



2nd Quarter
2020 Earnings Conference Call

July 21, 2020

Forward-looking statements

During this presentation, we make certain forward-looking statements concerning plans and expectations for Carlisle Companies Incorporated. We caution you that actual events or results may differ materially from our plans and expectations based on various factors and uncertainties, including risks from the global coronavirus (COVID-19) pandemic. The risk factors are contained in Carlisle's Securities and Exchange Commission filings. Carlisle undertakes no duty to update forward-looking statements.

Non-GAAP financial measures

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

Coronavirus Update - Employees and Facilities

- First and foremost, our pledge is to provide a safe working environment for our employees
- We continue to follow best practices and guidance from recognized authorities on employee health and safety measures
- Overall infection rate is very low across our global operations
- We are adjusting our business operating norms in response to necessary health and safety guidelines
- Carlisle's employees have rallied around each other, our customers and our communities by supporting critical infrastructure, continuing to operate our factories and distribution centers all the while adhering to rigorous global health and safety guidelines, and remaining active and positive contributors to their local communities

Coronavirus Update - Financial Strength

- As of June 30, 2020, we had cash-on-hand of \$738M and \$1B undrawn on our credit facility, amounting to net debt to capital of approximately 35%
- We expect to generate free cash flow conversion in excess of 125% in 2020
- We paid our second quarter dividend totaling \$28M on June 1st and anticipate increasing our dividend in September for the 44th consecutive year
- In the second quarter, we deployed over \$70M (\$192M YTD) repurchasing 556K shares; we will remain balanced and opportunistic with our capital deployment strategy
- We continue to work an active M&A pipeline and are also committed to investing in our businesses around the globe

Coronavirus Update - Vision 2025 Remains Our Long-term Focus

- CCM volumes down over 30% in April but showed recovery in May and June
- The unprecedented downturn in the commercial aerospace industry is negatively impacting CIT, but recent positive news is encouraging (e.g. 737 MAX progress and increase in passenger miles)
- CIT's Medical Technologies platform performed well in the second quarter; we will continue to build organically and via a robust M&A pipeline
- We continue to evaluate opportunities to deploy capital into strategic and synergistic acquisitions
- The Carlisle Operating System (COS) continues to be an essential tool as we seek opportunities to make our operations and business processes more efficient



2020 Q2 Results

Q2 revenue down 22%

- Organic revenue down 23.8%
- 1.9% acquisition growth
- FX was an unfavorable 0.2% impact

Operating income decreased 45% driven by:

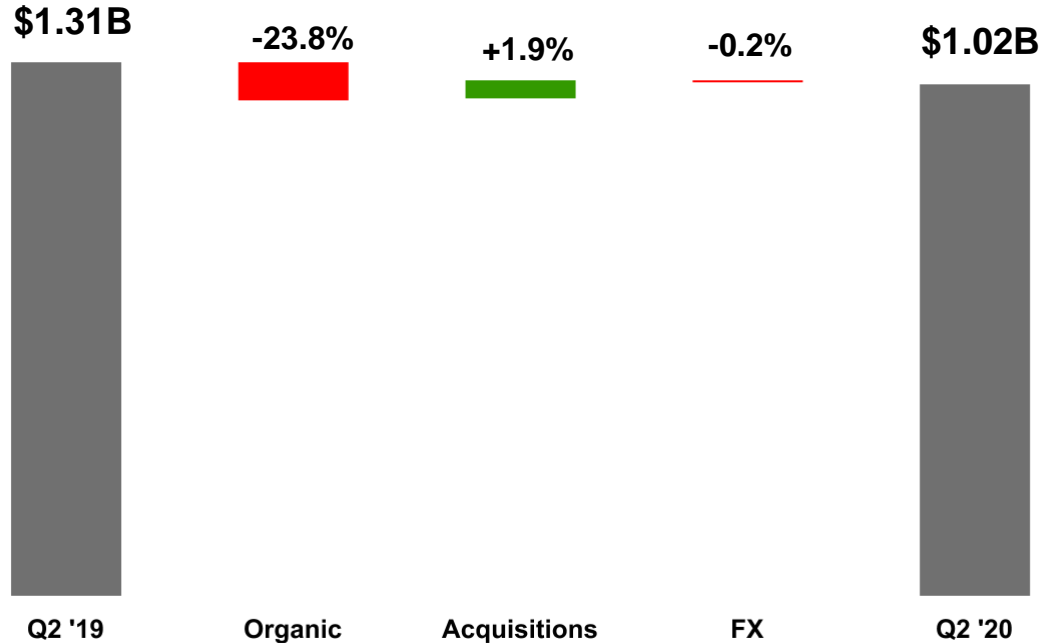
- COVID-19 related volume declines and subsequent unfavorable absorption
- Wage inflation
- Accelerated restructuring
- Partially offset by raw material savings, lower SG&A and COS

