responsibility to help our associates adapt, reinforcing a people-centered approach to technological change. Prior to deployment of internally developed AI platform across the enterprise in 2026, employees will

be required to complete foundational AI training developed in collaboration with our legal and compliance teams and translated into multiple languages to support our global workforce. In addition to basic functionality training, this mandatory course will strongly emphasize safe and ethical use as dictated by our policies and practices.

Additional learning resources will focus on responsible AI use, effective prompting, and AI literacy.

Environmental Scope Considerations

Flowserve’s AI platforms are hosted by third party cloud providers, and as such, the company does not directly monitor or report on datacenter energy use associated with AI systems. Environmental considerations related to AI are addressed within the company’s broader ISO-based risk management framework, with scope boundaries clearly defined to avoid overstating direct environmental impacts.

Artificial Intelligence

Our Strategy

Our AI strategy is organized around two complementary pathways: workflow optimization initiatives and personal productivity tools. Together, these pathways allow AI to be applied at different levels of the organization—from enterprise-scale automation embedded directly into core processes to individual employees improving daily productivity.

Optimizing Operations with AI

To deliver on our strategic goals and growth targets, we are going to require faster decisions, shorter cycle times, and streamlined workflows, which makes AI a natural extension of the Flowserve Business System and its focus on operational excellence. Over the last several years, we have begun implementing AI in critical operational workflows to better meet the needs of our customers while maintaining high standards for safety and integrity. One example is the analysis of supplier documentation such as Material Test Certificates (MTCs), where fraudulent or altered records can create significant safety and compliance risks in the supply chain. We have an AI program used to validate material specifications and identify anomalies through techniques such as authenticity checks and

cross-document analysis. These capabilities can detect reused certificate numbers or unusual supplier patterns, helping quality teams identify potential issues earlier. In these applications, AI systems generate clear, actionable outputs that support decision-making. Rather than providing raw technical analysis, the tools produce risk ratings and recommended actions—such as accept, monitor, review, or reject—along with executive summaries and technical reports that support audit and compliance processes.

In addition, Flowserve has implemented AI specific contractual provisions with suppliers. These provisions restrict the use of AI on Flowserve data without disclosure or permission and help safeguard intellectual property. The company continues to refine these clauses as AI technologies and associated risks evolve.

Beyond quality and supply chain use cases, AI is also helping streamline customer engagement. Flowserve is developing unified intake systems that combine digital web forms with AI-enabled voice agents, ensuring that customer requests are captured consistently regardless of channel. The system standardizes data collection, automatically screens submissions for spam, and routes qualified leads directly into our customer relationship management system for faster response and improved tracking.

Human Oversight

AI is designed to support our employees by accelerating analysis, automating repetitive tasks, and enabling our experts to focus on high-value work. By keeping the human in the loop, critical decision making and data validation is made by personnel, ensuring accountability and responsible use.

Enhancing Personal Productivity

As for our employees, we see AI as a tool to simplify work and make information easier to access and act on. The goal is to support our associates by making work more intuitive while also improving the speed of execution across

the company. We wanted to develop a solution that would provide the benefits employees are accustomed to through other AI tools but better protect users and our assets by keeping proprietary information safe. **We are eager to share more information on INDIGO, Flowserve's internally developed AI tool in the 2026 Impact Report.**



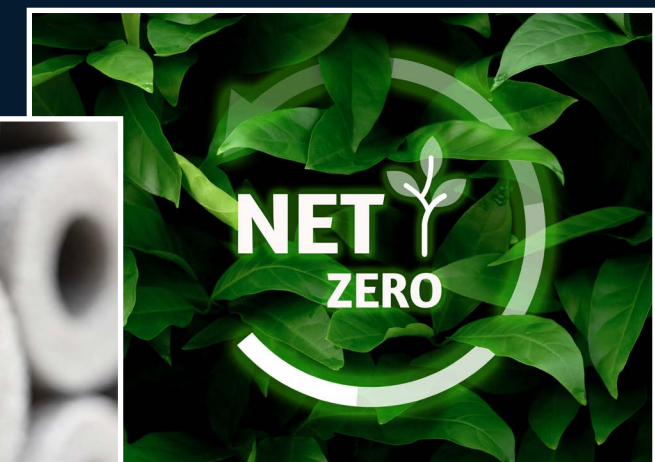
Spotlight Story

Building the world's first net-zero emissions integrated ethylene cracker and derivatives site

Flowserve was awarded a large contract to partner with a major Canadian petrochemical company to support building the world's first net-zero ethylene cracker and derivatives site.

