



3rd Quarter
2019 Earnings Conference Call

October 22, 2019

Forward-looking statements

During this presentation, we make certain forward-looking statements concerning plans and expectations for Carlisle Companies Incorporated. We caution you that actual events or results may differ materially from our plans and expectations. See our Form 10-Q for third quarter 2019 filed with the Securities and Exchange Committee, these slides and the remarks in the conference call and webcast, the first quarter financial results 8-K and release for risks and uncertainties which could cause actual results to differ materially from current expectations.

Non-GAAP financial measures

Certain ratios related to our Revolving Credit Facility of Earnings before Interest, Income Taxes, Depreciation and Amortization ("EBITDA"), Free Cash Flow, Net Debt, Net Debt to EBITDA ratio, and Net Debt to Capital Ratio are not measures of liquidity or financial condition under US GAAP. See slide 17 and the appendix to this presentation for a reconciliation of these measures to the most directly comparable GAAP measures. Throughout this presentation each non-GAAP measure is denoted with an *.

Continued Execution of Vision 2025 - YTD

- Organic revenue growth of 4%
- Demonstrated sustained price leadership, in support of a 30% increase in operating income
- Realized YTD COS savings and benefits of 1.3%, in line with our targeted 1-2% of annual sales
- Returned \$307M to shareholders through share repurchases and dividends
 - \$232.1M cash repurchases of shares
 - \$74.5M of dividends
- Completed 6 strategic acquisitions; reached agreements on 2 additional



Company Overview

Description: A \$50M+ developer and manufacturer of high-quality, high-performance electrical and fiber cable for the Commercial Aerospace, Defense & Space Markets

Locations: Sainte-Genevieve, France (HQ), Durango, Mexico

Close: Expected to close early 2020

Rationale:

- Adds additional high-end product and engineering capabilities in Aerospace and Defense & Space electrical and fiber optic cabling
- Positions CIT as a leading supplier of wire, cables and fiber optic cables in Europe
- Combined company has all the necessary capabilities to address market growth trends

Products



Company Overview

Description: A growing \$100M+ provider of comprehensive manufacturing solutions to global medical device OEMs: thermoforming, medical device contract manufacturing, machining & metals and medical injection molding

Locations: San Diego, CA (HQ), Carlsbad, CA, Sylmar, CA, Tijuana, Mexico

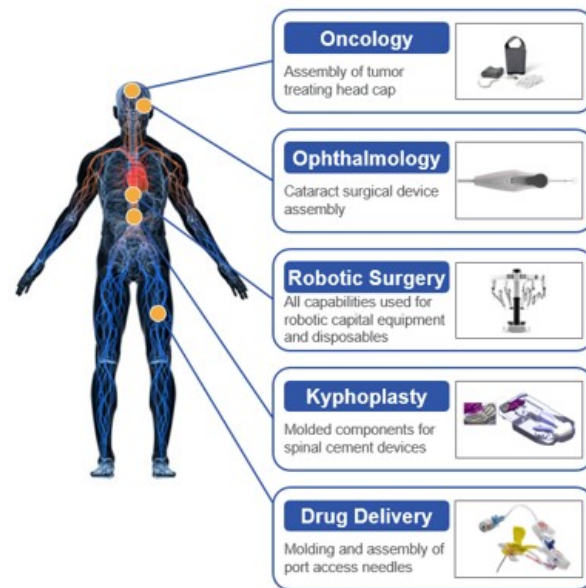
Employees: ~1,000 (48 Engineers)

Close: Expected to close in Q4 2019

Rationale:

- Brings significant scale and addresses key capability gaps
- Establishes focused Medical NPD and manufacturing footprint in U.S.
- Adds new capabilities and access to adjacent medical markets
- Vertical integration moves us closer to “one stop shopping” desired by medical customers

Products



2019 Q3 Highlights

Record Q3 revenue, up 8.4%

- 3.4% organic revenue growth
 - 8.8% organic growth at CCM
- 5.4% acquisition growth
- FX was an unfavorable 0.4% impact

