

Dear current and prospective FSA members:

As a young engineer coming to Durametalllic (now Flowserve) with a few years of experience in the agriculture equipment and aerospace industry, I had virtually no familiarity with seals and mechanical seals in particular. After spending four years in the R&D group of Durametalllic, I was invited by Bill Adams to join him at my first FSA meeting. For those of you who remember Bill Adams, he was a true visionary within the industry. Bill was always working on the next great transformation of the sealing industry that was going to enhance the service that our industry could provide to our customers and drive growth throughout the industry as a result. Bill also recognized that no individual company could transform our industry on its own but instead, any real change had to come from a combined effort of all of the leaders within our industry. He saw FSA as the perfect platform to drive such changes and worked hard to use the collective voice of FSA to navigate the challenges and opportunities presented by emissions and energy efficiency regulations, increasingly severe temperature and pressure conditions, shift of reliability ownership from end-users to seal suppliers, sealless pump technology, gas seal technology, and many other issues. It was Bill's passion for the potential of FSA to be the vehicle through which the sealing industry determined and executed its path forward that made me excited to attend my first FSA meeting. Equally exciting was the opportunity to participate in division and technical committee meetings with the thought leaders for our industry and to meet and interact with my engineering colleagues from across the industry.

Now, some 20 years later, I continue to carry the passion for the mission of FSA that I was first introduced to by Bill Adams. As a past chairman of the Mechanical Seals Division and the Mechanical Seals Technical Committee and a current board member, I have had and continue to have the opportunity through my participation in FSA to work with the past, current and future leaders of our industry to seek to influence government regulations, standards organizations, end-user practices, etc. through identification of and advocating for sealing best practices. There are many cases where government organizations or standards committees are seeking a single representative of the sealing industry that can be a voice of the overall industry. In these situations, a seal industry representative who serves under the FSA banner is readily accepted as this unbiased voice. Participation in the various FSA committees enables us all to contribute to that single FSA voice and ensure that we have a "seat at the table" as key regulations and standards are drafted and enacted.

FSA has faced several challenges over the years as seal markets have globalized, seal manufacturers have consolidated, and the oil and gas market (one of our major markets) has been forced to redefine itself. In the face of these challenges, FSA has reinforced its value to its stakeholders through a broadened global perspective, strong collaboration with the ESA (European Sealing Association), a strong emphasis on government affairs, and an updated approach to serving its role as the technical thought leader for our industry through the introduction of the on-line FSA KnowledgeBase. I am particularly excited about the FSA KnowledgeBase which I believe represents a real step forward in engaging the next generation of

seal engineers and end-users to provide them with the best and most up to date knowledge possible to successfully design, apply and operate our seals.

In addition to these opportunities that I have addressed with respect to how the FSA can serve our industry as a whole, I also need to recognize the benefits that FSA membership and active participation can provide to the employees of the member companies. Any engineer knows that it is when you are surrounded by a diverse range of backgrounds and perspectives, that the best ideas are born. My insights and overall knowledge of our industry have benefited in no small part through the interactions that I have had with my colleagues from other FSA companies. Through business relationships that were spawned from working side by side with FSA colleagues, I know that many FSA member companies have identified opportunities to enter into mutually beneficial partnerships and joint developments.

For all of the reasons stated in this open letter and for many more, I am proud to have been an actively participating member of FSA for nearly 20 years and look forward to many more years of participation in this organization as it continuously seeks to redefine itself to align with the needs of its member companies and the demands of the markets that its member companies serve.

Sincerely,

Rob Phillips
Vice President of Global Engineering, Flowserve Corporation
Member, FSA