As part of a brownfield expansion, our valves will be installed in the facility's polypropylene unit, which will help to triple the customer's ethylene and polyethylene capacity from

the site, while retrofitting the site's existing assets to net-zero carbon emissions. Once operational, the site will supply 3.2 million metric tons of certified low- to zero-carbon emissions polyethylene and ethylene derivatives, helping reduce our customer's carbon emissions by 30 percent by 2030.



CORE RESPONSIBILITY

Responsible Supply Chains



Flowserve’s supplier partners play a critical role in supporting us as we strengthen today’s world while building tomorrow. Given their role in our company’s purpose, it is fundamental that we share aligned values and hold our suppliers to a standard that drives consistent performance across our global supply base.

We set clear expectations through our policies and Codes of Conduct; engage with our suppliers on essential topics like safety, environmental impact, ethics and integrity; and reinforce accountability through screening, auditing, remediation and ongoing supplier development. We also maintain a diverse and resilient global supplier network to better withstand disruption, strengthen business continuity and respond to evolving regulatory and customer requirements. These actions support a more sustainable and resilient operating model and help ensure the consistent delivery 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. In 2025, we exceeded several of these objectives, including supplier emissions data collection and Supplier Code acknowledgement.

** Acknowledgment is a one-time process, and any material changes to the Supplier Code trigger re-acknowledgment to maintain clarity and accountability.*

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. They also periodically report on their efforts to the ESG Steering Committee, which regularly updates the Board of Directors on supply chain ESG progress and developments.

Supplier Code of Business Conduct

[The Flowserve Supplier Code of Business Conduct](#) (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 supports scalable supplier engagement and performance management across our global supply base.

The Supplier Code defines expectations in these key areas:



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

Supplier Code of Business Conduct

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. We use this foundation to enable consistent escalation, remediation, and risk-based decision making.

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. We require strategic suppliers to formally acknowledge compliance to the Supplier Code. Supplier Code acknowledgement is a one-time process for each supplier, but any material changes to our Supplier Code trigger a new acknowledgement by each supplier to maintain clarity and accountability. A revised Supplier Code incorporating additional updates, including CFSI-related enhancements, is planned for 2026.

Large multinational suppliers may submit their own supplier codes of conduct for review. These are evaluated jointly by Legal and Compliance prior to acceptance to ensure alignment with Flowserve standards. Supplier documentation and acknowledgments are centrally maintained through dedicated collaboration platforms pending full integration into our Cority system.

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. Together, these requirements support stronger due diligence readiness as expectations increase across product compliance, supply chain transparency and human rights. Read more on our [Supply Chain Governance](#) on Flowserve.com.

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

Supplier Auditing Process

As part of the supplier audit process, our supplier quality engineers review supplier compliance with 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. We also use audit outcomes to inform our supplier development priorities and risk-based oversight.

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. This capability-building focus supports long term supplier performance, efficiency improvement and strengthens continuity in a changing global operating environment.

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, or 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. This process supports faster decision making and a clearer link between supplier risk signals and mitigation actions.

When it comes to existing suppliers, our centralized supplier risk management 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 to review the supplier's Risk Mitigation Plan and implement contingency plans as needed. This allows us to prevent significant supply disruptions.

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

We are striving to build a more sustainable supply chain, and in doing so, began collecting supplier Scope 1 and Scope 2 emissions data in 2023. This data collection expanded significantly in 2025, exceeding planned targets and covering both 2024 and 2025 reporting populations.

We also exceeded our logistics carrier emissions reporting goals, with key carriers now providing emissions data via API integrations or EDI reporting into centralized freight audit systems. Remaining reporting gaps are limited primarily to smaller carriers.

The next step in our journey is to analyze emissions-to-spend ratios to identify priority suppliers for emissions reduction programs and collaborative decarbonization initiatives.

Beginning in 2026, Flowserve plans to co-invest operating budget resources alongside strategic suppliers in joint ESG initiatives aimed at

emissions reduction, governance improvements and social impact outcomes. These partnerships move beyond traditional buyer-supplier relationships toward long-term strategic alliances that strengthen supply chain resilience. Initial collaborative initiatives have been identified across multiple categories including safety maturity improvements, emissions reduction programs, reusable packaging solutions and strengthened compliance with human rights and anti-corruption requirements.

