



A MESSAGE FROM OUR CHAIRMAN & CEO

This week our Board of Directors held its year-end meeting in which it reviewed Carlisle's 2021 business results and the Company's plans for 2022 and beyond. Despite the challenges of a constrained supply chain, inflationary pressures and another year of dealing with COVID-19, our company continues to prosper. The 2022 plans presented to the Board by our leadership teams continue to build on our culture of continuous improvement, our many significant initiatives, and fully support Vision 2025. Our 2021 performance and achievement of our future strategic initiatives are products of the hard work, dedication and support of our global workforce. I, and the rest of our Board of Directors, are extremely proud of and grateful for the efforts everyone has put forth in support of Carlisle during these difficult times.

Next month we will enter the third year of the global COVID-19 pandemic facing new variants of the virus that will continue to tax our health and safety, impact our everyday lives and test our resolve to stay focused on our business. The new Omicron variant is a quickly spreading strain that is creating new anxieties and adding pressure to our healthcare systems. The encouraging news is that vaccinations and alternative medications and therapies appear to help lessen the severity of the virus for those infected. Once again, I ask all employees to remain vigilant and continue best practices to protect yourselves, your fellow workers, our customers, visitors, business partners, and the community, including receiving COVID-19 vaccinations. Your respect for each other's health and safety have helped us all in so many ways. Thank you for looking out for each other and caring for those around you.

Late last week, OSHA's emergency temporary standard requiring U.S. private employers with 100 or more employees to implement a policy for mandatory COVID-19 vaccination or testing procedures (the "ETS"), which had been suspended, was reinstated by a Federal court. **Subject to further potential legal challenges and new judicial rulings, Carlisle will be implementing the required ETS policy of mandatory vaccination (unless a permitted exemption applies) by January 10, 2022. U.S. employees who choose weekly testing (and mask wearing) must begin testing by February 9, 2022.** Further details of the ETS policy will be communicated to you.

As we head into our year-end holidays, let's reflect on our good fortunes, our families and the communities in which we live. Let's also remember those who have lost loved ones to COVID-19 or have experienced isolation, mental health crisis, addictions, lost jobs or other sufferings.

Sadly, at Carlisle, we recently lost two members of our team due to complications from COVID-19.

Lorenzo Mendieta, IT technician at our Jackson, Tennessee facility.
Lloyd Rogers, an operator at our Greenville, Illinois plant.

Both were valuable contributors to Carlisle, friends of many and loved by their families. Our hearts go out to all who will miss Lorenzo and Lloyd.

My very best wishes to all for a joyous and safe holiday season with your families and friends. I am extremely pleased and grateful for all our accomplishments in 2021 and look forward to your contributions in the new year as we continue on our Vision 2025 journey together.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Koch", written over a light blue horizontal line.

Chris Koch
Chairman & Chief Executive Officer
December 20, 2021