



## CARLISLE COMPANIES INCORPORATED

16430 North Scottsdale Road, Suite 400  
Scottsdale, Arizona 85254  
(480) 781-5000

### NOTICE OF 2021 ANNUAL MEETING OF STOCKHOLDERS

The 2021 Annual Meeting of Stockholders (the "Annual Meeting") of Carlisle Companies Incorporated (the "Company") will be held at 8:00 a.m., local time, on Wednesday, May 5, 2021 at the Company's offices located at 16430 North Scottsdale Road, Suite 400, Scottsdale, Arizona 85254, for the following purposes:

1. To elect the three directors nominated by the Board of Directors;
2. To ratify the appointment of Deloitte & Touche LLP to serve as the Company's independent registered public accounting firm for 2021;
3. To approve, on an advisory basis, the Company's named executive officer compensation in 2020; and
4. To transact such other business as may properly come before the Annual Meeting or any adjournment or postponement thereof.

**DUE TO THE ONGOING CORONAVIRUS (COVID-19) PANDEMIC, THE COMPANY MAY DECIDE TO CHANGE THE DATE, TIME OR LOCATION OF THE ANNUAL MEETING. IF THE COMPANY MAKES SUCH A CHANGE, IT WILL PROVIDE YOU REASONABLE ADVANCE NOTICE VIA A PRESS RELEASE AND FILING WITH THE SECURITIES AND EXCHANGE COMMISSION, AS WELL AS A POSTING ON THE COMPANY'S WEBSITE, [WWW.CARLISLE.COM](http://WWW.CARLISLE.COM).**

**The Board of Directors recommends that you vote "FOR" Items 1, 2 and 3. The proxy holders will use their discretion to vote on other matters that may properly arise at the Annual Meeting or any adjournment or postponement thereof.**

Only stockholders of record as of the close of business on March 10, 2021 will be entitled to vote at the Annual Meeting whether or not they have transferred their shares since that date.

### YOUR VOTE IS IMPORTANT

If you own your shares directly as a registered stockholder or through the Carlisle, LLC Employee Incentive Savings Plan, please vote in one of the following ways:

- Via the Internet—by logging on to [www.proxyvote.com](http://www.proxyvote.com) and following the instructions, using the Control Number shown on the Notice of Availability of Proxy Materials (or proxy card if you received or request one), for voting.
- By telephone (only if you received or request a proxy card)—by calling the phone number on the proxy card.
- By mail (only if you received or request a proxy card)—by completing, signing, dating and promptly returning the proxy card in the postage-paid envelope provided.
- In person—by submitting a ballot in person at the Annual Meeting.

If you own your shares indirectly through a bank, broker or similar organization, please follow the instructions you receive from the stockholder of record to vote your shares.

By Order of the Board of Directors,

/s/ SCOTT C. SELBACH

Scott C. Selbach

*Vice President, Secretary and General Counsel*

Scottsdale, Arizona  
March 23, 2021

**Important Notice Regarding the Availability of Proxy Materials  
for the Annual Meeting of Stockholders To Be Held on Wednesday, May 5, 2021:**

The Notice of 2021 Annual Meeting of Stockholders, Proxy Statement and 2020 Annual Report to Stockholders are available at [www.proxyvote.com](http://www.proxyvote.com).

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## PROXY STATEMENT

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### GENERAL INFORMATION

This Proxy Statement is being furnished in connection with the solicitation by the Board of Directors (the “Board of Directors” or the “Board”) of Carlisle Companies Incorporated (the “Company”) of proxies to be voted at the 2021 Annual Meeting of Stockholders (the “Annual Meeting”). The Annual Meeting will be held at 8:00 a.m., local time, on Wednesday, May 5, 2021 at the Company’s offices, located at 16430 North Scottsdale Road, Suite 400, Scottsdale, Arizona 85254.

**DUE TO THE ONGOING CORONAVIRUS (COVID-19) PANDEMIC, THE COMPANY MAY DECIDE, UPON NOTICE, TO CHANGE THE DATE, TIME OR LOCATION OF THE ANNUAL MEETING. IF THE COMPANY MAKES SUCH A CHANGE, IT WILL PROVIDE YOU REASONABLE ADVANCE NOTICE VIA A PRESS RELEASE AND FILING WITH THE SECURITIES AND EXCHANGE COMMISSION, AS WELL AS A POSTING ON THE COMPANY’S WEBSITE, *WWW.CARLISLE.COM*.**

In accordance with the Securities and Exchange Commission rules and regulations (the “SEC rules”), instead of mailing a printed copy of the proxy materials to each stockholder of record, the Company is furnishing proxy materials to its stockholders via the Internet. You will not receive a printed copy of the proxy materials unless you request a copy. Instead, the Notice of Availability of Proxy Materials instructs you how to access and review the proxy materials. If you would like to receive a printed copy of the proxy materials electronically, you should follow the instructions for requesting a copy included in the notice.

The Notice of Availability of Proxy Materials, or a printed copy of the proxy materials (including the Proxy Statement and form of proxy), as applicable, was sent to stockholders beginning March 23, 2021.

The proxy is solicited by the Board of Directors of the Company. The cost of proxy solicitation will be borne by the Company. In addition to the solicitation of proxies by mail and the Internet, officers and other employees of the Company may devote part of their time to solicitation by correspondence sent via e-mail or facsimile or telephone calls. Arrangements may also be made with brokerage houses and other custodians, nominees and fiduciaries for the forwarding of solicitation materials to beneficial owners and for the reimbursement of their out-of-pocket and clerical expenses incurred in connection therewith. Proxies may be revoked at any time prior to the taking of the vote at the Annual Meeting. See “Voting by Proxy and Confirmation of Beneficial Ownership” beginning on page 51.

The mailing address of the Company’s principal executive offices is Carlisle Companies Incorporated, 16430 North Scottsdale Road, Suite 400, Scottsdale, Arizona 85254. **Upon written request mailed to the attention of the Secretary of the Company, at the Company’s principal executive offices, the Company will provide without charge a copy of its Annual Report on Form 10-K for 2020 filed with the Securities and Exchange Commission (the “SEC”).**

### Shares Entitled to Vote; Quorum

The record date for the Annual Meeting is March 10, 2021. Only holders of record of the Company’s common stock (“Shares” or “Common Shares”) as of the close of business on that date will be entitled to vote at the Annual Meeting. As of the record date, 52,679,679 Shares were outstanding. The presence, in person or by proxy, of the holders of a majority of the votes entitled to be cast is necessary to constitute a quorum for the transaction of business at the Annual Meeting.

## Voting Rights and Procedures

The Company's Restated Certificate of Incorporation provides that holders of Shares are entitled to five votes per Share, except that no holder is entitled to exercise more than one vote in respect of any Share as to which there has been a change in beneficial ownership during the four years immediately preceding March 10, 2021 (the record date for determining stockholders entitled to vote at the Annual Meeting). Holders of Shares issued from the treasury (other than in connection with the exercise of stock options) before the close of business on March 10, 2021 are entitled to five votes per Share unless the Board of Directors determined otherwise at the time of authorizing such issuance. Because the exercise of stock options is deemed a change in beneficial ownership under the Company's Restated Certificate of Incorporation, holders of Shares issued from the treasury in connection with the exercise of stock options during the four years immediately preceding March 10, 2021 are entitled to one vote per Share. The actual voting power of each holder of Shares will be based on stockholder records at the time of the Annual Meeting. For voting purposes, proxies received by the Board of Directors that do not sufficiently confirm which Shares beneficially owned by the stockholder are entitled to five votes per Share will be voted with one vote per Share. See "Voting by Proxy and Confirmation of Beneficial Ownership" beginning on page 51.

## Voting Methods

If your Shares are registered directly in your name with the Company's transfer agent, Computershare Investor Services, LLC, you are considered the registered holder of those Shares. As the registered stockholder, you can ensure your Shares are voted at the Annual Meeting by submitting your instructions: (i) via the Internet by logging on to [www.proxyvote.com](http://www.proxyvote.com) and following the instructions, using the Control Number shown on the Notice of Availability of Proxy Materials (or proxy card if you received or request one), for voting; (ii) by telephone (only if you received or request a proxy card) by calling the phone number on the proxy card; (iii) by mail (only if you received or request a proxy card) by completing, signing, dating and promptly returning the proxy card in the postage-paid envelope provided; or (iv) by attending the Annual Meeting and voting your Shares in person at the meeting. Internet and telephone voting for registered stockholders will be available 24 hours a day, up until 11:59 p.m., Eastern Daylight Time, on Tuesday, May 4, 2021. You may obtain directions to the Annual Meeting in order to vote in person by calling the Company's principal executive offices at (480) 781-5000 or by visiting the Company's website at: [www.carlisle.com/investors/events-and-presentations/default.aspx](http://www.carlisle.com/investors/events-and-presentations/default.aspx).

If you hold your Shares indirectly in the name of an intermediary such as a bank, broker or other nominee, rather than directly in your name, then you are considered the beneficial owner of Shares held in street name. As the beneficial owner, you are entitled to direct the voting of your Shares by your intermediary. Brokers, banks and other nominees typically offer telephonic or electronic means by which the beneficial owners of Shares held by them can submit voting instructions, in addition to the traditional mailed voting instruction forms. If you are the beneficial owner of Shares held in street name, please follow the instructions you receive from the stockholder of record to vote your Shares. As the beneficial owner, if you wish to vote at the Annual Meeting, you will need to bring to the meeting a legal proxy from your bank, broker or other nominee authorizing you to vote those Shares.

If you participate in the Carlisle, LLC Employee Incentive Savings Plan (the "401(k) Plan") and own Shares through your 401(k) Plan account, Wells Fargo Bank, N.A. ("Wells Fargo"), the trustee of the 401(k) Plan, will vote your 401(k) Plan Shares in accordance with the instructions you provide by voting via the Internet, by telephone or on the voting instruction form. If Wells Fargo does not receive voting instructions from you by 11:59 p.m., Eastern Daylight Time, on Tuesday, May 4, 2021, Wells Fargo will vote your 401(k) Plan Shares as directed by the Carlisle Pension and Insurance Committee, the 401(k) Plan administrator, in its discretion.

## Voting Requirement to Approve Each of the Proposals

The following sets forth the voting requirement to approve each of the proposals:

*Proposal 1, Election of Directors.* Directors shall be elected by the affirmative vote of a majority of the votes cast (meaning that the number of votes cast "for" a nominee must exceed the number of votes cast "against" such nominee). If any incumbent director who is a nominee for reelection receives a greater number of votes "against" his or her election than votes "for" such election in an uncontested election of directors, the Company's Amended and Restated Bylaws provide that the director must promptly tender his or her offer of resignation to the Board for consideration. See "Proposal 1: Election of Directors" for a more detailed description of the Company's director resignation policy.

*Proposal 2, Ratification of the Appointment of Independent Registered Public Accounting Firm.* Ratification of the appointment of Deloitte & Touche LLP to serve as the Company's independent registered public accounting firm for 2021 requires the affirmative vote of a majority of the total votes of all Shares present in person or represented by proxy and entitled to vote on the proposal at the Annual Meeting (meaning that of the total votes of all Shares represented at the Annual Meeting and entitled to vote, a majority of them must be voted "for" the proposal for it to be approved).

*Proposal 3, Advisory Vote to Approve Named Executive Officer Compensation.* Advisory approval of the Company's named executive officer compensation in 2020 requires the affirmative vote of a majority of the total votes of all Shares present in person or represented by proxy and entitled to vote on the proposal at the Annual Meeting (meaning that of the total votes of all Shares represented at the Annual Meeting and entitled to vote, a majority of them must be voted "for" the proposal for it to be approved).

*Other Items.* Approval of any other matters requires the affirmative vote of a majority of the total votes of all Shares present in person or represented by proxy and entitled to vote on the item at the Annual Meeting (meaning that of the total votes of all Shares represented at the Annual Meeting and entitled to vote, a majority of them must be voted "for" the item for it to be approved).

## Effect of Abstentions and Broker Non-Votes

Abstentions and broker non-votes are counted as present or represented for purposes of determining the presence or absence of a quorum for the Annual Meeting. A broker non-vote occurs when a nominee holding Shares in street name for a beneficial owner votes on one proposal but does not vote on another proposal because, with respect to such other proposal, the nominee does not have discretionary voting power and has not received voting instructions from the beneficial owner.

Under the New York Stock Exchange rules (the "NYSE rules"), Proposal 2, the ratification of the appointment of Deloitte & Touche LLP to serve as the Company's independent registered public accounting firm for 2021, is considered a "routine" matter, which means that brokerage firms may vote in their discretion on this proposal on behalf of clients who have not furnished voting instructions. However, Proposals 1 and 3, the election of directors and the advisory vote to approve the Company's named executive officer compensation in 2020, respectively, are "non-routine" matters under the NYSE rules, which means that brokerage firms that have not received voting instructions from their clients on these matters may not vote on these proposals.

With respect to Proposal 1, the election of directors, you may vote "for" or "against" each of the nominees for the Board, or you may "abstain" from voting for one or more nominees. Abstentions and broker non-votes are not considered votes cast for the foregoing purpose and will therefore have no effect on the election of director nominees.

With respect to Proposals 2 and 3, the ratification of the appointment of Deloitte & Touche LLP to serve as the Company's independent registered public accounting firm for 2021 and the advisory vote

to approve the Company’s named executive officer compensation in 2020, respectively, you may vote “for” or “against” these proposals, or you may “abstain” from voting on these proposals. Abstentions will be counted as votes present or represented and entitled to vote on these proposals and will therefore have the same effect as votes “against” these proposals, and broker non-votes will not be considered entitled to vote on these proposals and will therefore have no effect on their outcome. As discussed above, because Proposal 2, the ratification of the appointment of Deloitte & Touche LLP to serve as the Company’s independent registered public accounting firm for 2021, is considered a “routine” matter, the Company does not expect any broker non-votes with respect to this proposal.

SECURITY OWNERSHIP

A. Certain Beneficial Owners

The table below provides information about the beneficial ownership of Common Shares as of December 31, 2020 by each person known by the Company to beneficially own more than 5% of the outstanding Common Shares as of such date. As defined in Rule 13d-3 of the Securities Exchange Act of 1934, as amended (the “Exchange Act”), “beneficial ownership” means essentially that a person has or shares voting or investment power over shares. It does not necessarily mean that the person enjoys any economic benefit from those shares. The ownership percentages in the table below are based on 53,157,885 Common Shares outstanding as of December 31, 2020.

Name and Address of Beneficial Owner	Number of Shares and Nature of Beneficial Ownership	Ownership Percentage
The Vanguard Group, Inc. 100 Vanguard Boulevard Malvern, Pennsylvania 19355	5,121,247(1)	9.6%
BlackRock, Inc. 55 East 52 <sup>nd</sup> Street New York, New York 10055	4,459,400(2)	8.4%
Eaton Vance Management 2 International Place Boston, Massachusetts 02110	3,944,692(3)	7.4%
JPMorgan Chase & Co. 383 Madison Avenue New York, New York 10179	3,710,151(4)	7.0%
Wells Fargo & Company 420 Montgomery Street San Francisco, California 94163	3,242,007(5)	6.1%

- (1) This information is based upon a Schedule 13G/A filed with the SEC on February 10, 2021 by The Vanguard Group, Inc. (“Vanguard”). The Schedule 13G/A reports that Vanguard has sole voting power over no Shares, shared voting power over 35,394 Shares, sole investment power over 5,044,142 Shares and shared investment power over 77,105 Shares.
- (2) This information is based upon a Schedule 13G/A filed with the SEC on January 29, 2021 by BlackRock, Inc. (“BlackRock”). The Schedule 13G/A reports that BlackRock has sole voting power over 4,259,670 Shares, shared voting power over no Shares and sole investment power over all of such Shares.
- (3) This information is based upon a Schedule 13G/A filed with the SEC on February 12, 2021 by Eaton Vance Management (“Eaton Vance”). The Schedule 13G/A reports that Eaton Vance has sole voting and investment power over all of such Shares.
- (4) This information is based upon a Schedule 13G filed with the SEC on January 8, 2021 by JPMorgan Chase & Co. (“JPMorgan Chase”). The Schedule 13G reports that JPMorgan Chase has sole voting power over 3,594,855 Shares, shared voting power over no Shares, sole investment power over 3,699,842 Shares and shared investment power over 17 Shares.
- (5) This information is based upon a Schedule 13G filed with the SEC on February 11, 2021 by Wells Fargo & Company (“Wells Fargo”) on its own behalf and on behalf of Wells Capital Management Incorporated (“Wells Capital Management”), a subsidiary of Wells Fargo. The Schedule 13G



reports that Wells Fargo has sole voting power over 51,101 Shares, shared voting power over 300,884 Shares, sole investment power over 51,101 Shares and shared investment power over 3,190,907 Shares. The Schedule 13G also reports that Wells Capital Management has sole voting power over no Shares, shared voting power over 2,824,742 Shares, sole investment power over no Shares and shared investment power over 2,882,166 Shares.

**B. Management**

The table below shows the number and the percentage of Common Shares beneficially owned as of February 28, 2021 by each director, director nominee and named executive officer and by all directors and executive officers as a group. As of February 28, 2021, a total of 52,920,785 Common Shares were outstanding.

Name	Shares Owned	Shares Subject to Options	Share Equivalent Units(1)	Total Beneficial Ownership	Ownership Percentage
Robin J. Adams	7,165(2)	0	18,736	25,901	*
Robert G. Bohn	9,298(2)	0	22,944	32,242	*
Jonathan R. Collins	1,206(2)	0	5,573	6,779	*
James D. Frias	1,869(2)	0	8,160	10,029	*
Maia A. Hansen	1,206(2)	0	314	1,520	*
D. Christian Koch	166,033(2)(3)(4)	180,118	388	346,539	*
Gregg A. Ostrander	5,679(2)	0	34,062	39,741	*
Corrine D. Ricard	1,806(2)	0	6,701	8,507	*
Lawrence A. Sala	19,454(2)	0	32,765	52,219	*
Jesse G. Singh	1,206(2)	0	6,158	7,364	*
John E. Berlin	29,354(2)(3)(4)	14,755	1,000	45,109	*
Robert M. Roche	20,159(2)(4)	33,352	11,878	65,389	*
Scott C. Selbach	41,657(3)(4)	21,022	21,392	84,071	*
Nicholas J. Shears	14,183(2)(4)	17,498	5,801	37,482	*
Directors and executive officers as a group (21 persons)				896,598	1.68%

\* Less than 1%.

