



2025 Corporate
Sustainability Report



In 2025, Carlisle...



Achieved a **0.77** Total Recordable Incident Rate

nearly four times better than the industry average (U.S. Bureau of Labor Statistics)



Avoided **93 million metric tons CO₂e** of Scope 4 emissions

from products sold in 2025, equivalent to the carbon sequestered by 93 million acres of U.S. forests in a year*



Lowered our Scope 1 & 2 emissions by **17.67%**

from a 2021 base year, reflecting the impact of recent acquisition activity



Saved **138 million+ MWh** of energy demand**

from products sold, almost \$18B in avoided energy costs, based on the 2025 U.S. average of \$0.13/kWh (EIA)



Reduced our Scope 3 emissions intensity by **14.83%**

from a 2021 base year, reflecting the impact of recent acquisition activity



Diverted **113K tons** of waste from landfills

bringing our total to 1.2 million tons, eclipsing 60% of our 2030 goal

Report Contents

This is the annual sustainability report for Carlisle Companies Incorporated, covering all our operations from January 1 through December 31, 2025.

ABOUT CARLISLE

A Message from Our CEO	4
Carlisle at a Glance	6
Our Vision and Values	8
The Carlisle Operating System	10

ENVIRONMENTAL IMPACT

Our Sustainability Strategy	14
Manufacturing Energy Efficient Products	16
Innovating Energy Efficiency	22
Reducing Our Emissions	24
Diverting Landfill Waste	28
Industry Engagement	30

SOCIAL RESPONSIBILITY

Powered by Our People	34
Exceptional Talent	36
Carlisle in our Communities	38

CORPORATE GOVERNANCE

Board and Company Officers	44
Board Leadership Structure	46

ESG DATA & DISCLOSURES

ESG Key Metrics	50
Climate-Related Risks and Opportunities	54
Corporate Information	56



The United Nations Sustainable Development Goals most closely aligned with our work are identified at the beginning of each section of this report.*



The BUGA Wooden Pavilion in Heilbronn, Germany is sealed with HERTALAN® Easy Cover EPDM membrane



A Message from Our CEO

Carlisle CEO Chris Koch and Dave Smith, VP of Sustainability and Community Relations, at our CAM plant in Phoenix

To our customers, employees, shareholders, and the communities in which we live and work,

For more than a century, sustainability has been part of how Carlisle operates — not a program bolted onto our business but a way of operating that benefits our shareholders and communities. That legacy began with recycling rubber on our first inner tube production line in the early 1900s, and it continues today across our operations worldwide, guided by the same discipline of continuous improvement that defines everything we make.

CREATING SHAREHOLDER VALUE THROUGH SUSTAINABILITY

As we continue to execute the third phase of our sustainability roadmap: generating real shareholder value, let's reflect on our foundational strategy. Our strategy rests on three pillars — manufacturing energy efficient products, reducing operational and value-chain emissions, and diverting construction

material waste from landfills — each tied directly to our business fundamentals. Energy efficient products command premium positioning and save our customers money while supporting the margins that drive earnings. Those same products offer less exposure to volatile energy costs and future carbon regulation, and stronger standing with customers and investors who weigh climate performance in their decisions. Diverting waste cuts raw material costs, strengthens supply chain resilience, and opens new revenue opportunities through recycled-content products and takeback programs. These pillars aren't a cost center alongside our growth strategy — they are a key element of our growth strategy, reinforcing the operational discipline and customer trust that have long set Carlisle apart.

In 2025, we extended our progress on each of the pillars.

Sustainability is an essential component of how we create long-term value. It shapes our strategy, informs our innovation, and strengthens our ability to serve our customers.

MANUFACTURING ENERGY EFFICIENT PRODUCTS

Our products earn their value through performance, including the energy savings they deliver over time. Carlisle continues to sell a significant share of products that help buildings achieve LEED certification, and in 2025 we built on that momentum with 72 percent of our sales in LEED products. These products meet evolving code requirements and deliver impactful energy and carbon savings throughout their service life, while providing measurable value to our customers.

Innovation drives this progress and remains an area of continued investment. Utilizing our new Product Development Process, Carlisle's product development teams are advancing next-generation building envelope and roofing systems, insulation technologies, and specialty materials that anticipate where efficiency standards are headed, not just satisfy today's codes. Through the Carlisle Operating System, we're embedding sustainability considerations earlier in product design — from material selection to end-of-life recyclability — so that innovation and environmental performance advance together rather than as separate priorities. The products we manufacture have real potential to save our customers meaningful sums in energy costs over their lifetimes, underscoring how much value thoughtful design can create.

REDUCING OUR OPERATIONAL AND VALUE-CHAIN EMISSIONS

We work with the Science Based Targets Initiative to ensure our emissions goals are grounded in climate science rather than aspiration alone. We continue to make meaningful headway against our near-term commitment to cut absolute Scope 1 and 2 emissions in 2025. We advanced operational efficiencies, continued use of low-carbon electricity, and expanded deployment of electric forklifts across our manufacturing footprint. We're also working closely with

suppliers to address emissions deeper into our value chain and remain committed to our SBTi goals to reduce Scope 3 emissions intensity.

DIVERTING CONSTRUCTION MATERIAL WASTE FROM LANDFILLS

Construction materials generate as much as 30 percent of landfill volume, and Carlisle is part of the solution to reduce that burden. We continue to make steady progress toward our landfill diversion goal, advancing it in 2025 through recycled-content sourcing, expanded rooftop membrane takeback programs, reduced operational scrap, and upcycled residual volumes. Our teams remain focused on ensuring that materials leaving our facilities stay in productive use rather than ending up in a landfill.

LOOKING AHEAD

The market increasingly rewards companies that can prove they are building a more resilient, efficient, and responsible business, and every dollar invested in energy efficiency, emissions reduction, and waste diversion is also an investment in Carlisle's long-term competitiveness and profitability.

None of this progress happens without the more than 5,000 Carlisle employees around the world who bring this discipline and a spirit of continuous improvement to their work every day. I'm proud of what our people accomplished in 2025, and confident in what we'll accomplish together in the years ahead.

Sincerely,

D. Christian Koch
Chair, President, and Chief Executive Officer
July 24, 2026

Carlisle Companies

Our mission is to be a leading supplier of innovative building envelope products and solutions for more energy efficient buildings.

Through Carlisle Construction Materials (CCM), Carlisle Weatherproofing Technologies (CWT), and our family of leading brands, we deliver innovative, labor-reducing, and environmentally responsible products and solutions through the Carlisle Experience.

We are committed to generating superior shareholder returns and maintaining a balanced capital deployment approach, including investments in innovation, strategic acquisitions, share repurchases, and dividend increases.

Carlisle by the Numbers



5,800+ employees worldwide



91 manufacturing facilities



80+ countries served



\$5B+ in revenue



100+ years of innovation



The Investcorp Building at Oxford University's Middle East Center contains Carlisle ALUTRIX® 600 vapor barriers and HERTALAN® Easy Cover EPDM waterproofing membrane

Our Vision and Values

Vision 2030 is our roadmap for creating long-term value. Carlisle's strategic framework is built on six pillars that drive performance, innovation, and growth.

