

Missouri Introduction to Carlisle Companies and Carlisle Construction Materials

CSL at a Glance – 2020 YE



Carlisle Construction Materials (CCM)



Carlisle Interconnect Technologies (CIT)



Carlisle Fluid Technologies (CFT)



Carlisle Brake and Friction (CBF)



Carlisle Companies (CSL)

% of Total Revenue	70%	17%	6%	7%	100%
Revenue \$	\$3.00B	\$0.73B	\$0.24B	\$0.28B	\$4.25B

Founded in 1917 as Ferris Tire and Rubber – inertube manufacturing in Carlisle, PA

Headquartered in Scottsdale, AZ and listed on the NYSE (CSL)

Vision 2025



- ✓ Drive above-market organic growth
- ✓ Utilize COS consistently to drive efficiencies and operating leverage
- ✓ Build scale with synergistic acquisitions in CCM, CIT and CFT
- ✓ Continue to invest in and develop exceptional talent
- ✓ Deploy over \$3 billion into capital expenditures, share repurchases, and dividends

Evolution of CCM

1960s to mid-2010s - A Roofing Membrane Company

- CCM introduced EPDM to market in early 1960s
- Focus on single-ply products, including EPDM, TPO, PVC



2015 to 2021: The Building Envelope

- Accelerated investments in innovation
- Acquired or launched products and solutions beyond the rooftop



2021: Delivering the Carlisle Experience for the Sustainable Building

- 40% of global GHG emissions are related to buildings
- 20% of energy use in the U.S. goes to powering buildings
- CCM's suite of solutions help building owners decrease operating costs and greatly reduce the effect of buildings on the environment

THE BUILDING ENVELOPE

POLYISO WALL AND ROOFING INSULATION

For every ton of CO₂ consumed in manufacturing our Polyiso product, our customers avoid emitting up to 34 tons of CO₂ over the life of the product.

SINGLE PLY: TPO

A standard (10,000 square foot) white colored TPO roof installation in sunny, warm climates can save up to 138,000 kWh, or approximately 63,000 KGs of CO₂ emissions over a 40-year life of the roof.

SINGLE PLY: EPDM

A standard (10,000 square foot) dark colored EPDM roof installation for northern climates could save as much as 19,000 kWh of energy, or approximately 8,000 KGs of CO₂ emissions, over a 40-year life of the roof.

METAL ROOFING AND ACCESSORIES

If every single-family home in U.S. installed a metal roof, there could be a potential of 8Bn kWh saved annually, or approximately \$12Bn. Metal roofs are 100% recyclable.

ROOF GARDEN ASSEMBLIES

55%-85% of all stormwater annually that falls on a Roof Garden is retained and not released into drains as runoff.

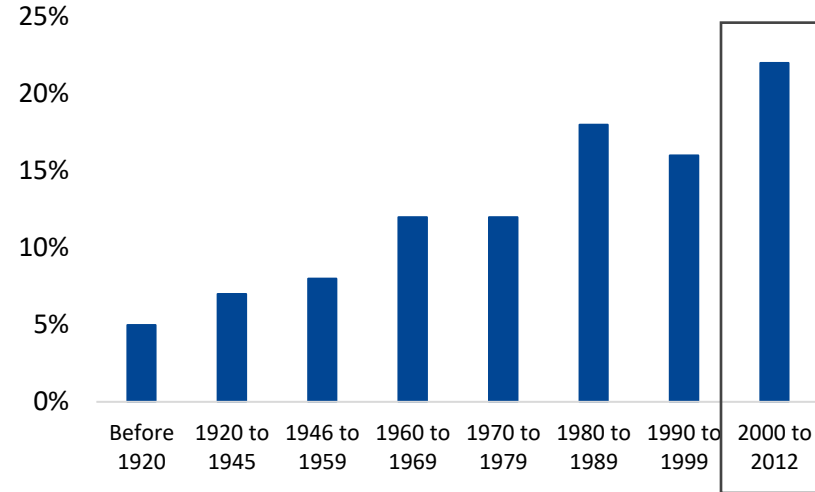
SPRAY FOAM INSULATION AND EQUIPMENT

Spray foam insulation reduces energy usage of a building up to 40% compared to traditional insulation materials. We project a reduction of approximately 10 tons of carbon emissions from our IntelliSpray installed base over the next decade.

CCM Core Business Positioned for Sustainable Growth

- Replacement Roofing Demand:
 - Increasing capital investments to drive growth in \$6B market growing to \$8B in next decade
 - Continually improving the Carlisle Experience
 - Deferred 2020 demand due to COVID
 - Continued labor shortages
- New Construction:
 - Non-residential construction follows residential cycles

Buildings from past 10-20 years make up 25% of current infrastructure



Expand the CCM Business Model into New Platforms

Spray Foam Insulation

~\$3B market growing HSD

Opportunities/Key Drivers:

- Leverage 2020 launch of industry-first integrated spray foam insulation (CCM) and application equipment (CFT) system solution
- Greater efficiency
- Scaling through M&A
- Improving operational efficiencies

Architectural Metals

~\$2.5B market growing ~2x GDP

Opportunities/Key Drivers:

- Expanding reach by opening 3 new locations in 2021
- Raising margin profile with NPIs and supply chain consolidation
- Scaling through M&A
- Leveraging sustainable attributes
 - 100% recyclable
 - Increased energy efficiency vs traditional materials over 20%

Europe

~\$10B+ market opportunity

Opportunities/Key Drivers:

- Regulations support energy efficient building products
- New leadership
- Investing \$25M in German facility
- Launching multiple NPIs
- Scaling through M&A
- Improving operational efficiencies

Project Armor – ISO Plant

- Will become the 8th Polyiso manufacturing facility in the US
- Serves the key role in taking some supply pressure off of our capacity-constrained facilities in Chicago and Dallas. (map on upcoming slide)

Project Armor – Commercial Insulation Plant

- Project Specifics
 - Support for commercial roof and wall business
 - Investment of \$62 million
 - Creation of 100 full time positions at competitive wages
 - Building of approx. 450,000 square feet

Existing Facility Network Map



★ Sikeston, MO

Product

Polyiso Insulation Products



THANK YOU

- For your time today
- For the welcome we have received from:
 - City of Sikeston
 - New Madrid County
 - MO Partnership
 - State of Missouri