



# 2024 Corporate Sustainability Report





In 2024,

# Carlisle







## Achieved a 1.07 OSHA Incident Rate

with our Path to Zero initiative, three times better than the industry average (U.S. Bureau of Labor Statistics)



## Reduced scope 1 & 2 emissions by 26.75%

from our 2021 base year, nearly 60% of our 2030 reduction target



## Reduced scope 3 emissions by 19%

from our 2021 base year, over 37% of our 2030 reduction target



## Avoided 91 million+ tons of scope 4 emissions

based on products sold, equivalent to the yearly emissions from 238 natural gas plants



## Saved 135 million+ MWh of energy demand

in the built environment from products sold, equivalent to the yearly output of 90,000+ football fields of solar panels



## Diverted 1.1 million+ tons of waste from landfills

reaching 55% of our goal to divert 2 million tons by 2030

SuperHub Meerstad supermarket in Groningen, the Netherlands features a RESITRIX® SKW Full Bond EPDM roofing system

On cover: Tecumseh Vista Academy in Ontario, Canada features an 80-mil mechanically fastened TPO roof

# Report Contents

This is Carlisle Companies Incorporated’s annual Corporate Sustainability Report (CSR), covering all our operations for the period of January 1 through December 31, 2024.

## Our Company

|                               |    |
|-------------------------------|----|
| A Message from Our CEO        | 4  |
| About Carlisle                | 6  |
| Building on Vision 2030       | 8  |
| The Carlisle Operating System | 10 |

## Environmental Impact

|                                        |    |
|----------------------------------------|----|
| Our 2024 Progress Towards Net Zero     | 14 |
| Energy Demand in the Built Environment | 16 |
| Energy Efficient Products & Systems    | 18 |
| Product Innovation                     | 22 |
| Reducing Our Emissions                 | 24 |
| Diverting Landfill Waste               | 28 |
| Industry Engagement                    | 30 |

## Social Responsibility

|                                     |    |
|-------------------------------------|----|
| Powered by Our People               | 34 |
| A Culture of Continuous Improvement | 36 |
| Carlisle in our Communities         | 38 |

## Corporate Governance

|                            |    |
|----------------------------|----|
| Our Board of Directors     | 44 |
| Board Leadership Structure | 46 |

## Data & Disclosures

|                                         |    |
|-----------------------------------------|----|
| ESG Key Metrics                         | 50 |
| Climate-Related Risks and Opportunities | 54 |
| Corporate Information                   | 56 |

The Specialized Bicycle Components' Innovation Center in Louisville, CO features 22,000 feet of shop-fabricated steel flashing and trim from Drexel Metals









# A Message from Our CEO



Dear Stakeholders,

As we enter our 107th year, we proudly reflect on Carlisle's legacy of innovation in sustainability. From pioneering the single-ply EPDM roof membrane in 1964—transforming commercial roofing—to our latest UltraTouch insulation made from 80% recycled denim, improving building energy efficiency remains central to our core values.

Practices now called sustainability—fair treatment of employees, recycling of production scrap, and optimizing operational efficiency—have been central to our culture from the beginning. In 2018, we launched our formal Sustainability function and published our first Corporate Sustainability Report (CSR). The foundation of our sustainability program is our three-phase roadmap. Phase one aligned our policies with current sustainability standards. Phase two established robust data collection and reporting systems for environmental, social, and governance (ESG) metrics. In 2024, we entered the third phase: **generating shareholder value through sustainability**.

By elevating our production facilities to ISO 14001 and ISO 50001 standards and deploying AI to reduce production scrap, we are enhancing our sustainability efforts to drive long-term shareholder value. We measure our impact through our three-pillar sustainability strategy: manufacturing energy efficient products, reducing emissions, and diverting landfill waste.

## Manufacturing Energy Efficient Products

Carlisle manufactures high performance construction materials that capture the market opportunity and current macro trends, aligning with our Vision 2030 objectives. Rising energy demands in the modern economy—from data centers, re-shored manufacturing, transportation electrification, as well as continued residential and commercial development—are straining electric capacity and creating a gap between new power needs



and new power sources. Our first strategic pillar, manufacturing energy efficient products, helps close this gap by producing materials that make buildings more energy efficient.

**In 2024, Carlisle manufactured and sold \$3.5 billion worth of LEED qualified products.** Over their service life, these products are expected to save our customers 135 million MWh of electricity—equivalent to 4 million MWh per year. To put this in perspective, Arizona’s largest utility, Arizona Public Service, opened the Agave Solar Plant in 2024 at a cost of nearly \$200 million to generate 400,000 MWh annually. The annual energy savings from products Carlisle sold in 2024 will offset the equivalent electricity demand of ten Agave Solar facilities, saving approximately \$2 billion.

### Reducing our Emissions

2024 marked a pivotal year in advancing toward our near-term greenhouse gas (GHG) reduction targets. To date, **we have achieved 60% progress toward our scope 1 and 2 emissions targets** through operational efficiencies in our factories, a continued shift toward low-carbon electricity sources, and increased deployment of electric forklifts.

Recognizing that over 95% of our GHG footprint lies in our supply chain, we are actively collaborating with suppliers to address scope 3 emissions. A key success was our transition from high GHG to very low GHG blowing agents in our spray foam products, contributing to **achieving 37% progress toward our near term 2030 scope 3 goal.**

In addition to our internal efforts, the Science Based Targets initiative (SBTi) formally validated our 2050 Net Zero roadmap— a key affirmation of our long-term climate strategy.

### Diverting Landfill Waste

Demonstrating our commitment to circular manufacturing and responsible resource use, **Carlisle doubled its landfill diversion goal from 1 million to 2 million tons by 2030.**



Carlisle narrows the gap between electricity demand and capacity by making products that help the built environment to be more energy efficient.



In 2024 alone, we diverted 113,000 tons of waste from landfills by reducing production scrap, increasing recycling efforts, and expanding upcycling initiatives across our operations.

A standout achievement was the continued growth of our rooftop membrane recycling program. In 2024, we surpassed a major milestone—**recycling more than 1 million square feet of TPO, EPDM, and PVC membrane** since the program’s inception. This initiative not only supports Carlisle’s landfill diversion strategy but also helps our commercial customers meet their own waste reduction commitments.

As you explore this year’s CSR, I hope it reflects **our enduring values of continuous improvement and operational excellence** across Carlisle. We believe our legacy of driving meaningful change, delivering measurable results, and building a more sustainable future for tomorrow serves all of our stakeholders.



D. Christian Koch  
Chair, President, and Chief Executive Officer  
July 15, 2025



# About Carlisle

Our mission is to be the leading supplier of innovative building envelope products and solutions for more energy efficient buildings. Through Carlisle Construction Materials (CCM), Carlisle Weatherproofing Technologies (CWT), and our family of leading brands, we deliver innovative, labor-reducing, and environmentally responsible products and solutions through the Carlisle Experience.

We are committed to generating superior shareholder returns and maintaining a balanced capital deployment approach, including investments in innovation, strategic acquisitions, share repurchases, and dividend increases.

Carlisle's global manufacturing footprint spans 96 facilities and our products are sold in 85 countries around the world.

△ CCM facility    ▲ CWT facility

Ozarks Technical Community College in Ozark, MO features Citadel Architectural Products' Envelope 2000® metal composite material panels and Reveal System









# Building on Vision 2030

The execution of Vision 2030 aims to drive superior shareholder returns and position Carlisle as a premier investment in the building products sector.

By 2030, we expect to more than double our adjusted EPS to \$40, maintain our industry-leading ROIC of 25%, and generate free cash flow margins in excess of 15%.

Vision 2030 leverages our pivot to a pure play building products business delivering superior returns

5%+

Organic Rev CAGR  
Above Market Growth

\$40+

Adjusted EPS  
Mid-Teen CAGR

25%+

Adjusted EBITDA Margin  
Resilient Performance

25%+

ROIC  
Maintain Superior Returns

15%+

FCF Margin Cash  
Generation Engine

The European Patent Office in Rijswijk, The Netherlands contains Carlisle RESITRIX® SK W Full Bond EPDM waterproofing membrane and ECOLAN® EPDM pond liner





## Vision 2030 is built on six key pillars:

### **Leverage the efficiencies of the Carlisle Operating System**

Under Vision 2030, we will continue to drive our continuous improvement culture through the consistent application of COS across every function in the enterprise, with the goal to drive savings of 1–2% of sales annually through operational efficiencies.

### **Grow our building products businesses with strategic acquisitions**

Carlisle will invest in acquisitions in existing and adjacent categories that enhance our building envelope businesses. Our competitive M&A advantage is driven by our four criteria for acquisitions: an embedded organic growth story, hard cost synergies, a talented management team, and application of our Carlisle M&A playbook.

### **Deliver the Carlisle Experience to our customers**

The Carlisle Experience has established Carlisle as a premium brand with a recognized value proposition backed by high quality products and exceptional service. Our commitment to our customers is to ensure we deliver the right products to the right place and at the right time. We win with customers through exceptional service and labor efficiency.

### **Execute a disciplined approach to capital allocation**

We are committed to delivering superior results through superior capital allocation and we will continue to invest responsibly in the highest ROIC opportunities.

### **Drive investments in innovation**

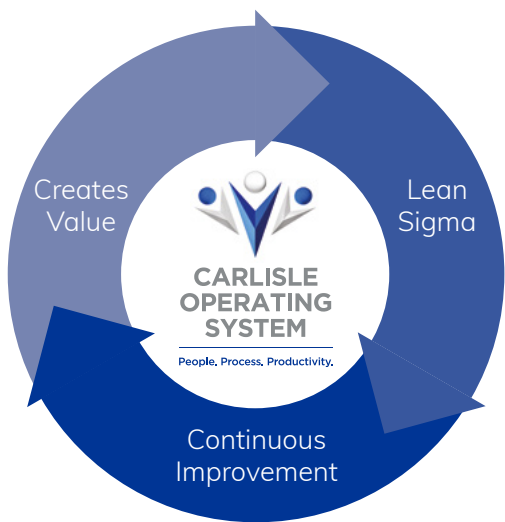
We plan to increase our spend on R&D to 3% of sales by 2030 to accelerate the creation of new products and innovative solutions that add value to our customers through advancements in energy efficiency, labor savings, and integrated systems.

### **Attract, retain, and develop top talent**

Carlisle is committed to attracting and retaining top performers to ensure that we have the best talent to execute our strategic initiatives and drive above market growth.



# The Carlisle Operating System



## Powering Performance, Safety, and Sustainability

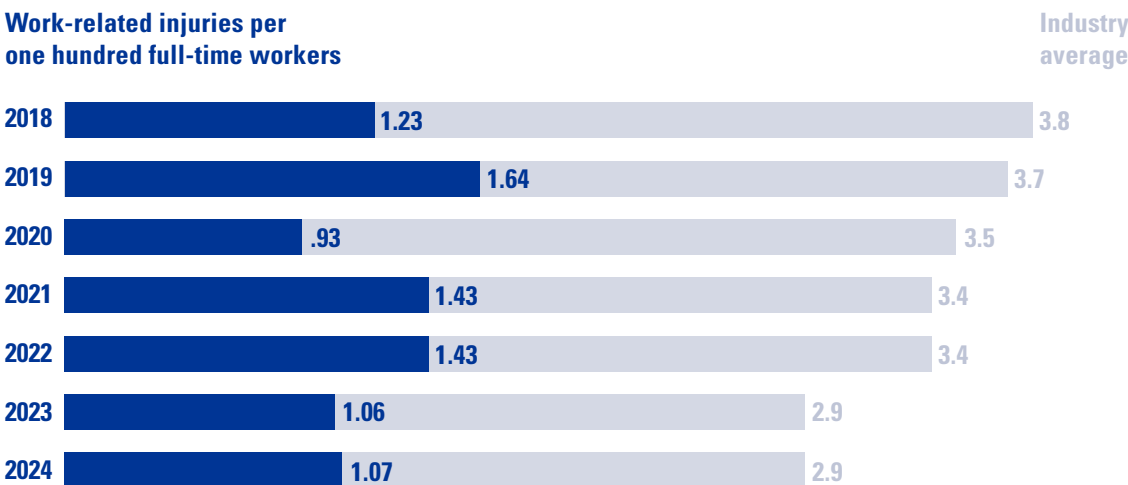
Introduced in 2008, the Carlisle Operating System (COS) has been the engine behind our enterprise-wide commitment to continuous improvement, operational excellence, and sustainable growth. COS is embedded across all business functions and customer touchpoints. It drives cost reductions, sparks innovation, and supports long-term value creation.