Financial Summary

<i>(in millions, except per share amounts)</i>	Q2 '20	Q2 '19	Δ
Revenues	\$1,024.2	\$1,314.8	-22.1%
Operating income	\$113.4	\$207.2	-45.3%
Income from continuing operations, net of tax	\$75.4	\$153.0	-50.7%
Diluted EPS from continuing operations	\$1.36	\$2.65	-48.7%

Carlisle in strong position to weather the economic toll inflicted by coronavirus

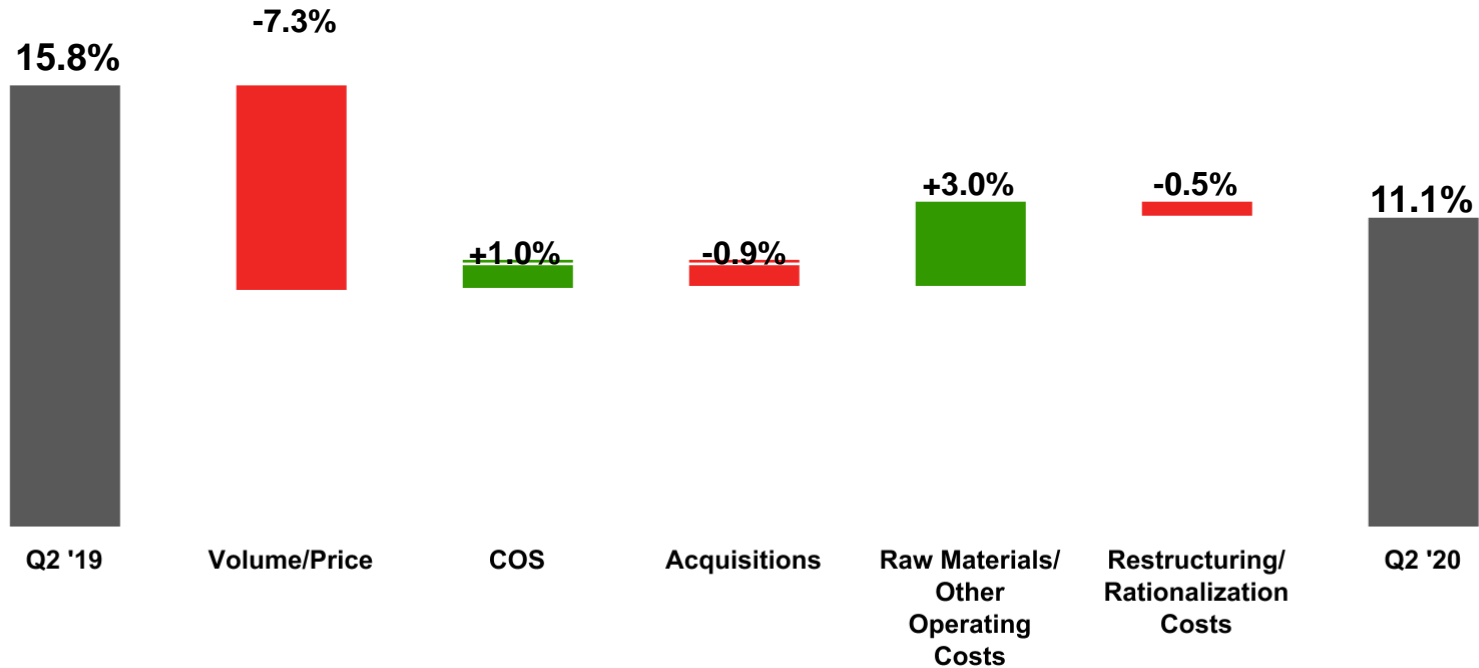
2020 Q2 Revenue Bridge



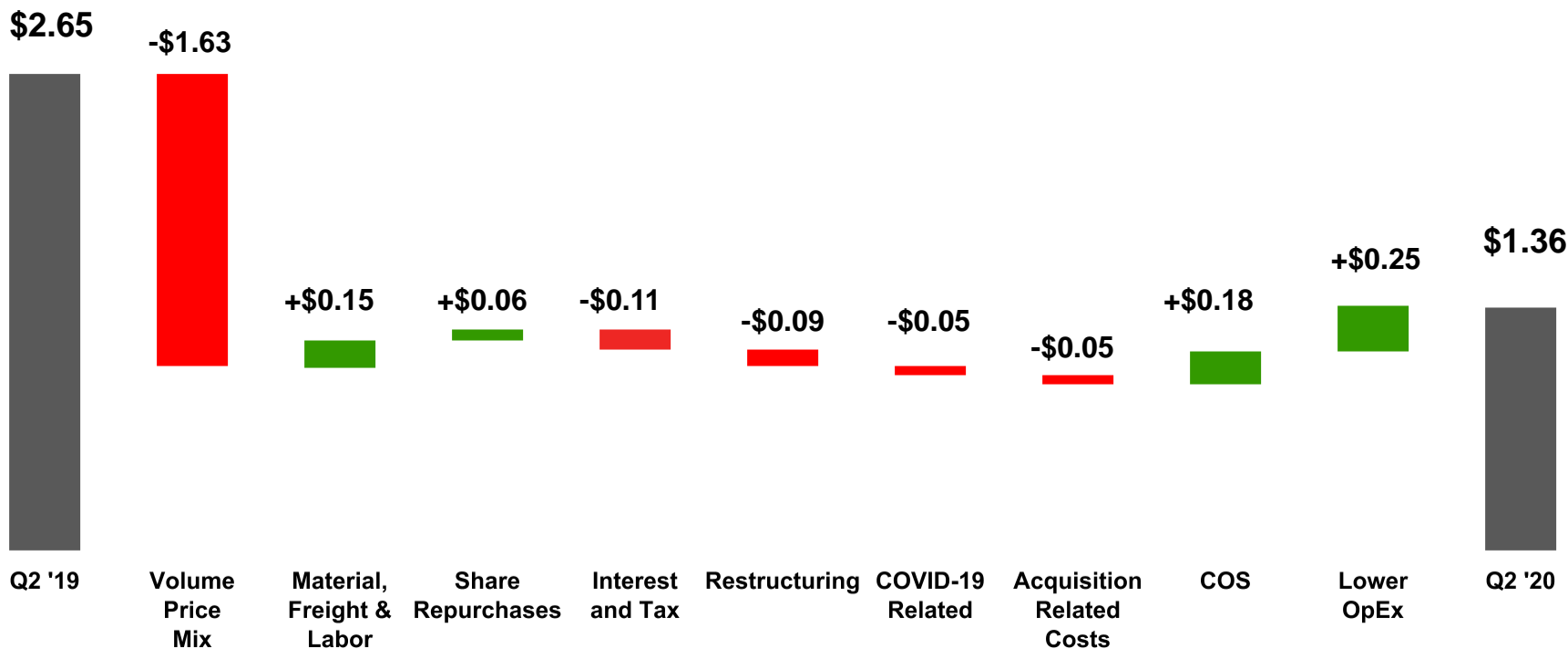
Organic Revenue by Segment

Construction Materials	-19.7%
Interconnect Technologies	-33.5%
Fluid Technologies	-34.2%
Brake & Friction	-31.1%