Operating income increased 36.4% driven by:

- Strong operating leverage driven by CCM, CIT, CBF
- Price leadership, raw material savings, lower restructuring and savings from COS
- Partially offset by wage inflation and lower volume at CFT and CBF

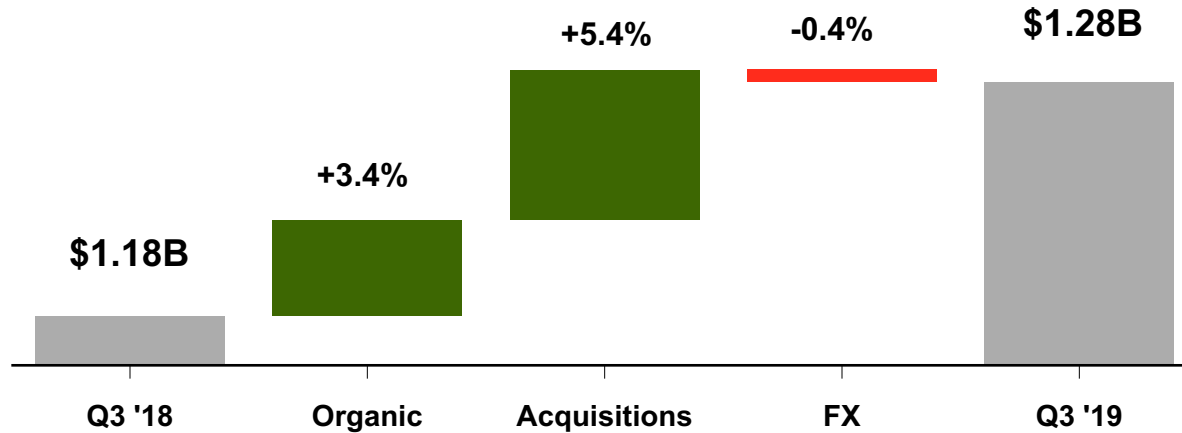
Financial Summary

<i>(in millions, except per share amounts)</i>	Q3 '19	Q3 '18	Δ
Revenues	\$1,280.6	\$1,181.4	+8.4%
Operating income	\$191.0	\$140.0	+36.4%
Income from continuing operations, net of tax	\$139.3	\$96.9	+43.8%
Diluted EPS from continuing operations	\$2.42	\$1.59	+52.2%