At its core, COS is a structured, scalable system focused on performance in Safety, Quality, Delivery, and Cost (SQDC). These key metrics are visualized daily at every manufacturing site through SQDC boards, reinforcing accountability, transparency, and real-time problem solving. As a result, COS has become not just a set of tools, but a mindset that empowers employees to think critically, collaborate cross-functionally, and improve every process, every day.

## A Culture Built on Path to Zero

Our Path to Zero initiative—aligned with OSHA and international standards—reflects our commitment to eliminating workplace accidents and injuries. In 2024, we maintained a best-in-class OSHA incident rate three times better than the industry average across our building envelope businesses thanks to proactive training, near-miss reporting, and our deeply rooted safety-first culture.

## COS continues to drive our industry-leading OSHA incident rate







## Smart Processes, Smarter Technology

In 2024, Carlisle deployed strategic artificial intelligence (AI) and IoT-based solutions to accelerate COS maturity and optimize performance across nearly 500 manufacturing assets. More than 1,000 smart sensors now support predictive maintenance and real-time troubleshooting—resolving over 3,000 critical alerts in 2024 alone. This reflects how COS is evolving with digital innovation to reduce downtime and enhance reliability.

## A Growing Culture of Excellence

COS serves as a maturity framework for our manufacturing facilities, guiding each site through a structured progression rooted in the principles of continuous improvement. This framework helps facilities assess and advance their capabilities across key operational areas such as safety, quality, waste reduction, and efficiency. In 2024, 45 facilities advanced along the COS progression model, reflecting measurable growth in their adoption of COS principles and Carlisle’s ongoing commitment to operational excellence across the enterprise.

COS remains a key driver of safety, sustainability, and operational efficiency. With its focus on lean principles, employee development, and data-driven decision making, **COS is expected to deliver 1–2% in annual cost savings and avoidance, year over year.** More importantly, it ensures Carlisle’s culture remains agile, resilient, and relentlessly focused on getting better every day.

“Since its introduction in 2008, COS has been the engine behind our enterprise-wide commitment to continuous improvement, operational excellence, and sustainable growth.”



# Environmental Impact

In 2024, Carlisle achieved a major sustainability milestone when the Science Based Targets initiative (SBTi) officially validated our long-term net-zero targets. Under this commitment, we will reduce absolute scope 1 and 2 emissions 90% by 2050 (from a 2021 base year) and reduce scope 3 emissions intensity by 97% per ton of goods produced by 2050.

SBTi's validation marks a significant step in our efforts to achieve net-zero emissions and demonstrates the effectiveness of our three-pillar sustainability strategy of manufacturing energy efficient products, reducing our emissions, and diverting waste from landfills.

These UN Sustainable Development Goals are represented in this section:



Manufacturing  
energy efficient products

## Net-zero targets

by 2030      by 2050

45% ↓ 90%

Scope 1 & 2 emissions

52% ↓ 97%

Scope 3 emissions



Reducing  
our emissions



Diverting  
landfill waste

Grotius Tower, the Hague is constructed with  
Carlisle **HARDCAST® FSR 40 Butyl** tape







# Our 2024 Progress Towards Net Zero

At Carlisle, we continue to make measurable progress on our journey toward Net Zero by advancing our three-pillar sustainability strategy: manufacturing energy efficient products, reducing emissions, and diverting landfill waste.

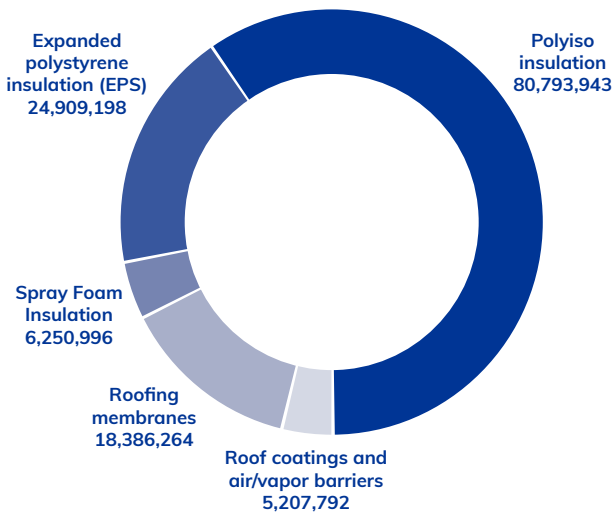


## Manufacturing Energy Efficient Products

In 2024, Carlisle sold more than \$3.5 billion in products that directly support LEED certified and energy efficient buildings—representing approximately 70% of total revenue. These products not only meet evolving code requirements but also deliver measurable energy and carbon savings.

Using life cycle assessments and energy modeling, we estimate **our 2024 product sales will help avoid more than 135 million MWh of energy consumption over their service life**. This is equivalent to 91 million metric tons of CO<sub>2</sub>e emissions—the same amount emitted by 238 natural gas-fired power plants in a year—and approximately \$17 billion of savings in electricity savings for our customers.<sup>1</sup>

Lifetime MWh avoided from 2024 product sales



These figures are not abstract—they reflect Carlisle’s real-world impact on climate mitigation, occupant comfort, and operational cost savings. As we continue to innovate and scale our portfolio of high efficiency, low-impact products, we remain a critical enabler in the global transition to sustainable and resilient building infrastructure.



## Reducing Our Emissions

In 2024, Carlisle made substantial progress toward our validated science-based emissions reduction targets, achieving measurable reductions in both direct operations and across our value chain. Our performance reflects the impact of product innovation, operational efficiency, and supply chain collaboration as we transition toward a low-carbon future.

### Scope 1 & 2 Emissions

We reduced absolute scope 1 and 2 emissions by 26.75% from our 2021 baseline, achieving 60% of our near-term 2030 target. This progress was driven by a combination of key initiatives:

- ▲ Eliminating HFC fugitive emissions by transitioning to low-GWP HFOs in spray foam production
- ▲ Implementing energy conservation measures and infrastructure upgrades
- ▲ Expanding our electric forklift fleet (now 27% of total)
- ▲ Benefiting from grid decarbonization in key regions

<sup>1</sup> Greenhouse Gas Equivalencies Calculator | US EPA  
Electricity data browser - Average retail price of electricity





## Diverting Landfill Waste

Carlisle has long recognized that waste reduction is both an environmental responsibility and a business imperative. Grounded in our core value of environmental stewardship, we have deployed a broad range of recycling and resource efficiency initiatives—ranging from scrap repurposing and process tolerance improvements to the strategic sourcing of raw materials with recycled content.

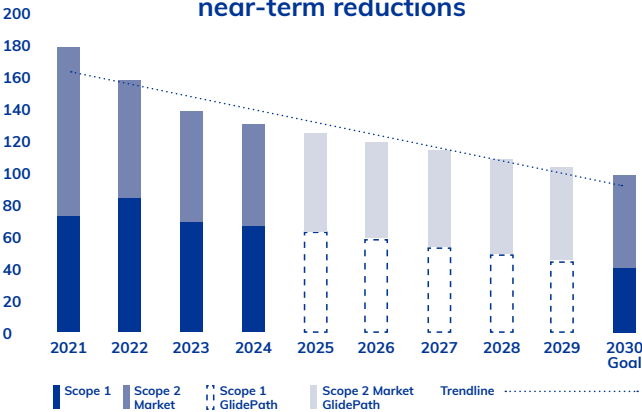
In 2023, we surpassed a major milestone: diverting over 1 million tons of waste from landfill since tracking began. This achievement reflects the scale and long-term commitment behind our circularity strategy. Building on that momentum, **Carlisle has set a new, more ambitious target: 2 million tons diverted by 2030.**

In 2024, we made meaningful progress toward this goal, diverting an additional 113,000 tons of material through a combination of strategic initiatives, including:

- ▲ Procuring recycled-content raw materials, such as polyiso polyol, reclaimed metals, and BolderBlack® recovered carbon black
- ▲ Expanding rooftop membrane takeback programs, helping customers recycle TPO, EPDM, and PVC systems at end of life
- ▲ Reducing operational scrap through process control, lean manufacturing, and targeted equipment upgrades
- ▲ Upcycling residual volumes, ensuring materials remain in productive use

These waste diversion efforts not only reduce environmental burden—they also support cost savings, product innovation, and customer value, reinforcing Carlisle's leadership in sustainable manufacturing. With each ton diverted, we take another step toward a circular building materials economy where resource efficiency and resilience go hand in hand.

### Scope 1 & 2 near-term reductions

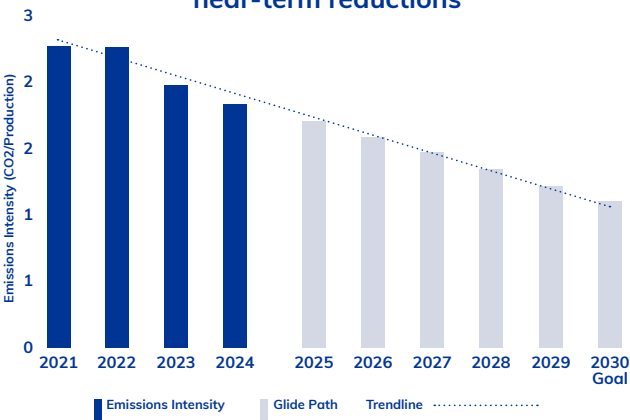


### Scope 3 Emissions

Carlisle also achieved a 19.31% reduction in scope 3 emissions intensity per ton of goods produced, representing 37% of our 2030 near-term goal, by:

- ▲ Removing HFC off-gassing in the process, use, and end-of-life phases of our spray foam through our transition to HFOs
- ▲ Sourcing lower-GWP raw materials where economically viable
- ▲ Continued deployment and maturity of the ISO 14001 environmental management system guiding waste and environmental management processes in our factories

### Scope 3 intensity near-term reductions





# Energy Demand in the Built Environment

## Growing U.S. Demand

The United States is entering a transformative era in energy demand, driven by the rapid expansion of artificial intelligence (AI), a resurgence in domestic manufacturing, and the increasing frequency of extreme weather events. These factors are converging to create unprecedented pressures on the nation's electricity infrastructure, highlighting the critical role of the built environment in ensuring energy efficiency and resilience.

According to research by the IEA, electricity demand from data centers worldwide is set to more than double by 2030 to around 945 terawatt-hours (TWh), more than the entire electricity consumption of Japan today.<sup>1</sup> By 2035, data centers are projected to account for 8.6% of all U.S. electricity demand, more than double their 3.5% share today.<sup>2</sup>

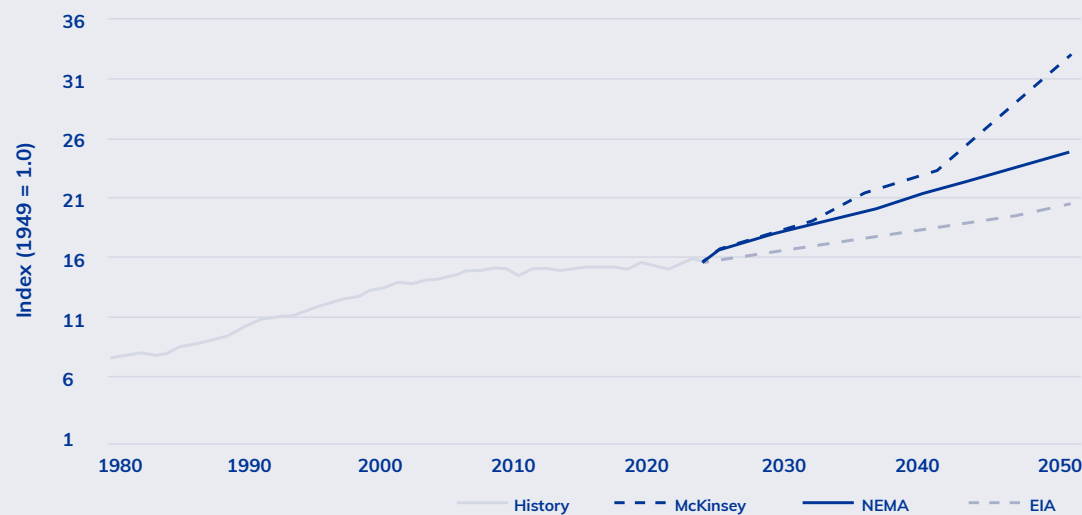
The trend of bringing manufacturing back to the U.S. is accelerating, with manufacturing construction spending 20% higher in 2024 than the previous year.<sup>3</sup> This resurgence is contributing to increased electricity demand, as new facilities require substantial energy for operations.