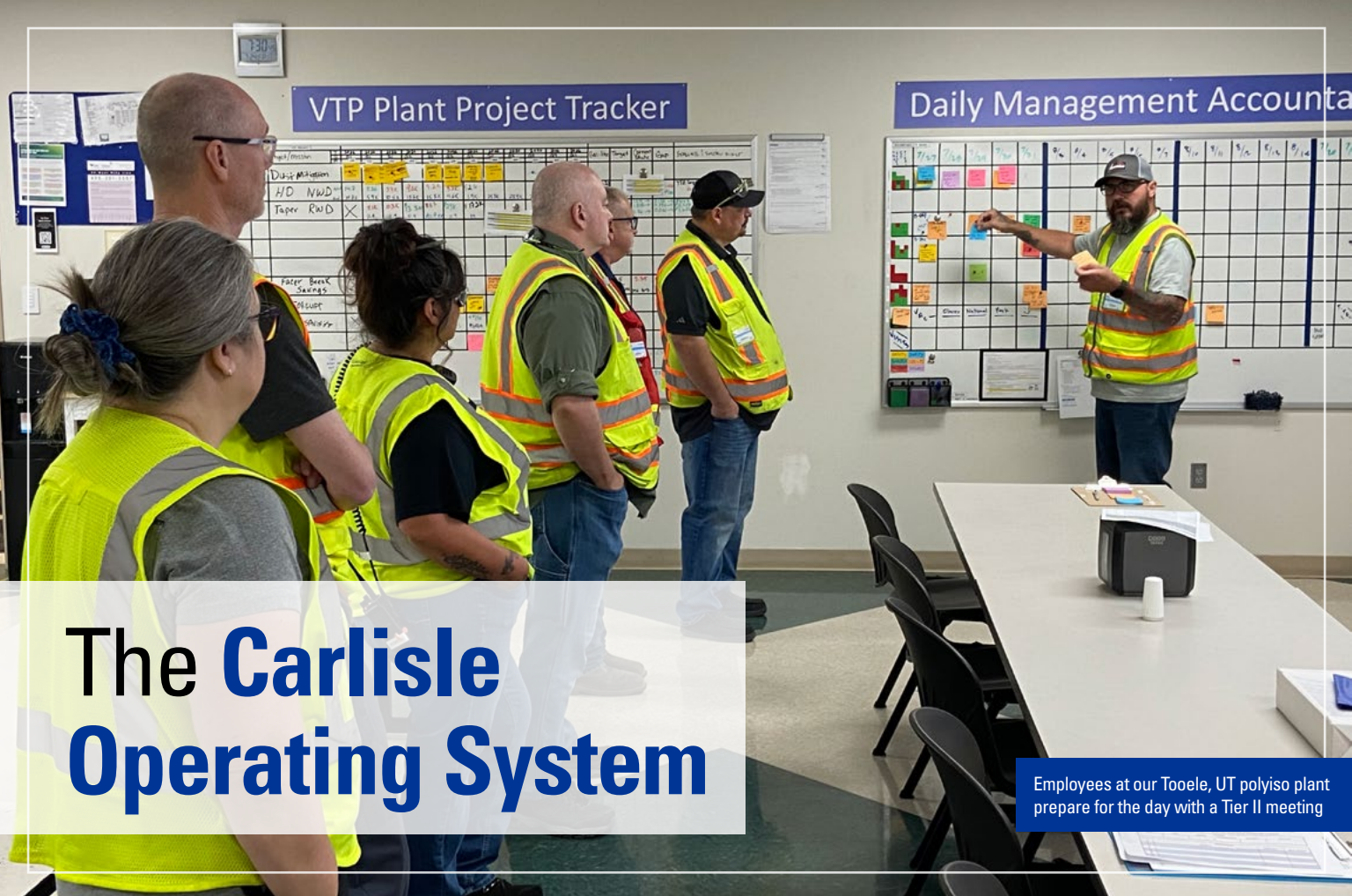


Our Values

In 2025, Carlisle realigned our corporate values guiding our behavior, decisions, and actions to directly support the execution of Vision 2030.

- 1 START WITH SAFETY**
We hold ourselves and each other accountable to drive our Path to Zero strategy by creating the safest possible work environment with the goal of zero accidents and zero injuries.
- 2 FOCUS ON CUSTOMERS**
We deliver The Carlisle Experience by developing a deep understanding of our customers' needs, building mutually beneficial partnerships, and providing the best possible products, services and solutions.
- 3 ACT WITH INTEGRITY**
We do what is right, building a culture of respect, trust and accountability through our words, our actions, and our decisions.
- 4 PURSUE EXCELLENCE**
We choose to be excellent at work and support each other to achieve success as a team.
- 5 BETTER EVERY DAY**
We start every day with the expectation that we will improve ourselves, our workplace, and our businesses by engaging The Carlisle Operating System framework.
- 6 DRIVE INNOVATION**
We push boundaries and take calculated risks to develop and deliver the highest returning new products and solutions that solve real customer problems.
- 7 DELIVER RESULTS**
We are high-performing, entrepreneurial and we move with speed. We set meaningful objectives, anticipate obstacles, and find ways to win.

The United Bank headquarters in Grand Rapids, MI uses Citadel Architectural Products' Envelope 2000® metal composite material and RainScreen attachment system



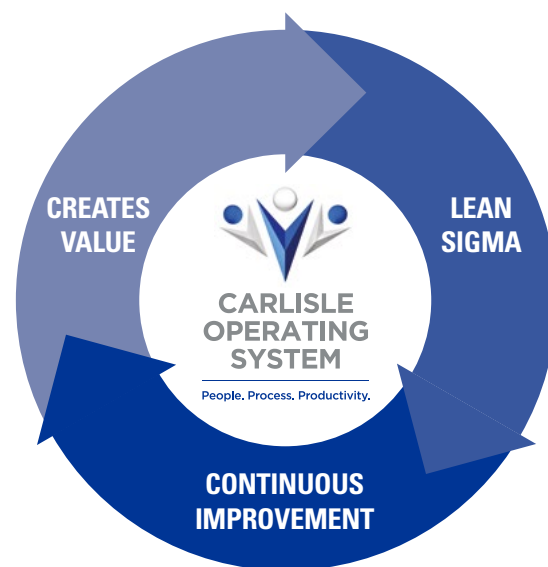
The Carlisle Operating System

Employees at our Tooele, UT polyiso plant prepare for the day with a Tier II meeting

Operating excellence in action

The Carlisle Operating System (COS) is the foundation of our company, powering our culture of continuous improvement and unifying our people, processes, and technologies to deliver superior results every day.

Built on the three pillars of People, Process, and Productivity, COS focuses on safety, quality, delivery, and cost (SQDC) performance to support continued employee development, drive cost reductions, spark innovation, and create long-term value.



SUSTAINABILITY THROUGH OPERATIONAL EXCELLENCE

COS drives sustainable performance by improving resource efficiency, reducing waste, and protecting our people and communities.

REDUCE OUR ENERGY USE

We optimize processes and improve equipment efficiency to lower energy consumption and greenhouse gas emissions.

- ISO 50001 energy management
- Continuous efficiency improvements
- Lower emissions across operations



REDUCE OUR WASTE

We integrate waste reduction and circularity into our daily operations to conserve resources and reduce landfill waste.

- ISO 14001 environmental management
- Scrap reduction at the source
- Process optimization



PROTECT OUR PEOPLE

We foster a culture where every employee goes home safe, every day. People are at the heart of COS.

- Strong safety culture
- Risk prevention and mitigation
- Employee engagement



OUR OPERATIONAL EXCELLENCE CREATES LONG-TERM VALUE

By operating safely, efficiently, and responsibly, Carlisle delivers superior results to our employees, customers, and shareholders.



How The Carlisle Operating System creates value



SAFETY LEADERSHIP

Safety is the first priority of COS and our performance reflects that commitment, with a TRIR nearly **four times better than the industry average**.

- Proactive risk reduction
- Strong safety culture
- Empowered employees



RELIABILITY & PERFORMANCE

We use data and predictive analytics to improve equipment reliability and reduce downtime.

- AI-assisted predictive maintenance
- Targeted automation investments
- **\$1.28M in downtime avoided** in 2025



PRODUCTIVITY & INNOVATION

Lean principles and innovation drive productivity, reduce waste, and improve our competitiveness.

- Lean manufacturing system
- AI-augmented demand planning
- Data-driven decisions across the supply chain

Safety performance that **leads the industry**

0.77

Total Recordable Incident Rate per 100 full-time employees (OSHA)