- (1) Share equivalent units do not represent issued and outstanding Shares and have no voting power. The Share equivalent units for the directors represent Share equivalent unit awards, as well as cash fees the directors elected to defer and invest in Share equivalent units which will be paid in cash following termination of the director’s service. The Share equivalent units for the named executive officers represent Shares earned under the Carlisle Companies Incorporated Incentive Compensation Program (the “Incentive Compensation Program”) the officers elected to defer under the Carlisle Companies Incorporated Nonqualified Deferred Compensation Plan (the “Nonqualified Deferred Compensation Plan”) and which will be paid in Shares following termination of the officer’s employment.
- (2) Includes restricted Shares as follows: Messrs. Adams, Bohn, Collins, Frias, Ostrander, Sala and Singh and Mses. Hansen and Ricard, 1,206 Shares each; Mr. Koch, 39,600 Shares; Mr. Berlin, 10,090 Shares; Mr. Roche, 11,425 Shares; Mr. Selbach, 3,750 Shares; and Mr. Shears, 10,148 Shares.

- (3) Includes Shares allocated as of December 31, 2020 to the accounts of the following named executive officers participating in the 401(k) Plan: Mr. Koch, 1,285 Shares; Mr. Berlin, 8,269 Shares; and Mr. Selbach, 1,331 Shares. Each participant in the 401(k) Plan has the right to direct the voting of Shares allocated to his or her account. Shares are held by the trustee of the 401(k) Plan in a commingled trust fund. Each participant’s beneficial interest in the fund is allocated to his or her 401(k) Plan account.
- (4) Excludes performance Shares awarded to the executive officers as a group, including the named executive officers as follows: Mr. Koch, 39,600 Shares; Mr. Berlin, 7,675 Shares; Mr. Roche, 8,465 Shares; Mr. Selbach, 5,920 Shares; and Mr. Shears, 5,310 Shares. The performance Shares, to the extent earned, will be paid to the executive officers in Shares following the expiration of the applicable performance period.

**PROPOSAL 1:  
ELECTION OF DIRECTORS**

The number of members of the Board is currently fixed at 10 directors and will be reduced to nine directors upon the expected resignation of Lawrence A. Sala at the Annual Meeting. The Company’s Restated Certificate of Incorporation provides for a classified Board of Directors under which the Board is divided into three classes of directors, with each class as nearly equal in number as possible. Three directors are to be elected at the Annual Meeting. If elected, each nominee will serve for a three-year term expiring at the 2024 Annual Meeting of Stockholders or until his or her successor is duly elected and qualified. All of the nominees are currently serving as directors and have agreed to be named in this Proxy Statement and to serve if elected.

Although the Company knows of no reason why any of the nominees would not be able to serve, if any nominee is unavailable for election, the proxy holders intend to vote your Shares for any substitute nominee proposed by the Board.

Under the Company’s Statement of Corporate Governance Guidelines and Principles, a director is required to submit his or her resignation at the Company’s annual meeting of stockholders following the earlier of the date when he or she reaches age 72 or has completed 18 consecutive years of service on the Board. Mr. Sala has completed 18 consecutive years of service on the Board and is expected to submit his resignation from the Board at the Annual Meeting.

The Company’s Amended and Restated Bylaws provide for a majority vote standard in uncontested director elections, which means each director nominee must receive a majority of the votes cast with respect to that nominee at the Annual Meeting. For this purpose, a “majority of the votes cast” means that the number of votes cast “for” a nominee must exceed the number of votes cast “against” such nominee. In an uncontested election, if any incumbent director who is nominated for reelection does not receive a majority of the votes cast, the director must promptly tender his or her offer of resignation to the Board for consideration. In such event, the Board may decrease the number of directors on the Board, fill any vacancy, refuse to accept such offer of resignation or take other appropriate action. The Company’s Amended and Restated Bylaws provide that directors will be elected by a plurality of the votes cast in contested elections. The resignation policy set forth in the Company’s Amended and Restated Bylaws does not apply to contested elections.

**The Board of Directors recommends that you vote “FOR” the election of each of the three nominees listed below.** Unless otherwise specified, proxies will be voted “**FOR**” the election of each of the three nominees listed below.

**A. Business Experience of Directors**

**Director Nominees**

The table below sets forth certain information relating to each director nominee, as furnished to the Company by the nominee. Except as otherwise indicated, each nominee has had the same principal occupation or employment during the past five years.

<u>Name</u>	<u>Age</u>	<u>Positions with the Company, Principal Occupation and Other Directorships</u>	<u>Period of Service as a Director and Expiration of Term</u>
James D. Frias . . . . .	64	Chief Financial Officer, Treasurer and Executive Vice President (since January 2010) and Corporate Controller (from June 2001 through December 2009) of Nucor Corporation, a manufacturer of steel and steel products for North America and international markets.	February 2015 to date. Term expires 2021.
Maia A. Hansen . . . . .	52	Senior Vice President, Operations & Supply Chain (since March 2020) of Athersys, Inc., a clinical-stage biotechnology company. Prior to Athersys, Ms. Hansen was a Senior Partner (from July 2013 to March 2020) and Partner (from July 2006 to June 2013) of McKinsey & Company, a global management consulting firm serving leading businesses, governments and non-governmental and not-for-profit organizations.	February 2020 to date. Term expires 2021.
Corrine D. Ricard . . . .	57	Senior Vice President, The Mosaic Company, a leading global producer and marketer of concentrated phosphate and potash, and President of Mosaic Fertilizantes, a business segment of The Mosaic Company that produces and sells phosphate and potash-based crop nutrients and animal feed ingredients in Brazil (since November 2019), Senior Vice President—Commercial (from February 2017 to October 2019), Senior Vice President—Human Resources (from April 2012 to January 2017), Vice President—International Sales and Distribution (from March 2011 to April 2012), Vice President—Business Development (from March 2007 to March 2011) and Vice President—Supply Chain (from October 2004 to March 2007) of The Mosaic Company. Prior to Mosaic, Ms. Ricard worked for Cargill, Inc., a global producer of agricultural products, in various roles, including supply chain, product management and international sales.	February 2016 to date. Term expires 2021.

Continuing Directors

The table below sets forth certain information relating to each continuing director, as furnished to the Company by the director. Except as otherwise indicated, each director has had the same principal occupation or employment during the past five years.

Name	Age	Positions with the Company, Principal Occupation and Other Directorships	Period of Service as a Director and Expiration of Term
Robin J. Adams . . . . .	67	Vice Chairman (from March 2012 to April 2013), Chief Financial Officer (from April 2004 to March 2012) and Chief Administrative Officer (from April 2004 to April 2013) of BorgWarner Inc., a leading global supplier of highly engineered systems and components, primarily for vehicle powertrain applications. Prior to BorgWarner, Mr. Adams served as Executive Vice President—Finance and Chief Financial Officer (from July 1999 to April 2004) of American Axle & Manufacturing Holdings, Inc., a manufacturer of automotive driveline and drivetrain components and systems. Former director of Delphi Technologies PLC (from December 2017 to October 2020), Accuride Corporation (from May 2013 to November 2016) and BorgWarner Inc. (from April 2005 to April 2013).	October 2009 to date. Term expires 2022.
Robert G. Bohn . . . . .	67	Chairman (from January 2000 to February 2011) and President and Chief Executive Officer (from November 1997 to December 2010) of Oshkosh Truck Corporation, a global manufacturer of specialty vehicles and bodies for access equipment, defense, fire and emergency and commercial uses. Director of The Manitowoc Company, Inc. (since May 2014). Former director of Graco Inc. (from June 1999 to January 2008) and Parker-Hannifin Corporation (from August 2010 to January 2021).	April 2008 to date. Term expires 2023.
Jonathan R. Collins . . .	44	Vice President, eCommerce Global Components (since March 2020) of Arrow Electronics Inc., a global provider of electronic components and comprehensive computing solutions. Prior to Arrow, Mr. Collins served as General Manager and Head of eCommerce (from May 2019 to March 2020) of The Goodyear Tire & Rubber Company, one of the world’s leading manufacturers of tires. Prior to Goodyear, Mr. Collins was Vice President and Head of eCommerce (from September 2016 to April 2019) of Mylan N.V., a leading global pharmaceutical company offering products in approximately 165 countries. Prior to Mylan, Mr. Collins served as Senior Director of eCommerce—International and M&A (from April 2013 to September 2016) of W.W. Grainger, Inc., a leading distributor of maintenance, repair and operating supplies and other related products and services, and Director of Digital Strategy and User Experience (from February 2012 to November 2012) of Anixter International Inc., a global supplier of communications and security products and electrical and electronic wire and cable.	September 2016 to date. Term expires 2022.

Name	Age	Positions with the Company, Principal Occupation and Other Directorships	Period of Service as a Director and Expiration of Term
D. Christian Koch . . . .	56	Chairman of the Board (since May 2020), President and Chief Executive Officer (since January 2016) and Chief Operating Officer (from May 2014 to January 2016) of the Company. Previously, Mr. Koch served as Group President of Carlisle Diversified Products (from June 2012 to May 2014), President of Carlisle Brake & Friction, Inc., a wholly owned subsidiary of the Company (from January 2009 to June 2012), and President of Carlisle Asia Pacific (from February 2008 to January 2009). Director of The Toro Company (since April 2016). Former director of Arctic Cat Inc. (from August 2009 to April 2016).	January 2016 to date. Term expires 2022.
Gregg A. Ostrander . . .	68	Executive Chairman (from January 2008 to June 2010), Chairman, President and Chief Executive Officer (from April 2001 to January 2008) and President and Chief Executive Officer (from January 1994 to April 2001) of Michael Foods, Inc., a major food service and retail food company that produces products for food service distributors, chain restaurants and retail grocery and club stores. Former director of Arctic Cat Inc. (from April 1994 to August 2012), Hearthside Food Solutions LLC (from October 2014 to May 2018) and Michael Foods, Inc. (from April 2001 to June 2014).	August 2008 to date. Term expires 2023.
Jesse G. Singh . . . . .	55	Chief Executive Officer (since June 2016) of The AZEK Company, a leading manufacturer of building products. Previously, Mr. Singh served in a variety of leadership roles, including international positions, at 3M Corporation, a global diversified technology company, including Senior Vice President of Supply Chain Transformation (from March 2016 to May 2016), President of 3M Health Information Systems Division (from September 2015 to February 2016), Senior Vice President of Marketing and Sales (from January 2014 to August 2015), Vice President and General Manager of Stationary and Office Supplies Division (from March 2012 to December 2013) and President of 3M Sumitomo (from November 2007 to February 2012). Prior to 3M, Mr. Singh spent several years in general management, marketing and account management positions for General Electric Company, a multinational conglomerate, and Arthur Andersen, a professional services firm.	December 2017 to date. Term expires 2023.

B. Specific Experience and Skills of Directors

The Board of Directors has identified nine specific areas of experience or attributes that qualify a person to serve as a member of the Board in light of the Company’s businesses and corporate structure. In addition, the Board is committed to including for consideration qualified candidates with diverse backgrounds, including diversity of gender, race and ethnicity, and the Corporate Governance and Nominating Committee has consistently included diversity as a desired qualification when conducting searches for director nominees. The composition of the Board reflects its emphasis on diversity. The table below shows the experience or attributes held by each director nominee and continuing member of the Board of Directors as well as the level of gender, racial and ethnic diversity



on the Board. The narrative discussion that follows the table describes the specific experience, qualifications, attributes and skills of each director nominee and continuing member of the Board of Directors.

	Notable Multi-Industry Experience	Significant Experience in Company Specific Industries*	Experience as Chair/ CEO of Multi-National Business	Experience as CFO of Multi-National Business	Meets Definition of “Audit Committee Financial Expert”	Experience with International Business Issues	Mergers & Acquisitions Expertise	Manufacturing Experience	Corporate Governance Experience	Diversity
Mr. Adams				✓	✓	✓	✓	✓	✓	
Mr. Bohn	✓	✓	✓			✓	✓	✓	✓	
Mr. Collins	✓	✓				✓	✓		✓	African American
Mr. Frias	✓	✓		✓	✓	✓	✓	✓	✓	Hispanic
Ms. Hansen		✓				✓	✓			Female
Mr. Koch	✓	✓	✓			✓	✓	✓	✓	
Mr. Ostrander	✓		✓			✓	✓	✓	✓	
Ms. Ricard	✓					✓	✓	✓	✓	Female
Mr. Singh	✓	✓	✓		✓	✓	✓	✓	✓	Asian

\* Commercial construction, liquid finishing, brake, medical, aerospace and/or defense.

Mr. Adams has 29 years of experience with multi-national manufacturing companies with multiple business segment operating structures. As the principal financial officer of publicly traded companies for 20 years prior to his retirement in April 2013, Mr. Adams gained significant experience with large merger and acquisition transactions. In addition, Mr. Adams has more than 14 years of experience as a director of a number of other public companies and, as a result, is thoroughly familiar with the duties and responsibilities of the audit and compensation committees of public company boards of directors.

Mr. Bohn served as Chairman, President and Chief Executive Officer of Oshkosh Truck Corporation, a global manufacturer engaged in several businesses that are similar to the businesses conducted by the Company. In these positions, Mr. Bohn gained significant experience with merger and acquisition transactions, the evaluation of manufacturing opportunities in several countries, and board governance and performance.

Mr. Collins currently serves as Vice President, eCommerce Global Components of Arrow Electronics Inc., a global provider of electronic components and comprehensive computing solutions. Previously, Mr. Collins was General Manager and Head of eCommerce of The Goodyear Tire & Rubber Company, one of the world’s leading manufacturers of tires. Mr. Collins also served as Vice President and Head of eCommerce of Mylan N.V., a leading global pharmaceutical company offering products in approximately 165 countries. Mr. Collins has more than 15 years of experience in digital marketing and eCommerce with a range of international industrial companies. This experience provides significant value to the Board as the Company grows its global eCommerce channels.

Mr. Frias has served as the principal financial officer for 11 years and has a total of more than 29 years of experience in treasury, finance and accounting positions with Nucor Corporation, one of the largest and most diversified steel and steel products companies in the world. In these positions, Mr. Frias has gained substantial experience with mergers and acquisitions, joint venture transactions, the development of new facilities and the commercialization of new technology.

Ms. Hansen currently serves as Senior Vice President, Operations & Supply Chain of Athersys, Inc., a clinical-stage biotechnology company. Ms. Hansen also served for more than six years as Senior Partner of McKinsey & Company, a global management consulting firm serving leading

businesses, governments and non-governmental and not-for-profit organizations. Ms. Hansen has gained significant experience working with industrial companies on product development, digital manufacturing, sourcing strategy and execution to improve profitability and adapt to tariffs.

Mr. Koch brings to the Board experience in a number of critical areas, including operations, senior leadership, global sales, and mergers and acquisitions. With over 13 years of experience with the Company, Mr. Koch is thoroughly familiar with all of the Company’s businesses and can provide insight on those businesses to the Board.

Mr. Ostrander previously served as Chairman, President and Chief Executive Officer of Michael Foods, Inc., a major food service and retail food company that produces products for food service distributors, chain restaurants and retail grocery and club stores. Mr. Ostrander has significant experience negotiating corporate merger and acquisition transactions and has served on the boards of directors of multiple public companies and their audit, compensation and governance committees.

Ms. Ricard is Senior Vice President of The Mosaic Company, a leading global producer and marketer of concentrated phosphate and potash, and President of Mosaic Fertilizantes, a business segment of The Mosaic Company that produces and sells phosphate and potash-based crop nutrients and animal feed ingredients in Brazil. Previously, Ms. Ricard led the commercial and supply chain organizations at The Mosaic Company. Ms. Ricard also previously served as Senior Vice President—Human Resources for Mosaic, and, prior to that role, she held various leadership positions since Mosaic’s formation, including Vice President—International Sales and Distribution, Vice President—Business Development and Vice President—Supply Chain. In these positions, she gained substantial experience with executive management, mergers and acquisitions, joint venture transactions, international commerce and supply chain management. Prior to Mosaic’s formation, Ms. Ricard worked for Cargill, Inc., a global producer of agricultural products, in various roles, including supply chain, product management and international sales.

Mr. Singh is Chief Executive Officer of The AZEK Company, a leading manufacturer of building products. Previously, he served in a variety of leadership roles, including international positions, at 3M Corporation, a global diversified technology company, including Senior Vice President of Supply Chain Transformation, President of 3M Health Information Systems Division, Senior Vice President of Marketing and Sales, Vice President and General Manager of Stationary and Office Supplies Division, and President of 3M Sumitomo. Prior to 3M, Mr. Singh spent several years in general management, marketing and account management positions for General Electric Company, a multinational conglomerate, and Arthur Andersen, a professional services firm. In these positions, Mr. Singh gained significant experience in the building products industry, international operations and managing within a diversified manufacturing environment.

## CORPORATE GOVERNANCE

### A. The Board of Directors

The Company is governed by the Board of Directors and its various committees. The Board and its committees have general oversight responsibility for the affairs of the Company. In exercising its fiduciary duties, the Board represents and acts on behalf of the Company's stockholders. The Board has adopted written corporate governance guidelines and principles, known as the Statement of Corporate Governance Guidelines and Principles. The Board also has adopted a Code of Business Conduct and Ethics, which applies to the Company's employees, officers (including the principal executive officer, principal financial officer and principal accounting officer), directors and consultants. The Code of Business Conduct and Ethics includes guidelines relating to the ethical handling of conflicts of interest, compliance with laws and other related topics.

### B. Documents Available

All of the Company's corporate governance materials, including the charters for the Audit Committee, the Compensation Committee and the Corporate Governance and Nominating Committee, as well as the Statement of Corporate Governance Guidelines and Principles and the Code of Business Conduct and Ethics, are available on the Company's website at [www.carlisle.com](http://www.carlisle.com). These materials are also available in print without charge to any stockholder upon request by contacting the Company in writing at Carlisle Companies Incorporated, 16430 North Scottsdale Road, Suite 400, Scottsdale, Arizona 85254, Attention: Secretary, or by telephone at (480) 781-5000. Any modifications to these corporate governance materials will be reflected, and the Company intends to post any amendments to, or waivers from, the Code of Business Conduct and Ethics (to the extent required to be disclosed pursuant to Form 8-K), on the Company's website at [www.carlisle.com](http://www.carlisle.com). By referring to the Company's website, [www.carlisle.com](http://www.carlisle.com), or any portion thereof, the Company does not incorporate its website or its contents into this Proxy Statement.

