

CIRCOR INTERNATIONAL, INC.

2021 ANNUAL MEETING OF STOCKHOLDERS MAY 25, 2021 RULES OF CONDUCT AND PROCEDURE

1. The business of the meeting will follow the order shown in the agenda that will be displayed during the meeting. CIRCOR International, Inc. will follow the order in the Agenda.
2. You need not vote at this meeting if you have already voted by proxy. However, if you wish to change your vote, or if you have not voted, please log in as a stockholder by entering the control number you received with your proxy materials using the instructions provided in the proxy materials.
3. If you have voted your shares prior to the start of the meeting, your vote has been received by the Company's inspector of elections, and you do not need to vote those shares during the meeting.
4. The proposals set forth in the Proxy Statement will be presented and discussed. If a stockholder has a question or remark about one of those matters, such question or remark may be submitted in the field provided in the web portal when the matter is before the meeting for consideration. The Company will endeavor to answer relevant questions before voting ends.
5. Questions may be submitted by stockholders of record as of April 5, 2021, and individuals named in a legal proxy signed by such a record holder and properly filed with the Secretary of the Company in advance of the meeting.
6. Stockholder questions and remarks must be confined to matters properly before the meeting. Two minutes will be allocated to each question or remark. The meeting is not a forum for general economic, political or other views lacking a direct relationship to the matters properly before the meeting. The Chair, in his discretion, may determine that certain questions or remarks are out of order.
7. Questions from multiple stockholders on related topics may be grouped, summarized and answered together.
8. Stockholder questions are welcome but conducting the formal business of the meeting is paramount. If you have general questions, please contact Investor Relations at CIR@InvestorRelations.com.
9. In the event of a technical malfunction or other disruption, the Chair may adjourn, recess or expedite the meeting or take such other action that the Chair determines is appropriate in light of the circumstances.
10. Recording the meeting is prohibited.
11. If you have difficulty accessing the meeting, please call AST Financial @ **800-937-5449** for assistance.