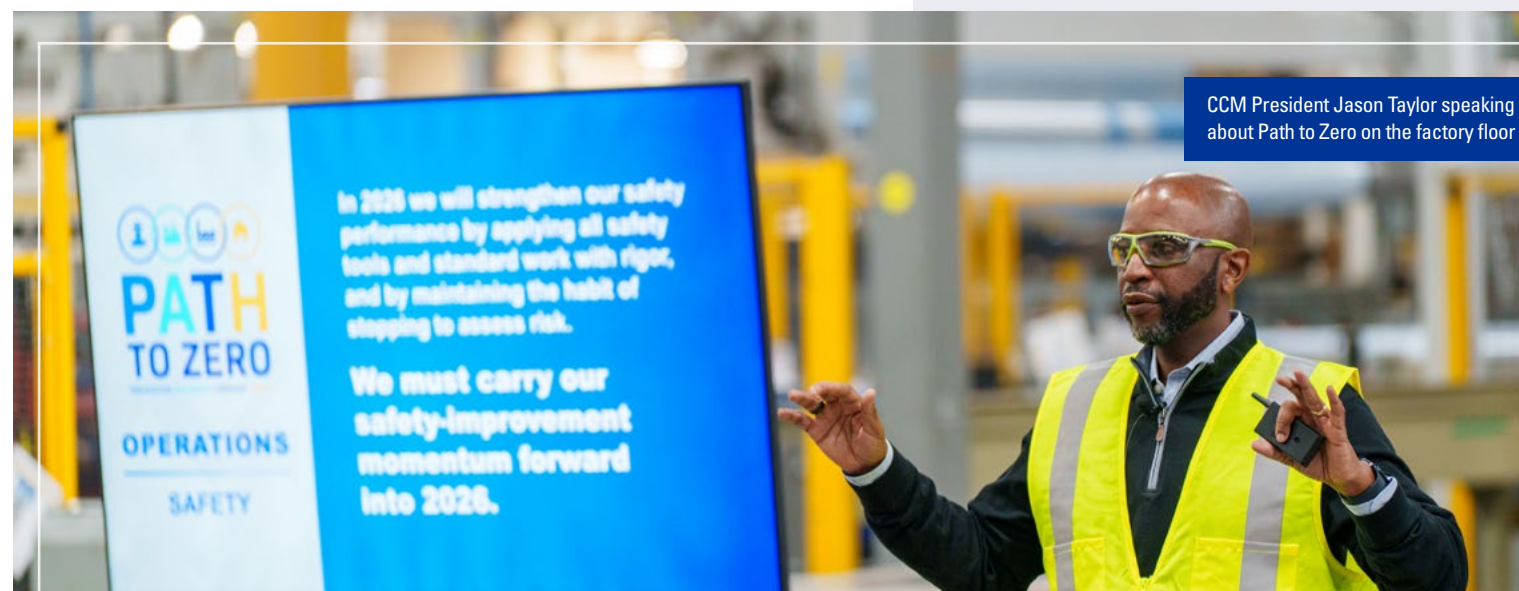
COS powers our industry-leading safety performance, placing Carlisle in the top 10% of U.S. manufacturing companies.

0.77 Carlisle Companies

2.8 Industry average



Our goal remains **PATH TO ZERO**



CCM President Jason Taylor speaking about Path to Zero on the factory floor

Environmental Impact

For more than a century, Carlisle has believed that responsible business practices and operational excellence go hand in hand. Guided by a culture of continuous improvement, we integrate sustainability into the way we innovate, manufacture, and serve our customers—helping reduce environmental impacts while creating long-term value.

We create this value by executing against our three-pillar sustainability strategy of manufacturing energy efficient products, reducing our emissions, and diverting landfill waste.



MANUFACTURING ENERGY EFFICIENT PRODUCTS

NET-ZERO TARGETS

by 2030 by 2050

45% ↓ **90%**

Scope 1 & 2 emissions

52% ↓ **97%**

Scope 3 emissions



REDUCING OUR EMISSIONS



DIVERTING LANDFILL WASTE



Our Sustainability Strategy

Cardi's Furniture Distribution in Swansea, MA features a Sure-White EPDM Roofing membrane

NET-ZERO TARGETS

by 2030 by 2050

45% ↓ 90%

Scope 1 & 2 emissions

52% ↓ 97%

Scope 3 emissions

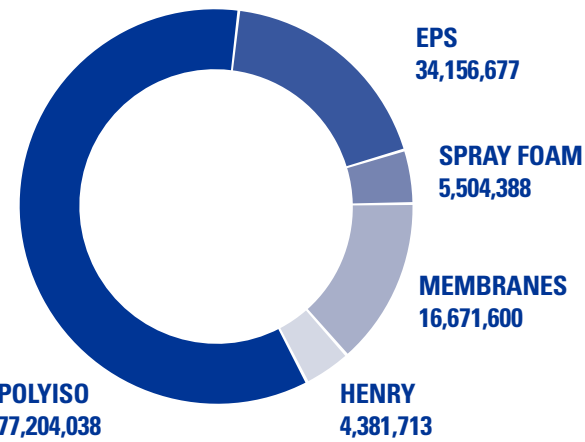


SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

At Carlisle, we continue to create meaningful shareholder value by advancing our three-pillar sustainability strategy of manufacturing energy efficient products, reducing emissions, and diverting landfill waste.

Lifetime MWh avoided from 2025 sales by product category



\$3.6B in sales (72% of total revenue) from LEED qualified products

138M MWh of energy saved*

Scope 1 & 2

- ▲ 10 sites certified to ISO 50001 Energy Management
- ▲ Energy conservation measures: forklift transitions, LED lighting, equipment efficiency upgrades
- ▲ Renewable energy deployment

Scope 3

- ▲ Economically viable low GWP raw material alternatives
- ▲ COS efficiencies reduce waste and improve first pass yield
- ▲ ISO 14001 implementation and maturity across legacy sites

17.67% Scope 1 & 2 reductions from 2021 base year

14.83% Scope 3 reductions from 2021 base year

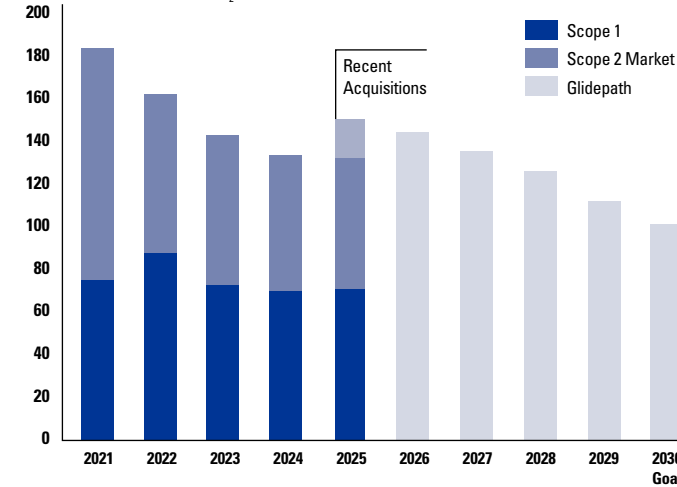
- ▲ Continued growth of our Rooftop Takeoff Program with double the amount of material collected in 2025
- ▲ Development of products with recycled material content like recycled denim in UltraTouch and polyols in polyiso
- ▲ Utilization of COS to improve process efficiencies and minimize factory waste