Social Impact

As part of our social impact collaboration efforts, Flowserve is partnering with a key supplier to support a device reuse initiative. This program supports environmental objectives through reduced e-waste, delivers social value by expanding access to technology, and ensures secure device handling aligned with GDPR and WEEE regulatory requirements. A pilot initiative is planned in the United Kingdom with potential expansion across European operations.

Supplier Diversity

Diversifying our supplier base helps to manage risk and support our small business partners. Our Supplier Diversity Policy enhances visibility into supplier spend and engagement across small and medium enterprises, diverse-owned businesses, nonprofits and large enterprises.



Advancing Regulatory Compliance

As global legal requirements shift and expand, Flowserve's Materials Compliance team works across the business and supply chain to support compliance with laws, sanctions, and other regulations. In an increasingly complex regulatory environment, this function coordinates regulatory intelligence, supplier engagement and operational execution across regions and business units. As a result of this team's effort, supplier data collection efforts expanded in 2025, improving both coverage and data quality. Their activities increasingly align with broader global due diligence expectations, which reinforces a more proactive and risk-based compliance approach. This is crucial for supporting more consistent reporting readiness. We are looking ahead and strengthening system integration and data management capabilities to support scalable regulator reporting, including emerging European supply chain governance frameworks.

Trade Compliance & Risk Management

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 Trade Compliance team partners with sites to understand the potential impacts so that sourcing and manufacturing can be adjusted as necessary. We communicate timely updates to associates at each step in the

value chain to ensure we are aligned with the latest regulations across all jurisdictions.

We utilize a third-party screening tool 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.

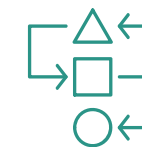
The tool also provides end-use certificates and in-system escalations for flagged customers around the world, as well as a regional export checklist that will detail the list of steps and documentation required for export based on a number of inputs, such as country of origin, sales destination and others.

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 2025, Flowserve obtained responses regarding conflict minerals from suppliers that represent more than 70% of global spend. While every effort is made to ensure that conflict-free product is procured, 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.



CORE RESPONSIBILITY

Quality & Product Stewardship



Flowserve empowers critical industries with extraordinary solutions. We pledge to deliver flow control equipment and expertise conforming to the highest quality standards. As part of Operational Excellence, our quality management system is deepening associate capabilities and advancing a culture of prevention, consistency and continuous improvement across our operations. Grounded in strong leadership accountability, disciplined defect prevention, and systematic corrective action, Quality Excellence is strengthening quality governance routines, improving global training, and expanding process standardization efforts to improve performance across manufacturing, supply chain and customer support activities.

Leadership, Governance and Accountability

We manage product quality through a global quality management framework designed to prevent defects, resolve issues quickly and drive sustained operational improvement. Executive oversight of quality is embedded in our operating model through the Global Operational Excellence and Division Quality Leadership Teams and the Flowserve Quality Council, which reviews quality

system performance, monitor trends and reinforce accountability across sites and functions.

In 2025, this governance model supported stronger alignment across operations, engineering, supply chain and quality teams. Regular reviews of key performance indicators, customer concerns and nonconformance trends helped teams prioritize the highest-impact opportunities and escalate corrective actions more consistently.

Strengthening a Culture of Quality

During 2025, Flowserve continued to reinforce a companywide culture of quality through targeted capability building and engagement initiatives. A major milestone was the launch and deployment of **Quality Academy and Quality Maturity**, which was designed to help build world-class quality capability across the organization. Quality Academy content focused on topics such as:

- Quality culture
- Process analysis including SIPOC and critical-to-quality methods and PFMEA and control plans that become deeply embedded in Daily Management
- Quality process performance including defining and developing quality metrics and Structured Problem Solving-based continuous improvement

Quality Maturity brings a renewed focus on Quality Excellence as we continue working to build more consistent, capable and prevention-oriented quality systems across our global operations. Through structured assessments and site-level improvement planning, we further advanced our understanding of quality maturity and identified opportunities to strengthen process discipline, standard work, problem-solving and accountability. This approach helps create a common framework for evaluating

how effectively quality is embedded in daily operations, while also supporting the sharing of best practices across sites and functions. By continuing to develop our Quality Maturity, Flowserve is better positioned to reduce variation, improve execution and sustain long-term gains in product quality and customer satisfaction. These efforts complement the broader Quality Excellence strategy and help strengthen associate understanding of defect prevention, process discipline, root-cause analysis and data-driven improvement.