2020 Q2 Operating Margin Bridge



2020 Q2 EPS Bridge



Carlisle Construction Materials



<i>(in millions)</i>	Three Months Ended June 30,				Acquisition Effect	Price / Volume Effect	Exchange Rate Effect
	2020	2019	Change \$	Change %			
Revenues	\$ 734.9	\$ 915.0	\$(180.1)	(19.7) %	0.1 %	(19.7) %	(0.1) %
Operating income	\$ 137.6	\$ 182.5	\$ (44.9)	(24.6) %			
Operating margin percentage	18.7 %	19.9 %		-120 bps			
Items affecting comparability	\$ 1.3	\$ 0.2					

- **Q2 Notable Commercial Items:**

- April down over 30% but volumes improved in May and June
- Architectural Metal and Polyurethane platforms performed well
- CCM team continues to deliver the premium Carlisle Experience

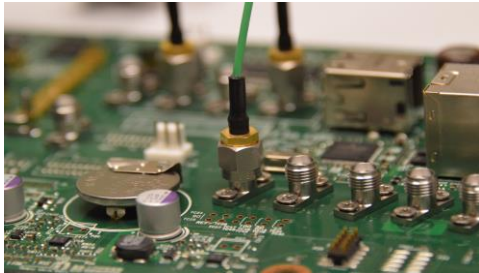
- **Operating Income:**

- Margin driven by raw material, COS savings and lower SG&A
- Offset by COVID-19 related volume decline

Carlisle Interconnect Technologies



<i>(in millions)</i>	Three Months Ended June 30,				Acquisition Effect	Price / Volume Effect	Exchange Rate Effect
	2020	2019	Change \$	Change %			
Revenues	\$ 184.0	\$ 245.4	\$ (61.4)	(25.0) %	8.6 %	(33.5) %	(0.1) %
Operating income	\$ (1.5)	\$ 35.9	\$ (37.4)	(104.2) %			
Operating margin percentage	(0.8) %	14.6 %		NM			
Items affecting comparability	\$ 7.4	\$ 2.4					



- **Q2 Notable Commercial Items:**

- Unprecedented crisis in Commercial Aerospace market negatively impacting CIT
- Some positive signs in Commercial Aerospace include FAA completed certification flights for 737 MAX and passenger traffic increasing
- Medical market sales up 15% organically; Providien acquisition also contributing to positive outlook for Medical

- **Operating Income Decline:**

- Driven by Commercial Aerospace volume declines, COVID-19 related direct costs, accelerated restructuring activities
- Partially offset by savings from COS and price

Carlisle Fluid Technologies



<i>(in millions)</i>	Three Months Ended June 30,				Acquisition Effect	Price / Volume Effect	Exchange Rate Effect
	2020	2019	Change \$	Change %			
Revenues	\$ 46.5	\$ 67.3	\$ (20.8)	(30.9) %	4.3 %	(34.2) %	(1.0) %
Operating income	\$ (5.2)	\$ 3.3	\$ (8.5)	(257.6) %			
Operating margin percentage	(11.2) %	4.9 %		NM			
Items affecting comparability	\$ 2.1	\$ 1.3					

- **Q2 Notable Commercial Items:**

- Each month improved sequentially
- Launched market differentiated fluid handling system for spray foam
- Acquisition integrations (Hosco, IDS, Shinhang, Ecco) on track
- Cautiously optimistic on positive market signs in Asia

- **Operating Income Decline:**

- Driven by volume declines, wage and raw material inflation and higher restructuring costs
- Partially offset by savings from COS and lower SG&A