### C. Director Independence

The Board believes that a majority of its members are independent under the applicable NYSE rules and SEC rules. The NYSE rules provide that a director does not qualify as "independent" unless the board of directors affirmatively determines that the director has no material relationship with the company (either directly or as a partner, stockholder, or officer of an organization that has a relationship with the company). The NYSE rules recommend that a board of directors consider all of the relevant facts and circumstances in determining the materiality of a director's relationship with a company. In addition to the NYSE rules and the SEC rules, the Board of Directors has adopted director independence standards to assist the Board in determining whether a director has a material relationship with the Company. Under those standards, which are included in the Company's Statement of Corporate Governance Guidelines and Principles, a director will not be independent if the director or an immediate family member of the director is, or has been within the preceding three years:

- (i) employed by the Company or received \$120,000 during any 12-month period in direct compensation from the Company, other than director and committee fees and pension or other forms of deferred compensation for prior service (provided such compensation is not contingent in any way on continued service);
- (ii) employed by or affiliated with the Company's independent registered public accounting firm;
- (iii) part of an interlocking directorate in which an executive officer of the Company served on the compensation committee of another company that employed the director or an immediate family member of the director; or
- (iv) employed by another company that made payments to, or received payments from, the Company for property or services in an amount which, in any single fiscal year, exceeded the greater of \$1 million or 2% of such other company's consolidated gross revenues.

In December 2020, the Board of Directors, with the assistance of the Corporate Governance and Nominating Committee, conducted an evaluation of director independence based on the Company's director independence standards, the NYSE rules and the SEC rules. The Board considered all relationships and transactions between each director (and his or her immediate family members and affiliates) and each of the Company, its management and its independent registered public accounting firm, as well as the transactions described below under "—Related Person Transactions." As a result of this evaluation, the Board determined those relationships that do exist or did exist within the last three years (except for Mr. Koch's current employment with the Company and the prior employment with the Company of David A. Roberts, the Company's Chairman of the Board until May 6, 2020) all fall well below the thresholds in the Company's director independence standards. Consequently, the Board of Directors determined that each of Messrs. Adams, Bohn, Collins, Frias, Ostrander, Sala and Singh and Ms. Hansen and Ricard is an independent director under the Company's director independence standards, the NYSE rules and the SEC rules. The Board also determined that each member of the Audit, Compensation and Corporate Governance and Nominating Committees (see membership information below under "—Board Committees") is independent, including that each member of the Audit Committee is "independent" as that term is defined under Rule 10A-3(b)(1)(ii) of the Exchange Act.

### D. Board Leadership Structure

Mr. Koch, as the Company's Chairman, President and Chief Executive Officer, is responsible for providing the day-to-day leadership of the Company, executing the Company's strategy, shaping the Company's corporate vision, developing the operational management of the Company's businesses, and leading the Company's strategic direction, the Board's engagement with stockholders, and the Board's consideration of key governance matters.

The Board of Directors acknowledges that independent Board leadership is important, and, accordingly, the Company's Statement of Corporate Governance Guidelines and Principles provides that when the Company's Chief Executive Officer serves as Chairman of the Board, or the Chairman is otherwise not considered independent, the independent directors shall elect a Lead Independent Director. The director then serving as Chair of the Corporate Governance and Nominating Committee also serves as the Lead Independent Director. The Lead Independent Director's duties closely parallel the role of an independent Chairman of the Board of Directors, to ensure an appropriate level of independent oversight for Board decisions. Mr. Ostrander, as the Lead Independent Director, has the following responsibilities: (i) chairs all meetings of the Board of Directors at which the Chairman is not present and all executive sessions of the Board of Directors; (ii) liaises between the Chairman and Chief Executive Officer and the independent directors; (iii) consults with the Chairman concerning (a) information to be sent to the Board of Directors, (b) meeting agendas and (c) meeting schedules to ensure appropriate time is provided for all agenda items; (iv) calls meetings of independent directors as required; and (v) is available when appropriate for consultation, including stockholder communications. In addition, the Lead Independent Director presides over an executive session of the independent directors at every regularly scheduled meeting of the Board of Directors. The Board of Directors believes that the existence of a Lead Independent Director, the scope of the Lead Independent Director's responsibilities and the regularly scheduled executive sessions of the independent directors all support strong corporate governance principles and allow the Board to effectively fulfill its fiduciary responsibilities to stockholders.

In addition, as previously noted, all of the Company's directors (other than Mr. Koch, the Company's Chairman, President and Chief Executive Officer) and each member of the Audit, Compensation and Corporate Governance and Nominating Committees meet the independence requirements of the New York Stock Exchange. Therefore, independent directors directly oversee such critical matters as the integrity of the Company's financial statements, the compensation of executive

management, the selection and evaluation of directors and the development and implementation of the Company’s corporate governance policies and structures. In addition, the Compensation Committee conducts an annual performance review of Mr. Koch and, based upon this review, makes recommendations for his compensation (including base salary and annual incentive and equity compensation) for approval by the independent members of the Board.

E. Board Committees

The Board has three standing committees: (i) the Audit Committee; (ii) the Compensation Committee; and (iii) the Corporate Governance and Nominating Committee. Committee members and committee chairs are appointed by the Board of Directors. The members and chairs of these committees are identified in the following table:

Name	Audit Committee	Compensation Committee	Corporate Governance and Nominating Committee
Robin J. Adams	X	Chairman	
Robert G. Bohn		X	X
Jonathan R. Collins	X		X
James D. Frias	Chairman		X
Maia A. Hansen	X		X
D. Christian Koch			
Gregg A. Ostrander		X	Chairman
Corrine D. Ricard	X	X	
Lawrence A. Sala		X	X
Jesse G. Singh	X	X	

The Board of Directors has also adopted a committee chair rotation guideline. Under the guideline, effective as of the date of each annual meeting of stockholders, a committee chair will relinquish his or her chairmanship. The guideline will result in each committee chair typically serving for three years. The Board of Directors believes that periodically bringing new leadership to each of the committees will enhance the effectiveness of the committees. At the meeting of the Board of Directors held on May 5, 2020, the Board modified the committee chair rotation guideline to accommodate the retention of Mr. Frias as Chairman of the Audit Committee for a three-year term.

Each committee of the Board of Directors functions pursuant to a written charter adopted by the Board. Set forth below is a summary of the principal functions of each committee. The full texts of each committee charter are available on the Company’s website at [www.carlisle.com](http://www.carlisle.com).

*Audit Committee.* The Audit Committee provides assistance to the Board in fulfilling its responsibility to the stockholders, potential stockholders and investment community 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, 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 between the Board, the independent registered public accounting firm, the internal auditors and the financial management of the Company. During 2020, 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 assure that the Company is able 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. During 2020, the Compensation Committee held four 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 Chairman of the Company, 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 which the Board may refer to the committee from time to time. During 2020, the Corporate Governance and Nominating Committee held two meetings.

*Other Committees.* The Board may also establish other committees from time to time as it deems necessary.

F. Director Meeting Attendance

The Board of Directors held nine meetings during 2020. Each incumbent director attended 75% or more of the aggregate number of meetings of the Board and committees of the Board on which the director served during 2020. Nine of the Company’s 10 directors in office at the time attended the Company’s 2020 Annual Meeting of Stockholders.

At the conclusion of each of the regularly scheduled Board meetings, the independent directors meet in executive session without management. Mr. Ostrander, as the Lead Independent Director, presides over these executive sessions.

G. Director Nomination Process

As more fully described in its charter, the Corporate Governance and Nominating Committee assists the Board by identifying and evaluating individuals qualified to be directors and by recommending to the Board such individuals for nomination as members. Pursuant to the Company’s Statement of Corporate Governance Guidelines and Principles, director nominees should possess the highest personal and professional integrity, ethics and values, and be committed to representing the long-term interests of the Company’s stockholders. Nominees should also have outstanding business, financial, professional, academic or managerial backgrounds and experience. Each nominee must be willing to devote sufficient time to fulfill his or her duties and should be committed to serve on the Board for an extended period of time. Prior to accepting an invitation to serve on another public company board, directors must advise the Corporate Governance and Nominating Committee, which will determine whether such service would create a conflict of interest and/or prevent the director from fulfilling his or her responsibilities to the Company.



Under the Company’s Statement of Corporate Governance Guidelines and Principles, in identifying, recruiting and recommending nominees to the Board, the Corporate Governance and Nominating Committee is committed to including for consideration qualified candidates with diverse backgrounds, including diversity of gender, race and ethnicity, and the Corporate Governance and Nominating Committee has consistently included diversity as a desired qualification when conducting searches for director nominees. The composition of the Board reflects its emphasis on diversity.

The Corporate Governance and Nominating Committee may, at its discretion, hire third parties to assist in the identification and evaluation of director nominees. All director nominees, including those nominated by stockholders, are evaluated in accordance with the process described above.

#### **H. Director Nominations by Stockholders**

Stockholders may nominate directors for election at the Company’s 2022 Annual Meeting of Stockholders by submitting the nominee’s name in accordance with provisions of the Company’s Restated Certificate of Incorporation, which require advance notice to the Company and certain other information. Written notice must be received by the Company’s Secretary at Carlisle Companies Incorporated, 16430 North Scottsdale Road, Suite 400, Scottsdale, Arizona 85254 not less than 90 days prior to the first anniversary of the date of the Annual Meeting. As a result, any director nominations submitted by a stockholder pursuant to the provisions of the Company’s Restated Certificate of Incorporation must be received no later than February 4, 2022.

The notice must contain certain information about the nominee and the stockholder submitting the nomination, as set forth in the Company’s Restated Certificate of Incorporation, including: (i) the name, address and qualifications of the stockholder submitting the nomination; (ii) the name, age, business address and, if known, residence address of each nominee proposed in such notice; (iii) the principal occupation or employment of each such nominee; (iv) the number of shares of capital stock of the Company of which each such nominee is the “Beneficial Owner” (as defined in the Company’s Restated Certificate of Incorporation); and (v) such other information as would be required by the securities laws of the United States and the rules and regulations promulgated thereunder in respect of an individual nominated as a director of the Company and for whom proxies are solicited by the Board of Directors of the Company. The presiding officer at the 2022 Annual Meeting of Stockholders may refuse to accept any such nomination that is not in proper form or submitted in compliance with the procedure set forth in the Company’s Restated Certificate of Incorporation. A stockholder who is interested in nominating a director should request a copy of the Company’s Restated Certificate of Incorporation by writing to the Company’s Secretary at Carlisle Companies Incorporated, 16430 North Scottsdale Road, Suite 400, Scottsdale, Arizona 85254.

#### **I. Related Person Transactions**

The Board has adopted a written policy concerning the review, approval and monitoring of transactions involving the Company and “related persons” (i.e., directors, director nominees and executive officers of the Company or their immediate family members, or stockholders owning more than 5% of the outstanding Common Shares). The policy covers any such transaction exceeding \$120,000 in which the related person has a direct or indirect material interest. Related person transactions must be approved by the Corporate Governance and Nominating Committee which will approve the transaction only if it determines that the transaction is in the best interest of the Company. In the course of its review and, if appropriate, approval of a related person transaction, the Corporate Governance and Nominating Committee considers all of the relevant facts and circumstances, including the material terms of the transaction, the risks, benefits and costs of the transaction, the availability of other comparable services or products and, if applicable, the impact on a director’s independence.

In 2020, in accordance with the requirements of the Company’s related person transaction policy, the Corporate Governance and Nominating Committee reviewed the fleet management services that Emkay Incorporated (“Emkay”) provides to Carlisle Construction Materials, LLC, a wholly owned subsidiary of the Company (“CCM”). CCM paid Emkay a management fee of \$70,556 and reimbursed Emkay \$3,402,229 for pass-through costs, such as fuel, taxes, vehicle depreciation and other related costs. Emkay has provided fleet management services as a preferred vendor to CCM since 1997. A brother-in-law of Mr. Roberts (the Company’s Chairman of the Board until May 6, 2020) is a senior officer and more than 10% owner of Emkay. The Corporate Governance and Nominating Committee considered all of the relevant facts and circumstances related to the services provided by Emkay and approved the continuation of Emkay’s services to CCM.

#### **J. The Board’s Role in Risk Oversight**

Risk management is a significant component of management’s annual strategic and operating planning processes. The Company has adopted an enterprise risk management program to identify and mitigate enterprise risk. Under the program, each operating business is required to identify risks to its business and prepare a detailed plan to mitigate those risks. The division presidents present the plans to executive management as part of their strategic and operating plans. Over the course of each year, the division presidents provide similar presentations to the Board of Directors at the meetings covering the Company’s business plans. Each year, the Board is briefed by senior leadership and reviews and discusses reports on the Company’s ongoing litigation, information security risks (including the Company’s information security training program) and insurance coverages.

The Compensation Committee, in consultation with the committee’s compensation consultant, periodically reviews the relationship between the Company’s compensation practices and risk. The Compensation Committee has concluded that the Company’s compensation practices are not reasonably likely to have a material adverse effect on the Company and do not encourage inappropriate risk taking. The Compensation Committee’s conclusion was based on the following:

- Annual cash bonuses at maximum performance levels are capped by the Compensation Committee at 260% of base salary for the Chairman, President and Chief Executive Officer, 160% of base salary for the Chief Financial Officer and 150% of base salary for the other named executive officers.
- Annual cash bonuses are based on multiple balanced performance metrics.
- The threshold, target and maximum performance levels for each of the annual cash bonus performance metrics are based on prior year performance adjusted to reflect the current year Company business plan, which has been reviewed and approved by the Board of Directors, and general market expectations. The Company’s Chief Financial Officer actively participates in the Compensation Committee meetings during which the performance levels are set and the performance results are verified.
- The annual cash bonus payout curve from threshold to maximum is a straight line (linear) progression.
- The target grant value of the Company’s long-term, stock-based awards is fixed at 445% of base salary for the Chairman, President and Chief Executive Officer, 200% of base salary for the Chief Financial Officer and 150% of base salary for the other named executive officers.
- The stock-based awards include an equally weighted mix of stock options, restricted Shares and performance Shares. Stock options and restricted Shares are subject to three-year vesting periods and performance Shares are earned over a three-year performance period.



- The Compensation Committee has adopted a stock ownership policy that requires significant stock ownership by the Company's executives.
- The Compensation Committee has adopted a clawback policy under which the committee may elect to seek recovery of excess incentive-based compensation paid to an executive officer for up to three years prior to a material accounting restatement.
- The Company has adopted guiding principles that govern plan design. The executive compensation program is documented, communicated and monitored on a consistent basis.

The Compensation Committee has and will continue to conduct assessments of the relationship between the Company's compensation practices and risk periodically and in connection with the adoption of any new material compensation programs or any material changes to existing compensation programs.

The Board believes that its leadership structure supports the Company's governance approach to risk oversight as the Chairman, President and Chief Executive Officer is involved directly in risk management as a member of the Company's management team, while the Lead Independent Director and the committee chairpersons, in their respective areas, maintain oversight roles as non-management directors.

#### **K. Employee, Officer and Director Hedging**

In accordance with the Company's Statement of Corporate Governance Guidelines and Principles, no employee, officer or director of the Company, nor any of their respective designees, may purchase financial instruments (including prepaid variable forward contracts, equity swaps, collars, and exchange funds), use any equity securities of the Company as collateral, engage in short sales, or otherwise engage in transactions, that hedge or offset, or are designed to hedge or offset, any decrease in the market value of equity securities of the Company granted to any such employee, officer or director as compensation or held, directly or indirectly, by such employee, officer or director.

#### **L. Communications with the Board of Directors**

Stockholders and other interested parties can communicate directly with any of the Company's directors by sending a written communication addressed to such director at Carlisle Companies Incorporated, 16430 North Scottsdale Road, Suite 400, Scottsdale, Arizona 85254, Attention: Secretary. Stockholders and other interested parties wishing to communicate with Mr. Ostrander, as the Lead Independent Director, or with the independent directors as a group may do so by sending a written communication addressed to Mr. Ostrander at the above address. Any communication addressed to any director that is received at the Company's principal executive offices will be delivered or forwarded to the individual director as soon as practicable. All such communications are promptly reviewed before being forwarded to the addressee. The Company generally will not forward to directors a communication that the Company determines to be primarily commercial in nature, relates to an improper or irrelevant topic or requests general information about the Company.

#### **M. Director Refreshment**

Under the Company's Statement of Corporate Governance Guidelines and Principles, a director is required to submit his or her resignation at the Company's annual meeting of stockholders following the earlier of the date when he or she reaches age 72 or has completed 18 consecutive years of service on the Board. The Company's retirement policy for directors does not have any exemptions or conditions.

#### **DIRECTOR COMPENSATION**

In 2020, the Company paid an annual fee of \$85,000 to each non-employee director, except for Mr. Roberts who received a pro-rated annual fee of \$115,000 for his service as Chairman of the Board through his retirement date of May 6, 2020. The annual fees are determined by the Board of Directors. Each non-employee director may elect to receive one-half of the annual fee in Shares. Directors do not receive meeting attendance fees.

The Company also pays an annual fee for service on the Board's committees. Each member of the Audit Committee currently receives an annualized fee of \$15,000 and each member of the Compensation and Corporate Governance and Nominating Committees currently receives an annualized fee of \$8,500. The Chairman of the Audit Committee currently receives an additional annualized fee of \$20,000 and the Chairman of the Compensation Committee currently receives an additional annualized fee of \$15,000. The Chairman of the Corporate Governance and Nominating Committee, who also serves as the Lead Independent Director, currently receives an additional annualized fee of \$35,000.

In addition to the annual fees for Board and committee service, each non-employee director is eligible to participate in the Incentive Compensation Program. The Incentive Compensation Program provides for the grant of stock options, stock appreciation rights, restricted Shares or units or other stock-based awards to non-employee directors. The Board administers the Incentive Compensation Program with respect to awards to non-employee directors and has the discretionary authority to make all award decisions under the Incentive Compensation Program. At the meeting of the Board of Directors held on December 10, 2019, the Board approved a change in the composition and issuance date of equity compensation to non-employee directors. Effective May 6, 2020, and continuing on the date of each Annual Meeting of Stockholders thereafter, each non-employee director nominee or continuing non-employee director shall be eligible to receive a grant of restricted Shares under the Incentive Compensation Program having a grant date fair value of approximately \$135,000 (pro-rated with respect to newly elected non-employee directors) with a vesting period ending the earlier of: (i) one year from the date of grant; or (ii) upon the director's retirement from the Board upon reaching age 72 or after completing 18 consecutive years of service on the Board. In accordance with the amended policy, on May 6, 2020, the Board of Directors granted each eligible director an award of 1,206 restricted Shares having a grant date fair value of approximately \$135,000 based on the closing market price of a Common Share on that date.