Operating income growth more than 4x revenue growth

26th consecutive quarter of year-over-year sales growth

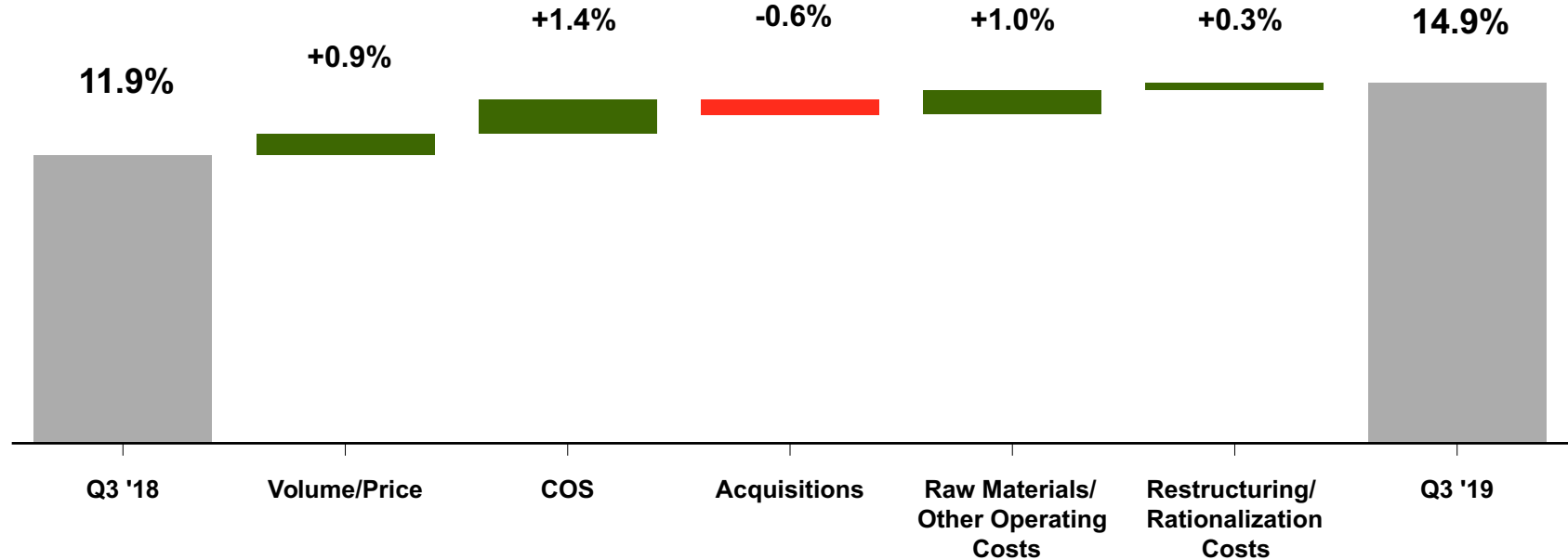
2019 Q3 Revenue Bridge



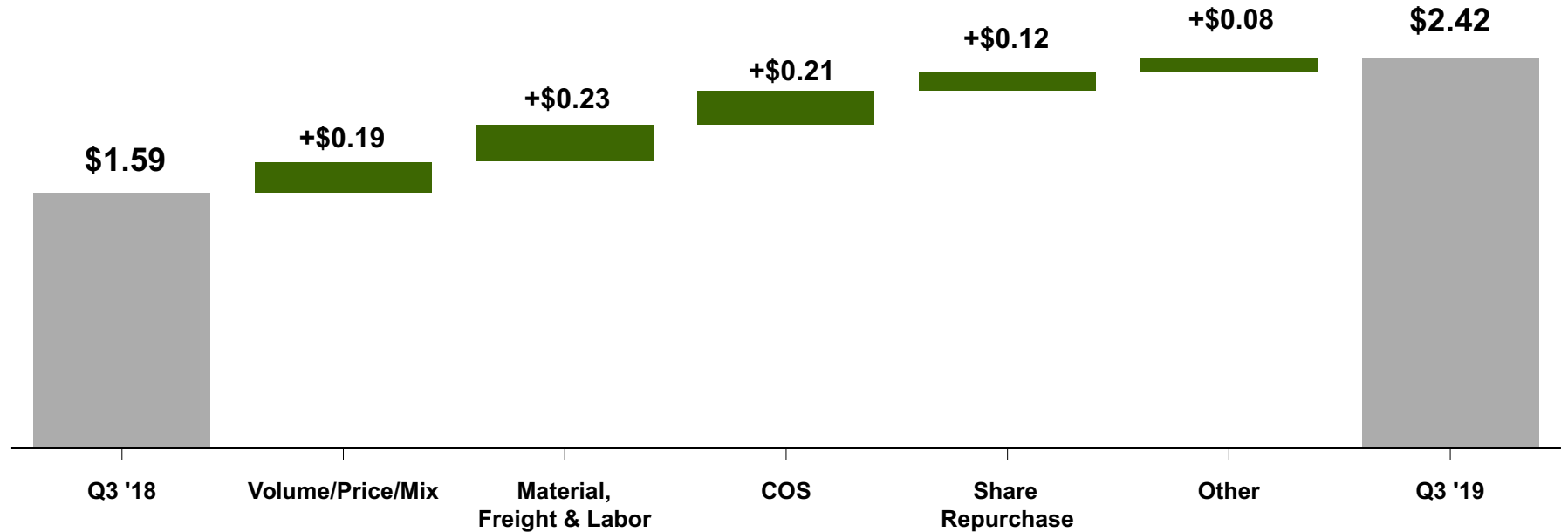
Organic Revenue by Segment	
Construction Materials	+8.8%
Interconnect Technologies	-0.7%
Fluid Technologies	-17.1%
Brake & Friction	-15.0%

