



April 13, 2021

Dear Fellow Shareholders:

I am pleased to invite you to the 2021 Annual Meeting of the Stockholders of CIRCOR International, Inc., which will be held solely as a virtual meeting. Meeting details can be found in the Proxy that accompanies this letter.

We all know 2020 was a challenging year. Individuals and companies had to quickly pivot and adapt to a pandemic that restricted activity in most of the world and forced many of us into virtual environments. The CIRCOR Board of Directors continued to work very closely with management, during this turbulent time. Our company's leadership focused on ensuring the health and safety of employees as well as developing effective and safe ways to continue to over-perform for our customers (many in essential businesses). We commend CIRCOR employees globally for how they delivered consistently in such a challenging environment. Once again, the team demonstrated excellent adaptability and resiliency to an increasingly complex business environment.

In 2020, CIRCOR completed its transformation into a less cyclical, higher margin business and eliminated its exposure to upstream Oil & Gas. We also took the opportunity to refresh our core growth strategies. The attached Chief Executive Officer letter provides more details on CIRCOR's 2020 successes and future growth opportunities, which will further drive shareholder value. Accordingly, we have further aligned our top management compensation structure, making Total Shareholder Return (TSR) a key component to executive incentive compensation.

The Board spent time focusing on Environmental, Social & Governance (ESG) matters, as well, in 2020. At last year's Annual Meeting of the Stockholders, we proposed, and shareholders adopted, several corporate governance changes. We received positive feedback that those changes brought our governance fully in line with current investor expectations and modern board practices.

We also spent more time engaging with management on environmental and social matters, and while we have assigned oversight of ESG to the Nominating and Corporate Governance Committee, we see these topics as highly relevant for the whole Board and management team. We are focused on diversity on the Board and throughout the CIRCOR organization, and on better understanding how the company's activities impact the health and safety of our employees and the communities in which we operate. As we develop Board succession plans, we strive to ensure continuity, refreshment and the diversity of experiences required for effective Board operations.

Our management team engages actively and regularly with our shareholders. We view this engagement as an important element of communication with all of our constituents, and the Board has been and continues to be involved where relevant.

Pete Wilver, who has served on the CIRCOR Board for ten years and is highly respected as our Audit Committee Chair, has decided to retire from the Board at the end of April. On behalf of the Board, I

extend my personal gratitude to Pete for his leadership and guidance over the years. Sam Chapin, who has been on the Board since January 2019 and is a current member of the Audit Committee took over as Audit Committee Chair, on January 1st. The overlap with Pete has resulted in a smooth transfer of Audit Committee leadership and end-of-year financial reporting. With this change the Board agreed that we will reduce the number of Board members to eight, believing this size is appropriate for CIRCOR.

This marks the end of my first year as the 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 our shareholders. I look forward to seeing what our team accomplishes in 2021, as the world moves towards a post-pandemic new normal.

Sincerely,

A handwritten signature in cursive script that reads "Helmuth Ludwig".

Helmuth Ludwig
Board Chair