On February 4, 2020, in accordance with the policy then in effect, the Board of Directors granted each eligible director (other than Mr. Roberts) an award of 837 Share equivalent units having a grant date fair value of approximately \$135,000 based on the closing market price of a Common Share on that date. Under the policy then in effect for new directors, on February 4, 2020, Ms. Hansen received an award of 310 Share equivalent units having a grant date fair value of approximately \$50,000. All Share equivalent units awarded to eligible directors are fully vested and will be paid in Shares after the director ceases to serve as a member of the Board, or, if earlier, upon a change of control of the Company. Mr. Roberts received an award of 1,425 Share equivalent units having a grant date fair value of approximately \$230,000 based on the closing market price of a Common Share on February 4, 2020.

In December 2020, the Corporate Governance and Nominating Committee reviewed the compensation payable to the non-employee directors and a market analysis report by Willis Towers Watson, an independent compensation consulting firm. After considering the report and the impacts of COVID-19 on the Company's financial performance in 2020, the Corporate Governance and Nominating Committee recommended, and the Board agreed, that no changes would be made to the compensation paid to the non-employee directors for the one-year period commencing May 5, 2021.

The Company also maintains the Carlisle Companies Incorporated Deferred Compensation Plan for Non-Employee Directors (the "Deferred Compensation Plan"). Under the Deferred Compensation

Plan, each non-employee director of the Company is entitled to defer up to 100% of the cash fee payable or restricted Shares awarded to him or her. Each participant in the Deferred Compensation Plan may direct the “deemed investment” of his or her deferral account among the different investment options offered by the Company from time to time. The investment options currently include a fixed rate fund or Share equivalent units for cash fees deferred and Share equivalent units for restricted Shares deferred. All amounts credited to a participant’s account under the Deferred Compensation Plan are 100% vested and generally will be paid or commence to be paid after the participant terminates service as a director. At the participant’s election, payments of deferred cash fees can be made in a lump sum or in quarterly installments over a 10-year period. Payments of deferred restricted Shares under the Deferred Compensation Plan will be paid in Shares. Payments of deferred cash fees under the Deferred Compensation Plan are made in cash from the Company’s general assets.

The Board of Directors has adopted a stock ownership policy that requires significant stock ownership by the Company’s non-employee directors. The stock ownership policy requires each non-employee director to own Shares having a market value equal to five times the annual fee amount within five years of him or her becoming a director. Shares for purposes of this policy include Shares, Share equivalent units and any restricted Shares. Once the required market value ownership level is achieved, no further purchases are required in the event the value of the Shares held by a director falls below the ownership level due solely to a decrease in the market value of the Shares. As of December 31, 2020, each of the directors who had been a member of the Board for at least five years as of that date met the policy’s ownership requirement.

The table below sets forth the compensation paid to each non-employee director who served on the Board in 2020. Directors who are also employees of the Company (currently Mr. Koch) do not receive compensation (other than their compensation as employees of the Company) for their service on the Board of Directors.

Director Compensation Table

Name	Fees Earned or Paid in Cash (\$)	Stock Awards: February 2020 (\$)(1)	Stock Awards: May 2020 (\$)(2)	Change in Pension Value and Nonqualified Deferred Compensation Earnings (\$)(3)	All Other Compensation (\$)(4)	Total (\$)
Robin J. Adams	\$123,500	\$135,000	\$135,000	\$ 0	\$1,869	\$395,369
Robert G. Bohn	\$119,500	\$135,000	\$135,000	\$ 0	\$1,869	\$391,369
Jonathan R. Collins	\$108,500	\$135,000	\$135,000	\$ 0	\$1,869	\$380,369
James D. Frias	\$128,500	\$135,000	\$135,000	\$ 0	\$1,869	\$400,369
Maia A. Hansen	\$ 96,750	\$ 50,000	\$135,000	\$ 0	\$1,869	\$283,619
Gregg A. Ostrander	\$119,500	\$135,000	\$135,000	\$ 93	\$1,869	\$391,462
Corrine D. Ricard	\$108,500	\$135,000	\$135,000	\$ 0	\$1,869	\$380,369
David A. Roberts(5)	\$115,000	\$230,000	\$ 0	\$ 0	\$ 0	\$345,000
Lawrence A. Sala	\$105,250	\$135,000	\$135,000	\$ 108	\$1,869	\$377,227
Jesse G. Singh	\$108,500	\$135,000	\$135,000	\$1,263	\$1,869	\$381,632

(1) The values of the stock awards shown in the table are approximately equal to the grant date fair values of Share equivalent units awarded to the directors computed in accordance with Financial Accounting Standards Board (“FASB”) Accounting Standards Codification (“ASC”) Topic 718,

Compensation—Stock Compensation (excluding any effect of estimated forfeitures). On February 4, 2020, (i) each non-employee director serving at that time (other than Mr. Roberts and Ms. Hansen) received a grant of 837 Share equivalent units valued at approximately \$135,000; (ii) Mr. Roberts received a grant of 1,425 Share equivalent units valued at approximately \$230,000; and (iii) Ms. Hansen received a grant of 310 Share equivalent units valued at approximately \$50,000. Note 7 to the Company’s consolidated financial statements included in its Annual Report on Form 10-K for 2020 contains more information about the Company’s accounting for stock-based compensation arrangements, including the assumptions used to determine the grant date fair values of the awards.

- (2) On May 6, 2020, each non-employee director serving at that time received a grant of 1,206 restricted Shares valued at approximately \$135,000. These restricted Shares vest on the earlier of one year from the date of grant or upon the director’s retirement from the Board upon reaching the age of 72 or after completing 18 consecutive years of service on the Board. These grants were issued in accordance with the change in the composition and issuance date of equity compensation to non-employee directors and replace the issuance of share equivalent units that otherwise would have been issued in February 2021. Note 7 to the Company’s consolidated financial statements included in its Annual Report on Form 10-K for 2020 contains more information about the Company’s accounting for stock-based compensation arrangements, including the assumptions used to determine the grant date fair values of the awards.
- (3) Represents the portion of interest credited on fees deferred under the Deferred Compensation Plan that is considered “above market” under the SEC rules.
- (4) Represents dividends paid on unvested restricted Shares held by the directors. Non-employee directors receive all dividends paid with respect to the restricted Shares during the vesting period.
- (5) Mr. Roberts retired from the Board on May 6, 2020.

COMPENSATION DISCUSSION AND ANALYSIS

This section contains an in-depth discussion and analysis of the Company’s executive compensation policies and practices and the compensation earned by the Company’s most senior executives (referred to as the “named executives” or the “named executive officers” in this section) under those policies and practices. The Compensation Committee of the Board of Directors administers the Company’s compensation policies and practices for all executive officers of the Company, including the named executives.

As you review this section, you will see that the Compensation Committee has adopted executive compensation policies and practices that: (i) link pay and performance—with the Company’s executives having the opportunity to earn substantial compensation over and above their base salaries based on the Company’s performance or the market value of the Shares; (ii) align the interests of the Company’s executives and stockholders; (iii) are transparent and easy to communicate to the Company’s executives and stockholders; and (iv) provide a valuable retention tool for key executive talent.

A. Executive Summary

In 2017, management developed Vision 2025, a strategic vision for the Company built on the foundation and core capabilities established over the Company’s long history and based on creating sustainable value for stockholders through repeatable execution of solid plans. A critical factor to achieving the Vision 2025 strategic goals is the contribution of motivated employees. Accordingly, the Company’s annual incentive compensation program will continue to be directly linked to key financial goals and will award annual incentive compensation to the named executives based on the Company’s progress toward achieving the Vision 2025 strategic goals for the Company.

The executive compensation program provides a further link between executive pay and stockholder interests by including performance Shares and stock options in the long-term stock-based awards made under the program. The performance Shares are earned based on the total return to the Company’s stockholders (Share appreciation plus dividends) relative to the total stockholder return of the companies comprising the S&P MidCap 400 Index® over three-year performance periods. The value of the earned performance Shares and the stock options is directly linked to the market value of the Shares. The Company’s stockholders endorsed the executive compensation program at the 2020 Annual Meeting of Stockholders where approximately 93% of the votes represented at the meeting and entitled to vote were cast in favor of a resolution approving the compensation earned by the named executive officers under the program in 2019.

In 2020, the Company remained focused on executing the strategies and key actions to support the progress of Vision 2025. The Company continued to generate strong operating cash flow, maintained a strong balance sheet and cash position, returned nearly \$500 million to stockholders and delivered savings from the Carlisle Operating System. Despite these accomplishments, the global coronavirus (COVID-19) pandemic negatively affected the annual performance measures for determining the annual incentive compensation for the named executive officers. Consequently, except for an annual award to Mr. Shears (based on the 2020 performance of CCM), none of the other named executive officers received an annual incentive payment for 2020.

The table below summarizes the Company’s annual incentive performance measures for 2020 and 2019 selected by the Compensation Committee for determining the annual incentive compensation for the named executive officers.

Annual Incentive Performance Measures(1)

	2020	2019	Year-over-Year Change Favorable/(Unfavorable)
Sales	\$ 4.235 billion	\$ 4.766 billion	(11.1)%
Operating Income Margin	12.2%	14.3%	(200) bps
Average Working Capital as a % of Sales(2)	23.1%	20.2%	(290) bps
Earnings	\$348.0 million	\$496.0 million	(29.6)%

- (1) The results shown in the table reflect certain adjustments as described on page 29.
- (2) Average working capital (defined as the average of the quarter-end balances of receivables, plus inventory, less accounts payable) as a percentage of annual sales (defined as net sales from continuing operations).

The Compensation Committee established the performance measures on which the 2020 annual incentive awards were based, as described on pages 28 through 30. The performance measures are intended to align with the Company’s Vision 2025 strategic goals. As described in this section, the Compensation Committee took the following compensation actions in 2020 with respect to the named executive officers:

- Increased the base salaries of the named executive officers in line with market conditions, as described on page 28;
- Paid a 2020 annual incentive award to Mr. Shears equal to 87.5% of the target award level for Mr. Shears based upon CCM’s business unit performance in 2020, as described on page 30;
- No annual incentive payments were made to the remaining named executive officers due to below entry level Company performance in 2020;
- Based on the Company’s total stockholder return (Share appreciation plus dividends) for the three-year performance period ended December 31, 2020 of 38.61% relative to the total stockholder return of the companies comprising the S&P MidCap 400 Index® for the same period of 17.48%, paid performance Shares for the three-year performance period that ended in 2020 at 190.91% of the target award level based on the Company’s total stockholder return during the period ranking in the 73<sup>rd</sup> percentile of the S&P MidCap 400 Index®; and
- Issued long-term incentive awards, as described on pages 30 through 32.

The Company’s stockholders will have the opportunity at the Annual Meeting to provide feedback to the Board of Directors on the Company’s executive compensation program by voting to approve or not approve, on an advisory basis, the compensation earned by the named executive officers under the program in 2020 (the “say-on-pay proposal”). The Compensation Committee encourages all of the Company’s stockholders to carefully review this section, including the executive officer compensation disclosure tables below, prior to casting their votes on the say-on-pay proposal included as Proposal 3 in this Proxy Statement.

B. Roles of Compensation Committee, Compensation Consultant and Executive Officers in Determining Executive Compensation

The Compensation Committee renewed its engagement of Willis Towers Watson as the executive compensation consultant to the committee for 2020. Willis Towers Watson provides no services to the Company or its management other than services related to the Company’s executive and non-employee director compensation programs. The Compensation Committee has determined that Willis Towers



Watson is independent from the Company and its executive officers and that the services provided by Willis Towers Watson do not raise any conflict of interest.

In 2020, Willis Towers Watson presented an executive compensation report to the Compensation Committee and conducted a competitive market analysis of the Company’s executive compensation program to confirm that the program is delivering pay to the Company’s executive officers within the program guidelines. The executive compensation report included market highlights and trends and compared the Company’s executive compensation practices with those of similarly situated companies.

The Compensation Committee also receives input from Company management in connection with the administration of the Company’s executive compensation program. Mr. Koch, the Company’s Chairman, President and Chief Executive Officer, recommended base salary increases for the named executive officers (other than for himself), and the Compensation Committee approved the recommendations. In addition, Mr. Koch provided input to the Compensation Committee about the refinements made to the performance measures, the threshold, target and maximum performance levels for the performance measures and the weighting of each performance measure.

Mr. Roche, the Company’s Vice President and Chief Financial Officer, provided information and analysis to the Compensation Committee about the financial performance of the Company for 2020 and each of the Company’s operating businesses for which a named executive officer was responsible.

**C. Philosophy and Material Elements of Executive Compensation Program; 2020 Compensation Actions**

The material elements of the total direct compensation provided to executives under the Company’s executive compensation program are: (i) base salary; (ii) a target annual cash bonus opportunity expressed as a percentage of each executive’s base salary; and (iii) a long-term, stock-based award, the expected value of which is also expressed as a percentage of base salary. While each element of compensation paid to executive officers is significant, the annual cash bonus and the long-term, stock-based award have the potential to be the largest amounts of the total compensation paid to executive officers.

The following table shows the guiding principles for the Company’s executive compensation program and how the program complies with these principles:

Principle	How the Program Complies
Provide competitive total direct compensation opportunity.	<ul style="list-style-type: none"><li>Executive total direct compensation opportunity is managed between the first and third quartiles of companies similar in size to the Company.</li><li>The total direct compensation opportunity within the range varies by executive.</li><li>Performance-based pay opportunity (short- and long-term incentives) plays a predominant role in competitive total pay positioning.</li></ul>
Reward performance that is consistent with key strategic and stockholder goals.	<ul style="list-style-type: none"><li>Annual incentive plan incorporates earnings and other financial measures aligned with stockholder interests.</li><li>Performance Share awards incorporate total stockholder return as a performance measure.</li><li>Inappropriate risk taking is not encouraged.</li></ul>
Balance performance measures and, where appropriate, emphasize overall corporate, operating business and division performance.	<ul style="list-style-type: none"><li>Annual incentive plan incorporates corporate and operating business and division level performance measures.</li></ul>
Serve as a retention tool for key executive talent, provide a balance of liquidity and reward executives for superior performance.	<ul style="list-style-type: none"><li>Executive compensation program provides a mix of base salary, annual incentives tied to performance and stock-based awards with vesting restrictions.</li><li>Performance Share awards incorporate total stockholder return as a performance measure.</li></ul>
Be transparent, simple to administer and easy to communicate.	<ul style="list-style-type: none"><li>Formula-based structure includes pre-set performance measures, weightings and timing.</li></ul>

*Compensation Benchmarking*

The Compensation Committee periodically benchmarks executive compensation to ensure the compensation provided to the Company’s executive officers is reasonable and competitive with the market. While the compensation was not benchmarked in 2020, the executive compensation report presented to the Compensation Committee by Willis Towers Watson generally confirmed the appropriateness of the Company’s executive compensation program, including the long-term, stock-based awards and the use of relative total stockholder return as the performance measure for the Company’s performance Share awards.



Base Salaries

Base salaries provide a baseline level of compensation to executive officers for carrying out the day-to-day duties and responsibilities of their positions.

The Compensation Committee reviews and adjusts base salary levels each year. During the review and adjustment process, the Compensation Committee considers:

- the duties and responsibilities of each executive officer position;
- the executive officer pay relative to the base salaries of senior officers and other employees of the Company; and
- whether the base salary levels are competitive, based on a comparison of the current base salary with the market base salary.

The Compensation Committee reviews the named executive officer base salaries in December each year. Any base salary increases approved in December become effective for the succeeding year. In December 2020, the Company approved the following base salaries for the named executives effective for 2021:

Name	2020 Annual Base Salary	2021 Annual Base Salary	% Increase
Mr. Koch	\$1,225,000	\$1,275,000	4%
Mr. Roche	\$ 647,000	\$ 666,000	3%
Mr. Berlin	\$ 703,000	\$ 724,000	3%
Mr. Shears	\$ 651,000	\$ 677,000	4%
Mr. Selbach	\$ 541,000	\$ 563,000	4%

The Compensation Committee approved increases based generally on trends in the market indicating average salary increases in the range of 3% to 4%.

2020 Annual Incentive Awards

Annual incentive compensation calculated under the Incentive Compensation Program is based on the overall performance of the Company or a Company business unit compared to pre-established performance measures.

For 2020, the Compensation Committee first established a target annual incentive award expressed as a percentage of each named executive’s base salary. The 2020 target awards were 130% of base salary for Mr. Koch, 80% of base salary for Mr. Roche and 75% of base salary for the other named executives.

The Compensation Committee then selected the performance measures on which the 2020 annual incentive awards would be based. The measures adopted for 2020 annual incentive awards available to Messrs. Koch, Roche and Selbach were the Company’s consolidated: (i) sales; (ii) operating income margin; (iii) average working capital as a percentage of sales; and (iv) earnings. The measures adopted for 2020 annual incentive awards available to the other named executive officers were: (i) sales; (ii) operating income margin; (iii) average working capital as a percentage of sales, each as reported by their respective business units; and (iv) the Company’s consolidated earnings. The Compensation Committee believes that each of these respective performance measures tracks whether the Company and its core businesses are operating efficiently and with a view toward long-term, sustainable growth in the United States and globally. The Compensation Committee believes that superior performance

under these measures will ultimately benefit the Company’s stockholders through increased profits, dividends and Share value.

Finally, the Compensation Committee established threshold, target and maximum levels of performance for each of the measures and determined that 50% of the target annual incentive award would be paid for threshold level performance, 100% of the target annual incentive award would be paid for target level performance and 200% of the target annual incentive award would be paid for performance at or above the maximum level. Under the program adopted by the Compensation Committee, the Company’s performance under each of the measures was independently determined from the other measures, so that an annual incentive award was determined for the actual level of performance under each measure. The annual incentive awards under each measure were then combined to determine the aggregate annual incentive award.