113K tons of material diverted from landfill

4.1M square feet of roofing material collected

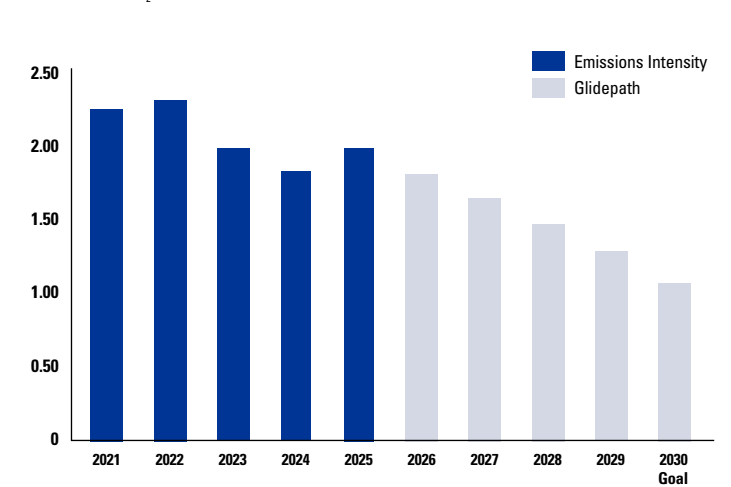
Scope 1 & 2 Near-Term Reductions

in thousands of mt CO₂e



Scope 3 Intensity Near-Term Reductions

in mt CO₂e / metric tons production

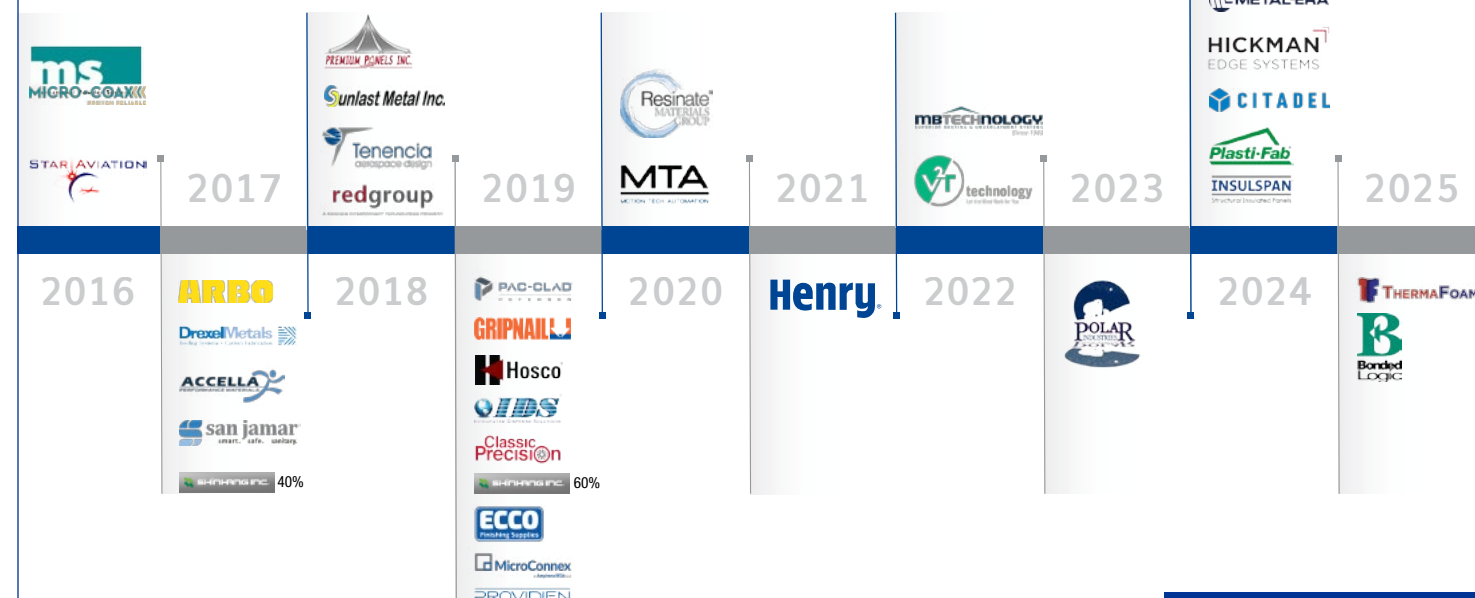


HOW ACQUISITIONS AFFECT OUR PROGRESS

In 2025, Carlisle experienced an increase in both Scope 1 and 2 greenhouse gas emissions and Scope 3 emissions intensity, reflecting the addition of businesses acquired in 2024. While these acquisitions expanded Carlisle's operational footprint, our legacy businesses continued to advance emissions reduction efforts through ongoing energy efficiency initiatives and operational improvements.

In alignment with the GHG Protocol and SBTi Corporate Net-Zero Standard, we will recalculate and revalidate our science-based targets in 2026 as recent acquisitions exceeded the organizational boundary recalculation threshold. Given Carlisle's longstanding growth strategy through acquisitions, this recalibration process will remain a part of our climate governance. Recalibrating our targets will ensure they continue to accurately reflect the scale of our business while maintaining our commitment to long-term emissions reductions.

Recent Acquisitions



1



MANUFACTURING
ENERGY EFFICIENT PRODUCTS

2



REDUCING
OUR EMISSIONS

3



DIVERTING
LANDFILL WASTE

Creating Value by Manufacturing Energy Efficient Products

Cooltoren in Rotterdam, The Netherlands features EPDM HERTALAN® waterproofing membrane

Electricity demand is growing faster than new supply can be built. Carlisle products help close the gap between energy demand and capacity by making the built environment more energy efficient.



In the U.S. buildings account for
40% of energy consumption & **75%** of electricity use

WHY AN EFFICIENT BUILT ENVIRONMENT MATTERS



U.S. electricity demand is expected to grow 55% by 2050*



Improving building efficiency is a fast and cost-effective way to reduce demand



Resilient building envelopes protect people, assets, and operations during extreme events over a longer period of time

THE KEY DRIVERS OF INCREASING DEMAND

1 AI & DATA CENTER REQUIREMENTS

Data center electricity demand is expected to double by 2030, and AI workloads are increasing cooling and electricity needs. Over 95% of projected data center consumption growth by 2050 will happen in the next decade.**

2 ADVANCED MANUFACTURING AND ELECTRIFICATION

The expansion of advanced manufacturing is increasing demand as new semiconductor facilities and other energy-intensive industrial operations come online. The IEA expects these new loads to contribute to U.S. electricity demand growth through 2027.***

3 CLIMATE VOLATILITY AND RESILIENCE

More frequent and severe weather events drive higher heating and cooling loads, and buildings need to be more resilient to protect people and operations.

Carlisle delivers Integrated building envelope solutions that save energy and create value.

CCM and CWT deliver high-performance systems that control heat, air, and water, resulting in reduced energy use, enhanced resilience, and a longer building life.



Carlisle products sold in 2025 will save



138M

MWh of energy demand



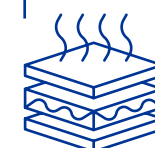
93M

mt CO₂e avoided in Scope 4 emissions



\$18B

in customer energy costs



ABOVE-GRADE PROTECTION

Advanced insulation systems that minimize heat transfer and lower energy use

- Polyiso insulation
- EPS insulation
- Spray polyurethane foam
- Air barriers



BELOW-GRADE PROTECTION

Air and water barriers that prevent losses, infiltration, and moisture damage

- Waterproofing membranes
- Sealants & coatings
- Flashings



ROOFING SYSTEMS

Durable exterior systems that protect the structure, improve performance, and reduce lifecycle costs

- Single-ply roofing systems
- Roof coatings
- Roofing insulation
- Metal roofing systems & edge metal



Carlisle's high-performance building envelopes help reduce energy consumption, lower costs, and increase resilience, turning every building into part of the solution.

Building Envelope Solutions

Carlisle's businesses work together across the entire building envelope to improve efficiency, increase resilience, and extend service life.



Contractors kick out a Carlisle TPO roofing membrane at an Aligned Data Center in Ohio

Our largest operating segment, **Carlisle Construction Materials**, is a manufacturer and supplier of premium roofing products and related technologies primarily for the commercial construction market. CCM has evolved from a supplier of the first single-ply EPDM roofing membranes to providing energy efficient, easy-to-install roofing solutions including EPDM, TPO, PVC, architectural metals, and roof garden systems that reduce energy demand and extend building life.



Carlisle Weatherproofing Technologies is a leading provider of building envelope solutions for both commercial and residential applications. CWT manufactures high-performance waterproofing and moisture protection products, protective roofing underlaments, integrated air and vapor barriers, spray polyurethane foam and coating systems, EPS and other insulation products designed to improve energy efficiency, enhance durability, and reduce long-term costs.



Henry UltraTouch™ insulation is made with 80% recycled denim

Our Manufacturing Footprint

91 facilities
as of 2025

80+ countries
served



▲ CCM △ CWT



Our manufacturing network enables the delivery of The Carlisle Experience: the right product, at the right place, at the right time.



A CCM polyiso manufacturing line at the Sikeston, MO plant

ENVIRONMENTAL IMPACT

Energy Efficiency in Action

Carlisle solutions help customers overcome complex challenges with high-performance building envelope systems that improve energy efficiency, divert waste, and create lasting value for people and their communities.



CASE STUDY
Great River Children's Museum
St. Cloud, MN



CASE STUDY
The Stables Village
Breckenridge, CO

A century-old bank was transformed into Minnesota's second-largest children's museum. Carlisle delivered a durable, energy efficient roof and diverted materials from the landfill to support long-term community impact.

A net-zero housing community was designed for a high-altitude environment with extreme weather. Carlisle's roofing and air barrier systems deliver long-term performance and energy savings for local families.