As climate volatility intensifies, the built environment faces mounting challenges from more frequent and severe weather events ranging from extreme heatwaves and cold snaps to hurricanes, flooding, and high winds. These fluctuations increase consumption and strain the efficiency of power plants and transmission lines.

In this dynamic landscape, resilient building design is not optional, but essential. Recent data underscores the urgency: In 2024, the U.S. experienced 27 separate weather and climate disasters, each causing over \$1 billion in damages and totaling \$182.7 billion for the fourth-highest annual cost on record.<sup>4</sup>

These events highlight the increasing frequency and severity of climate-related disasters, emphasizing the need for buildings that can withstand such extremes. At the heart of resilience lies the building envelope. High performance insulation and weather-resistant materials serve as the first line of defense, preserving indoor comfort, protecting structural integrity, and ensuring operational continuity during and after extreme events.

U.S. electricity consumption 1980–2050



<sup>1</sup> <https://www.iea.org/news>

<sup>2</sup> <https://about.bnef.com/insights/commodities>

<sup>3</sup> <https://ycharts.com/indicators>

<sup>4</sup> <https://www.climate.gov/news-features/blogs/beyond-data>





Carlisle manufactures building material products and systems that help bridge the gap between energy capacity and growing demand.



CCM is a leading manufacturer and supplier of premium single-ply roofing products and systems and accessories for the commercial building industry, including polyiso insulation and engineered metal roofing and panel systems.



CWT is a leading supplier of integrated building envelope solutions that ensure superior building performance and manage the critical flow of water, vapor, air, and energy, providing cost-effective, sustainable, and resilient solutions for both commercial and residential applications.



# Our Energy Efficient Products & Systems



## Insulation

Carlisle's polyiso, EPS, and spray foam insulation products offer industry-leading thermal performance, helping to significantly reduce building energy use and ensure compliance with evolving energy codes. Lightweight, durable, and often incorporating recycled content, our insulation solutions enhance building resilience while advancing sustainability goals through lower embodied carbon and improved operational efficiency.

Lifecycle assessments and built environment energy models have demonstrated that insulation products remain one of the most effective ways to increase building energy performance. These insulation products offset nearly 30 times the energy used in their production over their service life, and they have been modeled to save building owners up to \$100,000 in energy savings over their lifespan on a typical 50,000 ft<sup>2</sup> commercial building roof.<sup>1</sup>

**Carlisle expanded its insulation production footprint significantly in 2024 with the purchase of Plasti-Fab. This acquisition extends our geographic reach and enables vertical integration, establishing Carlisle as a leader in the \$1.5 billion EPS market.**

<sup>1</sup> Modeling of a building with an existing R-value of 10–15 conducted by the Polyisocyanurate Insulation Manufacturers Association (PIMA) using guidelines set forth in the PCR (Part B, Section 7.2) – November 2020



## Membranes and Coatings

Carlisle's TPO, EPDM, and PVC membranes and coatings offer proven, long-term protection against UV exposure, extreme weather, and water intrusion—ensuring high durability and energy efficiency across diverse climates. With reflective options that reduce heat absorption and help lower cooling loads, these systems contribute to extended roof life and improved building performance.

In hot climates, light-colored or reflective roofing materials like white TPO or reflective coatings can significantly reduce solar heat gain, lowering roof surface temperatures and cutting cooling energy demand by up to 30%. Conversely, in colder climates, darker roofing membranes can help absorb solar heat, providing passive warming that reduces heating energy consumption during colder months. Selecting roofing color based on climate zone enables building owners to enhance energy efficiency year-round, reduce HVAC demand, and lower long-term energy costs.

**Carlisle's Sure-Tough® EPDM membranes helped divert over 110,000 tires from landfills by incorporating 5% post-consumer recycled content using reclaimed carbon black. We are the only manufacturer to incorporate post-consumer recycled content in our EPDM membrane products.**





Our mission is to be the leading supplier of innovative building envelope products and solutions for more energy efficient buildings.



### Air and Vapor Barriers

Carlisle's air and vapor barrier systems ensure buildings are sealed against moisture and air infiltration—critical for maintaining structural integrity during storms and floods.

In residential systems, air and vapor barriers can reduce air changes per hour by up to 73%, minimizing drafts, stabilizing indoor temperatures, and significantly reducing energy waste. For homeowners, this translates to lower HVAC demand, reduced utility costs, and improved indoor comfort year-round. By limiting air leakage and outdoor air infiltration, these systems reduce HVAC cycling, extending equipment life and lowering maintenance costs over time.

**Henry Blueskin® VP Tech™ was named 2024 Product of the Year in the Building Envelope category by Architectural Record and a Top 75 Building Product for 2024 by Building Design and Construction. Each panel integrates a weather-resistive barrier, continuous insulation, and seam sealing to deliver robust protection against heat, air, and moisture in a single streamlined system.**



### Metal Roofing

Carlisle's metal roofs and products deliver long-lasting performance with exceptional resistance to weather, corrosion, and fire, making them ideal for resilient, high performance building envelopes. Manufactured with high recycled content and fully recyclable at end of life, these metal products support circularity and help projects meet sustainability certifications like LEED.

Engineered for resilience, metal roofs withstand extreme conditions—including high winds, hail, and fire—making them a reliable solution for demanding environments. With lifespans of 40–70 years, they offer long-term protection, reduced maintenance, and less frequent replacement—making them a resilient, low-waste solution in a changing climate while delivering durable, long-term building performance.

**The 2024 acquisition of MTL Holdings adds complementary pre-fabricated edge metal products to Carlisle's suite of metal solutions. The addition of this business and its strong management team establishes Carlisle as a leader in the \$4 billion architectural metals market.**



# Energy Efficiency in Action



## Case Study: NOLA Convention Center

As part of a \$557 million capital improvement plan, the 1.9 million ft<sup>2</sup> Ernest N. Morial Convention Center in New Orleans required a major roof replacement. The project, initially specified for a TPO single-ply system, encountered significant delay risks due to pandemic-era material shortages. Compounding the challenge was the building's massive scale, patchwork roof system history, and the need to minimize disruption for nearly 750,000 annual visitors and ongoing convention activities.

To overcome these challenges, AECOM Hunt/Broadmoor selected the Henry® spray polyurethane foam (SPF) roofing system from Carlisle, an energy efficient and high-performance alternative proven effective on previous major New Orleans projects like the Caesars Superdome. The system combines closed-cell SPF insulation with Henry Pro-Grade® 988 Silicone White Roof Coating, **delivering exceptional R-value, weather resistance, and wind uplift strength—all with a monolithic, seamless installation.**

In collaboration with distributor Green Shield Products, the team performed detailed infrared inspections, divided the roof into 14 zones, and used non-invasive testing and core sampling to verify suitability for spray foam application. Installation is being completed in phases by Brazos Industries over a multi-year capital plan but has already resulted in:

- ▲ Improved energy performance from high R-value insulation and reflective white silicon coatings supporting the Convention Center's goal of achieving LEED Gold certification
- ▲ Resilient and durable protection against wind and water intrusion—essential in hurricane-prone New Orleans
- ▲ An accelerated, less-disruptive implementation compared to mechanically fastened systems
- ▲ The safeguarding of millions of dollars in exhibit assets and infrastructure while ensuring year-round comfort for hundreds of thousands of annual visitors

By delivering high performance, circularity potential, and long-term resilience, the Henry® spray foam system underscores Carlisle's role in advancing sustainable roofing solutions for critical public infrastructure.



Case Study:  
**The Parks at Walter Reed**

At the historic site of the former Walter Reed Army Medical Center in Washington, D.C., the once-active military medical campus is being transformed into The Parks at Walter Reed—a LEED Gold certified 66-acre mixed-use community that reimagines the site as a vibrant hub of residential, retail, healthcare, education, hospitality, and creative spaces.

Managing stormwater runoff was a top design priority. With nearly 20 acres of green space and a commitment to resilient urban planning, the project team turned to Carlisle's high performance green roof systems to meet both environmental and regulatory goals. Across two primary buildings, over 84,000 ft² of roofing was installed—more than 60% of which features vegetative green roof systems. Every element of the assembly is engineered for performance including:

- ▲ Self-adhered VapAir Seal™ air barriers and polyiso insulation with gypsum-fiber cover boards that improve the assembly's R-value and durability

- ▲ 80-mil Sure-Weld® EXTRA TPO membrane with CAV-GRIP® III low-VOC adhesive offering protection against UV radiation, temperature extremes, and moisture infiltration
- ▲ Dual mineral wool hydro blankets to optimize water absorption and root support, topped with engineered growth media that supports 17 different plant varieties

Water captured from rainfall is stored in a 90,000 gallon underground cistern located in the building's basement. This water is pumped back to the roof to support a pop-up irrigation system, reducing reliance on municipal supply and contributing to the project's stormwater treatment capacity. The system activates automatically following rainfall events, creating a closed-loop solution that exemplifies green infrastructure in action.

Beyond stormwater and energy performance, the roof gardens extend the life of the roofing system by shielding it from harsh exposure and support resident well-being by reducing the urban heat island effect and providing gathering spaces that blend ecological function with everyday beauty.





# Product Innovation



In the last two years we’ve launched over 25 new products that serve market opportunities presented by the energy efficiency, labor savings, and integrated solutions trends highlighted in our Vision 2030 strategy.

## Continuous Improvement and New Product Development

Our new **ReadyFlash® technology** allows commercial roofing applicators to maintain optimal productivity in various temperature conditions by adjusting the adhesive set time using either the light or dark facer side of the rigid insulation board. Our customer trials have demonstrated that the dark ReadyFlash® facer can provide up to four times faster adhesive flash-off than a standard light facer with no sacrifice in performance.

Another example is Carlisle’s patented **SeamShield™ technology** for our Sure-Weld® TPO membranes in the commercial roofing market. This innovative feature provides an easy-to-remove protective film on the top and bottom seam areas, reducing cleaning time by 70% while increasing weld strength by 10%.

In 2024, we added **Henry UltraTouch™ Recycled Denim Insulation** to Carlisle’s expanding innovation portfolio. Crafted from 80% recycled denim, this game-changing alternative to fiberglass insulation features a formulation of natural, non-irritating cotton fibers that eliminates the need for specialized tools while also lowering environmental impact and streamlining installation time without compromising performance.



Henry UltraTouch™ insulation is made with 80% recycled denim





Carlisle SynTec's new 12' polyiso reduces loading time, fastener use, and installation labor

In 2024, we expanded our high performance insulation portfolio with the launch of our **12' InsulBase® Flat Polyiso**, engineered to improve jobsite efficiency and reduce material usage on large commercial roofing projects. Compared to standard 8' panels, the 12' format reduces loading time, fastener use, and installation labor—cutting installation time by up to 34% and improving overall productivity. Each pallet carries 33% more coverage with minimal added weight, allowing crews to cover more roof area with fewer seams, faster turnaround, and less waste.

The 12' InsulBase® panels support Carlisle's commitment to energy efficient construction with higher thermal performance, reduced thermal bridging, and seamless compatibility with ReadyFlash® Technology, which gives contractors control over adhesive flash-off times based on weather conditions. Available in a wide range of thicknesses to meet or exceed state R-value requirements, 12' InsulBase® not only enhances building envelope performance but also helps reduce jobsite emissions, packaging, and material handling—contributing to more sustainable, cost-effective roofing systems.