The Compensation Committee approved threshold, target and maximum performance levels for 2020 based on the Company’s 2019 adjusted performance. The tables below show the threshold, target and maximum performance levels for each of the performance measures established by the Compensation Committee for 2020 as well as the Company’s adjusted performance in 2020 and 2019. The results shown below for both 2020 and 2019 reflect the Company’s publicly reported results, excluding results of operations of acquisitions made and disposals not classified as discontinued operations and the associated acquisition and disposal costs incurred during the respective year. The 2020 results have also been adjusted to exclude approximately \$6.0 million (pre-tax) in asset impairment charges relating to a trademark at Carlisle Interconnect Technologies, Inc. (“CIT”), approximately \$26.6 million (pre-tax) in restructuring charges and facility rationalization costs at CCM, CIT, Carlisle Fluid Technologies, Inc. (“CFT”) and Carlisle Brake & Friction, Inc. (“CBF”) and approximately \$0.7 million (pre-tax) in casualty insurance recoveries at CCM. The 2019 results were adjusted to exclude approximately \$19.7 million (pre-tax) in restructuring charges and facility rationalization costs at CCM, CIT, CFT and CBF and approximately \$0.9 million (pre-tax) in casualty losses at CCM and CFT. The 2019 results also excluded the impact of the Company’s adoption of the new lease accounting standard in FASB ASC Topic 842, Leases. The Compensation Committee approved the adjustments because they are generally nonrecurring or were not anticipated when the respective performance measures were approved at the beginning of the year.

2020 Consolidated Company Performance Measures  
For Messrs. Koch, Roche and Selbach

Performance Measure	Weight	Performance Levels Established by the Compensation Committee			Adjusted Performance	
		Threshold	Target	Maximum	2020	2019
Sales	25%	\$4.947 billion	\$5.096 billion	\$5.294 billion	\$ 4.235 billion	\$ 4.766 billion
Operating Income Margin	20%	13.5%	14.0%	14.5%	12.2%	14.3%
Average Working Capital as a % of Sales	15%	20.9%	20.4%	19.9%	23.1%	20.2%
Earnings	40%	\$ 478 million	\$ 529 million	\$ 554 million	\$348.0 million	\$496.0 million

**2020 CIT Performance Measures  
For Mr. Berlin**

Performance Measure	Weight	Performance Levels Established by the Compensation Committee			Adjusted Performance	
		Threshold	Target	Maximum	2020	2019
Business Unit Sales	35%	\$1.091 billion	\$1.124 billion	\$1.168 billion	\$729.0 million	\$954.0 million
Business Unit Operating Income Margin	40%	13.8%	14.3%	14.8%	2.8%	15.7%
Business Unit Average Working Capital as a % of Sales	15%	28.0%	27.5%	27.0%	39.9%	26.8%
Consolidated Earnings	10%	\$ 478 million	\$ 529 million	\$ 554 million	\$348.0 million	\$496.0 million

**2020 CCM Performance Measures  
For Mr. Shears**

Performance Measure	Weight	Performance Levels Established by the Compensation Committee			Adjusted Performance	
		Threshold	Target	Maximum	2020	2019
Business Unit Sales	35%	\$3.238 billion	\$3.335 billion	\$3.465 billion	\$ 2.996 billion	\$ 3.231 billion
Business Unit Operating Income Margin	40%	17.4%	17.9%	18.4%	19.5%	17.9%
Business Unit Average Working Capital as a % of Sales	15%	16.4%	15.9%	15.4%	16.4%	15.9%
Consolidated Earnings	10%	\$ 478 million	\$ 529 million	\$ 554 million	\$348.0 million	\$496.0 million

Based on the performance measures established by the Compensation Committee for 2020 and CCM’s adjusted performance, only Mr. Shears earned a 2020 annual incentive award as follows:

Name	2020 Annual Incentive Award (\$)(1)	2020 Annual Incentive Award (% of base salary)	2020 Annual Incentive Award (% of target incentive award)
Mr. Shears	\$427,200	65.6%	87.5%

(1) This amount is also reported in the “Non-Equity Incentive Plan Compensation” column of the Summary Compensation Table on page 35.

*2020 Long-Term, Stock-Based Awards*

Annual Awards

The Compensation Committee makes annual stock-based awards each year at its regularly scheduled February meeting. All stock-based awards are made under the Incentive Compensation Program which imposes certain restrictions, as described below, on the terms of the awards.

In February 2020, the Compensation Committee awarded stock options, performance Shares and restricted Shares to the named executives in the amounts shown in the Grants of Plan-Based Awards Table on page 37. The number of Shares included in the 2020 awards was determined using a formula-based approach. First, the Compensation Committee established a target award opportunity for 2020, expressed as a percentage of base salary, for the named executives based on each executive’s position and the long-term incentive award market range for that position: 445% of base salary for the Chairman and Chief Executive Officer, 200% of base salary for the Chief Financial Officer and 150% of base salary for the other named executives.

The Compensation Committee then determined the appropriate blend of the types of equity awards to be included in each named executive’s stock-based award. For 2020, the Compensation

Committee elected to use a blend of stock options, performance Shares and time-vested restricted Shares (each weighted 33⅓%) for all the named executives to support the Company’s pay-for-performance programs and the alignment of executive and stockholder interests.

All employees awarded stock options, performance Shares and restricted Shares are subject to a non-competition agreement that prohibits the employee from competing with the Company for one year following his or her termination of employment.

The stock options awarded in February 2020 will vest in equal annual installments over three years. The restricted Shares awarded in February 2020 will become vested on the third anniversary of the award date.

The performance Shares awarded in February 2020 will be earned based on the total return to the Company’s stockholders (Share appreciation measured using the average of the closing market prices for a Share for the first 10 and last 10 trading days of the performance period plus dividends) relative to the total stockholder return of the companies comprising the S&P MidCap 400 Index® over the three-year performance period ending December 31, 2022 in accordance with the following table:

Relative Total Stockholder Return	Percentage of Performance Shares Earned
Below 25 <sup>th</sup> percentile	0%
25 <sup>th</sup> percentile	50%
50 <sup>th</sup> percentile	100%
75 <sup>th</sup> percentile or above	200%

If the Company’s total stockholder return falls between the 25<sup>th</sup> and 50<sup>th</sup> percentiles or between the 50<sup>th</sup> and 75<sup>th</sup> percentiles, the number of performance Shares earned will be determined by linear interpolation. Dividends will accrue during the three-year performance period and will be paid on performance Shares that are earned.

The Compensation Committee included stock options in the awards to encourage the named executives to increase stockholder value over the 10-year term of the options. The Compensation Committee included restricted Shares in the awards not only to encourage the named executives to increase stockholder value but also, where applicable, to remain employed with the Company. The Compensation Committee added performance Shares to further link executive compensation to the performance of the Company and to align the interests of the executives with the Company’s stockholders.

The Incentive Compensation Program contains certain restrictions on the terms of all stock-based awards. For example, all stock options must be granted with an option exercise price that is equal to or greater than the fair market value of the Shares on the date of award. The Incentive Compensation Program also expressly prohibits resetting the option exercise price of stock options. These restrictions ensure that any options awarded under the Incentive Compensation Program will have value to the executives only if the market price of the Shares increases after the date of the award. As a result of changes made to Section 162(m) of the Internal Revenue Code (the “Code”), the Compensation Committee approved an amendment to the Incentive Compensation Program, effective January 1, 2019, to eliminate the limits on the size of the annual awards that may be granted to any executive. The Compensation Committee also approved an amendment to the Incentive Compensation Program, effective January 1, 2019, to allow the Company’s Chief Executive Officer to approve off-cycle grants of stock-based awards to employees other than Section 16 officers for limited purposes and subject to volume limits approved by the Compensation Committee.

The Compensation Committee has never altered the timing of stock-based awards to take advantage of non-public information. The Compensation Committee is aware that the February

meeting during which it makes annual stock-based awards precedes the date the Company releases its fourth quarter and annual financial results. The Compensation Committee is also aware that the release could affect the market value of the Company’s stock and the underlying value of the stock-based awards made to executives at the February meeting. The Compensation Committee believes that executives will not necessarily gain over the long run from the short-term benefit of a positive release because the Company’s stock price fluctuates over time and because all of the awards have multi-year vesting schedules and stock options have historically been held for several years prior to exercise. In addition, any gain from a positive benefit in some years will be offset by earnings releases in other years that negatively affect the market value of the Shares.

*Stock Ownership Policy*

The Compensation Committee believes that ownership of Common Shares by executive officers aligns their interests with those of the Company’s stockholders, enhances retention of executives by providing them an opportunity to accumulate a meaningful ownership interest in the Company and focuses executives on building stockholder value over the long term. Therefore, the Compensation Committee maintains a stock ownership policy for the Company’s executive officers, including the named executive officers.

The policy, which is applicable to all of the Company’s Section 16 officers, has the following ownership requirements:

Executive	Ownership Requirement
Chief Executive Officer	10 times previous year base salary
Other Named Executive Officers	5 times previous year base salary
Remaining Section 16 Officers	3 times previous year base salary

The policy also has a retention requirement under which an executive officer must retain at least one-half of the after-tax value realized from the vesting of restricted Shares, the exercise of stock options or the receipt of earned performance Shares until the executive officer has satisfied the policy’s ownership requirement. Each executive officer subject to the policy has five years from first becoming subject to the policy to attain the ownership requirement and once the ownership requirement is met, no further accumulation is required in the event the value of the Shares falls below the ownership requirement due solely to a decrease in the market value of the Shares.

Ownership for purposes of the policy includes Shares owned directly or under an employee benefit plan and all restricted Shares. Ownership does not include any performance Share awards or any Shares subject to stock options. As of February 28, 2021, the Chairman and Chief Executive Officer and each of the individuals who had been a Section 16 officer for at least five years as of that date met the policy’s ownership requirement.

**D. Retirement and Other Benefits**

*Retirement and Group Insurance Benefits*

The Company provides retirement, health and welfare and other benefits to its executive officers. The Company sponsors the 401(k) Plan, a tax-qualified, defined contribution retirement plan, for the benefit of substantially all of its U.S.-based employees, including the named executives. The 401(k) Plan encourages saving for retirement by enabling participants to save on a pre-tax or an after-tax basis and by providing Company matching contributions.

The Company also sponsors the Retirement Plan for Employees of Carlisle, LLC (the “Retirement Plan”), a tax-qualified, defined benefit retirement plan that provides retirement income to eligible

employees following their retirement from the Company. The Pension Benefits Table on pages 41 through 42 shows the lump sum present value as of December 31, 2020 of the accumulated benefit earned by the named executives participating in the Retirement Plan.

Section 401(a)(17) of the Code limits the amount of annual compensation that tax-qualified plans like the 401(k) Plan and the Retirement Plan may take into account for purposes of determining contributions and benefits. The limit for 2020 was \$285,000 and it is subject to adjustment annually for cost-of-living increases. For 2021, the limit will be \$290,000. The Company maintains the Carlisle, LLC Supplemental Pension Plan (the “Supplemental Pension Plan”) to provide benefits to certain Retirement Plan participants whose benefits are limited by Section 401(a)(17) of the Code and to certain senior management employees who were employed on or after January 1, 2005 and are not eligible to participate in the Retirement Plan. The Pension Benefits Table on pages 41 through 42 also shows the lump sum present value as of December 31, 2020 of the accumulated benefit earned by the named executives under the Supplemental Pension Plan.

As part of the Nonqualified Deferred Compensation Plan, the Company sponsors a supplemental 401(k) Plan to provide covered officers, including the named executives, the opportunity to defer base salary and annual incentive compensation that could not be deferred under the 401(k) Plan due to the Code limitations that apply to the 401(k) Plan. The Company provides a matching contribution equal to 100% of the first 4% of base salary and annual incentive compensation deferred under the supplemental 401(k) Plan. Each participant in the supplemental 401(k) Plan may direct the deferrals of base salary or annual incentive compensation and the matching contributions among the different investment options offered by the Company from time to time. The investment options currently include a fixed rate fund and various stock index funds. All amounts credited to a participant’s account under the supplemental 401(k) Plan are 100% vested and will be paid in a lump sum or installments in accordance with the participant’s election after the participant terminates employment with the Company. A participant may also elect to receive one or more in-service distributions.

The named executives also participate in group health, life and other welfare benefit plans on the same terms and conditions that apply to other employees. Except for supplemental long-term disability insurance, the named executives do not receive better insurance programs, vacation schedules or holidays, and prerequisites are limited.

*Post-Termination Employment Benefits*

The Company has not entered into an employment agreement with any executive officer that provides severance or other benefits following their resignation, termination, retirement, death or disability, except for agreements with certain named executive officers that provide severance benefits in the event of a termination of their employment following a change of control of the Company (the “change of control agreements”). The change of control agreements provide that the executives will not, in the event of the commencement of steps to effect a change of control (defined generally as an acquisition of 20% or more of the outstanding voting Shares or a change in a majority of the Board of Directors), voluntarily leave the employ of the Company until the potential acquirer of the Company or control of the Company has terminated its efforts to effect a change of control or until a change of control has occurred. The Company believes that the change of control agreements protect the interests of the Company’s stockholders by providing financial incentives to executives to represent the best interests of the Company and its stockholders during the periods immediately preceding and following a change of control.

In connection with the change of control agreements with Messrs. Koch, Selbach and Berlin, in the event of any termination of their employment (including due to their resignation) within three years after a change of control (other than due to their death or disability or after their attaining age 65), the change of control agreements provide that they will be entitled to receive three years’ compensation,



including bonus, retirement benefits equal to the benefits they would have received had they completed three additional years of employment, continuation of all life, accident, health, savings and other fringe benefits for three years and relocation assistance. The three-year benefit period is reduced if they terminate within three years of the date that they would attain age 65. In addition, the agreements provide that, notwithstanding death, disability or attainment of age 65, they will become fully vested in all outstanding stock option and restricted Share awards. If any payments to Messrs. Koch, Selbach or Berlin are considered excess “parachute payments” under Section 280G of the Code and the amount of the excess is more than 15% of the total parachute payment, the Company is required to provide a tax gross up for the excise taxes he would be required to pay with respect to the payments.

In September 2012, the Compensation Committee determined that any future change of control agreements would provide severance benefits only in the event an executive is terminated without cause or resigns with good reason within three years after a change of control and the severance benefits would not be reduced based on the executive’s age. In addition, the Company would not provide any tax gross up for excise taxes assessed against any excess parachute payments. The change of control agreements with Messrs. Roche and Shears contain these revised terms.

The Potential Payments Upon Termination or Change of Control Table on page 43 shows the estimated amounts that would have been payable to the named executives had their employment with the Company terminated as a result of a change of control or otherwise on December 31, 2020.

*Internal Revenue Code Section 162(m)*

Section 162(m) of the Code limits the amount of compensation paid to the named executives in any one year that may be deducted by the Company for federal income tax purposes. The deduction limitation is currently \$1 million.

The Tax Cuts and Jobs Act of 2017 expanded the number of individuals covered by Section 162(m) of the Code and eliminated the exception for performance-based compensation effective for the Company’s 2018 tax year. Therefore, compensation in excess of \$1 million paid to named executives in 2018 and later years will not be deductible unless it qualifies for transition relief applicable to certain arrangements in place as of November 2, 2017.

The Compensation Committee has not adopted a formal policy that requires all compensation paid to the named executives to be fully deductible.

**E. Conclusion**

The Compensation Committee has reviewed all components of the Chairman and Chief Executive Officer’s and the other named executives’ compensation, including salary, annual and long-term incentive compensation, accumulated realized and unrealized stock option and restricted Share gains and the dollar value of all perquisites and other personal benefits as well as the Company’s obligations under its pension plans. Based on this review, the Compensation Committee finds the Chairman and Chief Executive Officer’s and the other named executives’ total compensation, in the aggregate, to be reasonable and appropriately linked to the Company’s performance. The Compensation Committee therefore recommends that stockholders vote **“FOR”** the say-on-pay proposal included as Proposal 3 in this Proxy Statement.

**F. Executive Officer Compensation Disclosure Tables**

**Summary Compensation Table**—This table shows the base salary, annual incentive award and all other compensation paid to the named executives. The table also shows the grant date fair values of the stock option, restricted Share and performance Share awards made to the named executives and the increase in the present value of the retirement benefit for each named executive.

Name and Principal Position(s)	Year	Salary (\$)	Bonus (\$)	Stock Awards \$(1)	Option Awards \$(1)	Non-Equity Incentive Plan Compensation (\$)	Change in Pension Value and Nonqualified Deferred Compensation Earnings \$(2)	All Other Compensation \$(3)	Total (\$)
D. Christian Koch, Chairman, President and Chief Executive Officer	2020	\$1,225,000	\$0	\$4,340,812	\$1,784,347	\$ 0	\$258,649	\$332,775	\$7,941,583
	2019	\$1,175,000	\$0	\$4,090,697	\$1,746,387	\$2,163,700	\$193,395	\$209,762	\$9,578,941
	2018	\$1,140,000	\$0	\$3,259,476	\$1,432,191	\$1,414,600	\$ 67,848	\$183,320	\$7,497,435
Robert M. Roche, Vice President and Chief Financial Officer	2020	\$ 647,000	\$0	\$1,029,304	\$ 423,533	\$ 0	\$ 72,028	\$ 98,075	\$2,269,940
	2019	\$ 628,000	\$0	\$ 737,262	\$ 314,680	\$ 722,800	\$ 51,237	\$ 72,553	\$2,526,532
	2018	\$ 587,000	\$0	\$ 671,544	\$ 294,947	\$ 496,600	\$ 29,077	\$ 48,964	\$2,128,132
John E. Berlin, President, CIT	2020	\$ 703,000	\$0	\$ 840,406	\$ 345,183	\$ 0	\$224,262	\$ 39,520	\$2,152,371
	2019	\$ 683,000	\$0	\$ 800,976	\$ 342,177	\$ 741,500	\$209,031	\$ 43,524	\$2,820,208
	2018	\$ 663,000	\$0	\$ 758,596	\$ 333,222	\$ 584,500	\$ 66,010	\$ 12,659	\$2,417,987
Nicholas J. Shears, President, CCM	2020	\$ 651,000	\$0	\$ 776,797	\$ 319,554	\$ 427,200	\$203,700	\$ 93,669	\$2,471,920
	2019	\$ 586,333	\$0	\$ 632,467	\$ 115,253	\$ 821,500	\$578,510	\$ 52,235	\$2,786,298
Scott C. Selbach, Vice President, Secretary & General Counsel	2020	\$ 541,000	\$0	\$ 645,725	\$ 265,660	\$ 0	\$ 66,867	\$ 84,760	\$1,604,012
	2019	\$ 525,000	\$0	\$ 616,335	\$ 263,059	\$ 604,200	\$ 53,038	\$ 70,639	\$2,132,271

- (1) The amounts in these columns do not reflect the actual value the named executives will realize from the stock option, restricted Share and performance Share awards made to the executives. The amounts presented in the table are the grant date fair values of the equity-based awards computed in accordance with FASB ASC Topic 718, Compensation—Stock Compensation (excluding any effect of estimated forfeitures). The Company will recognize the grant date fair values of the awards as compensation expense over the vesting period of the awards.