THE CHALLENGE

The existing roof was aging and had reached the end of its service life

Removing the old roof risked sending tons of membrane and ballast to the landfill

A solution was required that minimized construction disruption and improved building performance

OUR SOLUTION

Installed a durable Sure-Seal EPDM roofing system with polyiso in phases

The old EPDM membrane and ballast were recycled and reused through Carlisle's single-ply recycling program

The system's high R-value insulation and reflective membrane improved energy efficiency and indoor comfort

THE IMPACT

Preserves an historic building while creating a modern, accessible community destination

100% of roofing materials were diverted from the landfill

Improved energy performance reduces operating costs and supports a welcoming learning space

THE CHALLENGE

A high-altitude climate with heavy snow, cold temperatures, and high winds

Homeowners needed durable, energy efficient homes with low maintenance

The roof system had to support solar installation and enable fast, reliable construction in winter conditions

OUR SOLUTION

A fully adhered EPDM system with air/vapor barrier and high R-value insulation was installed

Cold-weather adhesives and tapes ensure strong adhesion and long-term performance

A solar-ready roof assembly engineered for extreme mountain conditions

THE IMPACT

Net-zero, all-electric homes reduce energy demand and operating costs

Built to withstand extreme high-altitude weather

Supports much-needed workforce housing in a tourism-driven community with limited affordable housing



Sure-Seal® EPDM Cool Gray Membrane

A durable, reflective membrane that extends roof life and reduces heat absorption



SecurShield® HD Polyiso Insulation

A high R-value insulation that improves thermal performance and indoor comfort



CAV-GRIP® III Low-VOC Adhesive

A cold-weather adhesive with strong adhesion and low emissions



Flexible FAST™ Adhesive

A low-VOC adhesive that reduces emissions and supports healthy indoor and outdoor environments

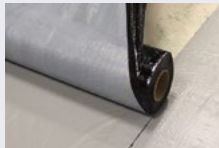


100% of the old membrane and ballast were diverted from the landfill and recycled



FleeceBACK® RL EPDM RapidLock® Membrane

Fully adhered system offers long-term durability and ease of installation



VapAir Seal™ 725TR Air and Vapor Barrier

Controls moisture movement to protect building enclosure performance



SecurShield® HD RL Polyiso Insulation

A high R-value insulation that supports energy efficiency goals



CAV-GRIP® III Low-VOC Adhesive/Primer

A cold-weather adhesive with strong adhesion and low emissions



Sure-Seal® EPDM Pipe Seals

Reliable pressure-sensitive flashing around penetrations helps prevent leaks



Low-VOC, high-performance products support lower emissions and long-term building efficiency

 **CARLISLE PRODUCTS USED**



Explore more real-world Carlisle building solutions

at henry.com/knowledge-center and carlisesyntec.com/resources/media/case-studies

Innovating Energy Efficiency

Innovation is a core driver of our Vision 2030 strategy. Through customer insights, advanced technologies, and disciplined execution, Carlisle continues to develop innovative, energy efficient solutions for our customers.

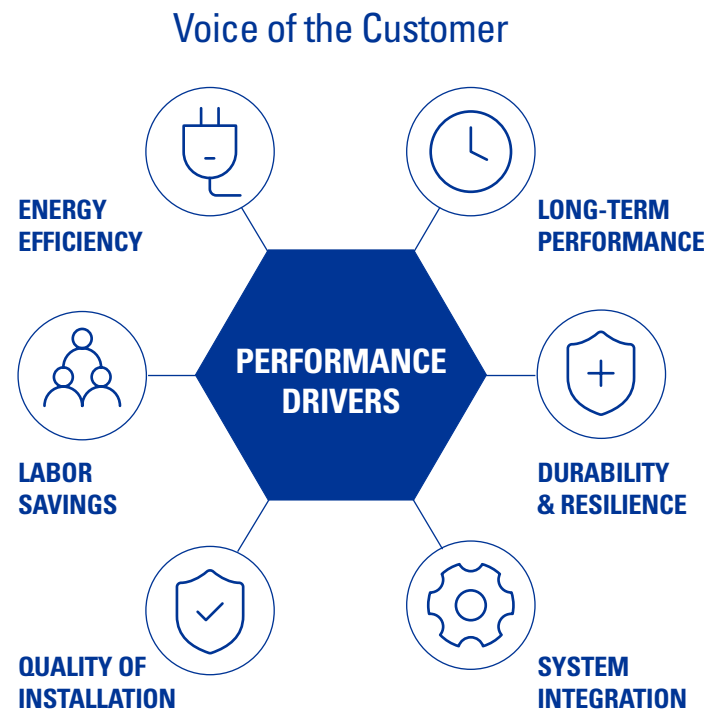


INNOVATION PROCESS IMPROVEMENTS

In 2025, Carlisle implemented an enterprise-wide Product Development Process (PDP) to connect sustainability priorities to validated customer needs and deliver solutions that create real-world value.

Our process is driven by Voice of the Customer research across the entire building envelope value chain. These insights guide our teams to focus innovation on outcomes that matter most: energy efficiency, cost savings, installation, and long-term performance.

PDP encourages discovery and aligns cross-functional teams to validate, refine, and commercialize solutions for more energy efficient building envelope solutions.



ADVANCED ENERGY MODELING CAPABILITIES

Carlisle leverages advanced building energy simulation tools to understand real-time energy costs and building performance across climates, building types, system configurations, and use cases. These insights help quantify how our solutions improve energy efficiency and reduce lifecycle costs.

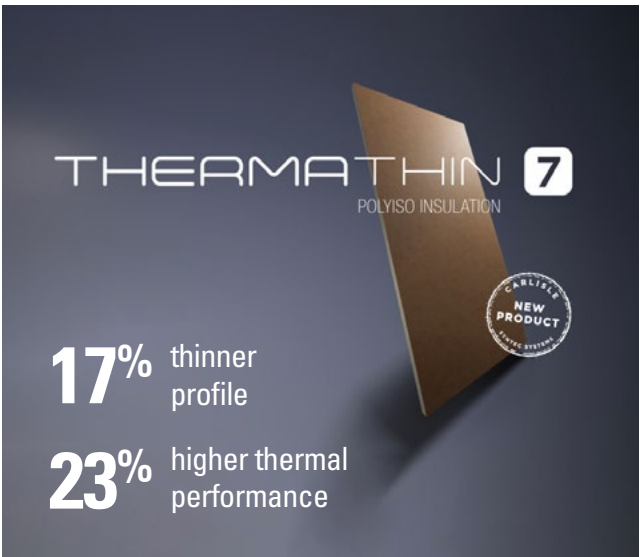
\$141B amount spent by commercial buildings on energy annually

INNOVATION IN ACTION

Our innovation engine continues to develop products that raise the bar for energy efficiency, ease of installation, and long-term performance.

With R-7 per inch, ThermaThin® 7 polyiso delivers 23% higher thermal performance in a 17% thinner profile, helping applicators meet today's energy efficiency demands while saving time and labor on the jobsite.

ThermaThin 7 recently received both the People's Choice and Experts' Choice awards at the 2026 International Roofing Expo.



We are expanding our Research & Innovation Center in Carlisle, PA to enhance our ability to develop the next generation of building envelope solutions. The expansion enhances our laboratories and pilot capabilities across building science, materials, systems, and performance testing to enable faster innovation, deeper technical expertise, and stronger collaboration across functions.