(in millions)

2019 Q3 Operating Margin Bridge



2019 Q3 EPS Bridge



Carlisle Construction Materials



(in millions)	Three Months Ended September 30,				Acquisition Effect	Price / Volume Effect	Exchange Rate Effect
	2019	2018	Change \$	Change %			
Revenues	\$ 893.5	\$ 776.8	\$ 116.7	15.0%	6.5%	8.8%	(0.3)%
Operating income	\$ 173.0	\$ 120.9	\$ 52.1	43.1%			
Operating margin percentage	19.4%	15.6%		+380 bps			
Items affecting comparability	\$ 0.8	\$ 1.0					

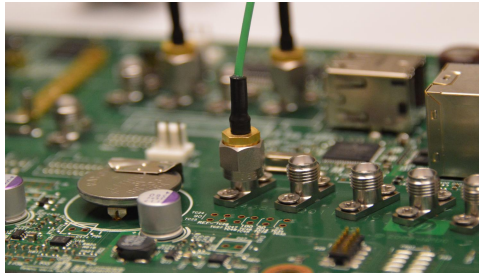
- **Q3 Notable Commercial Items:**

- Resilient U.S. commercial re-roofing demand / strength in Architectural Metals platform
- Price discipline demonstrating the value of the Carlisle Experience
- ~80% growth in year-over-year new product sales

- **Operating Income:**

- Excellent leverage driven by price leadership, raw material savings, acquisitions, higher volume and COS savings
- Petersen integration on track and hitting deal model

Carlisle Interconnect Technologies



(in millions)	Three Months Ended September 30,				Acquisition Effect	Price / Volume Effect	Exchange Rate Effect
	2019	2018	Change \$	Change %			
Revenues	\$ 241.9	\$ 240.2	\$ 1.7	0.7%	1.5%	(0.7)%	(0.1)%
Operating income	\$ 36.0	\$ 29.3	\$ 6.7	22.9%			
Operating margin percentage	14.9%	12.2%		+270 bps			
Items affecting comparability	\$ 2.5	\$ 2.5					

• Q3 Notable Commercial Items:

- Strong build rates and increasing content per plane driving growth in Aerospace
- Growing sales in Defense/Space and Medical markets
- Strategic product rationalization and in-flight entertainment connectivity weakness
- 737 Max 8 delays

• Operating Income:

- Driven by favorable mix, price realization, prior restructuring and COS benefits
- Offset partially by organic volume decline and raw material / wage inflation

Carlisle Fluid Technologies



(in millions)	Three Months Ended September 30,				Acquisition Effect	Price / Volume Effect	Exchange Rate Effect
	2019	2018	Change \$	Change %			
Revenues	\$ 68.5	\$ 72.4	\$ (3.9)	(5.4)%	12.8%	(17.1)%	(1.1)%
Operating income	\$ 4.2	\$ 11.6	\$ (7.4)	(63.8)%			
Operating margin percentage	6.1%	16.0%		-990 bps			
Items affecting comparability	\$ 1.0	\$ (2.0)					

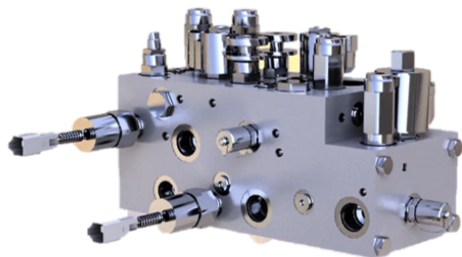
- **Q3 Notable Commercial Items:**

- Positive pricing
- Acquisition integrations (Hosco, IDS, Shinhang, Ecco) on track
- Global Automotive and Industrial market weakness accelerated in Q3:
 - China sales decline of over 50%
 - European sales decline approximately 20%