**SealTite™ PRO OCX Spray Foam Insulation** has been officially recognized as a USDA Certified Biobased Product under the USDA's BioPreferred Program. This label



signals that a product contains a verified amount of renewable biological content—approximately 14% biobased, renewable, recycled, and sustainable materials. This certification underscores our commitment to reducing reliance on petroleum-based materials and advancing environmental responsibility in the insulation industry.

Biobased products like OCX contribute to lower greenhouse gas emissions, and each year, biobased products displace approximately 9.4 million barrels of oil worldwide. SealTite™ PRO OCX is a cutting-edge open-cell spray foam insulation designed to deliver exceptional thermal performance while improving energy efficiency in residential and commercial buildings. With an R-value of 3.7 per inch, it helps reduce heat transfer, maintain comfortable indoor temperatures, and lower energy consumption. Recognition from the USDA also highlights the importance of third-party certification in providing transparency and accountability, and we are proud to be part of a growing community of manufacturers contributing to a more sustainable bioeconomy.



# Reducing Our Emissions

Since the announcement of our SBTs and three-pillar sustainability strategy, Carlisle has made significant progress in deploying projects that produce meaningful emissions reductions and generate shareholder value.

## ISO 14001 Maturity

In 2024, Carlisle reached a major milestone in our sustainability journey: **100% of our commercial roofing manufacturing sites, including those producing membranes, polyiso insulation, and adhesives, achieved ISO 14001:2015 certification.**

This internationally recognized environmental management standard empowers our facilities to systematically reduce waste, lower emissions, and drive continuous improvement. Early results have been compelling, with certified sites reporting cost savings driven by raw material optimization.

Supporting this success is CWT's ISO 14001 internal auditor training program, which has become a catalyst for knowledge sharing and cultural alignment across our operations. By certifying EMS representatives at each site as internal auditors, we have created a dynamic peer-to-peer system that strengthens both implementation and compliance. In 2024, we trained new auditors, completed 10 internal audits, and scheduled 26 more for 2025. This approach has not only reduced reliance on external auditors but also accelerated EMS adoption and built greater site-level accountability.

All Carlisle's commercial roofing manufacturing sites have achieved ISO 14001:2015 certification







**27%** of Carlisle's forklift fleet has transitioned to electric

Together, our commitment to ISO 14001 and internal capacity building reflects Carlisle's belief that responsible manufacturing fuels resilience, performance, and long-term value creation.

## Electrifying Our Operations

As part of our ongoing commitment to decarbonize operations and improve energy efficiency, Carlisle accelerated the conversion of fuel-powered forklifts to electric models throughout 2024. **By year's end, 27% of our enterprise-wide forklift fleet had successfully transitioned to electric**—a major step forward in our journey to reduce reliance on fossil fuels.

This strategic shift is already producing measurable environmental benefits. Over a 12-month period, the conversion of these units is projected to avoid more than 1,000 metric tons of CO<sub>2</sub> equivalent (mtCO<sub>2</sub>e) in scope 2 emissions—emissions previously associated with propane combustion.

Beyond environmental gains, this initiative is also creating compelling financial value thanks to lower fuel costs and reduced maintenance requirements. This underscores Carlisle's belief that sustainable investments not only support the planet, but also strengthen our bottom line.

The electrification of our forklift fleet exemplifies Carlisle's operational sustainability strategy in action, leveraging smart technology and data-driven planning to create cleaner, more efficient workplaces across our manufacturing network.

## Energy Management in Action

In 2024, CCM accelerated its journey toward ISO 50001 certification, reinforcing our commitment to energy efficiency and data-driven operational improvement. While formal certifications are targeted to begin in 2025, two manufacturing sites—Tooele, UT and Montgomery, NY—have already demonstrated the value of ISO-aligned energy management systems.

By focusing on baseload energy optimization and implementing targeted reduction strategies, these facilities have collectively achieved 610 metric tons of avoided scope 1 & 2 CO<sub>2</sub>e emissions and delivered compelling cost savings from reduced energy consumption.

These early wins demonstrate how proactive energy management cuts emissions and utility costs, building internal capability in preparation for future ISO 50001 certification. This program paves the way for more standardized, resilient, and sustainable manufacturing operations across Carlisle.



# Reducing Our Emissions

## Deepening Supplier Engagement

In 2024, Carlisle took a significant step forward in our climate strategy by launching formal climate impact assessments for our top 100 suppliers by spend. This initiative marks the first year of structured engagement to evaluate supplier performance across scope 1, 2, and 3 emissions, enabling us to better understand the full climate impact of our upstream value chain.

These assessments provide more than just data—they deliver actionable insights. By identifying emission "hot spots" and understanding where our suppliers are in their decarbonization journeys, we are now better equipped to plan, prioritize, and accelerate our own emissions reduction strategies. Because our suppliers represent a significant portion of Carlisle's total emissions footprint, collaboration at this level is crucial. The information gathered enables us to evaluate our supply chain's progress toward climate goals, identify risks and opportunities earlier, and enhance long-term resilience through strategic alignment.

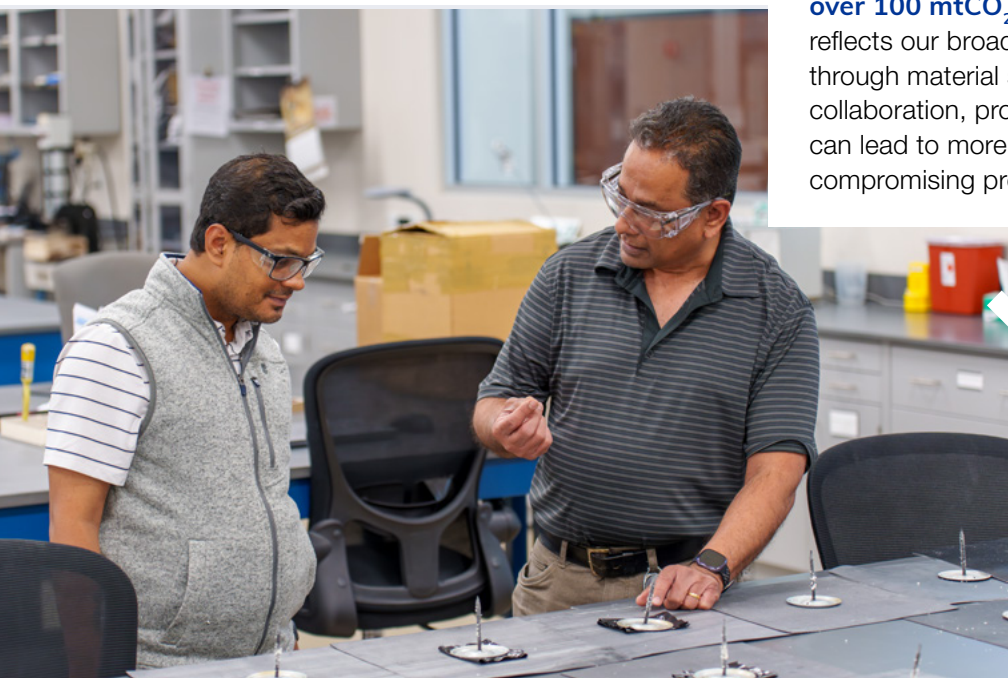
This proactive supplier engagement is a cornerstone of our broader sustainability roadmap, reinforcing the message that meaningful climate action is not just about what we control directly, but also about how we lead across our ecosystem.

## Sourcing Sustainable Solvents

At Carlisle we are committed to reducing greenhouse gas emissions across our value chain—especially in areas where impact is most material. Acetone, our third-largest solvent contributor to GHG emissions in adhesive manufacturing, was identified as a key opportunity for improvement.

In late 2024, our product and sustainability teams successfully sourced a 100% post-industrial recycled acetone, delivering the same high-performance standards required for our Low-VOC PVC Bonding Adhesive and PVC membrane cleaner, but with significantly lower environmental impact. This alternative acetone not only meets our strict quality and safety criteria, but also carries a reduced carbon footprint compared to virgin solvent.

By integrating this sustainable acetone into our manufacturing process, **we anticipate reducing our scope 3 GHG emissions by over 100 mtCO<sub>2</sub>e annually.** This initiative reflects our broader strategy to drive innovation through material substitution and supplier collaboration, proving that smarter sourcing can lead to more sustainable solutions without compromising product integrity.



**100** mtCO<sub>2</sub>e

annual reduction in  
scope 3 GHG emissions

**In addition to environmental benefits, recycled acetone purchases are expected to drive supply chain cost savings compared to their virgin alternatives**



# Lowering Emissions Intensity through Acquisition

In 2024, Carlisle advanced both its sustainability strategy and shareholder value creation by acquiring Plasti-Fab, a leading manufacturer of expanded polystyrene (EPS) insulation and resin. This acquisition enhances Carlisle's operational footprint across North America, expands our portfolio of energy efficient building materials, and enables meaningful scope 3 emissions reductions through supply chain optimization and vertical integration.

Historically, Carlisle relied on third-party suppliers to procure EPS resin, contributing significantly to upstream scope 3 emissions in our purchased goods category. With Plasti-Fab's integrated manufacturing capacity—particularly its resin production facility in Calgary—we now have the ability to insource EPS resin. This transition enables a substantial reduction in emissions associated with third-party chemical production and long-haul resin transport.

Plasti-Fab's strategic locations across the U.S. and Canada allow us to reduce total freight miles, supporting further scope 3 reductions in transportation and distribution. While a fully optimized logistics network will evolve over time, initial modeling estimates \$1–2 million in annual savings while aligning with our broader goals of decarbonizing logistics and enhancing our services.

The acquisition is expected to generate over \$10 million in annual synergies through resin insourcing alone, driven by the cost advantage of Plasti-Fab's internal production versus external sourcing. These cost savings strengthen Carlisle's margin profile while ensuring secure, high quality material supply to support long-term growth in insulation markets.

EPS is not only cost-effective and high-performing—it is also fully recyclable, making it one of the few rigid foam insulation types with circular end-of-life potential. Unlike XPS products that degrade in performance over time, EPS insulation offers superior R-value



stability and plays a critical role in improving thermal efficiency across residential, commercial, and industrial applications. Together, these attributes support Carlisle's three-pillar sustainability strategy by:

- ▲ Reducing embodied carbon in the supply chain (scope 3)
- ▲ Increasing landfill diversion through recyclability
- ▲ Enhancing operational control and resilience to deliver long-term stakeholder value

The Plasti-Fab acquisition underscores Carlisle's commitment to strategic sustainability-driven growth, proving that operational excellence and environmental responsibility go hand in hand.

Carlisle's acquisition of Plasti-Fab reinforces our commitment to making energy efficient products for the built environment





# Diverting Landfill Waste

## 1 Turning Manufacturing Scrap into Opportunity

In 2024, CCM achieved a major breakthrough in circular manufacturing through its enhanced scrap rework program. The Tooele, UT facility significantly scaled its rework capabilities, increasing reprocessing capacity by up to 40%. This expansion enabled Tooele not only to manage its own scrap more efficiently, but also to reclaim material from other CCM sites.

As a result, **CCM reclaimed more than 20 million pounds of product scrap in 2024, quadrupling the amount recovered in 2023.** This dramatic increase demonstrates the power of cross-site collaboration and the value of continuous process improvement in advancing our waste reduction goals.

CCM continued to demonstrate our commitment to circularity and resource efficiency in 2024 by **consuming more than 99,000 tons of recycled raw materials across multiple product lines.** By transforming landfill-bound material into valuable input for new production, CCM is closing the loop on material use while driving both environmental and operational gains. The Tooele initiative stands as a model for how innovative thinking and coordinated execution can turn waste challenges into sustainability success stories.

## 2 Creating Value at End of Life

Carlisle's Roof Recycling Incentive Program delivered impressive growth and tangible environmental impact in its second year, more than doubling the amount of roofing material diverted from landfill. In 2024, the program successfully reclaimed 343 tons of roofing membrane representing over 2 million ft<sup>2</sup>.

