



A MESSAGE FROM OUR CHAIRMAN & CEO

来自董事长&首席执行官的邮件

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.

本周，公司董事会召开了年终会议，会上回顾了 2021 年卡莱的业务成果以及公司 2022 年及以后的计划。尽管面临供应链受限、通货膨胀压力和又一年应对 COVID-19 的挑战，公司仍蓬勃发展。我们的领导团队向董事会提交的 2022 年计划仍建立在我们持续改进的文化和许多重大举措的基础上，并全力支持 2025 愿景。2021 年取得的成绩和未来战略举措的实现是我们全球员工共同辛勤工作、奉献以及支持的结果。我和所有董事会成员都非常自豪并感激各位在困难时期为支持卡莱所做的努力。

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.

下个月，我们将进入 COVID-19 全球流行的第三年，面临新的病毒变体，它将继续影响我们的健康和安全，影响我们的日常生活，并考验我们保持专注于我们的业务的决心。新的 Omicron 变体是一种快速传播的毒株，正在制造新的焦虑并给我们的医疗系统增加压力。令人鼓舞的消息是，疫苗接种、替代药物和疗法似乎有助于减轻病毒感染者的严重程度。我再次提醒所有员工，即便接种了 COVID-19 疫苗，仍需保持警惕，并继续采取最佳做法来保护自己、同事、客户、访问者、商业伙伴和社区。你们对彼此健康和安全的尊重在很多方面帮助我们所有人。感谢你们互相关心，关心身边的人。

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.

上周晚些时候，联邦法院恢复了 OSHA 发布的紧急临时标准（之前被暂停），该标准要求拥有 100 名或更多雇员的美国私人雇主实施强制性 COVID-19 疫苗接种或测试程序（“ETS”）的政策。根据进一步的潜在法律挑战和新的司法裁决，卡莱将在 2022 年 1 月 10 日之前实施强制性疫苗接种所需的 ETS 政策（除非有允许的豁免情况）。选择每周测试（和戴口罩）的美国员工必须在 2022 年 2 月 9 日前开始测试。公司将与您沟通更多 ETS 政策的详细信息。

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.

当我们进入年终假期时，我们也反思一下我们的好运、我们的家庭和我们居住的社区。让我们也记住那些因 COVID-19 失去亲人或经历过孤立、心理健康危机、成瘾、失业或其他痛苦的人。

Sadly, at Carlisle, we recently lost two members of our team due to complications from COVID-19. 遗憾的是，由于 COVID-19 的并发症，两名团队成员最近离开了我们。

Lorenzo Mendieta, IT technician at our Jackson, Tennessee facility.

Lorenzo Mendieta, 田纳西州 Jackson 工厂的 IT 管理员

Lloyd Rogers, an operator at our Greenville, Illinois plant.

Lloyd Rogers, 伊利诺伊州 Greenville 工厂的操作员

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.

两位都是卡莱的珍贵员工，他们是许多人的朋友，也受到家人的爱戴。我们向 Lorenzo 和 Lloyd 的家人及朋友致以诚挚的慰问。

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.

衷心祝愿您与您的家人和朋友度过一个快乐和安全的假期。对于我们在 2021 年取得的所有成就，我感到非常高兴和感激，并期待您在新的一年里继续做出贡献，让我们共同实现 2025 愿景之旅。

Sincerely,

此致



Chris Koch
Chairman & Chief Executive Officer
December 20, 2021