Quality Management Systems and Certifications

Flowserve maintained its commitment to internationally recognized quality standards in 2025. Our original equipment manufacturing facilities operate within a quality management framework aligned to ISO 9001:2015, with certifications managed through centralized systems that track audit schedules, expirations and related management system requirements. We also support applicable industry-specific standards and certifications, including those relevant to specialized customer and regulatory requirements.

To date, 113 of our sites maintain ISO 9001 certifications. Further, we hold over 1,100 industry-specific certifications across 128 facilities.

FLOWSERVE

BASIC QUALITY TENETS



CONSUMABLES PREVENTION

I am empowered to raise attention to improperly utilized or stored material.



CONTAMINANT FREE MATERIAL

I am empowered & obligated to raise attention to any material touched by unwanted oils, grease, dirt, debris and rust.



DETAILED RECORD KEEPING

I commit to maintaining accurate information and records for my department's processes.



IDENTIFICATION CONSERVATION

I will ensure all critical components have clear, permanent, and traceable identification information.



MEASUREMENT SYSTEM INTEGRITY

I will ensure all tools utilized in my process are properly calibrated and maintained in good condition.



NON-CONFORMANCE DISCIPLINE

I will ensure proper quarantine and execution of all NCR material, while employing corrective/preventative actions.



PROCESS INTEGRITY

I will follow my SOP/WI as intended to deliver the best quality product to my internal customer.



SECURE PROTECTED MATERIAL

I commit to ensuring safe and proper component storage and transportation to minimize the risk of damage.

The Quality of Our Product is the Safety of Our Customer.

Quality Performance and Improvement

Flowserve tracks quality through key performance, including customer issue management, manufacturing first-pass yield, rework, scrap and warranty claims. In 2025, we continued to expand the rigor and visibility of quality performance monitoring through common databases, dashboarding tools and structured review routines intended to improve trend visibility and speed response to emerging issues.

These efforts contributed to measurable progress in several areas during the year.

Where nonconformances occur, we utilize formal nonconformance reporting and corrective action processes to identify, document, evaluate, segregate, and resolve issues. This included use of corrective action requests and root-cause methodologies to address customer concerns, internal quality events and supplier-related issues. The objective remains not only to correct specific problems, but also to prevent recurrence and improve system performance over time.

Continuous Improvement and Defect Prevention

Flowserve’s quality strategy is closely linked to continuous improvement. In 2025, we continued use of global forums such as the first annual **Global Quality Summit** and **Quality Council** reviews to share lessons learned, recognize site successes and accelerate replication of best practices.

These forums emphasize:

- replication of successful site-level improvements,
- stronger linkage between quality and operational excellence,
- broader visibility to lessons learned,
- greater consistency in metrics and management reviews,
- improved integration of supplier, manufacturing and customer quality efforts.

In 2025, teams advanced defect prevention and process excellence through structured methods, cross-functional problem solving and broader use of quality tools. Quality Academy and related initiatives helped standardize how teams define critical-to-quality characteristics, assess risk, implement control plans and measure process performance.

These actions support our long-term goal of building a world-class **Quality Excellence** culture centered on prevention rather than detection alone.

Looking Ahead

As we move forward, Flowserve remains committed to advancing product quality, strengthening process discipline and improving customer outcomes. In 2025, we continued to build on the quality management principles while expanding the systems, training and governance needed to support durable improvement. We believe this work positions us to further reduce defects, improve customer satisfaction and create long-term value for customers, associates and shareholders.