This initiative provides a clear circular pathway for end-of-life TPO and EPDM membranes, giving our customers a practical tool to help meet landfill reduction goals and LEED certification. The program has become a strategic differentiator, attracting sustainability-focused clients and enhancing Carlisle's value proposition in the market. The results speak for themselves: **the Roof Recycling Incentive Program helped secure over \$800,000 in new product sales in 2024 for a total of \$1 million since launch.** As interest in circular building solutions grows, the program positions Carlisle at the forefront of responsible, resource-efficient construction.

## 3 Minimizing Waste from Product Returns

Through the use of an advanced can recycling machine, Carlisle's Kingman, AZ facility improves the safety, efficiency, and sustainability of handling solvent-based product returns. The system punctures cans from within a sealed chamber, safely extracting residual materials while eliminating exposure to hazardous contents.

Once emptied, cans are automatically ejected and compacted—with 5-gallon units compressed to under an inch in height—then collected for recycling. The recovered materials are reprocessed and resold, contributing to circular manufacturing goals.

**In 2024, Carlisle reprocessed over 40,000 containers of returned material,** avoiding significant hazardous waste disposal fees. With projections of 265,000 containers reprocessed in 2025, the initiative is expected to avoid up to \$1 million in total costs and generate substantial resale value. This initiative exemplifies Carlisle's commitment to safe operations, resource recovery, and landfill diversion—turning environmental challenges into operational wins.

# Case Study: YMCA Roof Upgrade

The YMCA in Chambersburg, PA was contending with an aging, deteriorating roof that compromised energy efficiency, interior comfort, and maintenance budgets. With increasing concern over operational disruptions and environmental impact, a durable and sustainable solution was needed.

Carlisle SynTec partnered with YMCA to install a new Sure-Seal® EPDM roofing system over SecurShield® polyiso insulation, supported by VapAir Seal™ 725TR, CAV-GRIP®, and FAST™ adhesives. In a pioneering move toward circularity, the project also incorporated Carlisle's Roof Recycling Incentive Program, allowing the insulation from the old roof to be reclaimed and repurposed, diverting waste from landfills, and extending the lifecycle of valuable materials.



The results were immediate, with improvements in energy efficiency and thermal performance, lower long-term maintenance and lifecycle costs, and insulation recycling that contributed to LEED credits and the customer's landfill diversion target. The project demonstrates the power of integrating high-performance roofing with responsible material reuse, offering an innovative model for sustainable construction in community-focused facilities.

## Key highlights of our recycled content strategy include:

**87%** return rate

### CAM Recycled Metal & Cav-Grip® Container Return Program

Our metal products include post-industrial recycled scrap, and our Cav-Grip® container recycling program has become a standout success. In 2024, we achieved an 87% return rate, with over 3,300 units collected that diverted 16 tons of metal from landfills.

**19M** gallons of water conserved

### BolderBlack® in EPDM Membranes

Carlisle's black reinforced EPDM products now incorporate 5% post-consumer and 5% pre-consumer recycled content using BolderBlack®, a sustainable carbon black alternative derived from end-of-life tires. Since introducing this material in 2022, we have helped divert over 240,000 tires from landfills, conserved more than 19 million gallons of water, and avoided over 6,000 tons of CO<sub>2</sub>e emissions.

**2.8M** lbs of material

### Recycled Paper into Polyiso Facer

CCM reuses recycled paper and cardboard to create polyiso facer material. In 2024 alone, we recycled more than 216 tons of scrap paper, cardboard, and cores. Since 2020, this program has diverted 2.8 million pounds of material, producing more than 48 million ft<sup>2</sup> of facer paper.

**100K** tons of recycled polyol

### Recycled Polyol in Polyiso Insulation

We continue to increase our purchase of polyol with recycled content for polyiso insulation production, further embedding sustainability into our flagship product lines. Since the launch of this program, we have introduced over 100,000 tons of recycled polyol into our polyiso products.

We believe responsible sourcing and circular design are essential to sustainable building. By integrating recycled content at scale, Carlisle reduces dependence on virgin materials, supports our customers' sustainability goals, and advances our vision of a resilient built environment.





# Industry Engagement

## Media Accolades

In 2024, Carlisle was once again named one of America's Climate Leaders by *USA Today* and one of *Newsweek's* Most Responsible Companies for the third consecutive year.



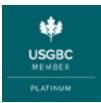
## Green Building Certifications

In the construction industry, there are several certification programs aimed at rewarding buildings that achieve a high level of sustainability and energy efficiency.

Each of these programs takes a unique approach to accomplishing this goal, but all share the purpose of promoting green building practices.



Carlisle serves on the board or as a member of the following industry organizations:



## ESG Ratings and Sustainable Development Goals



MSCI ESG Ratings aim to measure a company’s resilience to long-term ESG risks. Companies are scored on an industry-relative AAA–CCC scale across the most relevant key issues based on a company’s business model. In 2024, Carlisle received a rating of A.



Sustainalytics ESG Risk Ratings measure a company’s exposure to material industry-specific ESG risks and how well a company is managing those risks on an annual basis. Carlisle was rated inside the top 25 of 140 building products companies assessed with an ESG Risk Rating of 20.1.



ISS QualityScore is designed to help institutional investors assess risk. ISS reviews data related to environmental, social, and governance factors and awards ratings based on the level of risk and transparency. In 2024, our ISS QualityScore environmental rating was 1, which indicates low risk and very high transparency.



Our 2024 CDP submission achieved a score of B, which indicates that we have moved beyond awareness and are actively managing key climate-related issues within our business. We remain committed to advancing our climate strategy, enhancing transparency, and driving continuous improvement in environmental performance across our operations.

### S&P Global Ratings

S&P Global ESG Scores measure a company’s performance on and management of material ESG risks, opportunities, and impacts informed by a combination of company disclosures, engagement, and public information. In 2024, Carlisle scored in the 87th percentile of building product companies with a score of 48. We also achieved environmental, social, and governance topic scores above the industry average.



The 2030 Agenda for Sustainable Development, adopted by all United Nations members in 2015, created 17 global Sustainable Development Goals (SDGs) focused on peace and prosperity for people and the planet. Carlisle supports the SDGs through the development of building products that promote energy efficiency and building resiliency, with investments in research and innovation to make our products better, more effective, and our processes more efficient.



# Social Responsibility

By investing in education, workforce readiness, and local partnerships, Carlisle strengthens the communities where we live and work and creates lasting value for our employees, our families, and our customers.

These UN Sustainable Development Goals are represented in this section:



Carlisle is a proud sponsor of the back-to-back Calder Cup champions Hershey Bears









# Powered by Our People

Carlisle views employee engagement as a fundamental part of our culture, and continuing to share and learn from the perspectives of all our people is key to our continued success.

Our 2024 U.S.  
employee footprint

 4,400



66%

U.S.  
manufacturing

31%

Office  
professionals

3%

Senior  
leadership

All smiles at Carlisle's Female Plant Manager Panel event in August 2024





Employees listen to a presentation on Allyship at a CCM town hall event in June 2024

## Providing Parental Leave

2024 marked our second year offering paid parental leave as a benefit for Carlisle’s full-time employees, demonstrating our commitment to supporting work-life balance and family well-being. A total of 138 employees took advantage of this benefit, reflecting our dedication to fostering supportive workplaces for parents. Through this program, we aim to promote healthier family dynamics and build a positive workplace culture.

## Maintaining Healthcare Costs

For the sixth consecutive year, we successfully maintained health care costs for our employees without compromising the quality of coverage. This achievement reflects our ongoing dedication to providing affordable, comprehensive health benefits. Carlisle is committed to prioritizing the health and financial well-being of our workforce.

## Offering Smart Tools for Better Health

In 2024, we proudly expanded our employee well-being offerings with the launch of two new programs, Hinge Health and Hello Heart.

Hinge Health supports employees dealing with joint and muscle pain through a digital physical therapy platform. It offers personalized exercise plans, one-on-one coaching, and expert support to help manage and prevent musculoskeletal issues.

Hello Heart empowers employees to take control of their heart health. This mobile program is designed to help monitor blood pressure and cholesterol, offering smart insights and guidance to build healthy habits and reduce cardiovascular risks.

These additions reflect our commitment to providing innovative, accessible, and preventive health solutions that support our employees’ long-term well-being.

## Mental Health Support

Lyra Health continues to be a cornerstone of our employee well-being program, offering fast, confidential access to high quality mental health support. Through personalized care matching, therapy, coaching, and self-guided wellness tools, Lyra provides flexible support for individuals, couples, and families. From managing stress and anxiety to navigating burnout, Lyra is here to meet employees wherever they are in their mental health journey.



# A Culture of Continuous Improvement

The June 2024 cohort of our Carlisle Leadership Program at the University of Pennsylvania's Wharton School of Business



## Opportunities for Educational Advancement

Carlisle is committed to fostering a culture of lifelong learning and investing in the long-term success of our employees. By expanding access to educational programs and leadership development opportunities, employees are empowered to grow their careers while building the capabilities needed to meet Carlisle's long-term strategic goals. Through our academic partnerships, we currently have 18 Carlisle employees on track to earn their MBAs from Lebanon Valley College, as well as 48 senior leaders actively participating in the Carlisle Leadership Program in partnership with the University of Pennsylvania.

In 2024, Carlisle reimbursed nearly \$700,000 through our tuition assistance program, reducing financial barriers to pursuing higher education and professional certifications. Beyond individual advancement, tuition assistance helps attract and retain top talent, strengthens internal mobility, and builds a more agile, future-ready workforce. These outcomes align directly with our Vision 2030 goals, ensuring that Carlisle continues to grow through the success and advancement of our people.





CEO Chris Koch presents at Carlisle's PDP 101 kick-off event

## Engaging with Leadership

Carlisle is committed to fostering a culture of transparency, fairness, and continuous improvement across the organization. Quarterly town halls hosted at both CCM and CWT headquarters as well as virtually serve as a vital communication forum for leadership and employees across both office and manufacturing sites.

These events provide a platform for open dialogue on business priorities, organizational updates, and an opportunity for employees to ask questions to leadership. Our people remain at the center of our success, and our efforts to engage, listen, and respond reflect this core belief.

Our Emerging Professionals group also hosts a Leadership Speaker Series, an initiative that invites senior leaders to share their career journeys, leadership philosophies, and experiences. These sessions offer employees—particularly those earlier in their careers—valuable insight into the pathways to leadership and the opportunities available for long-term growth. Maintaining these connections is essential to achieving our Vision 2030 goals and supporting a workplace culture grounded in mutual respect, shared values, and trust.

We develop talent through several leadership training programs for our employees:

**Carlisle Leadership Summit** is a leadership development program intended to recognize top talent, prepare high-performing employees for senior leadership roles, and develop our most seasoned employees.

**Carlisle Leadership Program** is a partnership with The Wharton School of the University of Pennsylvania. This program is for Director and VP level employees who are leading teams and demonstrating potential for senior leadership roles. The program is intended to develop business and leadership skills in both applied and classroom environments.

**Accelerating Carlisle Leaders** is a leadership development program designed for Senior Managers and new Directors that aims to increase business and leadership skills to prepare participants to lead at a higher level.

**Carlisle Leadership Foundations** is a leadership development program designed for employees who have recently advanced, or are expected to advance, to their first leadership roles and have the potential to take on greater roles in the future. The program is intended to help these employees define their own leadership style and build key leadership capabilities.



# Carlisle in Our Communities

The people of Carlisle are passionate about giving back and we are proud to contribute to the communities where we live and work. In 2024, we implemented a Volunteer Time Off (VTO) policy to give all employees the opportunity to serve their communities while representing Carlisle.

## Serving Those in Need

The Drexel Tampa team dedicated a half day to volunteer with Feeding Tampa Bay, supporting their mission to combat hunger in the local community. Our team assisted with a range of tasks, including sorting and categorizing food donations, weighing inventory, and loading completed orders onto vehicles for distribution to community

partners. By the end of the day they had helped move a total of 6,500 pounds of food, ensuring these vital resources reached individuals and families in need throughout the Tampa area. As one volunteer put it, "The best part about giving back was seeing the direct impact of our efforts on the community."



Carlisle employees volunteering at Feeding Tampa Bay



The best part about giving back was seeing the direct impact of our efforts on the community.