- **Operating Income:**

- Decline driven primarily by lower volumes
- Near-term dilutive impact from acquisitions

Carlisle Brake & Friction



(in millions)	Three Months Ended September 30,				Acquisition Effect	Price / Volume Effect	Exchange Rate Effect
	2019	2018	Change \$	Change %			
Revenues	\$ 76.7	\$ 92.0	\$ (15.3)	(16.6)%	—%	(15.0)%	(1.6)%
Operating income	\$ 5.7	\$ (1.1)	\$ 6.8	618.2 %			
Operating margin percentage	7.4%	(1.2)%		+860 bps			
Items affecting comparability	\$ 0.5	\$ 4.8					

- **Q3 Notable Commercial Items:**

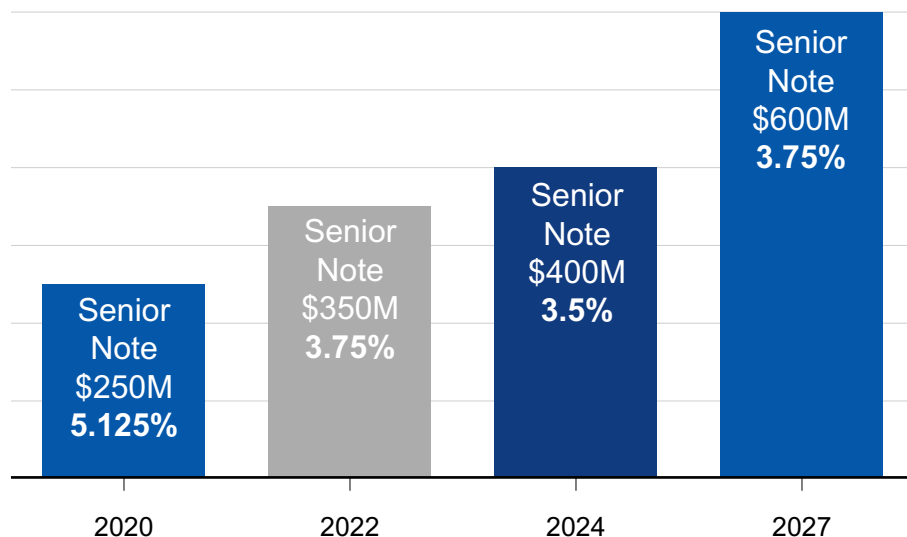
- Off-highway vehicle market demand declines
- OEMs reduced inventory and production schedules in Q3

- **Operating Income:**

- Lower restructuring costs, efficiencies gained from Tulsa consolidation
- Organic volume decline deleverage an offset