DATA SUMMARY AND REPORTING INDICES

GRI Reporting Index

ORGANIZATIONAL PROFILE		
102-1	Name of organization	Flowserve Corporation
102-2	Activities, brands, products and services	We are a world-leading manufacturer and aftermarket service provider of comprehensive flow control systems. We develop and manufacture precision-engineered flow control equipment integral to the movement, control and protection of the flow of materials in our customers’ critical processes.
		Our product portfolio of pumps, valves, seals, automation and aftermarket services supports global infrastructure industries, including energy, chemical, power generation and general, which includes water management and pharmaceuticals, where our products and services enable customers to achieve their goals. 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 and turnkey maintenance programs.
102-2	Activities, brands, products and services	Flowserve, Accord, Anchor Darling, Argus, Atomac, Automax, BW Seals, Byron Jackson, Calder, Durametallic, Durco, Edward, GASPAC, IDP, INNOMAG, Interseal, IPS, Kämmer, Lawrence, Limitorque, Logix, McCANNA, MOGAS, Niigata Worthington, Noble Alloy, Norbro, Nordstrom, Pac-Seal, Pacific Wietz, PMV, Scienco, Serck Audco, SIHI, TKL, United Centrifugal, Valbart, Valtek, Worcester Controls and Worthington are all trademarks of Flowserve Corporation
102-3	Location of headquarters	5215 N O Connor Blvd. Suite 700, Irving, TX 75039 United States

GRI Reporting Index

102-4	Location of operations	Flowserve operates over 200 facilities in over 50 countries as shown on our location map on p.6 .													
		Our major manufacturing facilities (those with 50,000 or more square feet of manufacturing capacity) operating at December 31, 2025, are located in: North America • United States • Canada Europe, Middle East and Africa • Austria • France • Germany • Italy • Netherland • Saudi Arabia • Spain • UK Asia Pacific • Australia • China • India • Japan • Singapore													
102-5	Ownership and legal form	Incorporated in New York and publicly traded on the New York Stock Exchange													
102-6	Markets served	We revised the end market categories for bookings during the first quarter of 2025 to better reflect the end markets of our customers and better align with Flowserve’s strategic focus. Our bookings mix by industry 2024 and 2025 consisted of:													
		<table><thead><tr><th></th><th>2024</th><th>2025</th></tr></thead><tbody><tr><td>general industries (1)</td><td>31%</td><td>34%</td></tr><tr><td>energy</td><td>37%</td><td>33%</td></tr><tr><td>chemical (2)</td><td>19%</td><td>19%</td></tr><tr><td>power generation</td><td>13%</td><td>14%</td></tr></tbody></table> Footnotes 1. General industries include mining and ore processing, pulp and paper, food and beverage, pharmaceuticals, water management and other smaller applications, as well as sales to distributors whose end customers typically operate in the other industries we primarily serve as identified above. 2. Chemical industry is comprised of chemical-based products and no longer includes pharmaceuticals which is now included within general industries.		2024	2025	general industries (1)	31%	34%	energy	37%	33%	chemical (2)	19%	19%	power generation
	2024	2025													
general industries (1)	31%	34%													
energy	37%	33%													
chemical (2)	19%	19%													
power generation	13%	14%													

GRI Reporting Index

102-7	Scale of the organization	Number of employees	16,078
		Revenue	\$4.729 Billion
		Working Capital	\$1.541 Billion
		Total Equity	\$2.254 Billion
		Total Debt	\$1.575 Billion
		Net debt to net capital ratio	26.6%
102-8	Information on employees and other workers	See “Culture”, p 58-84 .	
102-9	Supply chain	See “Responsible Supply Chains”, p 114-122 .	
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 “Corporate Governance and Risk Management”, p 88-92 .	
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: - National Association of Manufacturers (NAM) - Hydraulic Institute	

STRATEGY

102-14	Statement from senior decision-maker	See “A Message from our CEO”, p 4-5 .
102-15	Key impacts, risks and opportunities	See “Risk Management, Ethics and Compliance”, p 88-99 .

ETHICS AND INTEGRITY

102-16	Values, principles, standards and norms of behavior	See “Leadership Message”, p 4-5 .
102-17	Mechanisms, for advice and concern about ethics	See “Corporate Governance and Risk Management”, p 88-92 .