The “Stock Awards” column includes the grant date fair values of performance Shares awarded to the named executive officers. The performance Shares are earned based on the total return to the Company’s stockholders (Share appreciation plus dividends) relative to the total stockholder return of the companies comprising the S&P MidCap 400 Index® over the three-year performance period ending December 31, 2020 (for the performance Shares awarded in 2018), December 31, 2021 (for the performance Shares awarded in 2019) and December 31, 2022 (for the performance Shares awarded in 2020). The terms of the performance Share awards are described on pages 30 through 31. The “Stock Awards” column for 2020 includes the following grant date fair values of the performance Share awards: Mr. Koch, \$2,523,336; Mr. Roche, \$598,340; Mr. Berlin, \$488,532; Mr. Shears, \$451,556; and Mr. Selbach, \$375,363. The grant date fair value of \$224.10 for the



performance Shares was determined using the \$161.41 closing market price of a Common Share on the grant date and a Monte Carlo simulation and assumptions regarding the future performance of the Common Shares and the stock of the S&P MidCap 400 Index® companies, including expected volatility, risk-free interest rates, correlation coefficients and dividend reinvestment. The grant date fair values of the performance Share awards assuming the maximum number of performance Shares would be earned at the end of the three-year performance period based on the closing market price of a Common Share on the grant date would have been as follows: Mr. Koch, \$3,634,953; Mr. Roche, \$861,929; Mr. Berlin, \$703,748; Mr. Shears, \$650,482; and Mr. Selbach, \$540,724.

Note 7 to the Company’s consolidated financial statements included in its Annual Report on Form 10-K for 2020 contains more information about the Company’s accounting for stock-based compensation arrangements, including the assumptions used to determine the grant date fair values of the stock and option awards.

- (2) Represents the sum of: (i) the aggregate increase in the actuarial present value of the accumulated benefit under the Retirement Plan and the Supplemental Pension Plan; and (ii) the portion of interest credited on compensation deferred under the Company’s supplemental 401(k) Plan that is considered “above market” under the SEC rules as follows:

Name	Change in Present Value of Retirement Plan and Supplemental Pension Plan Benefits	“Above Market” Supplemental 401(k) Plan Earnings	Total
Mr. Koch	\$258,607	\$ 42	\$258,649
Mr. Roche	\$ 59,714	\$12,314	\$ 72,028
Mr. Berlin	\$224,262	\$ 0	\$224,262
Mr. Shears	\$174,319	\$29,381	\$203,700
Mr. Selbach	\$ 62,769	\$ 4,098	\$ 66,867

- (3) The amounts presented in this column for 2020 consist of the following:

	Mr. Koch	Mr. Roche	Mr. Berlin	Mr. Shears	Mr. Selbach
Matching Contributions to the 401(k) & HSA Plans	\$ 11,400	\$13,400	\$11,400	\$12,900	\$13,096
Matching Contributions to the Supplemental 401(k) Plan	\$135,549	\$54,793	\$ 0	\$58,901	\$45,809
Physical Examination	\$ 2,554	\$ 7,155	\$ 0	\$ 0	\$ 0
Reimbursement of Tax Return Preparation and Financial Advisory Services Fees	\$ 8,065	\$ 1,810	\$ 4,181	\$ 3,448	\$ 3,898
Charitable Contribution Made by the Company in the Name of the Executive under the Carlisle Matching Gifts for Education Program	\$ 35,000	\$ 0	\$ 0	\$ 0	\$10,000
Supplemental Long-Term Disability Insurance	\$ 23,341	\$ 4,097	\$ 6,903	\$ 5,304	\$ 1,420
Dividends on Unvested Restricted Shares	\$116,866	\$16,820	\$17,036	\$13,116	\$10,537
Total	\$332,775	\$98,075	\$39,520	\$93,669	\$84,760

All amounts presented above equal the actual cost to the Company of the particular benefit or perquisite provided.

**Grants of Plan-Based Awards Table**—This table presents the threshold, target and maximum annual incentive awards the named executives could have earned for 2020 and the restricted Shares, performance Shares and stock options awarded to the named executives during 2020. The annual incentive awards earned by the named executives for 2020 are reported in the “Non-Equity Incentive Plan Compensation” column of the Summary Compensation Table.

Name	Grant Date	Estimated Future Payouts under Non-Equity Incentive Plan Awards			Estimated Future Payouts under Equity Incentive Plan Awards(1)(2)			All Other Stock Awards: Number of Shares of Stock or Units (#)(2)(3)	All Other Option Awards: Number of Securities Underlying Options (#)(2)(4)	Exercise or Base Price of Option Awards (\$/Sh)	Grant Date Fair Value of Stock and Option Awards \$(5)
		Threshold (\$)	Target (\$)	Maximum (\$)	Threshold (#)	Target (#)	Maximum (#)				
Mr. Koch		\$796,250	\$1,592,500	\$3,185,000							
	02/04/2020							11,260			\$1,817,477
	02/04/2020				5,630	11,260	22,520				\$2,523,335
	02/04/2020								60,920	\$161.41	\$1,784,347
Mr. Roche		\$258,800	\$ 517,600	\$1,035,200							
	02/04/2020							2,670			\$ 430,965
	02/04/2020				1,335	2,670	5,340				\$ 598,339
	02/04/2020								14,460	\$161.41	\$ 423,533
Mr. Berlin		\$263,625	\$ 527,250	\$1,054,500							
	02/04/2020							2,180			\$ 351,874
	02/04/2020				1,090	2,180	4,360				\$ 488,532
	02/04/2020								11,785	\$161.41	\$ 345,183
Mr. Shears		\$244,125	\$ 488,250	\$ 976,500							
	02/04/2020							2,015			\$ 325,241
	02/04/2020				1,008	2,015	4,030				\$ 451,556
Mr. Selbach	02/04/2020								10,910	\$161.41	\$ 319,554
		\$202,875	\$ 405,750	\$ 811,500							
	02/04/2020							1,675			\$ 270,362
	02/04/2020				838	1,675	3,350				\$ 375,363
02/04/2020									9,070	\$161.41	\$ 265,660

- (1) The performance Shares will be earned based on the total return to the Company’s stockholders (Share appreciation plus dividends) relative to the total stockholder return of the companies comprising the S&P MidCap 400 Index® over the three-year performance period ending December 31, 2022 in accordance with the following table:

Relative Total Stockholder Return	Percentage of Performance Shares Earned
Below 25 <sup>th</sup> percentile	0%
25 <sup>th</sup> percentile	50%
50 <sup>th</sup> percentile	100%
75 <sup>th</sup> percentile or above	200%

If the Company’s total stockholder return falls between the 25<sup>th</sup> and 50<sup>th</sup> percentiles or between the 50<sup>th</sup> and 75<sup>th</sup> percentiles, the number of performance Shares earned will be determined by linear interpolation. Dividends will accrue during the three-year performance period and will be paid on performance Shares that are earned. In the event the named executive’s employment is terminated without cause or the named executive resigns with good reason within three years after a change of control of the Company, outstanding performance Shares will be earned at the maximum level. The performance Shares held by a named executive will remain outstanding and will be earned based on the Company’s relative total stockholder return performance in the event of a termination of employment of the named executive by the Company without cause.

- (2) All of the awards include a non-competition agreement prohibiting the named executive from competing with the Company for one year following his termination of employment by the Company.

- (3) Shares subject to the February 4, 2020 stock awards become vested on February 4, 2023. The Shares will also become vested on the date the named executive officer terminates employment due to death or disability, upon the named executive officer’s reaching age 65 (and, in the case of Mr. Shears, upon his retirement before age 65), in the event a named executive officer’s employment is terminated by the Company without cause prior to the originally scheduled vesting date or in accordance with the named executive officer’s change of control agreement. The named executives receive all dividends paid with respect to the restricted Shares during the vesting period.
- (4) The option awards become vested and exercisable in three equal annual installments beginning upon the first anniversary of the date of grant, or, if earlier, on the date the named executive officer terminates employment due to death or disability, upon the named executive officer’s retirement at or after age 65, or in accordance with the named executive officer’s change of control agreement, under which, in all such cases, the options remain exercisable until the expiration of the 10-year term of the options. If the Company terminates the employment of the named executive without cause (and, in the case of Mr. Shears, upon his retirement before age 65), the options will continue to become exercisable in accordance with the vesting schedule set forth in the award agreement and remain exercisable until the expiration of the 10-year term of the options.
- (5) See Footnote 1 to the Summary Compensation Table for a description of how the grant date fair values of the Share and stock option awards were determined.

**Outstanding Equity Awards at Fiscal Year-End Table**—This table presents information about unvested restricted Share, stock option and performance Share awards held by the named executives on December 31, 2020.

Name	Grant Date	Option Awards				Stock Awards			
		Number of Securities Underlying Unexercised Options (#) Exercisable	Number of Securities Underlying Unexercised Options (#) Unexercisable	Option Exercise Price (\$)	Option Expiration Date	Number of Shares or Units of Stock That Have Not Vested (#)(1)	Market Value of Shares or Units of Stock That Have Not Vested \$(2)	Equity Incentive Plan Awards: Number of Unearned Shares, Units or Other Rights That Have Not Vested (#)(3)	Equity Incentive Plan Awards: Market or Payout Value of Unearned Shares, Units or Other Rights That Have Not Vested \$(4)
Mr. Koch	02/04/2020 02/05/2019 02/06/2018 02/08/2017	0 27,628 40,287 44,125	60,920(5) 55,257(6) 20,143(7) 0	\$161.41 \$110.79 \$108.72 \$107.73	02/03/2030 02/04/2029 02/05/2028 02/07/2027	26,990	\$4,215,298	5,630 31,460	\$ 879,293 \$4,913,423
Mr. Roche	02/04/2020 02/05/2019 02/06/2018 02/08/2017	0 4,978 8,297 6,130	14,460(5) 9,957(6) 4,148(7) 0	\$161.41 \$110.79 \$108.72 \$105.03	02/03/2030 02/04/2029 02/05/2028 02/14/2027	5,505	\$ 859,771	1,335 5,670	\$ 208,500 \$ 885,541
Mr. Berlin	02/04/2020 02/05/2019 02/06/2018	0 5,413 9,373	11,785(5) 10,827(6) 4,687(7)	\$161.41 \$110.79 \$108.72	02/03/2030 02/04/2029 02/05/2028	5,260	\$ 821,507	1,090 6,160	\$ 170,236 \$ 962,069
Mr. Shears	02/04/2020 02/05/2019 02/06/2018 02/08/2017 02/03/2016	0 1,823 2,337 3,215 3,495	10,910(5) 3,647(6) 1,168(7) 0 0	\$161.41 \$110.79 \$108.72 \$107.73 \$ 83.31	02/03/2030 02/04/2029 02/05/2028 02/07/2027 02/02/2026	5,638	\$ 880,543	1,008 2,080	\$ 157,429 \$ 324,854
Mr. Selbach	02/04/2020 02/05/2019 02/06/2018 02/08/2017	0 4,162 3,363 4,630	9,070(5) 8,323(6) 1,682(7) 0	\$161.41 \$110.79 \$108.72 \$107.73	02/03/2030 02/04/2029 02/05/2028 02/07/2027	0	\$ 0	838 4,740	\$ 130,879 \$ 740,293

- (1) The restricted Shares will become vested as follows:

Name	Number of Shares Becoming Vested On:		
	January 1, 2022	May 2, 2022	February 4, 2023
Mr. Koch	15,730	0	11,260
Mr. Roche	2,835	0	2,670
Mr. Berlin	3,080	0	2,180
Mr. Shears	1,040	2,583	2,015

- (2) Based on the closing market price of a Common Share on December 31, 2020 of \$156.18 per Share.
- (3) The number of unearned performance Shares in this column equals the threshold number of performance Shares that may be earned by the named executives for the three-year performance period that will end on December 31, 2022 and the maximum number of performance Shares that may be earned by the names executives for the three-year performance period that will end on December 31, 2021. The performance Shares will be earned based on the total return to the Company’s stockholders (Share appreciation plus dividends) relative to the total stockholder return of the companies comprising the S&P MidCap 400 Index® over the three-year performance periods in accordance with the following table:

Relative Total Stockholder Return	Percentage of Performance Shares Earned
Below 25 <sup>th</sup> percentile	0%
25 <sup>th</sup> percentile	50%
50 <sup>th</sup> percentile	100%
75 <sup>th</sup> percentile or above	200%

If the Company’s total stockholder return falls between the 25<sup>th</sup> and 50<sup>th</sup> percentiles or between the 50<sup>th</sup> and 75<sup>th</sup> percentiles, the number of performance Shares earned will be determined by linear interpolation. Dividends will accrue during the three-year performance period and will be paid on performance Shares that are earned.

The Company’s 2020 total stockholder return of (1.41)% (calculated for this purpose as Share appreciation measured using the average of the closing market prices for a Share for the first 10 and last 10 trading days of the performance period plus dividends) resulted in a ranking for the year at the 44<sup>th</sup> percentile. Based on that percentile, approximately 88% of the performance Shares awarded in 2020 would have been earned if the performance period had ended on December 31, 2020. The Company’s 2019 through 2020 total stockholder return of 55.92% resulted in a ranking for the year at the 75<sup>th</sup> percentile. Based on that percentile, 200% of the performance Shares awarded in 2019 would have been earned if the performance period had ended on December 31, 2020.

- (4) The amounts in this column equal the number of unearned performance Shares shown in the column to the left multiplied by, in each case, the closing market price of a Common Share on December 31, 2020 of \$156.18 per Share. The amounts shown are not necessarily indicative of the amounts that may actually be realized by the named executive officers. The actual amounts realized will be based on the Company’s total stockholder return over the three-year performance periods and the market value of the Shares when the performance Shares are earned.
- (5) The unexercisable stock options will become exercisable at the rate of 33⅓% per year on February 4, 2021, February 4, 2022 and February 4, 2023.
- (6) The unexercisable stock options will become exercisable at the rate of 50% per year on February 5, 2021 and February 5, 2022.
- (7) The unexercisable stock options will become exercisable on February 6, 2021.

**Option Exercises and Stock Vested Table**—This table presents information about stock options exercised by the named executives and the number and value of stock awards as to which the named executives became vested during 2020.

Name	Option Awards		Stock Awards	
	Number of Shares Acquired on Exercise (#)	Value Realized on Exercise (\$)(1)	Number of Shares Acquired on Vesting (#)	Value Realized on Vesting (\$)(2)
Mr. Koch	48,015	\$2,858,705	55,037	\$8,595,679
Mr. Roche(3)	6,000	\$ 269,947	7,855	\$1,226,794
Mr. Berlin	13,035	\$ 721,794	8,873	\$1,385,785
Mr. Shears	0	\$ 0	2,211	\$ 345,314
Mr. Selbach	0	\$ 0	7,231	\$1,135,351

- (1) Value realized equals the fair market value of the Shares on the date of exercise less the exercise price.
- (2) Value realized equals the fair market value of: (i) the restricted Shares on the date the vesting restrictions lapsed and the Shares became vested; and (ii) the performance Shares earned for the three-year performance period ended December 31, 2020.
- (3) Mr. Roche elected to defer receipt of 2,700 Shares. The deferred Shares will be distributed to Mr. Roche in accordance with the terms of the Nonqualified Deferred Compensation Plan. Mr. Roche will receive dividend equivalent payments from the Company during the period the Shares are deferred.

**Pension Benefits Table**—This table provides the actuarial present value of each named executive’s accumulated benefit under the Retirement Plan and the Supplemental Pension Plan.

The Retirement Plan provides benefits under a cash balance benefit accrual formula. Under the formula, participants accumulate a cash balance benefit based upon compensation credits made annually to the participants’ cash balance accounts. The amount of the compensation credits ranges from 3.0% to 7.5% of total base salary and annual bonus (including amounts deferred under the 401(k) Plan and Section 125 of the Code), depending on each participant’s years of service. The cash balance account is further credited with interest annually. The interest credit is based on the One-Year Treasury Constant Maturities as published in the Federal Reserve Statistical Release over the one-year period ending on the December 31<sup>st</sup> immediately preceding the applicable plan year. The interest rate for the plan year ending December 31, 2020 was 4.0%. The Retirement Plan was closed to new participants effective December 31, 2004. No employees hired on or after January 1, 2005 are eligible to participate in the Retirement Plan.

The benefits under the Supplemental Pension Plan are equal to the difference between the benefits that would have been payable under the Retirement Plan without regard to the limitation imposed by the Code on the amount of compensation that may be taken into account under the Retirement Plan or the limitation on participation in the Retirement Plan that became effective on January 1, 2005 and the actual benefits payable under the Retirement Plan as so limited.

Benefits under the Retirement Plan are payable as a monthly annuity or in a lump sum payment. Vested benefits under the Supplemental Pension Plan are payable only in the form of a monthly annuity. The benefits under the Retirement Plan become vested after the executive completes five years of vesting service, or, if earlier, the date the executive terminates employment due to death or disability. The benefits under the Supplemental Pension Plan become vested after the executive

completes 10 years of vesting service, or, if earlier, the date the executive terminates employment due to death or disability.

Name	Plan Name	Number of Years of Credited Service (#)(1)	Present Value of Accumulated Benefit (\$)(2)	Payments During Last Fiscal Year (\$)
Mr. Koch	Retirement Plan	N/A	N/A	N/A
	Supplemental Pension Plan	11.92	\$948,263	\$ 0
Mr. Roche	Retirement Plan	N/A	N/A	N/A
	Supplemental Pension Plan	2.83	\$125,111	\$ 0
Mr. Berlin	Retirement Plan	30.00	\$557,030	\$ 0
	Supplemental Pension Plan	30.00	\$972,106	\$ 0
Mr. Shears	Retirement Plan	35.75	\$604,829	\$ 0
	Supplemental Pension Plan	35.75	\$619,659	\$ 0
Mr. Selbach	Retirement Plan	N/A	N/A	N/A
	Supplemental Pension Plan	14.75	\$431,487	\$ 0

- (1) The amounts presented in this column represent the number of actual years the named executive has been a participant in each plan. None of the named executives have been given credit under the plans for years of service in addition to their actual years of service presented in the table. Messrs. Koch, Roche and Selbach commenced employment after December 31, 2004 and are not eligible to participate in the Retirement Plan.
- (2) Note 15 to the Company’s consolidated financial statements included in its Annual Report on Form 10-K for 2020 includes the valuation assumptions and other information relating to the Retirement Plan and the Supplemental Pension Plan.