Carlisle Brake & Friction



<i>(in millions)</i>	Three Months Ended June 30,				Acquisition Effect	Price / Volume Effect	Exchange Rate Effect
	2020	2019	Change \$	Change %			
Revenues	\$ 58.8	\$ 87.1	\$ (28.3)	(32.5) %	— %	(31.1) %	(1.4) %
Operating income	\$ (1.6)	\$ 8.3	\$ (9.9)	(119.3) %			
Operating margin percentage	(2.7) %	9.5 %		NM			
Items affecting comparability	\$ 1.7	\$ 0.5					

- **Q2 Notable Commercial Items:**

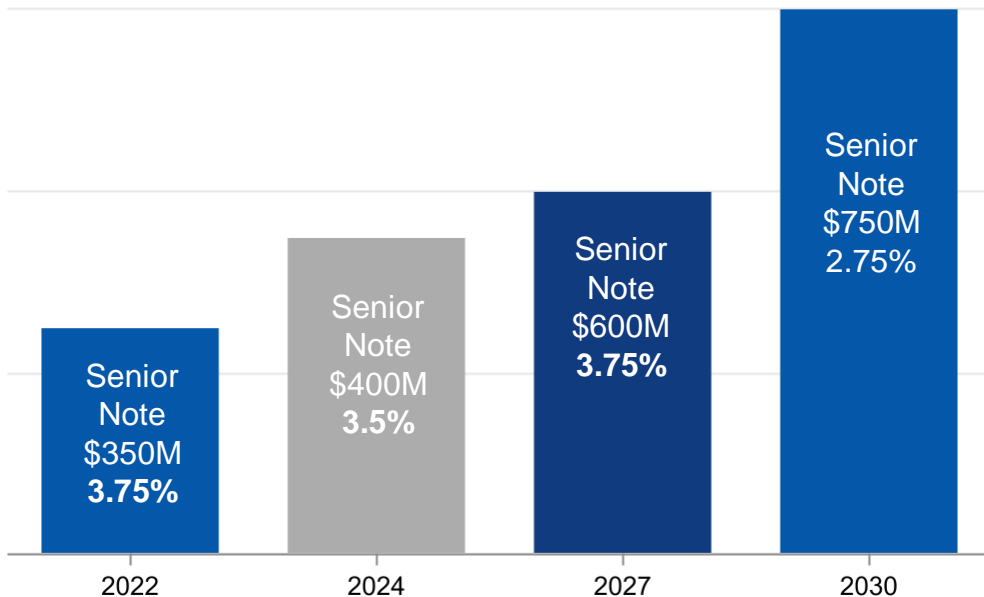
- Pandemic exacerbates multi-year Mining, Ag, and Construction declines
- Focused on new products

- **Operating Income Decline:**

- Driven by lower volumes, higher restructuring costs and wage inflation
- Partially offset by savings from COS and lower SG&A