GRI Reporting Index

GOVERNANCE

102-18	Governance structure	See “Corporate Governance and Risk Management”, p 88-92 .
102-19	Delegating authority	See “Corporate Governance and Risk Management”, p 88-92 .
		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 “Corporate Governance and Risk Management”, p 88-92 .
102-21	Consulting stakeholders on economic, environmental and social topics	See “Stakeholder Engagement”, p 16-17 .
102-22	Composition of the highest governance body	We regularly engage with our shareholders on a variety of topics relating to company performance, ESG strategy and overall strategy for long-term growth, including on earnings calls, at industry and financial conferences and during in-person scheduled meetings.
		The identification and evaluation of director candidates begins with our Corporate Governance Guidelines, which establish the criteria for Board membership. As a starting point under the Guidelines, all prospective Board members must, for example, adhere to the highest standards of integrity and ethics, exercise diligent and constructive oversight to the Company’s business, risk profile and strategy, demonstrate relevant and successful career experience, display a global business perspective and possess the time to responsibly perform all director duties and effectively represent the interests of the Company’s shareholders. The Guidelines further articulate the Board’s firm belief that the Board’s members should also have a diversity of backgrounds, which we view holistically. In evaluating diversity of backgrounds, the Board considers individual qualities and attributes, such as educational background, professional skills, business experience and cultural viewpoint, as well as more categorical diversity metrics, such as race, age, gender and nationality.
		For more information, please see “Executive Compensation” in our 2026 Proxy Statement.

GRI Reporting Index

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	The Corporate Governance and Nominating Committee (CG&NC) considers various potential director candidates who may come to the attention of the CG&NC through current Board members, professional search firms, shareholders or other persons. The CG&NC generally retains a national executive-recruiting firm to research, screen and contact potential candidates regarding their interest in serving on the Board, although the CG&NC may also use less formal recruiting methods. All identified candidates, including shareholder-recommended candidates, are evaluated by the CG&NC Committee using generally the same methods and criteria, although those methods and criteria may vary from time to time depending on the CG&NC’s assessment of the Company’s needs and current situation. For more information, please see “The Board and Committees” in our 2026 Proxy Statement.
102-25	Conflicts of interest	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. The Company also maintains a Related Party Transactions Policy that supplements our Code of Conduct and covers, but is not limited to, the related party transactions and relationships required to be disclosed under SEC rules. The policy requires prompt notice to all material facts regarding an interest transaction with related parties to the CG&NC, who shall review the material facts and either approve or disapprove of the entry into the interest transaction. 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. The Related Party Transactions Policy provides for the pre-approval of certain types of transactions that the CG&NC has determined do not pose a significant risk of conflict of interest,

GRI Reporting Index

102-26	Role of highest governance body in setting purpose, values and strategy	See “Corporate Governance and Risk Management”, p 88-92 .
102-27	Collective knowledge of highest governance body	See “Our Board of Directors”, p 91 .
102-28	Evaluating the highest governance body's performance	For more information, please see “The Board and Committees” in our 2026 Proxy Statement.
102-29	Identifying and managing economic, environmental and social impacts	See “Corporate Governance and Risk Management”, p 88-92 .
102-30	Effectiveness of risk management processes	See “Corporate Governance and Risk Management”, p 88-92 .
102-31	Review of economic, environmental and social topics	See “Corporate Governance and Risk Management”, p 88-92 .
102-32	Highest governing body's role in sustainability reporting	Our Board, primarily through the CG&NC, provides oversight of our approach to environmental, social and governance programs and policies. See “Corporate Governance and Risk Management”, p 88-92.
102-33	Communicating critical concerns	Shareholders and other interested parties may communicate with the Board directly by writing to: Non-Executive Chairman of the Board c/o Flowserve’s Corporate Secretary 5215 N. O’Connor Blvd., Suite 700 Irving, Texas 75039 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).
102-34	Nature and total number of critical concerns	See “Corporate Governance and Risk Management”, p 88-92 and “Integrity & Compliance”, p 92-100 .
102-35	Remuneration policies	A comprehensive discussion of non-employee director and executive compensation may be found in 2026 Proxy Statement.
102-36	Process for determining remuneration	A comprehensive discussion of non-employee director and executive compensation may be found in 2026 Proxy Statement.

GRI Reporting Index

102-37	Stakeholder's involvement in remuneration	Our Board and the Organization & Compensation Committee of the Board (the “OCC”) value the insights and feedback of our stakeholders. We routinely engaged with our stakeholders each year on a wide range of topics, including executive compensation and corporate governance matters. Our policy is to conduct an annual say-on-pay shareholder vote. At our 2025 Annual Meeting, approximately 98.3% of shares voted to support our executive compensation. The 2026 Annual Meeting of Shareholders will take place May 14, 2026.
102-38	Annual total compensation ratio	In 2025, 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 64 of our 2026 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 and 2025. For more information, see page 64 of our 2026 Proxy Statement.