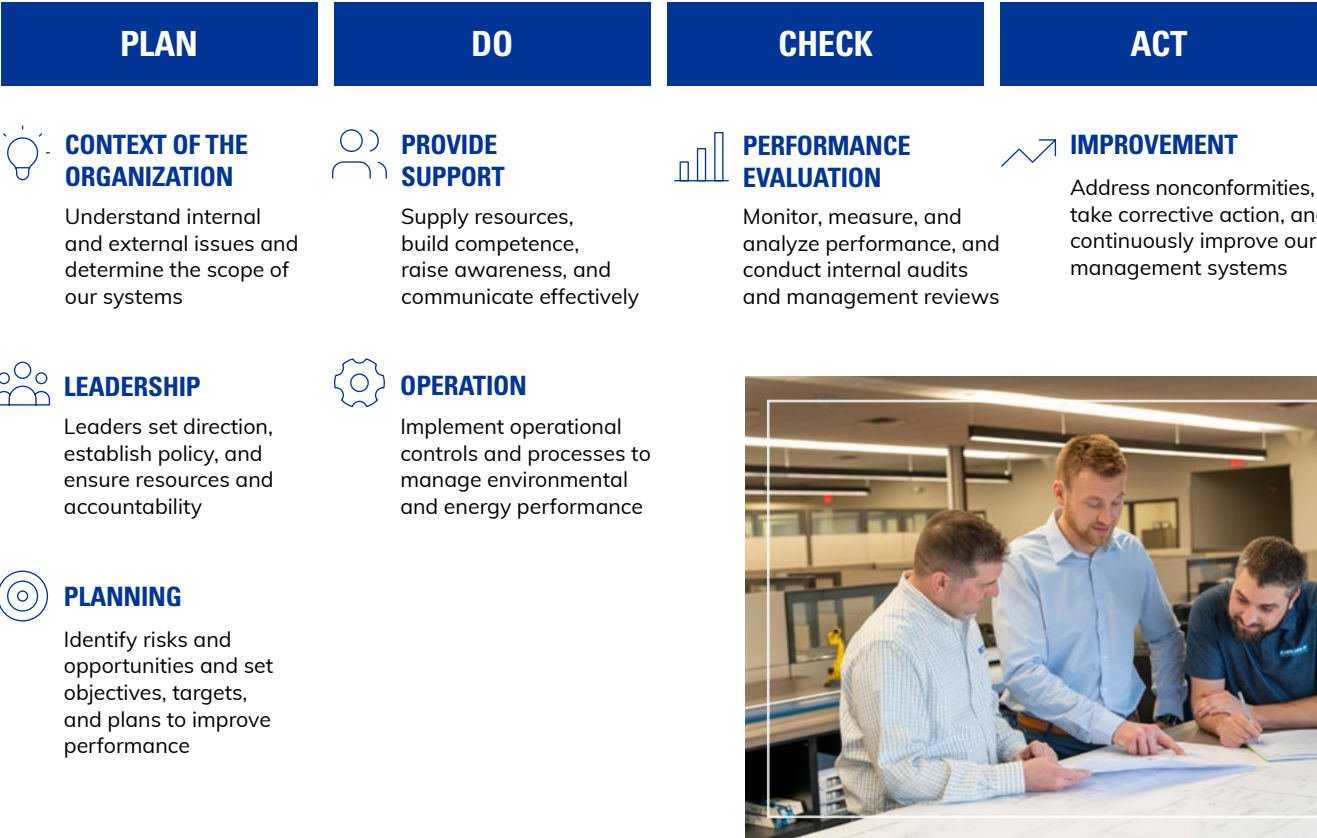


Creating Value by Reducing Our Emissions

Our ISO 14001 Environmental Management and ISO 50001 Energy Management Systems generate value by providing proven, systematic approaches to identify opportunities, manage risks, and drive continuous improvement across our operations.



OUR INTEGRATED MANAGEMENT SYSTEMS FRAMEWORK



2025 emission reduction highlights

100%
of legacy sites
certified to ISO 14001

All legacy Carlisle sites not acquired within the last two years are now certified

5
additional sites
certified to ISO 50001

Expansion of our energy management system is driving impact across our operations

\$500K
in operational
savings

Achieved through energy and waste reductions enabled by our management systems

PLANT SPOTLIGHT
Smithfield, PA

Our Smithfield facility is a model for how ISO 50001 drives measurable results through a system-based approach to energy management.

23%
energy intensity reduction through the ISO 50001 framework

Carlisle's culture of continuous improvement, supported by our energy management system, is delivering measurable results for our businesses and the environment.

KEY PROJECTS DELIVERING A 23% REDUCTION

RTO BASELOAD MANAGEMENT

- Optimized RTO baseloads to reduce unnecessary energy use
- Data-driven analysis enabled better operating practices

ENGINEERING DESIGN IMPROVEMENTS

- Right-sized equipment and technology to operational demand
- Improved efficiency across the plant

ENHANCED ENGINEERING CONTROLS

- Upgraded automation and controls
- Improved monitoring and system optimization

ENERGY EFFICIENT CULTURE

- Engaged employees at all levels
- Ideas, ownership, and daily actions drive continuous improvement

Scope 1 & 2 emission reductions at Smithfield

250+ mt CO₂e reduction

from RTO optimization and energy efficiency improvements

\$20K in utility savings

from improved RTO baseload management and operational efficiency

FOCUSING ON OUR ENERGY USE

ISO 50001 helps us to identify our significant energy uses and enables us to target improvement where they will have the greatest impact.

RTOs & Thermal Oxidizers	Process Equipment	Compressed Air	Motors & Drives
HVAC & Ventilation	Boilers & Heaters	Lighting	Insulation & Heat Loss

Reducing Our Scope 3 Emissions

Scope 3 emissions represent the largest portion of our carbon footprint but through innovative products, recycled materials, and transparent data, we are working with our value chain to reduce embedded carbon and create sustainable solutions for our customers.

We drive Scope 3 emissions reductions through circularity, transparency, and material efficiency.

BOLDER BLACK®: FROM TIRES TO EPDM

Carlisle replaces virgin carbon black, a key ingredient in EPDM, with recycled carbon black made from end-of-life tires, turning waste into high-performance material without compromising quality or durability.

WHY IT MATTERS

- Diverts millions of tires from landfills each year
- Reduces reliance on virgin fossil-based carbon black
- Delivers cost savings and lowers emissions

 **670+** mt CO₂e reduction in annual emissions
by replacing virgin carbon black with recycled material

 **\$100K** in annual savings
through lower raw material costs and more efficient production

ULTRATOUCH® INSULATION: BUILT WITH RECYCLED CONTENT

Our UltraTouch® insulation products are made with post-consumer and post-industrial denim and insulation fibers, delivering the thermal performance customers demand with a lower environmental impact.

WHY IT MATTERS

- Reduces demand for virgin raw materials
- Diverts valuable materials from landfill
- Provides proven thermal performance and reliability

 **10M** lbs of post-consumer fibers reused annually
avoiding virgin material extraction and reducing landfill waste



BETTER DATA, BETTER DECISIONS: EXPANDING OUR EPD PORTFOLIO

Environmental Product Declarations (EPDs) provide independently verified information about the lifecycle environmental impacts of our products including embodied carbon emissions, energy consumption, and material and waste compositions. These verified declarations improve transparency and provide deeper insights into the environmental impact of our products. In 2025, we expanded our portfolio to include Sure-White Reinforced, FAT, SAT, and FleeceBACK EPDM.

WHY IT MATTERS

CUSTOMER TRANSPARENCY

Verified product carbon footprints help customers make informed decisions and meet their sustainability goals

GREEN BUILDING CERTIFICATIONS

Supports LEED®, WELL®, and other sustainable building programs that recognize low impact materials

BETTER DATA INSIGHT

Deeper understanding of embedded carbon helps us identify hotspots and drive meaningful reductions

WHAT AN EPD COVERS

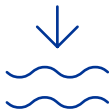


Creating Value by Diverting Waste

Through recovery, recycling, and reuse, Carlisle is reducing landfill disposal, lowering costs, and leading the way to a more circular building industry.

WHY LANDFILL DIVERSION MATTERS

30%
of landfill waste is from construction materials



Construction waste is bulky and consumes an excess amount of landfill capacity



Landfill disposal is expensive and costs continue to rise



Materials that can be reused or recycled are lost and valuable resources are wasted

In 2025, Carlisle diverted 113,000 tons of material from landfill, reclaiming an additional 5% toward our 2030 goal.

52,000 tons of recycled metal	25,000 tons of recycled polyol	21,000 tons of black facer paper	15,000 tons from other projects
----------------------------------	-----------------------------------	-------------------------------------	------------------------------------



MEASURING PROGRESS

In 2025, Carlisle established landfill diversion rates across our commercial roofing facilities. These rates provide transparency into the percentage of waste generated at each facility that is diverted from entering a landfill. Tracking this performance provides greater visibility into our waste streams and enables continuous improvement across our plant profiles through competitive benchmarking and best-practice sharing.

43.4%
2025 landfill diversion rate

45%
Our 2026 diversion goal

EPS RECYCLING SPOTLIGHT: OUR LAKELAND, FL FACILITY



MATERIAL COLLECTED

EPS scrap is collected from jobsites and distribution centers



RECYCLED & REFORMULATED

EPS is processed into regrind as beads for reuse



RETURNED TO USE

EPS regrind is used in products, reducing virgin demand and landfill waste

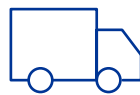
ROOFTOP RECOVERY

Our rooftop recycling program saves valuable resources by repurposing recovered materials into new products, reducing the need for virgin raw materials and minimizing environmental impact.



