



Accelerating Growth

Energy | Aerospace & Defense



Enabling the Growth of the World's Complex Infrastructure

Every year, the world's population increases by over 70 million people. And every year, the pressure on emerging and mature market infrastructures intensifies to accommodate and manage this growth.

CIRCOR International (NYSE: CIR) is a diversified global manufacturer specializing in highly engineered, complex and severe environment products that serve the energy, power generation, aerospace and defense infrastructure markets. Through **unmatched dedication and commitment to our customers' end goals**, we are the trusted partner to many of the world's most demanding companies, and provide them with custom solutions to precisely measure, regulate, control and manage the safe and efficient use of fluids and other natural resources for their mission-critical needs.





Energy | Aerospace & Defense

CIRCOR is a financially strong enterprise. As the world continues to grow, we are strategically positioned to provide the advanced product, technology and service solutions necessary to accelerate the growth of our partners, their customers and the global infrastructure markets we serve – from sub-sea to outer space.

CIRCOR Today:

- > 7,000+ customers in 100+ countries
- > Over 40 industries served on 5 continents
- > 3,000+ employees
- > 25+ leading and historically significant brands
- > 700 strategic, globally located distributors
- > Focus on energy, power generation, aerospace and defense

Near and far, CIRCOR has the proven talent, experience and technical capabilities to handle most projects and applications needs.

Engineering Customer-Focused
Solutions for the World's Most
Demanding Applications

Accelerating Growth





Solutions That Solve End Market Needs

Strategically Aligned to Drive Customer Success

For over 100 years, CIRCOR and its leading products' brands have been at the forefront of delivering innovative technologies that continuously drive the evolution of the markets we serve.

Today, we provide our customers with the highly engineered, **integrated flow control solutions** they need to satisfy their critical and severe environment application requirements.

To simplify overall business processes and ultimately provide the most effective access to the specific products and services our customers need, our entire enterprise **is strategically aligned to focus on customer-facing end markets: Energy and Aerospace & Defense**. This enables us to provide the best-in-class technical engineering, product, service and resource expertise they can confidently utilize every day to achieve their goals. Globally.





Singular Focus. Benchmark Efficiency.

Aligning ourselves by end market provides our customers with:

- A comprehensive portfolio of product and service solutions specifically tailored to meet their end market, application-specific needs
- Broader applications expertise throughout the energy and aerospace and defense value chains to help overcome general to severe service challenges
- Greater efficiencies throughout the entire supply chain, including deliveries
- Highly collaborative and streamlined engineering and sales processes
- Specialized manufacturing facilities strategically located throughout the world, supported by a global network of sales and service, and distributor partner offices
- A partner dedicated to continuously improving their ability to control, manage, measure and regulate the safe and efficient use of fluids and other natural resources

CIRCOR: Improving customer capabilities through better process.



Energy

Customer-focused, highly engineered solutions for the world's most demanding energy applications

CIRCOR Energy is a market-leading, global provider of integrated flow control solutions in the expanding and evolving oil and gas and power generation industries, specializing in highly engineered valves, instrumentation and pipeline products and services.

Comprised of best-in-class, historically significant product brands, we consistently satisfy our customers' mission-critical application needs by utilizing advanced technologies that can withstand extreme temperatures and pressures, from land-based to sub-sea to power generation and in between.

The Benchmark in Performance and Ability

In competitive markets, we are recognized for our:

- › Unmatched commitment to operational excellence and innovation
- › Manufacturing and applications knowledge and expertise
- › Market-leading, innovative and reliable product brands
- › Focus on customer needs and our ability to align our business processes with theirs

Comprehensive Applications Expertise

CIRCOR Energy offers our customers and the markets we serve a range of critical and severe environment applications, including:

- › Well hookups
- › Gas gathering systems
- › Treatment facilities
- › Oil & gas transmission
- › Pressure control
- › Process control
- › Over pressure protection
- › Oil sands
- › Thermal applications
- › Mainline pipeline
- › Compressor stations
- › Enhanced oil recovery
- › Blow-down
- › Safety shut-in
- › Boiler and main steam systems
- › Condensate systems
- › Severe service
- › District heating
- › Process heating
- › Cryogenics

CIRCOR Energy travels to every corner of the world with the capability of providing single source solutions for all flow control needs.

“Our approach to providing integrated solutions for the world’s most demanding applications is what separates CIRCOR Energy from all others.”

Energy



Markets Served:

- Upstream Oil and Gas
- Midstream Oil and Gas
- Downstream Oil and Gas
- Power Generation
- Process Industry
- Commercial / Institutional
- Maritime
- Renewables



Maintaining the Standard for Performance Excellence in Severe Environments

CIRCOR Energy partners with Petrobras to provide critical ball valves for its offshore Merluza Platform.





Aerospace & Defense

Highly engineered system, subsystem and component solutions for the global aerospace and defense industry

CIRCOR Aerospace & Defense is a growing industry leader renowned for its ability to provide highly engineered technology, service and system solutions to a range of aerospace and associated markets.