STAKEHOLDER ENGAGEMENT		
102-40	List of stakeholder groups	See “Our ESG Approach”, p 14-17 .
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”, p 14-17 .
102-43	Approach to stakeholder engagement	See “Our ESG Approach”, p 14-17 .
102-44	Key topics and concerns raised	See “Our ESG Approach”, p 14-17 .

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”, p 14-17 .
102-47	List of material topics	See “Our ESG Approach”, p 14-17 .
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, 2025 - December 31, 2025
102-51	Date of most recent report	May 8, 2025
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 p 141 for 2025 Limited Assurance.

GRI 204 PROCUREMENT PRACTICES		
103-1	Explanation of the material topic and its Boundary	Flowserve operates more than 200 facilities in 48 countries in the world. See “Responsible Supply Chain”, p 114-121 .
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”, p 114-121 .

GRI Reporting Index

GRI 205 ANTI CORRUPTION 2016		
103-1	Explanation of the material topic and its Boundary	See “Integrity & Compliance”, p 92-100 .
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
205-1	Operations assessed for risks related to corruption	See “Integrity & Compliance”, p 92-100 .
205-2	Communication and training about anti-corruption policies and procedures	
205-3	Confirmed incidents of corruption and actions taken	
GRI 206 ANTI COMPETITIVE BEHAVIOR 2016		
103-1	Explanation of the material topic and its Boundary	See “Integrity & Compliance”, p 92-100 .
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 2025.

GRI Reporting Index

GRI 302 ENERGY 2016		
103-1	Explanation of the material topic and its Boundary	See “Energy Use, Efficiency, and Renewable Energy” and “GHG Reduction Strategy”, p 44-47 .
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 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, p 50 .
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 Reporting Index

GRI 305 EMISSIONS 2016		
103-1	Explanation of the material topic and its Boundary	Air emissions metrics pertain to facilities under Flowserve operational control. See "Air Emissions", p 46-47 .
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	Flowserve does not use ozone-depleting substances (ODS) in its operations.
305-5	Reduction of GHG emissions	
305-6	Emissions of ozone-depleting substances (ODS)	
305-7	Nitrogen oxides (Nox), sulfur oxides (Sox) and other significant air emissions	Nitrogen Oxides and Sulfur Oxides result from the combustion of natural gas, liquified petroleum gas, propane, kerosene, diesel and other fuels. See "Air Emissions", p 46-47 .

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, p 52-53 .
306-3	Significant spills	There were no significant spills in 2025.
306-4	Transport of hazardous waste	Hazardous waste represents only 1% of all discarded materials. See the "Waste Minimization and Recycling" section, p 52-53 .
306-5	Water bodies affected by water discharges and/or runoff	There were no significant effects of water discharges on water bodies.

GRI Reporting Index

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 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", p 70-75 .
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”, p 60-65 .
404-2	Programs for upgrading employee skills and transition assistance programs	
404-3	Percentage of employees receiving regular performance and career development reviews	

GRI 413 LOCAL COMMUNITIES 2016		
103-1	Explanation of the material topic and its Boundary	The “Flowserve Cares” community impact program is implemented across all facilities in which we operate.
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”, p 76-83 .
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”, p 122-125 .
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 “Elevating our Innovations”, p 20-27 and “Energy Advantage Program” p 32 .

2025 Limited Assurance

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



Our ref: 11229948-MISC

April 20, 2026

Assurance Statement
Greenhouse Gas (GHG) 2025 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, 2025, to December 31, 2025 (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.

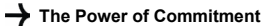
GHD's responsibility was to express a conclusion as to whether the scope 1, 2, and relevant Scope 3 categories (purchased goods and services, capital goods, fuel and energy related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, 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. Criteria used through the verification includes:

- ISO 14064 Greenhouse Gases - Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals, ISO, December 2018 (ISO 14064-1)
- ISO 14064 Greenhouse Gases - Part 3: Specification with guidance for the verification and validation of greenhouse gas statements, ISO, April 2019 (ISO 14064-3)
- IAF Mandatory Document for the Use of Information and Communication Technology (ICT) for Conformity Assessment Purposes: Issue 3, International Accreditation Forum, Inc., January 2025 (IAF MD 4:2025)
- The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition, March 2004 (GHG Protocol)
- Corporate Value Chain (Scope 3) Accounting and Reporting Standard, September 2011 (Scope 3 Standard)
- Technical Guidance for Calculating Scope 3 Emissions (Version 1.0), September 2011 (Scope 3 Technical Guidance)
- 2026 CDP Guideline

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.