Volunteers from Carlisle at United Way's annual Day of Caring

 **700+**

total hours volunteered using VTO

 **100+**

employees used VTO in 2024

### Contributing to Cutting-Edge Care

In 2024, the annual Carlisle Charity Golf Outing raised \$81,323 in support of The Jake Gittlen Laboratories for Cancer Research at the Penn State College of Medicine in Hershey, PA. This contribution helps advance state-of-the-art cancer research and supports the development of life-saving treatments.

### Partnering with Local Champions

As part of the United Way's annual Day of Caring, CCM team members volunteered at New Life Community Church in Carlisle, PA, a hub for several impactful local organizations including: JRT, which offers recovery and veterans' support services; The LEAF Project, which develops youth leaders through hands-on work in the food system; and Big Brothers Big Sisters of the Capital Region, which empowers children through mentorship.

Our volunteers supported these missions by completing a range of projects, including painting the basement hallway and janitorial closet, power washing windows and tables, and preparing one hundred children's bicycles for LifeCycle's Halloween giveaway. With a record 425 participants across the event, we are proud to be part of a growing movement to uplift and strengthen the Carlisle community.



# Carlisle in Our Communities

Carlisle is engaged with more than one hundred organizations across the country supporting civility, veterans, education, and mental health services in the communities where we live and work.

2024 Carlisle Arizona Women's Golf Classic winner Ruixin Liu shares her victory celebration with members of the Carlisle-supported Girls Golf of Phoenix



Across America's hard-to-serve urban areas, public school students drop out of school in alarming numbers, and for those who do graduate the road to post-secondary education is filled with obstacles. Too many of America's high school students are underserved and, as a result, underperforming.

Elevate Phoenix introduces urban students to a positive and caring teacher/mentor who helps ensure they don't have to navigate life's toughest challenges alone. Elevate Phoenix's R.I.S.E. program, designed to help high school students transition into college, has proven effective in changing these trends to transform the lives of the city's youth and improve outcomes for future leaders.

**5K+** at-risk youths served through the R.I.S.E. program

**98%** high school graduation rate for R.I.S.E. students

**90%** college retention rate for R.I.S.E. students

**100%** advance to college, the military, trade programs, or the workforce

The U.S. experiences an average of around 70,000 wildfires per year, burning approximately 7 million acres of land annually, according to the National Interagency Fire Center. Wildfires can be devastating to our ecosystems and our natural resources.

Carlisle TyrFil has joined forces with American Forests in creating the "One Tote, One Tree" program. Through this partnership, Carlisle plants one tree for each tote of product sold, a minimum of 25,000 new trees annually, and also donates to research that is paramount to supporting environmental sustainability. With the help of our customers, Carlisle's One Tote, One Tree program continues to make significant contributions to reforestation efforts in North America, with almost 300,000 trees planted to date.



Founded by veterans for veterans, The Headstrong Project is one of the nation's leading mental healthcare providers for veterans and their families. For more than ten years The Headstrong Project has provided confidential, stigma and obstacle-free, trauma-based mental health care for veterans, active duty personnel, and their affected families.

In 2024, Carlisle signed on as the premier sponsor of The Headstrong Project's mission: Any Veteran, Anywhere, an initiative aiming to create equitable access to mental health care for service members and veterans across all 50 states.

**44K+** individual clinical sessions delivered in 2024

**89%** report their treatment was effective and helped improve their life

**97%** of clients return for further treatment after their first session

**55%** who attended 3+ sessions experienced meaningful declines in PTSD symptoms





# Corporate Governance

We are committed to upholding the highest ethical standards and conducting our business with integrity. We believe that transparent, responsible governance is essential to building stakeholder confidence and sustaining long-term value.

The Switch Building in Manhattan, NY  
features Drexel wall panels









# Our Board of Directors



**Robin J. Adams**

Former Vice Chairman, Chief Financial Officer, and Chief Administrative Officer Borg Warner Inc.



**Robert G. Bohn**

Former Chairman, President, and Chief Executive Officer Oshkosh Corporation



**Maia A. Hansen**

Former Chief Operating Officer Athersys, Inc.



**D. Christian Koch**

Chair, President, and Chief Executive Officer Carlisle Companies Incorporated



**Sheryl D. Palmer**

Chairman and Chief Executive Officer Taylor Morrison



**Corrine D. Ricard**

Former Senior Vice President, Digital Strategy and Transformation The Mosaic Company

Our Board brings a diverse range of expertise that informs and supports senior management oversight and strategy:

Corporate Governance



Manufacturing



Mergers & Acquisitions



International Business Issues







**Jonathan R. Collins**

Senior Vice President,  
eCommerce  
Parts Town Unlimited



**James D. Frias**

Former Chief Financial  
Officer, Treasurer, and  
Executive Vice President  
Nucor Corporation



**C. David Myers**

Former President,  
Building Efficiency  
Johnson Controls Inc.



**Gregg A. Ostrander**

Former Chairman,  
President, and Chief  
Executive Officer  
Michael Foods, Inc.



**Jesse G. Singh**

Chief Executive Officer  
The AZEK Company

Museum Voorlinden in Wassenaar, the Netherlands  
features EPDM waterproofing membrane,  
HERTALAN® Easy Cover, and EPDM molded parts

Financial Audit Expertise



CFO of Multinational Business



CEO of Multinational Business



Building Products Industry



Diverse Gender, Race, or Ethnicity





# Our Board Leadership Structure

The Board of Directors has three standing committees: the Audit Committee; the Compensation Committee; and the Corporate Governance and Nominating Committee. Each committee functions pursuant to a written charter adopted by the Board.

## Audit Committee

The Audit Committee assists the Board in fulfilling its responsibility to oversee the corporate accounting, internal controls, and reporting practices of the Company and the quality and integrity of the Company's financial statements. The Audit Committee also assists the Board in its oversight of the Company's compliance with legal and regulatory requirements, policies relating to risk assessment and risk management (including with respect to legal and regulatory risk, compliance risk, financial and accounting risk, cybersecurity risk, and business continuity risk), material environmental and social issues (including those related to climate and sustainability), the independent registered public accounting firm's qualifications and independence, and the performance of the Company's internal audit function and independent registered public accounting firm. In so doing, it is the responsibility of the Audit Committee to maintain free and open means of communication among the Board, the independent registered public accounting firm, the internal auditors, and the financial management of the Company. During 2024, the Audit Committee held six meetings.

## Compensation Committee

The Compensation Committee discharges the Board's responsibilities relating to the compensation of the Company's executives in such a way as to enable the Company to attract and retain executives of the highest quality. The Compensation Committee prepares the report on executive compensation required to be included in the Company's annual proxy statement in accordance with applicable SEC rules. The Compensation Committee also reviews

and recommends to the independent directors on the Board the compensation of the Chief Executive Officer, reviews and approves the compensation of the Company's other senior executives, and assists the Board in its oversight of the Company's human capital management. The charter of the Compensation Committee permits the committee to delegate any or all of its authority to one or more subcommittees. In 2024, the Compensation committee held three meetings.

## Corporate Governance and Nominating Committee

The Corporate Governance and Nominating Committee assists the Board by identifying individuals qualified to be members of the Board consistent with criteria approved by the Board, and recommending such individuals be nominated by the Board for election to the Board by the stockholders or be elected by the Board to fill a vacancy or a newly created directorship. The Corporate Governance and Nominating Committee also: (i) develops and recommends to the Board a set of corporate governance principles applicable to the Company that are consistent with sound corporate governance practices and in compliance with applicable legal, regulatory, and other requirements; (ii) periodically evaluates the performance of the Chief Executive Officer and Chair, discusses succession planning and recommends a new Chief Executive Officer as appropriate; (iii) oversees the annual evaluation of the performance of the Board and its committees; and (iv) monitors and reviews any other corporate governance matters that the Board may refer to the committee from time to time. During 2024, the Corporate Governance and Nominating Committee held two meetings.

## Sustainability Governance

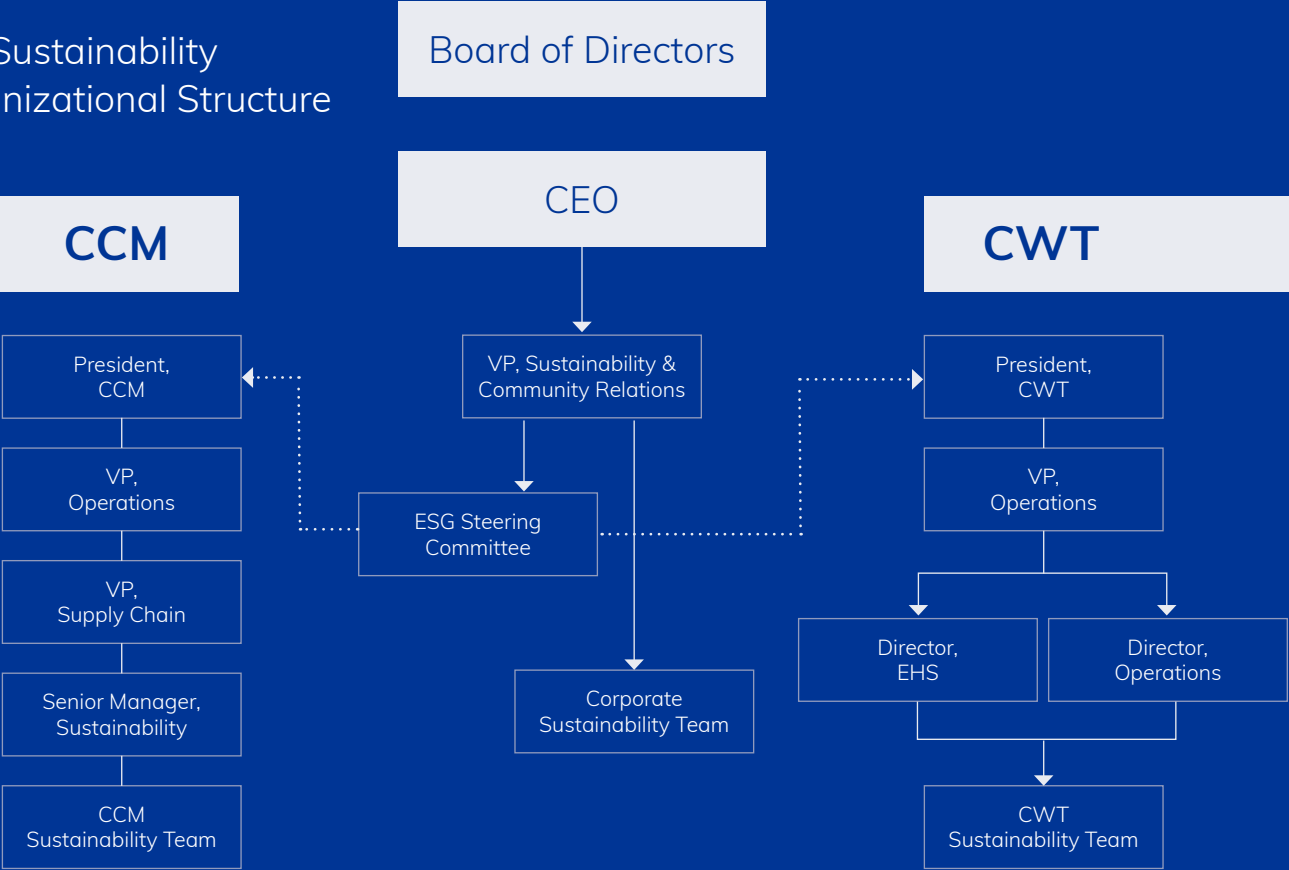
The Chair, President, and Chief Executive Officer reviews and approves the strategic direction for Carlisle's sustainability approach, which is guided to execution through the Vice President of Sustainability and Community Relations and the ESG Steering Committee. The Vice President of Sustainability and Community Relations, reporting to the Chair, President, and Chief Executive Officer, leads the ESG Steering Committee. Carlisle's ESG Steering Committee is a cross-functional senior management committee that supports our ongoing commitment to environmental, health and safety, corporate social responsibility, corporate governance, sustainability, and other public policy matters relevant to Carlisle. The Committee assists executive management in: (i) setting general strategy relating to ESG matters; (ii) developing, implementing, and monitoring initiatives and policies based on that strategy; (iii) overseeing communications with employees, investors, and stakeholders concerning ESG matters; and (iv) monitoring and assessing developments relating to and improving the Company's understanding of ESG matters. The Committee develops strategy, provides oversight, and monitors

accountability for our ESG and climate-related initiatives through the deployment of the Carlisle Environmental Sustainability Policy. On a periodic basis, Carlisle's Board reviews the status of our ESG initiatives.