**Nonqualified Deferred Compensation Table**—This table provides information about contributions and earnings credited to the accounts of the named executive officers under the Nonqualified Deferred Compensation Plan during 2020.

The Nonqualified Deferred Compensation Plan provides covered employees, including the named executive officers, the opportunity to defer salary, annual incentive compensation, restricted Shares and performance Shares. With respect to compensation that could not be deferred under the 401(k) Plan due to the Code limitations that apply to the 401(k) Plan, the Company provides a matching contribution equal to 100% of the first 4% of base salary and annual incentive compensation deferred under the supplemental 401(k) Plan. Each participant in the supplemental 401(k) Plan may direct the deferrals of base salary or annual incentive compensation and the matching contributions among the different investment options offered by the Company from time to time. The investment options currently include a fixed rate fund and various stock index funds. Any restricted Shares or performance Shares deferred are credited in-kind to the participant’s account. All cash amounts credited to a participant’s account under the supplemental 401(k) Plan are 100% vested and will be paid in a lump sum or installments in accordance with the participant’s election after the participant terminates employment with the Company. Distributions of restricted Shares and performance Shares are made in-kind subsequent to vesting. In the event the participant dies or becomes disabled while employed by the Company, terminates employment before attaining the age of 60 or within one year after a change of control of the Company, all restricted Shares and performance Shares will be distributed in-kind and all other amounts credited to the participant’s account will be distributed in a lump sum in accordance

with the terms of the Nonqualified Deferred Compensation Plan. A participant may also elect to receive one or more in-service distributions.

Name	Executive Contributions in Last FY (\$)(1)	Registrant Contributions in Last FY (\$)(2)	Aggregate Earnings (Losses) in Last FY (\$)(3)	Aggregate Withdrawals/ Distributions (\$)	Aggregate Balance at Last FYE (\$)(4)
Mr. Koch	\$135,549	\$135,549	\$ 8,917	\$125,604	\$ 575,867
Mr. Roche	\$ 54,793	\$ 54,793	\$ (38,340)	\$ 25,356	\$2,863,345
Mr. Berlin	\$ 0	\$ 0	\$ (5,660)	\$ 0	\$ 156,180
Mr. Shears	\$683,241	\$ 58,901	\$ 51,966	\$ 0	\$3,513,840
Mr. Selbach	\$ 45,809	\$ 45,809	\$ (56,586)	\$ 0	\$4,074,640

- (1) All amounts shown in this column are also reported in either the “Salary” or “Non-Equity Incentive Plan Compensation” column of the Summary Compensation Table.
- (2) All amounts shown in this column are also reported in the “All Other Compensation” column of the Summary Compensation Table.
- (3) The following amounts included in this column are considered “above market” earnings under the SEC rules and are included in the “Change in Pension Value and Nonqualified Deferred Compensation Earnings” column of the Summary Compensation Table: Mr. Koch, \$42; Mr. Roche, \$12,314; Mr. Shears, \$29,381; and Mr. Selbach, \$4,098.
- (4) Of the amounts shown in this column, the following amounts were previously reported as compensation to the named executive officers in the Summary Compensation Table for previous years: Mr. Koch, \$327,013; Mr. Roche, \$1,955,571; Mr. Shears, \$158,006; and Mr. Selbach, \$110,816.

**Potential Payments Upon Termination or Change of Control Table**—This table shows the estimated amounts that would have been payable to the named executive officers listed below under the change of control agreements described on pages 33 through 34 if a change of control of the Company had occurred on December 31, 2020 and the named executives’ employment with the Company terminated under the terms of their respective change of control agreement immediately thereafter. Footnotes 3, 4 and 5 below also describe vesting of stock options, restricted Shares and performance Shares if the named executives’ employment with the Company had otherwise terminated on December 31, 2020 as result of death, disability, retirement or termination without cause.

	Severance Benefit (\$)(1)	Continued Participation in Health and Other Welfare Benefit Plans and Fringe Benefits (\$)(2)	Vesting of Stock Options (\$)(3)	Vesting of Restricted Stock (\$)(4)	Vesting of Performance Shares (\$)(5)	Special Retirement Benefits (\$)(6)	Excise Tax Gross Up (Reduction in Payments) (\$)(7)	Total (\$)
Mr. Koch	\$10,016,100	\$285,000	\$3,464,102	\$4,215,298	\$8,430,596	\$891,572	\$ 8,183,631	\$35,486,299
Mr. Roche	\$ 4,052,400	\$103,000	\$ 648,812	\$ 859,771	\$1,719,542	\$332,905	\$ 0	\$ 7,716,430
Mr. Berlin	\$ 4,273,500	\$111,000	\$ 713,883	\$ 821,507	\$1,643,014	\$354,713	\$ 0	\$ 7,917,617
Mr. Shears	\$ 4,240,500	\$ 91,000	\$ 220,971	\$ 880,543	\$ 954,260	\$533,441	\$ 0	\$ 6,920,715
Mr. Selbach	\$ 0	\$ 0	\$ 457,609	\$ 0	\$1,263,496	\$ 0	\$ 0	\$ 1,721,105

- (1) The severance benefit is equal to three times the named executive’s highest annual compensation (sum of base salary and annual incentive compensation) for any of the years in the three-year



period ended December 31, 2020. The severance benefit for Mr. Selbach is phased out based on his attaining age 65 in 2020.

- (2) Estimated value of the named executive’s continued participation in the life, accident and health insurance plans of the Company and receipt of currently provided fringe benefits for three years following termination of employment after a change of control of the Company. These benefits for Mr. Selbach are phased out based on his attaining age 65 in 2020. Excludes estimated amounts for assistance with relocation available to the named executives within two years following termination of employment after a change of control of the Company.
- (3) Value (based on the closing market price of a Common Share on December 31, 2020 of \$156.18 per Share) of unvested in-the-money stock options under all outstanding stock option awards. The stock options would also become fully vested in the event the named executive dies or becomes disabled while employed by the Company or retires from employment with the Company at or after attaining age 65, under which, in both such cases, the stock options remain exercisable until the expiration of the 10-year term of the options. If the Company terminates the employment of the named executive without cause (and, in the case of Mr. Shears, upon his retirement before age 65), the stock options will continue to become exercisable in accordance with the vesting schedule set forth in the award agreement and remain exercisable until the expiration of the 10-year term of the options.
- (4) Value (based on the closing market price of a Common Share on December 31, 2020 of \$156.18 per Share) of unvested restricted Shares under all outstanding restricted Share awards. The restricted Shares would also become fully vested in the event the named executive dies or becomes disabled while employed by the Company, upon the named executive reaching age 65 (and, in the case of Mr. Shears, upon his retirement before age 65), or if the Company terminates the employment of the named executive without cause.
- (5) Value (based on the closing market price of a Common Share on December 31, 2020 of \$156.18 per Share) of the maximum number of performance Shares under all outstanding performance Share awards. In the event the named executive dies or becomes disabled while employed by the Company, retires from employment with the Company at or after attaining age 65 (and, in the case of Mr. Shears, upon his retirement before age 65) or the Company terminates the employment of the named executive without cause, the performance Shares will remain outstanding and will be earned following the end of the performance period based on the Company’s performance during the performance period applicable to the performance Shares.
- (6) Approximate amount of total retirement benefits from all Company plans the named executive would have received had he continued in the employ of the Company for three years following termination of employment after a change of control of the Company. These benefits for Mr. Selbach are phased out based on his attaining age 65 in 2020.
- (7) If any payments to Messrs. Koch, Berlin or Selbach are considered excess “parachute payments” under Section 280G of the Code and the amount of the excess is more than 15% of the total parachute payment, the Company is required to provide a tax gross up for the excise taxes he would be required to pay with respect to the payments. In September 2012, the Compensation Committee determined that any future change of control agreements would not provide any tax gross up for excise taxes assessed against any excess parachute payments. Mr. Roche and Mr. Shears are not entitled to any tax gross up for excess parachute payment excise taxes.

Following termination of employment, the named executive officers receive retirement benefits and nonqualified deferred compensation benefits under the Retirement Plan, the Supplemental Pension Plan, the Nonqualified Deferred Compensation Plan and the supplemental 401(k) Plan. The value of those benefits as of December 31, 2020 is set forth in the sections above entitled “Pension Benefits

Table” and “Nonqualified Deferred Compensation Table.” There are no special or enhanced benefits provided under those plans in connection with a change of control of the Company, except if a named executive officer terminates employment within one year after a change of control, all amounts credited to the named executive officer’s account under the supplemental 401(k) Plan will be distributed in a lump sum even if the officer had previously elected to be paid in installments.

G. Pay Ratio Disclosure

The SEC rules require the Company to disclose annually: (i) the median annual total compensation of all employees of the Company (excluding Mr. Koch, the Company’s principal executive officer); (ii) the annual total compensation of Mr. Koch; and (iii) the ratio of Mr. Koch’s annual total compensation to the median annual total compensation of all other employees.

Based on the methodology and material assumptions described below, the Company has estimated these amounts to be as follows:

Median annual total compensation of all employees (excluding Mr. Koch) . . . . .	\$ 44,192
Annual total compensation of Mr. Koch . . . . .	\$7,941,583
Ratio of Mr. Koch’s annual total compensation to the median annual total compensation of all other employees . . . . .	180:1

To determine the median employee in 2020, the Company compiled a list of all employees (excluding Mr. Koch) as of October 1, 2020, sorted the list of employees by their annualized gross compensation rates as of October 1, 2020 and selected the employee with the median annualized gross compensation amount. The Company did not include in the compensation rates the value of certain Company-provided benefits such as medical and life insurance benefits. As of October 1, 2020, the Company employed 12,163 persons, of which 5,843 employees were employed in foreign countries. The compensation of employees in foreign countries was converted to an equivalent U.S. dollar amount using foreign exchange rates on October 1, 2020.

The annual total compensation of Mr. Koch is the total amount of his compensation presented in the Summary Compensation Table on page 35. The Company calculated the annual total compensation of the median employee using the same rules applicable to the completion of the Summary Compensation Table for Mr. Koch and the other named executives.

**COMPENSATION COMMITTEE INTERLOCKS AND INSIDER PARTICIPATION**

Robin J. Adams, Robert G. Bohn, Gregg A. Ostrander, Corrine D. Ricard, Lawrence A. Sala and Jesse G. Singh served on the Compensation Committee in 2020. None of the directors who served on the Compensation Committee in 2020 has ever served as one of the Company’s officers or employees or had any relationship with the Company or any of its subsidiaries since the beginning of 2020 pursuant to which disclosure would be required under the SEC rules pertaining to the disclosure of transactions with related persons. During 2020, none of the Company’s executive officers served as a director or a member of the compensation committee (or other committee performing equivalent functions) of any other entity of which an executive officer of such other entity served on the Board or its Compensation Committee.

**COMPENSATION COMMITTEE REPORT**

The Compensation Committee has reviewed and discussed the “Compensation Discussion and Analysis” section included in this Proxy Statement with management and, based on such review and discussions, recommended to the Board of Directors that the “Compensation Discussion and Analysis” section be included in this Proxy Statement and in the Company’s Annual Report on Form 10-K for 2020.

**CARLISLE COMPANIES INCORPORATED  
COMPENSATION COMMITTEE**

Robin J. Adams, Chairman  
Robert G. Bohn  
Gregg A. Ostrander  
Corrine D. Ricard  
Lawrence A. Sala  
Jesse G. Singh

**REPORT OF THE AUDIT COMMITTEE**

The Audit Committee is comprised of six non-employee directors. The Board has made a determination that the members of the Audit Committee satisfy the requirements of the New York Stock Exchange as to independence, financial literacy and experience. The responsibilities of the Audit Committee are set forth in the charter of the Audit Committee, which is reviewed annually by the committee.

The Audit Committee has the sole authority to appoint and terminate the engagement of the Company’s independent registered public accounting firm. The Audit Committee also reviews the arrangements for and the results of the independent registered public accounting firm’s examination of the Company’s books and records, the Company’s internal accounting control procedures, the activities and recommendations of the Company’s internal auditors, and the Company’s accounting policies, control systems and compliance activities. The Board has determined that Robin J. Adams, James D. Frias and Jesse G. Singh are “audit committee financial experts” as defined by the SEC rules. Below is a report on the Audit Committee’s activities relating to 2020.

**Review of Audited Consolidated Financial Statements with Management**

The Audit Committee has reviewed and discussed with management the audited consolidated financial statements included in the Company’s Annual Report on Form 10-K for 2020.

**Review of Audited Consolidated Financial Statements and Other Matters with Independent Registered Public Accounting Firm**

The Audit Committee has discussed with the Company’s independent registered public accounting firm the audited consolidated financial statements and the matters required to be discussed by applicable requirements of the Public Company Accounting Oversight Board (the “PCAOB”) and the SEC. The Audit Committee has received the written disclosures and the letter from the independent registered public accounting firm required by applicable requirements of the PCAOB regarding the independent registered public accounting firm’s communications with the Audit Committee concerning independence, and has discussed with the independent registered public accounting firm its independence. In concluding that such firm is independent, the Audit Committee considered, among other factors, whether the non-audit services provided by such firm were compatible with its independence. See “Fees Paid to Independent Registered Public Accounting Firm” below.

**Recommendation that Audited Consolidated Financial Statements be Included in Annual Report**

Based on the reviews, discussions and disclosures referred to above, the Audit Committee recommended to the Board of Directors that the audited consolidated financial statements for 2020 be included in the Company’s Annual Report on Form 10-K for such year.

**CARLISLE COMPANIES INCORPORATED  
AUDIT COMMITTEE**

James D. Frias, Chairman  
Robin J. Adams  
Jonathan R. Collins  
Maia A. Hansen  
Corrine D. Ricard  
Jesse G. Singh

**PROPOSAL 2:  
RATIFICATION OF THE APPOINTMENT OF  
INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM**

The Audit Committee of the Board of Directors has appointed Deloitte & Touche LLP to serve as the Company's independent registered public accounting firm for 2021. Deloitte & Touche LLP has served as the Company's independent registered public accounting firm since 2017. The Audit Committee reviewed and discussed the performance of Deloitte & Touche LLP for 2020 prior to its appointment of Deloitte & Touche LLP to serve as the Company's independent registered public accounting firm for 2021.

The Company expects that representatives of Deloitte & Touche LLP will be present at the Annual Meeting, and the representatives will have an opportunity to make a statement if they desire to do so. The Company also expects that representatives will be available to respond to appropriate questions from stockholders.

Stockholder ratification of the Audit Committee's appointment of Deloitte & Touche LLP to serve as the Company's independent registered public accounting firm for 2021 is not required by the Company's Amended and Restated Bylaws or otherwise. Nevertheless, the Board is submitting the appointment of Deloitte & Touche LLP to the Company's stockholders for ratification as a matter of good corporate governance. If the Company's stockholders fail to ratify the appointment, the Audit Committee will reconsider its appointment of Deloitte & Touche LLP. Even if this appointment is ratified, the Audit Committee, in its discretion, may direct the appointment of a different independent registered public accounting firm at any time during the year if the Audit Committee determines that such a change would be in the best interests of the Company and its stockholders.

**The Board of Directors recommends that you vote “FOR” the ratification of the appointment of Deloitte & Touche LLP to serve as the Company's independent registered public accounting firm for 2021.** Unless otherwise specified, proxies will be voted “**FOR**” the ratification of the appointment of Deloitte & Touche LLP to serve as the Company's independent registered public accounting firm for 2021.

**A. Fees Paid to Independent Registered Public Accounting Firm**

The following table presents fees for professional audit services rendered by Deloitte & Touche LLP for the audit of the Company's consolidated financial statements for 2020 and 2019 and fees billed for other services rendered by Deloitte & Touche LLP during those periods:

	<b>2020 (\$)</b>	<b>2019 (\$)</b>
Audit Fees(1)	\$4,798,389	\$4,449,965
Audit-Related Fees	\$ 115,541	\$ 0
Tax Fees(2)	\$ 631,729	\$ 516,303
All Other Fees	\$ 0	\$ 0

- (1) Audit Fees consist of the aggregate fees billed for the respective year for professional services rendered by the independent registered public accounting firm for the audit of the Company's annual consolidated financial statements, reviews of the Company's interim consolidated financial statements, statutory audits and related services.
- (2) Tax Fees consist of the aggregate fees billed for the respective year for professional services rendered by the independent registered public accounting firm for tax compliance, consulting and advisory services.

**B. Audit Committee Pre-Approval of Audit and Non-Audit Services**

All audit and permissible non-audit services to be performed by the Company's independent registered public accounting firm are subject to a pre-approval requirement of the Audit Committee. These services may include audit services, audit-related services, tax services and other services. All such services provided in 2020 were pre-approved by the Audit Committee. The Audit Committee concluded that the provision of such services by Deloitte & Touche LLP was compatible with the maintenance of that firm's independence. The Audit Committee has delegated to the Chairman of the Audit Committee pre-approval authority with respect to certain permissible non-audit services. The Chairman's pre-approval authority is limited to engagements costing no more than \$200,000 in the aggregate and any such engagements pre-approved by the Chairman shall be presented to the full Audit Committee at its next regularly scheduled meeting.

**PROPOSAL 3:  
ADVISORY VOTE TO APPROVE  
NAMED EXECUTIVE OFFICER COMPENSATION**

As required by Section 14A of the Exchange Act, this proposal, commonly known as a “say-on-pay” proposal, gives the Company’s stockholders the opportunity to vote to approve or not approve, on an advisory basis, the compensation of the Company’s named executive officers, which is described in the “Compensation Discussion and Analysis” section of this Proxy Statement. This vote is not intended to address any specific item or element of compensation or the compensation of any particular officer, but rather the overall compensation of the Company’s named executive officers and the philosophy, principles and policies used to determine compensation.

Stockholders were most recently asked to approve the compensation of the Company’s named executive officers at the Company’s 2020 Annual Meeting of Stockholders, and stockholders approved the Company’s named executive officer compensation with approximately 93% of the votes represented at the meeting and entitled to vote cast in favor of a resolution approving the compensation earned by the named executive officers in 2019. At the Company’s 2017 Annual Meeting of Stockholders, stockholders were asked to indicate whether future advisory say-on-pay votes should occur every one, two or three years, with the Board recommending an annual advisory vote. Because the Board views it as a good corporate governance practice, and because at the 2017 Annual Meeting of Stockholders a majority of the votes cast were in favor of an annual advisory vote, the Board adopted a policy that the Company will include an advisory say-on-pay vote in the Company’s proxy materials on an annual basis until the next required advisory stockholder vote on the frequency of advisory say-on-pay votes, which will occur no later than the Company’s annual meeting of stockholders in 2023.