GHD 11229948-MISC-Statement

2025 Limited Assurance

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 2025 GHG emissions inventory, quantified as:

Scope	Category	Emissions (tCO ₂ e)
Scope 1	Stationary & mobile combustion	14,485
Scope 2	Purchased electricity	49,321
Scope 3	Total Scope 3	71,532,002
	Category 1: Purchased goods and services	553,391
	Category 2: Capital goods	11,092
	Category 3: Fuel-and-energy related emissions	18,282
	Category 4: Upstream transportation & distribution	44,636
	Category 5: Waste generated in operations	2,544
	Category 6: Business travel	13,482
	Category 7: Employee commuting	25,771
	Category 8: Upstream leased assets	3,221
	Category 9: Downstream transportation & distribution	21,133
	Category 11: Use of sold products	70,838,449
Total		71,595,807

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 2025 reporting year from the period of January 1, 2025 to December 31, 2025, reported as **14,485 tonnes of carbon dioxide equivalent (tCO₂e) for scope 1, 49,321 tCO₂e for scope 2, and 71,532,002 tCO₂e 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
+1 519 340 4213
erik.martinez@ghd.com

Ben Gerber
Independent Reviewer
+1 519 340 4354
ben.gerber@ghd.com

2025 Metrics Summary

Indicator	Description	Units	2025	2024	2023
Activity	Sales Revenue	\$Millions USD	4,729	4,558	4,321
	Number of Employees		16,078		15,510
Safety	OSHA Total Recordable Rate		0.30	0.34	0.34
	OSHA Lost Time Day Rate		0.06	0.11	0.07
	OSHA Lost Time Severity Rate		1.10	0.95	1.69
Energy	Direct Energy	Gigajoules	244,580	258,885	281,352
	Indirect Energy	Gigajoules	445,677	477,133	457,575
	Total Direct + Indirect Energy		690,257	736,018	738,927
Greenhouse Gases	Direct Emissions (Scope 1)	Tonne CO ₂ e	14,321	15,463	15,570
	Indirect Emissions (Scope 2)	Tonne CO ₂ e	49,321	54,092	53,172
	Total Scope 1+2 Emissions		63,642	69,555	68,741
	Scope 1+2 Carbon Intensity (tCO2/\$ million sales)		13.5	15.3	15.9
	Other Indirect Emissions (Scope 3)				
	1. Purchased goods and services	Tonne CO ₂ e	553,391	666,766	540,437
	2. Capital goods	Tonne CO ₂ e	11,092	15,041	11,818
	3. Energy and fuel-related	Tonne CO ₂ e	18,299	20,572	18,302
	4. Upstream transportation and distribution	Tonne CO ₂ e	44,636	47,636	45,732
	5. Waste generated in operations	Tonne CO ₂ e	2,544	2,600	2,924
	6. Business travel	Tonne CO ₂ e	13,482	43,471	27,010
	7. Employee commuting	Tonne CO ₂ e	25,771	24,130	24,428
	8. Upstream leased assets	Tonne CO ₂ e	3,221	2,928	1,003
	9. Downstream transportation and distribution	Tonne CO ₂ e	21,133	27,174	31,473
	10. Processing of sold products	Tonne CO ₂ e	-	-	-
Water	11. Use of sold products	Tonne CO ₂ e	70,838,449	80,549,134	81,061,398
	12. End-of-life treatment of sold products	Tonne CO ₂ e	-	-	-
Waste	13. Downstream leased assets)	Tonne CO ₂ e	-	-	-
	14. Franchises	Tonne CO ₂ ee	-	-	-
	15. Investments	Tonne CO ₂ e	-	-	-
	Fresh Water Use	Cubic meters	359.2	485,851	455,669
	Nonhazardous waste	Tonne	11,771.8	11,233	9,777
	Hazardous	Tonne	253.2	256	256
	Reuse, Recycle and Recovery	Tonne	15,242.3	15,408	14,533

ABOUT THIS REPORT

Unless otherwise specifically stated, this report is intended to highlight aspects of Flowserve’s performance in 2025. 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 2025. Additional information is available in our 2025 Annual Report on Form 10-K and our 2026 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.



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