The Vice President of Sustainability and Community Relations and members of the ESG Steering Committee work with senior leadership within our business units to deploy and accelerate our sustainability strategy. Under the Environmental Sustainability Policy, a management representative is appointed for each of our business units who ensures that the requirements of the Environmental Sustainability Policy are met at each facility.

Additionally, the Audit Committee assists the Board in its oversight of material environmental and social issues, including those related to climate and sustainability, by reviewing and discussing with management Carlisle's initiatives and goals related to environmental and social issues, together with our progress toward achieving those goals, and our policies and strategies for managing material environmental and social risks.

### Our Sustainability Organizational Structure





# Data & Disclosures

Carlisle believes that transparency ensures accountability for our sustainability performance and the deployment of our sustainability strategy. We remain dedicated to providing our stakeholders with material ESG data to ensure that they have access to a comprehensive picture of our continued progress.

We report annually in line with ESG standards and frameworks such as the Global Reporting Initiative (GRI), CDP (formerly the Carbon Disclosure Project), and most recently, the IFRS Sustainability Disclosure Standards. The full versions of this reporting can be found at [esgdatacenter.carlisle.com](https://esgdatacenter.carlisle.com).

**This UN Sustainable Development Goal is represented in this section:**



**The VyStar Company parking garage features 17,000 ft² of Petersen Perforated 7.2 Rib panels in Luxe Blue .050-gauge aluminum**









# ESG

## Key Metrics

| Environmental                              | 2022        | 2023        | 2024        |
|--------------------------------------------|-------------|-------------|-------------|
| Total energy consumption (MWh)             | 604,274     | 529,973     | 567,853     |
| Scope 1 (MWh)                              |             |             |             |
| Natural gas                                | 321,434     | 278,165     | 297,779     |
| Propane                                    | 12,979      | 12,818      | 12,234      |
| Gasoline                                   | 17,869      | 17,076      | 20,739      |
| Diesel                                     | 3,678       | 12,132      | 11,955      |
| Ethanol                                    | 454         | 72          | 34          |
| Jet fuel                                   | 2,275       | 4,425       | 2,027       |
| Solar (self-generated)                     | 900         | 1,389       | 2,150       |
| Heating oil                                | –           | –           | 400         |
| Scope 2 (MWh)                              |             |             |             |
| Grid electric power                        | 238,981     | 196,727     | 212,857     |
| Purchased steam                            | 5,704       | 6,179       | 6,726       |
| Solar (PPA)                                | 900         | 990         | 952         |
| Energy intensity (MWh/\$MM)                | 111         | 116         | 114         |
| Intensity denominator (\$MM)               | 5449        | 4587        | 5004        |
| Water (Gal)                                |             |             |             |
| Water withdrawal                           | 303,669,737 | 162,293,437 | 166,138,495 |
| Withdrawal in high water stressed regions  | –           | 40,218,305  | 34,459,436  |
| Water consumption                          | 12,182,294  | 29,630,812  | 14,057,684  |
| Consumption in high water stressed regions | –           | 1,386,068   | 3,973,277   |
| Water discharged                           | 291,487,178 | 132,662,625 | 152,080,811 |
| Discharged in high water stressed regions  | –           | 38,832,237  | 30,486,159  |
| Carbon Emissions (mtCO <sub>2</sub> e)     |             |             |             |
| Scope 1                                    | 86,433      | 72,033      | 68,717      |
| Scope 2 - Location                         | 82,887      | 71,156      | 72,554      |
| Scope 2 - Market                           | 75,146      | 70,510      | 64,916      |
| Scope 3 - Total                            | 3,132,702   | 2,274,019   | 2,359,987   |
| Scope 3 - Category 1                       | 2,358,426   | 1,880,783   | 2,041,444   |
| Scope 3 - Category 2                       | 92,547      | 9,217       | 27,221      |
| Scope 3 - Category 3                       | 43,623      | 35,951      | 39,918      |
| Scope 3 - Category 4                       | 82,123      | 140,615     | 166,046     |
| Scope 3 - Category 5                       | 14,239      | 7,609       | 13,018      |
| Scope 3 - Category 6                       | 3,531       | 3,254       | 4,067       |
| Scope 3 - Category 7                       | 15,739      | 986         | 4,677       |
| Scope 3 - Category 8                       | 5,660       | 4,748       | 6,467       |
| Scope 3 - Category 9                       | 105,631     | 6,689       | 8,771       |
| Scope 3 - Category 10                      | 73,755      | 29,988      | 2,309       |
| Scope 3 - Category 11                      | 176,960     | 71,972      | 5,541       |
| Scope 3 - Category 12                      | 160,468     | 82,206      | 39,497      |

| Environmental                               | 2022   | 2023   | 2024   |
|---------------------------------------------|--------|--------|--------|
| Carbon Emissions (mtCO <sub>2</sub> e/\$MM) |        |        |        |
| Intensity - Scope 1                         | 15.9   | 15.7   | 13.7   |
| Intensity - Scope 2 (market)                | 13.8   | 15.4   | 13.0   |
| Intensity - Scope 2 (location)              | 15.2   | 15.5   | 14.5   |
| Intensity - Scopes 1 & 2 (market)           | 29.7   | 31.1   | 26.7   |
| Intensity - Scope 3                         | 574.9  | 495.8  | 471.6  |
| Air Pollution (mt)                          |        |        |        |
| Volatile organic compounds (VOCs)           | 1147   | 951    | 163    |
| Nitrous Oxide (NOx)                         | 49     | 41     | 48     |
| Sulfur Oxide (SOx)                          | <1     | <1     | <1     |
| Particulate matter (PM10)                   | 35     | 38     | 65     |
| Dioxins/Furans                              | <1     | <1     | <1     |
| Polycyclicaromatic hydrocarbons (PAHs)      | <1     | <1     | <1     |
| Hazardous air pollutants (HAPs)             | 10     | 12     | 19     |
| Waste (mt)                                  |        |        |        |
| Total generated                             | 37,364 | 18,217 | 25,305 |
| Total recycled                              | 15,144 | 6,035  | 5,851  |
| Total landfilled                            | 22,219 | 18,670 | 19,454 |
| Total hazardous waste                       | 752    | 360    | 167    |
| Total hazardous waste recycled              | 388    | 26     | 27     |
| Total hazardous waste landfilled            | 364    | 216    | 140    |
| Total non-hazardous waste                   | 36,612 | 17,976 | 25,138 |
| Total non-hazardous waste recycled          | 14,756 | 6,009  | 5,824  |
| Total non-hazardous waste landfilled        | 21,856 | 11,966 | 19,314 |
| CCM - Generation                            | 20,144 | 11,166 | 21,670 |
| CCM - Recycled                              | 8,943  | 4,678  | 4,603  |
| CCM - Landfilled                            | 11,201 | 6,488  | 17,066 |
| CCM - Hazardous waste                       | 399    | 119    | 104    |
| CCM - Hazardous waste recycled              | 42     | 21     | 13     |
| CCM - Hazardous waste landfilled            | 357    | 98     | 92     |
| CCM - Non-hazardous waste                   | 19,744 | 11,048 | 21,565 |
| CCM - Non-hazardous waste recycled          | 8,901  | 4,658  | 4,591  |
| CCM - Non-hazardous waste landfilled        | 10,844 | 6,390  | 16,975 |
| CWT - Generation                            | 17,220 | 7,051  | 3,635  |
| CWT - Recycled                              | 6,201  | 1,356  | 1,247  |
| CWT - Landfilled                            | 11,019 | 12,182 | 2,388  |
| CWT - Hazardous waste                       | 352    | 241    | 49     |
| CWT - Hazardous waste recycled              | 346    | 25     | 14     |
| CWT - Hazardous waste landfilled            | 6      | 118    | 49     |
| CWT - Non-hazardous waste                   | 16,868 | 6,928  | 3,572  |
| CWT - Non-hazardous waste recycled          | 5,855  | 1,352  | 1,233  |
| CWT - Non-hazardous waste landfilled        | 11,012 | 5,577  | 2,339  |



# ESG

## Key Metrics

| Social                              | 2022   | 2023  | 2024  |
|-------------------------------------|--------|-------|-------|
| Total employees                     | 12,517 | 5,194 | 5,459 |
| Full-time                           | –      | 5,144 | 5,417 |
| Part-time                           | –      | 50    | 42    |
| Men                                 | 8,409  | 4,001 | 4,258 |
| Women                               | 4,034  | 967   | 1,007 |
| Gender not specified                | 74     | 226   | 194   |
| Ethnically or racially diverse (US) | 2,358  | 1,303 | 1,445 |
| Ethnicity/race not specified (US)   | 551    | 1,006 | 121   |
| Under 30                            | 2,517  | 735   | 723   |
| 30–50                               | 6,451  | 2,543 | 2,634 |
| Over 50                             | 3023   | 1,636 | 1,780 |
| Men under 30                        | 1,644  | 571   | 599   |
| Men 30–50                           | 4,225  | 2013  | 2,123 |
| Men 50+                             | 2,190  | 1284  | 1,409 |
| Women under 30                      | 862    | 131   | 124   |
| Women 30–50                         | 2,206  | 462   | 487   |
| Women 50+                           | 831    | 341   | 360   |
| Age not specified                   | 526    | 277   | 110   |

### SCS Global Services Data Verification

Verification Scope

Carlisle Companies Incorporated

16430 North Scottsdale Road Suite 400  
Scottsdale, AZ 85254  
United States

Reporting Period: 01/01/2024 – 12/31/2024

Geographic Boundary: Worldwide

Verification Criteria

- World Resources Institute/World Business Council for Sustainable Development’s “The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)” dated March 2004
- World Resources Institute/World Business Council for Sustainable Development’s “Scope 2 Guidance Document: An Amendment to the GHG Protocol Corporate Standard” dated 2015
- World Resources Institute/World Business Council for Sustainable Development’s “Corporate Value Chain (Scope 3) Accounting and Reporting Standard” dated 2011
- CDP Investor Information Request
- ISO 14064-3: 2019 Specification with guidance for the validation and verification of GHG assertions
- World Resource Institute Aqueduct Water Risk Atlas Tool
- ISAE 3000 (Revised) Assurance Engagements other than audits or reviews of historical financial information, December 2013

Verification Opinion

This Verification Statement documents that SCS Global Services has conducted verification activities in conformance with ISO 14064-3: 2019, Specification with guidance for the validation and verification of greenhouse gas assertions. Based upon the reporting scope, criteria, objectives, and agreed upon level of assurance, SCS has issued the following verification opinion:

Positive Verification (Limited Assurance) – No evidence was found that the GHG assertion was not prepared in all material respects with the reporting criteria

VERIFIED

by SCS GLOBAL SERVICES

CARBON FOOTPRINT

Verified Indicators

| Scope                                   | Total       |
|-----------------------------------------|-------------|
| Scope 1 (tCO <sub>2</sub> e)            | 68,717      |
| Scope 2 – Location (tCO <sub>2</sub> e) | 72,554      |
| Scope 2 – Market (tCO <sub>2</sub> e)   | 64,916      |
| Energy – Scope 1 (MWh)                  | 347,318     |
| Energy – Scope 2 (MWh)                  | 220,535     |
| Water Withdrawals (gallons)             | 166,138,495 |
| % Water in Stressed Areas               | 20.74%      |

| Scope 3 Categories                               | Total (mtCO <sub>2</sub> e) |
|--------------------------------------------------|-----------------------------|
| Cat 1 - Purchased Goods & Services               | 2,041,444                   |
| Cat 2 - Capital Goods                            | 27,221                      |
| Cat 3 - Fuel & Energy Related Activities         | 39,918                      |
| Cat 4 - Upstream Transportation & Distribution   | 166,046                     |
| Cat 5 - Waste Generated In Operations            | 13,018                      |
| Cat 6 - Business Travel                          | 4,067                       |
| Cat 7 - Employee Commuting                       | 4,677                       |
| Cat 8 - Upstream Leased Assets                   | 6,467                       |
| Cat 9 - Downstream Transportation & Distribution | 8,771                       |
| Cat 10 - Processing Of Sold Products             | 2,309                       |
| Cat 11 - Use Of Sold Products                    | 5,541                       |
| Cat 12 - End Of Life Treatment                   | 39,497                      |

Lead Verifier



DATE: 06/09/2025

Frank Greene, Technical Specialist  
GHG Footprint Verification Program  
Climate Division  
SCS Global Services, 2000 Powell Street, Suite 600,  
Emeryville, CA 94608 USA

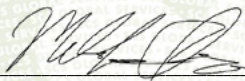
Scope 3 Verifier



DATE: 06/09/2025

Ana Cedillo, Technical Specialist  
GHG Footprint Verification Program  
Climate Division  
SCS Global Services, 2000 Powell Street, Suite 600,  
Emeryville, CA 94608 USA

Independent Reviewer



DATE: 6/24/2025

Melodie Chen-Glasser, Technical Specialist  
GHG Footprint Verification Program  
Environmental Certification Services  
SCS Global Services, 2000 Powell Street, Suite 600,  
Emeryville, CA 94608 USA



The unabridged version of this document  
can be found at [esgdatacenter.carlisle.com](https://esgdatacenter.carlisle.com)



# Climate-Related Risks and Opportunities

## Transition risks

**Climate and environmental policy and regulation:** We are subject to stringent environmental laws and regulations. Changes in climate change concerns and the regulation of such concerns including climate-related disclosures, could subject us to additional costs and restrictions, including increased energy and raw material costs and other compliance requirements. These could negatively impact our reputation, business, capital expenditures, results of operations, and financial position.