Globally focused with strategic facilities on four continents, we offer a range of products, components and integrated systems that are found on most commercial and military aircraft, as well as on unmanned aircraft, military ground vehicles, shipboard applications and spacecraft. These include:

- › Integrated speed sensing and controls
- › Pneumatic launch systems
- › Integrated assemblies for braking systems
- › Fluid control
- › Pneumatic power modules
- › Actuation systems
- › Electromechanical controls

Satisfying The Industry's Most Demanding Customers

CIRCOR Aerospace & Defense has a proven record of success developing and deploying precision solutions for mission-critical applications. Customers continue to choose us over other options for these compelling reasons:

- › Responsive to changes and adaptable to different requirements
- › Transparency and ease of business
- › Adherence to Lean Manufacturing principles in everything we do
- › Single point of contact and chain of command – for all relationships
- › All activities linked to providing customer value through improved levels of technical, quality and delivery service, and responsiveness



Markets Served:

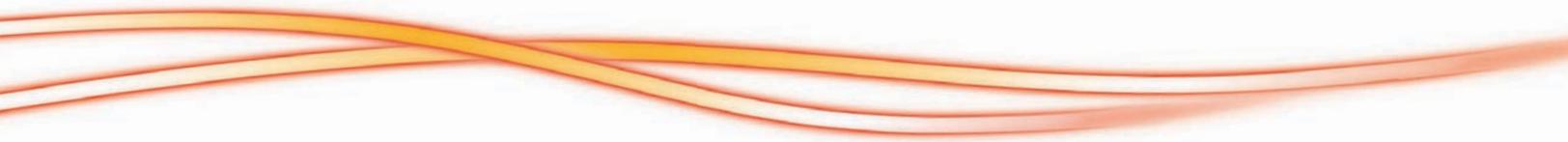
- Aerospace
- Military
- Marine / Naval
- Space



**Integrated Technologies
Take Flight**

CIRCOR Aerospace & Defense partners with Messier-Bugatti-Dowty to deliver a complete suite of solutions for the Airbus A350 XWB.

“We are the customer-focused global provider of control solutions and services for critical aerospace and defense applications and more.”



Continuous Improvement Is Built into Everything We Do

Focusing on Core Competencies to Accelerate Customer Growth

The driving force behind what enables CIRCOR to accelerate growth for our businesses, customers and the industries we serve every day is the CIRCOR Business System.

This pro-active, systematic approach is defined by our **commitment to six (6) core competencies** utilized across all of our business groups:

- › Lean Enterprise, Six Sigma and Continuous Improvement
- › Talent Acquisition, Development and Retention
- › Acquisition Integration and Repositioning
- › Global Manufacturing and Supply Chain Management
- › Global Business Development
- › New Product Innovation

Leveraging All of Our Strengths

CIRCOR achieves operational excellence through aligning people, processes and technology, and drives superior results through the pursuit of repeatable, reliable and Lean processes that focus on continuous improvement. Utilizing the CIRCOR Business System, we:

- › Deliver better performance and quality products to customers
- › Eliminate waste at every level (cost, quality, time, resource, space)
- › Utilize Lean and Six Sigma for speed, flexibility and efficiency
- › Improve cash flow and reinvest to improve customer-focused processes

The benefits are dramatic and enable us to accelerate customer growth by shortening lead times; improving delivery performance; enhancing the quality of our products; freeing up factory space to enable facility consolidations and cost savings; and improving the work environment for our employees for enhanced productivity.



Pursuing continuous improvement in all aspects of our business is fundamental to the CIRCOR culture, and enables us to seamlessly align our business processes with our customers'.





Our commitment to customer satisfaction demands that we work harder, smarter and faster than anyone else.



Unmatched Customer Focus

Partnering to Accelerate Growth

More than just providing exceptional customer service and sales presence around the world, “customer focus” is CIRCOR’s 360-degree approach to managing the relationship between our customers and their every touch point with our company.

Our goal is to become a true partner to every person involved in a project and go above and beyond simply delivering a project on time and on budget. The net result we want to achieve is providing the means for our customers to grow their company more effectively than ever before.

A Strategic Approach for Successful Customer Engagement

Worldwide, our customers trust and rely on us because we provide:

- › Consultative approach to achieving their goals
- › Dedicated, one-to-one personal relationships
- › In-depth research and analysis of their business and challenges
- › Understanding and attention to short- and long-term needs
- › Ability to align our business processes to match theirs
- › Pro-active aggregation of CIRCOR’s global resources

A Culture Driven to Improve Efficiencies

Through our culture of continuous improvement and operational excellence, CIRCOR is structured to provide the most efficient and effective total customer experience possible. Our array of precisely aligned business processes and services ensures this and includes:

- › Supply chain management
- › Strategically located global manufacturing and service facilities
- › Dedicated customer service representatives
- › Custom design and engineering
- › Transparent communications protocols



Everywhere You Need Us to Be. Globally.

A Global Footprint with Local Capabilities

With over 7,000 customers in 100+ countries, CIRCOR has a proven history of delivering highly engineered product, service and technology solutions to our customers anywhere in the world they operate.

Whether you are expanding, contracting or moving from one location to another, CIRCOR has the people, process and structure in place to satisfy your evolving needs.

- › Strategically located facilities on 5 continents
- › Manufacturing sites in North America, Western Europe, North Africa, India, Brazil and China
- › Over 700 select distributors worldwide
- › Globally integrated management communications
- › Pro-active decision-making authority at the local level
- › In-depth market knowledge and on-the-ground resources

With a high-performance operational model and strong balance sheet, we have the resources to accelerate the growth of our customers and the global infrastructure markets we serve. By investing in new product development, acquiring complementary businesses and technologies, and enhancing our global supply chain capabilities, the productivity of CIRCOR's customers will only increase.

CIRCOR: Accelerating growth wherever our customers are.



Accelerating Growth





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