ROOF TEAR-OFF

Materials are removed during roof replacement or new construction



COLLECTION & TRANSPORT

Materials are collected and transported to recycling partners



PROCESSING & REPURPOSING

Recovered materials are cleaned, ground, and reprocessed



NEW PRODUCTS

Materials are returned to the market as new high quality roofing products

4.1M

square feet of roofing materials diverted from landfills in 2025, doubling our 2024 total

CASE STUDY

Roof Recycling a Retail Distribution Center

Pittston, PA

The aging roof of a 1.2 million-square-foot distribution center was replaced with a high-performance system driven by a reroofing strategy built around material recovery and reuse.



THE CHALLENGE

Remove and replace the existing roof on a major distribution center in sections without disrupting operation

Find a more sustainable alternative to conventional tear-off and disposal

Reduce waste and rethink how materials are handled at the end of a roof's service life



OUR SOLUTION

Removed the existing EPDM membrane in large sections so it could be folded and shipped for reuse rather than discarded

Installed a new high-performance roof assembly with a process designed to capture value from the old roof

Helped support a reroofing strategy built around material recovery and reuse



THE IMPACT

Over 900,000 square feet of roofing membrane was reclaimed for reuse

Recovered material was prepared for direct reuse in facility applications such as landscaping and building insulation

Our Roof Recycling Rebate Incentive Program generated nearly \$40,000 in rebate value for the recycled membrane

Carlisle is working together with our partners across our operations to retain valuable raw materials and help develop a more circular building products industry.



Industry Engagement

Carlisle's influence on sustainable building extends beyond our own products and operations. Through active membership and leadership in industry organizations, Carlisle helps shape the standards, research, and best practices that guide the broader roofing, waterproofing, and green building industries.



A demonstration at the Sustainable Roofing & Waterproofing Alliance Conference

ADVANCING GREEN BUILDING WITH INDUSTRY PARTNERS

The Sustainable Roofing & Waterproofing Alliance (SRWA) is an industry organization consisting of architects, roof and building envelope consultants, building owners, and select manufacturers focused on improving dialogue and information sharing between designers and manufacturers. What began as a North American initiative has since expanded into an international network of roofing and waterproofing professionals.

The SRWA partners Carlisle's roofing and waterproofing capabilities with consultants advocating for high-performance, sustainable roofing and waterproofing systems. Affiliates gain access to advanced training and tools

supporting forensic analysis, installation, and design of energy efficient, sustainable building assemblies from specification and design through installation and maintenance.

Each year, Carlisle hosts the SRWA Fall Conference, a two-day event showcasing the latest developments in building envelope technology, testing, governing codes, and design improvements. The conference draws a genuinely global audience, with past conferences bringing together attendees from more than two dozen countries, alongside educational sessions, hands-on demonstrations, and a product fair.



Carlisle has been a Platinum member of the U.S. Green Building Council (USGBC) for five years. USGBC is the nonprofit organization behind the LEED green building rating system, working to scale actions that advance building decarbonization, enhance community resilience, restore ecosystems, and improve occupant well-being through the built environment. That mission connects directly to Carlisle's core business: innovative building envelope products and energy efficient solutions for customers creating sustainable buildings of the future.

In 2025, Carlisle received several globally recognized ESG ratings and awards.



In 2025, Carlisle was upgraded from an A to an AA MSCI score, classifying us as leaders in our industry in managing the most significant sustainability risks and opportunities.



We achieved a B score from CDP for the second year in a row, signifying that we are active managers of key climate-related issues within our businesses.



Sustainalytics assigned Carlisle a risk rating of 20.6, noting our strong stakeholder and corporate governance performance, as well as for our strong management of material ESG issues.



S&P Global's ESG Scores represent a company's maturity level and performance tied to material ESG risks, opportunities, and impacts. In 2025, Carlisle scored a 45, placing us in the 77th percentile among our peers.



ISS reviews data related to ESG factors and awards ratings based on the level of risk and transparency. In 2025, our ISS QualityScore environmental rating was 1, which indicates low risk and very high transparency.



Carlisle was honored to receive our fourth consecutive placement on Newsweek's America's Most Responsible Companies list, also receiving recognition as one of their World's and America's Greenest Companies.

Social Responsibility

By investing in education, workforce readiness, and local partnerships, Carlisle strengthens the communities where we live and work while creating lasting value for our employees, our families, and our customers.



Powered by Our People

Carlisle views employee well-being and development as a fundamental part of our culture, and learning from the perspectives of our people is key to our continued success.



4,700+

U.S. employees in 2025

5,800+

Our global footprint

3%

Senior leadership

68%

U.S. manufacturing

29%

Office professionals



Team members at our Waukesha, WI plant celebrating International Women's Day



We have invested in smart tools for the better health of our employees.

HELLO HEART

Hello Heart empowers employees to take charge of their cardiovascular health by helping them monitor blood pressure and cholesterol while providing personalized insights and guidance to support healthy habits. Since launching in 2024, the program has achieved significant engagement and meaningful health outcomes.

HINGE HEALTH

Hinge Health, launched in 2024, continues to be a valuable resource for employees seeking support for joint and muscle pain by offering personalized exercise therapy, health coaching, and expert clinical guidance. The program helps employees with proactive pain management, mobility improvement, and injury prevention.

LYRA HEALTH

Lyra Health remains a cornerstone of our well-being offerings, providing confidential access to therapy, mental health coaching, personalized provider matching, and self-guided wellness resources. Lyra helps employees connect themselves and their families with mental health support when they need it most, highlighting the ongoing importance of accessible mental health care and emotional well-being support.



Carlisle offers all our employees paid parental leave.

Our Paid Parental Leave program continues to support employees as they welcome and bond with a new child during one of life's most meaningful milestones. By providing paid time away from work, the program helps employees focus on their growing families while maintaining financial peace of mind.

Utilization of this benefit continues to grow, with 138 employees using Paid Parental Leave in 2024 and 144 employees utilizing the program in 2025. This increase underscores Carlisle's commitment to supporting employees and their families both at work and at home.

Carlisle volunteers at our annual charity golf event



Developing Exceptional Talent

Carlisle is powered by our people. We continue to invest in the growth and development of our workforce through a combination of higher education support and leadership programs aligned with our Vision 2030 strategy.



Members of our Carlisle Emerging Leaders program at our CCM campus in Carlisle, PA

Carlisle supports our employees' continued higher education.

Our educational initiatives are designed to strengthen internal capabilities, support career progression, and build a robust leadership pipeline across all levels of the organization.

Our higher education efforts remain anchored by both academic partnerships and financial support. In May 2026, the second cohort of our MBA program in partnership with Lebanon Valley College graduated with 18 participants, maintaining consistent cohort size and engagement year over year.

Our tuition reimbursement policy continues to provide comprehensive support for employees pursuing further education, covering 100% of approved higher education expenses and 90% of professional certification costs.

Our 2025 contributions included

\$800K invested in tuition reimbursement

100% of higher education costs covered

90% of certification costs covered



The Carlisle Leadership Program's November cohort at the University of Pennsylvania's Wharton School

Investing in Our Future Leaders

CARLISLE EMERGING LEADERS

Redesigned to emphasize applied learning and measurable business impact at the early-career level, this program incorporates Korn Ferry leadership potential assessments, individual development planning, group coaching for participants and their managers, and financial business simulations, all connected to monthly applied learning assignments that reinforce execution of Vision 2030 priorities.

The October 2025 to June 2026 cohort included 28 participants, with a new cohort of 32 participants planned for the next cycle. Since its inception in 2017, the program has developed 133 leaders and achieved a 62% internal promotion rate, demonstrating its effectiveness in accelerating early-career talent.

ACCELERATING CARLISLE LEADERS

This program for mid-level leaders focuses on building financial acumen, strengthening team leadership, and driving business execution. The June 2025 to January 2026 cohort included 35 participants.

The 2024 cohort achieved a 32% internal promotion rate, and participants in the 2025 cohort have already begun to demonstrate advancement, with two promotions during the program. The experience is anchored in financial business simulations, one-on-one coaching through Korn Ferry, and the development of solutions to real business challenges, culminating in executive-level presentations.

CARLISLE LEADERSHIP PROGRAM

Developed for high-potential and critical leaders at the Director and Vice President levels, and delivered in partnership with the Aresty Institute of Executive Education at The Wharton School, this program focuses on enterprise strategy and long-term value creation.

The program has engaged 106 unique participants and achieved a 94% retention rate, with 27% promoted or taken on expanded roles. The current cohort includes 20 participants, and we are actively exploring enhancements to the program for 2026, including potential partnerships with executive education institutions.