### Reputational Risks Relating to ESG

**Commitments:** Carlisle has made several public commitments regarding our intended reduction of GHG emissions, including commitments to achieve net-zero GHG emissions by 2050 and the establishment of science-based targets to reduce GHG emissions from our operations and the operations of our value chain. Although we intend to meet these commitments, we may be required to expend significant resources to do so, which could increase our operational costs. Further, there can be no assurance of the extent to which any of our commitments will be achieved, or that any future investments we make in furtherance of achieving such targets and goals will meet investor expectations. Moreover, we may determine that it is in the best interest of our company and our stockholders to prioritize other business, social, governance, or sustainable investments over the achievement of our current commitments based on economic, regulatory, and social factors, business strategy or pressure from investors, activist groups, or other stakeholders. If we are unable to meet these commitments, then we could incur adverse publicity and reactions from investors, activist groups, and other stakeholders. This could adversely impact the perception of our brands, products and services by current and potential customers, as well as investors, which could in turn adversely impact the results of our operations.

## Physical Risks

**Weather-related events impact on construction activities and demand for materials:** Adverse weather conditions such as heavy or sustained rainfall, cold weather, and snow can limit construction activity and reduce demand

for roofing materials. Increased severe weather events could lead to increased costs due to hiked insurance premiums and building repairs, as well as a loss of active production capacity.

### Weather-related impact on direct operations

**and Carlisle facilities:** Natural disasters may affect Carlisle's core business operations. Capacity planning is utilized to mitigate risks associated with potential operating disruptions and we have identified which manufacturing sites impose the highest risk due to the risk of a flood, fire, wind, and extreme heat average considering the financial importance to our business. Damage to Carlisle PP&E or other assets in the value chain could yield similar headwinds against Carlisle's ability to produce, "The Carlisle Experience", which could impart a loss of brand equity. To help manage this risk, we carry robust insurance policies to insure our facilities, equipment therein, and building infrastructure against natural disasters. Carlisle contracts with national providers to ensure continuity of coverage across the entire enterprise.

**Weather impact on supply chains:** An increase in the severity and/or frequency of severe weather events may negatively impact the stability of Carlisle's operational and value chains. Temporary and/or permanent disruption of supply chains could alter delivery timelines and material costs in our value stream, negatively impacting our ability to maintain service rates and cost structures for our customers. To help mitigate this risk, we maintain a diverse set of suppliers and implement buffer stocks to decrease the likelihood of experiencing shortages of raw materials in scenarios where a severe weather event impacts a key supplier.

## Opportunities

**Increased demand for low-emission and energy efficient goods and services:** Global decarbonization trends and the progression of building code energy efficiency standards may cause the demand for Carlisle's energy-conserving and thermal insulation systems to increase, which will in turn increase revenues. In response to this opportunity, our Research and Innovation teams are working to develop products that are energy efficient, labor-saving, and have a reduced GHG footprint.

Risks and opportunities related to climate change are considered in Carlisle's R&D investments as Carlisle aims to provide products with proven long-term performance, lasting energy efficiency, greater weather resistance, excellent heat and UV resistance, and industry-leading resilience.

**Increase in severe weather events:** An increase in the frequency of severe weather events can lead to increased demand for our products. While more frequent and intense weather events pose certain risks, they also represent a potential opportunity. Severe storms, hurricanes, and other climate-related weather events often result in damage to buildings and infrastructure, which can drive increased demand for resilient building materials, repair products, and retrofitting solutions.

## Climate Resilience

**Use of climate-related scenario analysis:**

While risks and opportunities are identified and analyzed annually, we supplement this process by undergoing a climate-related scenario analysis approximately once every three years. Our most recent analysis was completed in the spring of 2024 in concert with the Carlson School of Management at the University of Minnesota. Various risk and opportunity drivers were considered and assessed for materiality based on potential impact to stakeholders and to business, five key drivers were then selected to be prioritized: market, emerging regulation, technology, reputation, and physical (including consideration of flood, fire, wind, heat, and air quality). These were then assessed across three scenarios from the IPCC: SSP1-2.6/RCP 2.6, SSP2-4.5/RCP 4.5, and SSP5-8.5 / RCP 8.5, which align our assessment with the most recent publicly available information from the IPCC's sixth assessment report (AR6). These chosen scenarios allowed us to understand potential risks and opportunities in a wide array of potential futures.

The results from this analysis are used to better prepare us to serve our customers and adapt to changes throughout the next decade and beyond. Carlisle manages enterprise risks, including climate and sustainability-related risks, using a systematic approach to ensure the long-term sustainability

and success of the organization, enhance the long-term total return to our stockholders, and to drive continuous improvement. This exercise allows us to strengthen our strategic resilience and competitive advantage by being better able to anticipate, prepare for, and respond to significant disruptions and crises when risks materialize.

## Risk Management

Risk management is a significant component of management's annual strategic and operating planning processes. Under our enterprise risk management program, each operating business is required to identify risks to its business and prepare a detailed mitigation plan. Divisional leadership presents the plans to executive management as part of their strategic and operating plans. Each year, the Board is briefed by senior leadership to review and discuss the resulting reports.

Risks and opportunities are considered over near-term (0–3 years), medium-term (4–6 years), and long-term (7–10 years) time horizons to assess resiliency, in alignment with our annual financial planning. Carlisle's ERM framework is centered around a clearly defined risk universe composed of 21 key risk categories. These risks are assessed for relevancy based on likelihood, impact, and velocity to gain an understanding of which risks are the most strategically significant. The most relevant risks are then assessed for risk management maturity, which measures how advanced our current management processes are for each risk. This allows us to identify where any gaps may exist and develop appropriate countermeasures and action plans. Climate risk assessment results are integrated into our existing Enterprise Risk Management (ERM) System.

*The unabridged version of this document can be found at [esgdatacenter.carlisle.com](https://esgdatacenter.carlisle.com)*



# Corporate Information

## Statements & Non-GAAP Financial Measures

This report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements generally use words such as “expect,” “foresee,” “anticipate,” “believe,” “project,” “should,” “estimate,” “will,” “plans,” “intends,” “forecast,” and similar expressions, and reflect our expectations concerning the future. Such statements are made based on known events and circumstances at the time of publication and, as such, are subject in the future to unforeseen risks and uncertainties. It is possible that our future performance may differ materially from current expectations expressed in these forward-looking statements, due to a variety of factors such as: increasing price and product/service competition by foreign and domestic competitors, including new entrants; technological developments and changes; the ability to continue to introduce competitive new products and services on a timely, cost-effective basis; our mix of products/services; increases in raw material costs that cannot be recovered in product pricing; domestic and foreign governmental and public policy changes including environmental and industry regulations; the ability of our customers to maintain appropriate labor levels under U.S. immigration laws, policies and practices; the ability to meet our goals relating to our intended reduction of greenhouse gas emissions, including our net-zero commitments; threats associated with and efforts to combat terrorism; protection and validity of patent and other intellectual property rights; the identification of strategic acquisition targets and our successful completion of any transaction and integration of our strategic acquisitions; our successful completion of strategic dispositions; the cyclical nature of our businesses; the impact of information technology, cybersecurity, artificial intelligence or data security breaches at our businesses or third parties; the outcome of pending and future litigation and governmental proceedings; the emergence or continuation of widespread health emergencies, including, for example, expectations regarding their impact on our businesses, including on customer demand, supply chains and distribution systems, production, our ability to maintain appropriate labor levels, our ability to ship products to our customers, our future results, or our full-year financial outlook; and the other factors discussed in the reports we file with or furnish to the Securities and Exchange Commission from time to time. In addition, such

statements could be affected by general industry and market conditions and growth rates, the condition of the financial and credit markets and general domestic and international economic conditions, including inflation and interest rate and currency exchange rate fluctuations. Further, any conflict in the international arena, including the Russian invasion of Ukraine and war in the Middle East, may adversely affect general market conditions and our future performance. Any forward-looking statement speaks only as of the date on which that statement is made, and we undertake no duty to update any forward-looking statement to reflect events or circumstances, including unanticipated events, after the date on which that statement is made, unless otherwise required by law. New factors emerge from time to time and it is not possible for management to predict all of those factors, nor can it assess the impact of each of those factors on the business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in any forward-looking statement.

Certain pages contained in this report refer to certain non-GAAP financial measures. The Company believes that providing these non-GAAP financial measures enhances the Company's and investors' understanding of the Company's and its segments' financial performance. Non-GAAP financial measures should not be considered replacements for, and should be read together with, the most comparable GAAP financial measures. Please refer to the appendix of the Company's Vision 2030 Slide Presentation on [www.carlisle.com](http://www.carlisle.com) for the Company's definitions of its non-GAAP financial measures, which may not be comparable to similarly titled measures reported by other companies, and reconciliations of historical non-GAAP financial measures to the most comparable GAAP financial measures. The Company is not providing reconciliations for forward-looking non-GAAP financial measures because the Company does not provide GAAP financial measures on a forward-looking basis as the Company is unable to predict with reasonable certainty the ultimate outcome of adjusted items without unreasonable effort. These items are uncertain, depend on various factors, and could be material to the Company's financial results computed in accordance with GAAP.



## Corporate Headquarters

Carlisle Companies Incorporated  
16430 N Scottsdale Road, Suite 400  
Scottsdale, AZ 85254  
480 781 5000  
[carlisle.com](http://carlisle.com)

## Stock Listing

The Company's ticker symbol on the New York Stock Exchange is CSL.

## Shareholder Services

Computershare Investor Services  
2 N LaSalle Drive  
Chicago, IL 60602  
800 897 9071  
[computershare.com/us](http://computershare.com/us)

## Investor Relations

Mehul Patel  
Vice President, Investor Relations  
310 592 9668  
[mpatel@carlisle.com](mailto:mpatel@carlisle.com)

## ESG Resources

Carlisle has published the following materials relevant to our ESG initiatives, which serve as additional background on our ESG related policies, strategies, and communications. Please visit [carlisle.com/sustainability](http://carlisle.com/sustainability) for more details.

2024 Annual Report - Form 10K  
Code of Business Conduct and Ethics  
Environmental Sustainability Policy  
Conflict Minerals Policy  
Conflict Minerals Report  
Fighting Against Forced Labour and  
Child Labour in Supply Chains Report  
Statement of Corporate Governance  
Guidelines and Principles

The BunkerToren skyscraper in Eindhoven,  
the Netherlands is built with Carlisle  
HERTALAN® EPDM waterproofing membrane