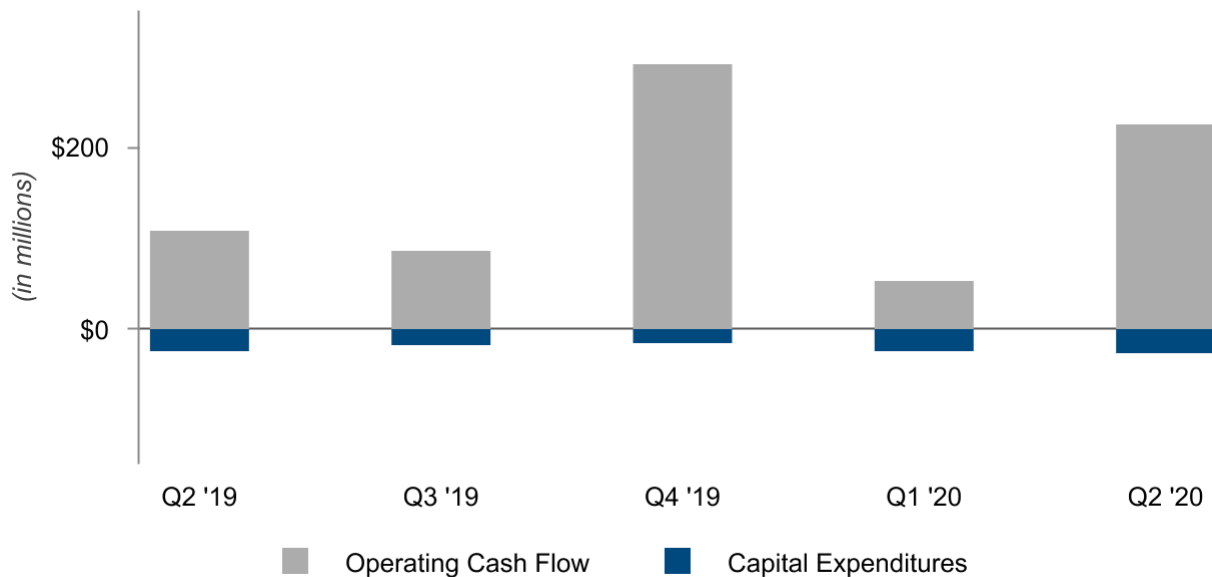
Focused on Capital Structure Optimization

Debt Maturity Schedule



- Cash on hand of \$738M as of 6/30/20
- \$1B available under revolver
- \$56M capital returned to shareholders in dividends YTD
- Utilized \$192M of cash YTD to repurchase shares
 - 3.5M shares remaining under authorization as of 6/30/20
- Net debt to cap ratio of 35%*
- Net Debt to EBITDA of 1.7x*
- EBITDA to interest of 11.0x*

Cash Flow



	Q2 '19	Q3 '19	Q4 '19	Q1 '20	Q2 '20
Operating Cash Flow	\$87.3	\$292.4	\$213.6	\$53.2	\$173.1
Capital Expenditures	\$(17.7)	\$(15.6)	\$(32.3)	\$(22.8)	\$(25.7)
Free Cash Flow *	\$69.6	\$276.8	\$181.3	\$30.4	\$147.4

*Represents non-GAAP measure

2020 Outlook

	3Q20F Revenue Outlook	Items Affecting Comparability* (\$M)		
		2Q20	3Q20F	FY20F
CCM	Down HSD	\$1.3	~\$0-1	~\$2-4
CIT	Down Mid-20%	\$7.4	~\$5-7	~\$20-25
CFT	Down ~20%	\$2.1	~\$0-1	~\$3-4
CBF	Down Mid-Teens	\$1.7	~\$1-2	~\$6-10
Corporate		\$4.9	~\$0-1	~\$6-8
Total CSL	Down Mid-Teens	\$17.4	~\$6-12	~\$35-45

	FY 2020
Corporate Expense	~\$85M
D&A	~\$230M
CapEx	\$100-110M
FCF Conversion	~125%
Interest Expense, Net	~\$75M
Tax Rate	~23%

* Includes restructuring, facility rationalization costs, acquisition and divestiture related items, and COVID-19 related plant closures and absences

Reconciliation of GAAP to Non-GAAP Measures

Unaudited Leverage Ratios

(in millions except for ratios)

	LTM 6/30/2020
Income from Continuing Operations	\$ 381
Income tax expense	93
Interest expense	72
Depreciation and amortization	218
Non-cash stock based compensation expense	30
EBITDA	\$ 794
Short-term debt including current maturities	\$ 1
Long-term debt	2,100
Total debt	\$ 2,100
Less: Cash	723
Net Debt	\$ 1,377
Net Debt to EBITDA¹	1.7x
EBITDA to interest	11.0x

Net Debt to Capital Ratio

(in millions except for ratios)

		Capital	
Total debt	\$ 2,100	Net debt	\$ 1,362
Less: cash	\$ 738	Total shareholders' equity	\$ 2,516
Net debt	\$ 1,362	Total capital (net of cash)	\$ 3,878
		Net debt to capital	35 %