The compensation program for the Company’s named executive officers is based on the following guiding principles:

- Provide competitive total direct compensation opportunity;
- Reward performance that is consistent with key strategic and stockholder goals;
- Balance performance measures and, where appropriate, emphasize overall corporate, operating business and division performance;
- Serve as a retention tool for key executive talent, provide a balance of liquidity and reward executives for superior performance; and
- Be transparent, simple to administer and easy to communicate.

Stockholders are urged to read the “Compensation Discussion and Analysis” section of this Proxy Statement, which provides a thorough description of how the Compensation Committee has designed and administered the executive compensation program to comply with these principles.

At the Annual Meeting, the Company’s stockholders will have the opportunity to endorse or not endorse the compensation of the named executive officers through a non-binding vote on the following resolution:

RESOLVED, that the compensation paid to the Company’s named executive officers, as disclosed in this Proxy Statement pursuant to the compensation disclosure rules of the SEC, including the “Compensation Discussion and Analysis” section, the compensation tables and the related narrative discussion, is hereby approved.

This vote is advisory, which means that the stockholder vote on this proposal will not be binding on the Company, the Compensation Committee or the Board. However, the Compensation Committee and the Board value the opinions of the Company’s stockholders and will carefully consider the

outcome of the vote when making future compensation decisions for the Company’s named executive officers.

**The Board of Directors recommends that you vote “FOR” the approval, on an advisory basis, of the compensation of the Company’s named executive officers in 2020 as disclosed in this Proxy Statement.** Unless otherwise specified, proxies will be voted “FOR” the approval, on an advisory basis, of the compensation of the Company’s named executive officers in 2020 as disclosed in this Proxy Statement.

**STOCKHOLDER PROPOSALS FOR  
THE 2022 ANNUAL MEETING OF STOCKHOLDERS**

Any stockholder proposal intended to be included in the Company’s proxy statement and form of proxy relating to the 2022 Annual Meeting of Stockholders must be in writing and received by the Company not later than November 23, 2021. Any such stockholder proposal must also comply with Rule 14a-8 of the Exchange Act, which lists the requirements for the inclusion of stockholder proposals in company-sponsored proxy materials. Stockholder proposals should be addressed to the attention of the Company’s Secretary at Carlisle Companies Incorporated, 16430 North Scottsdale Road, Suite 400, Scottsdale, Arizona 85254. Pursuant to the SEC rules, submitting a proposal will not guarantee that it will be included in the Company’s proxy materials.

In addition, any stockholder proposal (other than nominations for directors) intended to be presented at the 2022 Annual Meeting of Stockholders, but that will not be included in the Company’s proxy statement and form of proxy relating to the 2022 Annual Meeting of Stockholders, must be received by the Company’s Secretary at Carlisle Companies Incorporated, 16430 North Scottsdale Road, Suite 400, Scottsdale, Arizona 85254, either in person or by U.S. certified mail, postage prepaid, not later than the close of business on the 90<sup>th</sup> day nor earlier than the close of business on the 120<sup>th</sup> day prior to the first anniversary of the Annual Meeting. As a result, any proposals submitted by a stockholder pursuant to the provisions of the Company’s Amended and Restated Bylaws (other than proposals submitted pursuant to Rule 14a-8 or nominations for directors) must be received not earlier than January 5, 2022 and not later than February 4, 2022. However, in the event that the date of the 2022 Annual Meeting of Stockholders is more than 30 days before or more than 60 days after May 5, 2022, notice by the stockholder to be timely must be so delivered or received not earlier than the close of business on the 120<sup>th</sup> day prior to the date of the 2022 Annual Meeting of Stockholders and not later than the close of business on the later of the 90<sup>th</sup> day prior to such annual meeting or the 10<sup>th</sup> day following the day on which public announcement of the date of such meeting is first made by the Company. Stockholder proposals must include the specified information concerning the proposal and the stockholder submitting the proposal as set forth in the Company’s Amended and Restated Bylaws. A copy of the Company’s Amended and Restated Bylaws may be obtained by writing to the Company’s Secretary at Carlisle Companies Incorporated, 16430 North Scottsdale Road, Suite 400, Scottsdale, Arizona 85254.

**VOTING BY PROXY AND CONFIRMATION OF BENEFICIAL OWNERSHIP**

Whether or not you plan to attend the Annual Meeting, please follow the instructions shown on the Notice of Availability of Proxy Materials (or proxy card if you received or request one) to vote your Shares by proxy to ensure that your Shares are represented at the Annual Meeting. Shares represented by a valid proxy received and not revoked before the Annual Meeting will be voted as specified.

You may revoke your proxy or change your vote at any time before the vote is taken at the Annual Meeting. If you are a stockholder of record, you may revoke your proxy or change your vote by: (i) submitting a written notice of revocation to the Company’s Secretary at Carlisle Companies Incorporated, 16430 North Scottsdale Road, Suite 400, Scottsdale, Arizona 85254; (ii) delivering a



proxy bearing a later date via the Internet, by telephone or by mail until the applicable deadline for each method; or (iii) attending the Annual Meeting and voting in person. Attendance at the Annual Meeting will not cause your previously granted proxy to be revoked unless you specifically make that request or vote in person at the meeting. For all methods of voting, the last vote cast will supersede all previous votes. If you hold your Shares in street name and you have instructed your bank, broker or other nominee to vote your Shares, you may revoke or change your voting instructions by following the specific instructions provided to you by your bank, broker or other nominee, or, if you have obtained a legal proxy from your bank, broker or other nominee, by attending the Annual Meeting and voting in person.

The number of votes that each stockholder will be entitled to cast at the Annual Meeting will depend on when the Shares were acquired and whether or not there has been a change in beneficial ownership since the date of acquisition, with respect to each of such holder's Shares.

Stockholders whose Shares are held by banks or brokers or in nominee name are requested to confirm to the Company how many of the Shares they owned as of March 10, 2021 were beneficially owned before March 10, 2017, entitling such stockholder to five votes per Share, and how many were acquired on or after March 10, 2017, entitling such stockholder to one vote per Share. If no confirmation of beneficial ownership is received from a stockholder prior to the Annual Meeting, it will be deemed by the Company that beneficial ownership of all such Shares was effected on or after March 10, 2017, and the stockholder will be entitled to one vote for each Share. If a stockholder provides incorrect information, he or she may provide correct information at any time prior to the voting of his or her Shares at the Annual Meeting.

The Notice of Availability of Proxy Materials, or a printed copy of the proxy materials (including the Proxy Statement and form of proxy), as applicable, is being furnished to stockholders of record on March 10, 2021 whose Shares on the records of the Company show the following:

(i) that such stockholder had beneficial ownership of such Shares before March 10, 2017, and there has been no change since that date, thus entitling such stockholder to five votes for each Share; or

(ii) that beneficial ownership of such Shares was effected on or after March 10, 2017, thus entitling such stockholder to one vote for each Share; or

(iii) that the dates on which beneficial ownership of such Shares were effected are such that such stockholder is entitled to five votes for some Shares and one vote for other Shares.

Printed on the Notice of Availability of Proxy Materials (or proxy card if you received or request one) for each individual stockholder of record is the number of Shares for which he or she is entitled to cast five votes each and/or one vote each, as the case may be, as shown on the records of the Company.

Stockholders of record are urged to review the number of Shares shown on their Notice of Availability of Proxy Materials (or proxy card if they received or request one) in the five-vote and one-vote categories. If the number of Shares shown in a voting category is believed to be incorrect, the stockholder should notify the Company in writing of that fact and either mail the notice directly to the Company at the address indicated above or enclose the notice along with the proxy card (if the stockholder received or requests one) in the postage-paid envelope provided. The stockholder should identify the Shares improperly classified for voting purposes and provide information as to the date beneficial ownership was acquired. Any notification of improper classification of votes must be made at least three business days prior to the Annual Meeting or the stockholder will be entitled at the Annual Meeting to the number of votes indicated on the records of the Company.

In certain cases record ownership may change but beneficial ownership for voting purposes does not change. The Restated Certificate of Incorporation of the Company states the exceptions where beneficial ownership is deemed not to have changed upon the transfer of Shares. Stockholders should consult the pertinent provision of the Restated Certificate of Incorporation attached as Appendix A to this Proxy Statement for those exceptions.

By resolution duly adopted by the Board of Directors of the Company pursuant to subparagraph B of Article FOURTH of the Restated Certificate of Incorporation, the following procedures have been adopted for use in determining the number of votes to which a stockholder is entitled:

(i) The Company may accept the written and signed statement of a stockholder to the effect that no change in beneficial ownership has occurred during the four years immediately preceding the date on which a determination is made of the stockholders of the Company who are entitled to vote or take any other action. Such statement may be abbreviated to state only the number of Shares as to which such stockholder is entitled to exercise five votes or one vote.

(ii) In the event the Vice President, Treasurer of the Company, in his or her sole discretion, taking into account the standards set forth in the Company's Restated Certificate of Incorporation, deems any such statement to be inadequate or for any reason deems it in the best interest of the Company to require further evidence of the absence of change of beneficial ownership during the four-year period preceding the record date, he or she may require such additional evidence and, until it is provided in form and substance satisfactory to him or her, a change in beneficial ownership during such period shall be deemed to have taken place.

(iii) Information supplementing that contemplated by paragraph (i) and additional evidence contemplated by paragraph (ii) may be provided by a stockholder at any time but must be furnished at least three business days prior to any meeting of stockholders at which such Shares are to be voted for any change to be effective at such meeting.

## HOUSEHOLDING

The SEC has adopted rules permitting companies to mail one proxy statement and annual report, or notice of availability of proxy materials, as applicable, in one envelope to all stockholders residing at the same address if certain conditions are met. This is called "householding" and can result in significant savings of paper and mailing costs. The Company has not implemented householding with respect to its stockholders of record; however, a number of brokerage firms have instituted householding that may impact certain beneficial owners of Shares held in street name. If members of your household have multiple accounts through which they hold Shares, you may have received a householding notification from your bank, broker or other nominee.

Please contact your bank, broker or other nominee directly if you have any questions or wish to revoke your decision to household or to receive an additional copy of this Proxy Statement, the 2020 Annual Report to Stockholders or the Notice of Availability of Proxy Materials for members of your household.

**OTHER MATTERS**

**Appendix A**

As of the date of this Proxy Statement, the Board of Directors is not aware of any other matters to be presented at the Annual Meeting. If other matters are properly raised at the Annual Meeting, the proxy holders may vote any Shares represented by proxy in their discretion.

By Order of the Board of Directors,

/s/ SCOTT C. SELBACH

Scott C. Selbach  
*Vice President, Secretary and General Counsel*

Dated: March 23, 2021

**Subparagraph B of Article FOURTH of the Restated Certificate of Incorporation  
of Carlisle Companies Incorporated**

B.

(i) Each outstanding share of Common Stock shall entitle the holder thereof to five (5) votes on each matter properly submitted to the stockholders of the Corporation for their vote, waiver, release or other action; except that no holder of outstanding shares of Common Stock shall be entitled to exercise more than one (1) vote on any such matter in respect of any share of Common Stock with respect to which there has been a change in beneficial ownership during the four (4) years immediately preceding the date on which a determination is made of the stockholders of the Corporation who are entitled to vote or to take any other action.

(ii) A change in beneficial ownership of an outstanding share of Common Stock shall be deemed to have occurred whenever a change occurs in any person or persons who, directly or indirectly, through any contract, agreement, arrangement, understanding, relationship or otherwise has or shares any of the following:

(a) Voting power, which includes, without limitation, the power to vote or to direct the voting power of such share of Common Stock.

(b) Investment power, which includes, without limitation, the power to direct the sale or other disposition of such share of Common Stock.

(c) The right to receive or to retain the proceeds of any sale or other disposition of such share of Common Stock.

(d) The right to receive or to retain any distributions, including, without limitation, cash dividends, in respect of such share of Common Stock.

(iii) Without limiting the generality of the foregoing section (ii) of this subparagraph B, the following events or conditions shall be deemed to involve a change in beneficial ownership of a share of Common Stock:

(a) In the absence of proof to the contrary provided in accordance with the procedures set forth in section (v) of this subparagraph B, a change in beneficial ownership shall be deemed to have occurred whenever an outstanding share of Common Stock is transferred of record into the name of any other person.

(b) In the case of an outstanding share of Common Stock held of record in the name of a corporation, general partnership, limited partnership, voting trustee, bank, trust company, broker, nominee or clearing agency, if it has not been established pursuant to the procedures set forth in section (v) of this subparagraph B that there has been no change in the person or persons who or that direct the exercise of the rights referred to in clauses (ii)(a) through (ii)(d), inclusive, of this subparagraph B with respect to such outstanding share of Common Stock during the period of four (4) years immediately preceding the date on which a determination is made of the stockholders of the Corporation entitled to vote or to take any other action (or since May 30, 1986 for any period ending on or before May 30, 1990), then a change in beneficial ownership of such share of Common Stock shall be deemed to have occurred during such period.

(c) In the case of an outstanding share of Common Stock held of record in the name of any person as a trustee, agent, guardian or custodian under the Uniform Gifts to Minors Act as in effect in any jurisdiction, a change in beneficial ownership shall be deemed to have occurred

whenever there is a change in the beneficiary of such trust, the principal of such agent, the ward of such guardian, the minor for whom such custodian is acting or in such trustee, agent, guardian or custodian.

(d) In the case of outstanding shares of Common Stock beneficially owned by a person or group of persons who, after acquiring, directly or indirectly, the beneficial ownership of five percent (5%) of the outstanding shares of Common Stock, fails to notify the Corporation of such ownership within ten (10) days after such acquisition, a change in beneficial ownership of such shares of Common Stock shall be deemed to occur on each day while such failure continues.

(iv) Notwithstanding any other provision in this subparagraph B to the contrary, no change in beneficial ownership of an outstanding share of Common Stock shall be deemed to have occurred solely as a result of:

(a) Any event that occurred prior to May 30, 1986 or pursuant to the terms of any contract (other than a contract for the purchase and sale of shares of Common Stock contemplating prompt settlement), including contracts providing for options, rights of first refusal and similar arrangements, in existence on May 30, 1986 and to which any holder of shares of Common Stock is a party; provided, however, that any exercise by an officer or employee of the Corporation or any subsidiary of the Corporation of an option to purchase Common Stock after May 30, 1986 shall, notwithstanding the foregoing and clause (iv)(f) hereof, be deemed a change in beneficial ownership irrespective of when that option was granted to said officer or employee.

(b) Any transfer of any interest in an outstanding share of Common Stock pursuant to a bequest or inheritance, by operation of law upon the death of any individual, or by any other transfer without valuable consideration, including, without limitation, a gift that is made in good faith and not for the purpose of circumventing the provisions of this Article FOURTH.

(c) Any changes in the beneficiary of any trust, or any distribution of an outstanding share of Common Stock from trust, by reason of the birth, death, marriage or divorce of any natural person, the adoption of any natural person prior to age eighteen (18) or the passage of a given period of time or the attainment by any natural person of a specific age, or the creation or termination of any guardianship or custodial arrangement.

(d) Any appointment of a successor trustee, agent, guardian or custodian with respect to an outstanding share of Common Stock if neither such successor has nor its predecessor had the power to vote or to dispose of such share of Common Stock without further instructions from others.

(e) Any change in the person to whom dividends or other distributions in respect of an outstanding share of Common Stock are to be paid pursuant to the issuance or modification of a revocable dividend payment order.

(f) Any issuance of a share of Common Stock by the Corporation or any transfer by the Corporation of a share of Common Stock held in treasury, unless otherwise determined by the Board of Directors at the time of authorizing such issuance or transfer.

(g) Any giving of a proxy in connection with a solicitation of proxies subject to the provisions of Section 14 of the Securities Exchange Act of 1934 and the rules and regulations thereunder promulgated.

(h) Any transfer, whether or not with consideration, among individuals related or formerly related by blood, marriage or adoption (“Relatives”) or between a Relative and any Person (as defined in Article SEVENTH) controlled by one or more Relatives where the principal purpose for the transfer is to further the estate tax planning objectives of the transferor or of Relatives of the transferor.

(i) Any appointment of a successor trustee as a result of the death of the predecessor trustee (which predecessor trustee shall have been a natural person).

(j) Any appointment of a successor trustee who or which was specifically named in a trust instrument prior to May 30, 1986.

(k) Any appointment of a successor trustee as a result of the resignation, removal or failure to qualify of a predecessor trustee or as a result of mandatory retirement pursuant to the express terms of a trust instrument; provided, that less than fifty percent (50%) of the trustees administering any single trust will have changed (including in such percentage the appointment of the successor trustee) during the four (4)-year period preceding the appointment of such successor trustee.

(v) For purposes of this subparagraph B, all determinations concerning changes in beneficial ownership, or the absence of any such change, shall be made by the Board of Directors of the Corporation or, at any time when the Corporation employs a transfer agent with respect to the shares of Common Stock, at the Corporation’s request, by such transfer agent on the Corporation’s behalf. Written procedures designed to facilitate such determinations shall be established and may be amended, from time to time, by the Board of Directors. Such procedures shall provide, among other things, the manner of proof of facts that will be accepted and the frequency with which such proof may be required to be renewed. The Corporation and any transfer agent shall be entitled to rely on any and all information concerning beneficial ownership of the outstanding shares of Common Stock coming to their attention from any source and in any manner reasonably deemed by them to be reliable, but neither the Corporation nor any transfer agent shall be charged with any other knowledge concerning the beneficial ownership of outstanding shares of Common Stock.

(vi) In the event of any stock split or stock dividend with respect to the outstanding shares of Common Stock, each share of Common Stock acquired by reason of such split or dividend shall be deemed to have been beneficially owned by the same person from the same date as that on which beneficial ownership of the outstanding share or shares of Common Stock, with respect to which such share of Common Stock was distributed, was acquired.

(vii) Each outstanding share of Common Stock, whether at any particular time the holder thereof is entitled to exercise five (5) votes or one (1) vote, shall be identical to all other shares of Common Stock in all respects, and together the outstanding shares of Common Stock shall constitute a single class of shares of the Corporation.



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