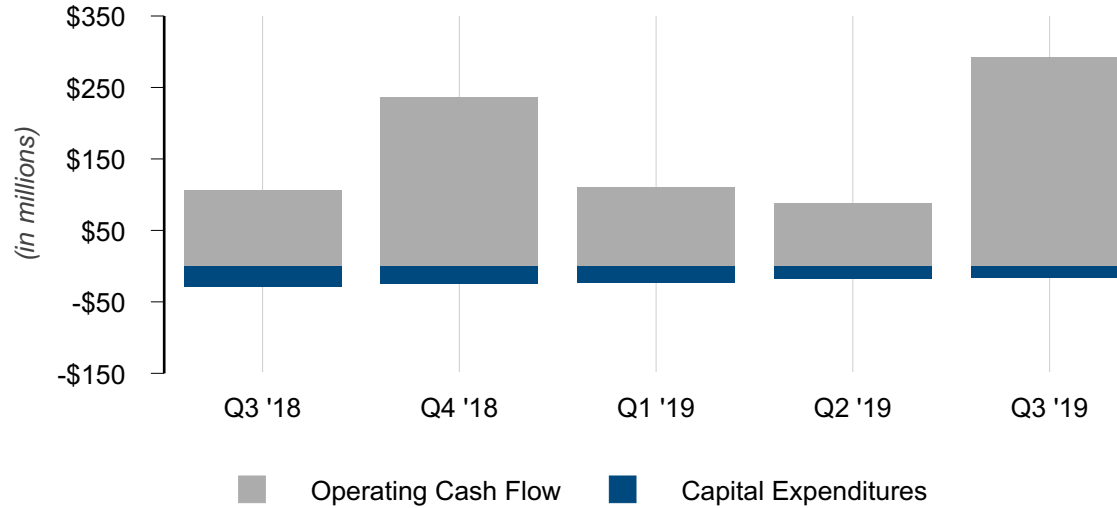
Focused on Capital Structure Optimization

Debt Maturity Schedule



- Cash on hand of \$658M as of 9/30/19
- \$1B available under revolver
- \$75M capital returned to shareholders in dividends YTD
- Utilized \$232M of cash YTD to repurchase shares
 - 5.8M shares remaining under authorization as of 9/30/19
- Deployed approximately \$288M on acquisitions YTD
- Net debt to cap ratio of 26%*
- Net debt to EBITDA of 1.1x*
- EBITDA to interest of 13.3x*

Cash Flow



	Q3 '18	Q4 '18	Q1 '19	Q2 '19	Q3 '19
Operating Cash Flow	\$105.4	\$236.6	\$109.8	\$87.3	\$292.4
Capital Expenditures	\$(29.2)	\$(24.6)	\$(23.3)	\$(17.7)	\$(15.6)
Free Cash Flow *	\$76.2	\$212.0	\$86.5	\$69.6	\$276.8

2019 Outlook

	FY2019 Revenue	Restructuring, facility rationalization acquisition/ divestiture related items (in \$M)		
	Growth y/y	3Q19A	4Q19F	FY19F
CCM	+ Low DD	\$0.8	~\$0-1	~\$2-3
CIT	+ MSD	\$2.5	~\$5-7	~\$15-17
CFT	- LSD/MSD	\$1.0	~\$0-1	~\$1-2
CBF	- LDD	\$0.5	~\$0-1	~\$2-3
Corporate		\$2.6	~\$0-1	~\$2-4
Total CSL	+ HSD	\$7.4	~\$6-8	~\$25-28

	FY 2019
Corporate Expense	\$95-100M
D&A	~\$200M
CapEx	\$75-80M
FCF Conversion	>115%
Net Interest Expense	~\$58M
Tax Rate	~22%

Reconciliation of GAAP to Non-GAAP Measures

Unaudited Leverage Ratios under Credit Agreement

(in millions except for ratios)

	LTM 9/30/2019
Income from Continuing Operations	\$ 457
Income tax expense	112
Interest expense	65
Depreciation and amortization	199
Non-cash stock based compensation expense	29
EBITDA per revolving credit agreement	\$ 862
Short-term debt including current maturities	\$ —
Long-term debt principal	1,601
Total debt	\$ 1,601
Less: Cash in excess of \$15 ¹	643
Debt per revolving credit agreement	\$ 958
Net debt to EBITDA	1.1x
EBITDA to interest	13.3x

¹ If the outstanding balance on the revolving credit facility is \$0, cash in excess of \$15 million is deducted from debt.

\$0 outstanding on 9/30/2019

Net Debt to Capital Ratio

(in millions except for ratios)

		Capital	
Total debt	\$ 1,601	Net debt	\$ 943
Less: cash	\$ 658	Total shareholders' equity	\$ 2,681
Net debt	\$ 943	Total capital (net of cash)	\$ 3,624
		Net debt to capital	26%