



September 9, 2022

Dear Fellow Shareholder,

I am pleased to invite you to the 2022 Annual Meeting of the Stockholders of CIRCOR International, Inc., which will again be held as a virtual meeting. Our goal is to make the meeting accessible to as many shareholders as possible, and we have found that the virtual meeting helps us make participation at the meeting available to more of our shareholders. Meeting details can be found in the Proxy that accompanies this letter.

Much has changed at CIRCOR since my last Chair letter. In December 2021, our Chief Financial Officer resigned, and we mutually agreed to separate from our President & Chief Executive Officer in the middle of January 2022. In response we asked our SVP, Business Development, Arjun "AJ" Sharma, to assume additional responsibilities as our Interim Chief Financial Officer, and we promoted Tony Najjar, then segment President for A&D to Chief Operating Officer and Interim President & Chief Executive Officer.

Since assuming their respective new roles, Tony and AJ effectively led the CIRCOR team through an investigation in accounting irregularities, while also stabilizing business operations, focusing on employee engagement, strengthening customer relationships, and driving growth. As a result of their demonstrated ability to deliver results and lead the organization in a complex and challenging time, the Board decided to regularize their appointments. In the middle of August, Tony was appointed as President and Chief Executive Officer of the Company, while AJ was appointed as Chief Financial Officer. AJ will retain his leadership of the Business Development function.

The attached Annual Report on Form 10-K for the Company's fiscal year ended 2021 shows that 2021 was a mixed year for CIRCOR, as it transitioned out of pandemic measures and into a new normal. The Company has also released its financial results for the first quarter of 2022. A&D continues to demonstrate resilience in a rebounding aerospace market, and the core Industrial business is driving growth in a dynamic market situation made more challenging by continued inflation. We believe that the initiatives Tony and AJ are implementing around simplification and value pricing will work to continue to drive margin expansion and improve performance.

In addition to our commitment to drive growth and margin expansion, in January, the Board announced that it was evaluating strategic alternatives. Following the conclusion of the accounting review and restatement, we reaffirmed our commitment to explore strategic alternatives and expect the process to continue through at least the end of the year.



Throughout all of this, the Board has remained focused on issues of importance to our stakeholders, including the following:

- In January 2022, we appointed Art George, Jr. to our Board. Art added additional skill sets and fresh perspective on Board matters. I personally very much regret, that Art had to step down in July, due to health reasons. As we develop Board succession plans, we strive to ensure continuity, refreshment and the diversity of experiences required for effective Board operations.
- We have continued to discuss with management ESG matters, including diversity initiatives, employee engagement and safety. Creating a supportive and safe environment for our employees remains paramount to driving long-term value in the Company.
- We remain committed to shareholder engagement and have met with key shareholders several times since my last Chair letter. We view this engagement as an important element of communication with all our constituents, and the Board has been and continues to be involved where relevant.

In 2021, David Dietz, a long-serving Board member decided to step down. We thank him for his many contributions to CIRCOR. And, while Art's time with us was short, he added value from the beginning. We appreciate his service to CIRCOR.

This marks the end of my second year as Board Chair. It has been a very intensive year; I have enjoyed working with my fellow directors and CIRCOR's leadership to drive long-term value for all our stakeholders.

We commend CIRCOR employees for how they delivered consistently in such a challenging environment. Once again, the team demonstrated excellent adaptability and resiliency to an increasingly complex business and company environment. And, I want to thank all our stakeholders, especially you, our shareholders, for your trust and patience during this period.

Sincerely,

A handwritten signature in black ink that reads "Helmut Ludwig". The signature is written in a cursive, flowing style.

Helmut Ludwig
Board Chair