In August 2025, 64 participants convened at the Carlisle Leadership Summit, where programming centered on aligning leaders to Vision 2030. Strengthening capabilities in innovation, competitive positioning, our Voice of the Customer process, and employee engagement, this forum plays a critical role in reinforcing strategic alignment and fostering collaboration across our businesses.

Carlisle in Our Communities

Carlisle's commitments extend beyond the products we manufacture and into the communities where our employees live and work. Our stewardship efforts are driven by employees at every level of the organization, from site-based volunteer initiatives to company-wide giving programs. In 2025, employees continued to use our Volunteer Time Off (VTO) policy, providing opportunities to serve their communities while representing Carlisle.



HELPING THOSE IN NEED WITH AZCEND

In 2024, Maricopa County, AZ recorded over 600 heat-related deaths, many of them preventable if those in need had access to the right resources. In Summer 2025, Carlisle partnered with AZCEND, a Valley-based charity dedicated to connecting vulnerable populations in the Phoenix area with essential resources. We hosted a supply drive to collect items and held an event to assemble heat-relief kits for distribution to vulnerable individuals.

Carlisle also contributed \$55,000 to AZCEND to provide Thanksgiving meal boxes to more than 650 families, reaching over 4,000 seniors, adults, and children across the Phoenix metro area. The holiday season can place significant financial and emotional strain on low-income households, compounding existing hardship at a time when basic needs are often more difficult to meet. Each meal box was assembled to include everything needed for a complete Thanksgiving dinner and tailored to reflect individual household needs.



SPENDING TIME WITH PROJECT SHARE

Through both walk-in and drive-thru pantries, Project SHARE provides groceries to families in the Carlisle, PA community. At a volunteer event in December 2025, employees helped with bagging, restocking, and program sign-ups. Carlisle employees volunteered over 120 hours with Project SHARE in 2025.

DRIVING FOR CANCER RESEARCH

In June 2025, our CCM team hosted its annual charity golf event, successfully raising \$75,000 for Penn State's Jake Glitten Cancer Research Laboratory. A group effort, this event came together with the help of 78 vendors, 224 golfers, and 40 Carlisle volunteers.

HANGING OUT WITH BIG BROTHERS BIG SISTERS

Carlisle employees rappelled down an 18-story downtown Harrisburg building to raise funds for Big Brothers Big Sisters of South-Central Pennsylvania. Big Brothers Big Sisters pairs youth with adult mentors to build long-term, one-to-one relationships that support their personal and academic development. The event brought together participants from across the community for a 200-foot descent down Market Square Plaza, with proceeds funding new mentor matches and ongoing program support.



Carlisle in Our Communities

Carlisle is actively involved with organizations across the country supporting civility, veterans, education, and mental health services in our communities. Here are just a few.



Youth suicide is the second-leading cause of death among children and adolescents. Most at-risk youth see medical providers shortly before death, making timely screening and intervention in these settings lifesaving.

With the support of Carlisle, Phoenix Children's launched its first-ever Suicide Prevention Program in 2023, transforming routine medical visits into life-saving opportunities. What began as a focused outpatient initiative has grown into a system-wide program, screening thousands of children across all clinics and inpatient units.

Through the program, at-risk children are immediately connected to a trained clinician who offers additional therapy sessions. Families receive guidance, safety planning, and ongoing support, ensuring their children have the tools and resources needed to stay safe. Carlisle's ongoing partnership helps ensure that every child entering the hospital network receives timely, evidence-based suicide prevention screening.

- 13K mental health screenings administered in 2023
- 100K screenings in 2025, a sevenfold increase
- 1.8K patients identified as at-risk and offered therapy in 2025



In 2025, Carlisle continued our support for The McCain Institute, a nonpartisan organization inspired by Senator John McCain and his family's dedication to public service. Part of Arizona State University and based in Washington, D.C., the Institute's mission is to defend democracy, advance human rights, and empower character-driven leaders.

The McCain Institute has a unique power to convene leaders across the global political spectrum to make a real impact on the world's most pressing challenges. The goal is action, not talk, and like Senator McCain, we support civility and partnering together to create a free, safe, and just world for all.



We are the title sponsor of the Carlisle Arizona Women's Golf Classic, one of the few 72-hole tournaments on the Epson Tour schedule, the official qualifying tour of the LPGA. We are proud to support the event by providing the largest purse in Epson Tour history.

The tournament benefits Girls Golf of Phoenix, an organization dedicated to helping young women dream big, build confidence, and develop their skills through the game of golf.



An employee panel with Elevate Phoenix alumni at Carlisle's corporate office



Carlisle partners with Elevate Phoenix, a local nonprofit that supports at-risk youth in underserved communities throughout the Valley. Elevate Phoenix's mission is to help students graduate high school and prepare for what comes next, whether that's college, trade school, the workforce, or military service. The organization builds long-term mentoring relationships with students directly inside urban schools, pairing them with dedicated teacher-mentors who guide them toward graduation and beyond.

As part of our ongoing commitment, Carlisle hosts events for Elevate Phoenix alumni and recent high school graduates

to provide professional guidance and broaden their awareness of career paths. In September 2025, approximately 20–30 Elevate Phoenix alumni visited Carlisle's corporate office, where they took part in a moderated panel discussion with several of Carlisle's younger professionals representing different functions across the business. The panel gave alumni a firsthand look at what corporate roles actually involve, demystified common misconceptions about office jobs, and highlighted the range of career paths available within a corporate setting—reinforcing Carlisle's efforts to open doors for young people navigating their next steps after high school.



The Girls Golf of Phoenix team receives a donation check from Carlisle Arizona Women's Golf Classic

Corporate Governance

Carlisle is committed to upholding the highest ethical standards and conducting our business with integrity. We believe that transparent, responsible governance is essential to building stakeholder confidence and sustaining long-term value.



Museum Boijmans in Rotterdam, The Netherlands features HERTALAN® and RESITRIX® SK W Full Bond EPDM waterproofing membranes

Our Board of Directors

Our Board brings a diverse range of building products industry expertise that informs and supports senior management oversight and strategy.



MAIA A. HANSEN
Former Chief Operating Officer, Athersys, Inc.



D. CHRISTIAN KOCH
Chair, President and Chief Executive Officer, Carlisle Companies Incorporated



C. DAVID MYERS
Former President, Building Efficiency, Johnson Controls



SHERYL D. PALMER
President, CEO, and Chairman of the Board, Taylor Morrison Home Corporation



JONATHAN R. COLLINS
Head of Marketing, Litetronics



JAMES D. FRIAS
Former Chief Financial Officer, Treasurer and Executive Vice President, Nucor Corporation



CORRINE D. RICARD
Former Senior Vice President, The Mosaic Company and President, Mosaic Fertilizantes



JESSE G. SINGH
Former Chief Executive Officer, The AZEK Company

Our Company Officers



ANDY EASTON
Vice President and Chief Accounting Officer



CHRISTOPHER B. GASKILL
Vice President & General Counsel



D. CHRISTIAN KOCH
Chair, President, and Chief Executive Officer



MEHUL S. PATEL
Vice President, Investor Relations



FRANK J. READY
President, Carlisle Weatherproofing Technologies



STEPHEN F. SCHWAR
Vice Chair, Carlisle Construction Materials



SCOTT C. SELBACH
Executive Vice President, Government Relations and Secretary



JUAN SIFONTES
Vice President, Carlisle Operating System



DAVID W. SMITH
Vice President, Sustainability and Community Relations



JASON TAYLOR
President, Carlisle Construction Materials



SUSAN WALLACE
Vice President and Chief Human Resources Officer



KEVIN P. ZDIMAL
Vice President and Chief Financial Officer

Our Board Leadership Structure

Carlisle's Board of Directors is structured along three standing groups: the Audit Committee, the Compensation Committee, and the Corporate Governance and Nominating Committee. Each committee functions pursuant to a written charter adopted by the Board.

AUDIT COMMITTEE

The Audit Committee assists the Board in fulfilling its responsibility 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, policies relating to risk assessment and risk management (including with respect to legal and regulatory risk, compliance risk, financial and accounting risk, cybersecurity risk, and business continuity risk), material environmental and social issues (including those related to climate and sustainability), 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 among the Board, the independent registered public accounting firm, the internal auditors, and the financial management of the Company.

COMPENSATION COMMITTEE

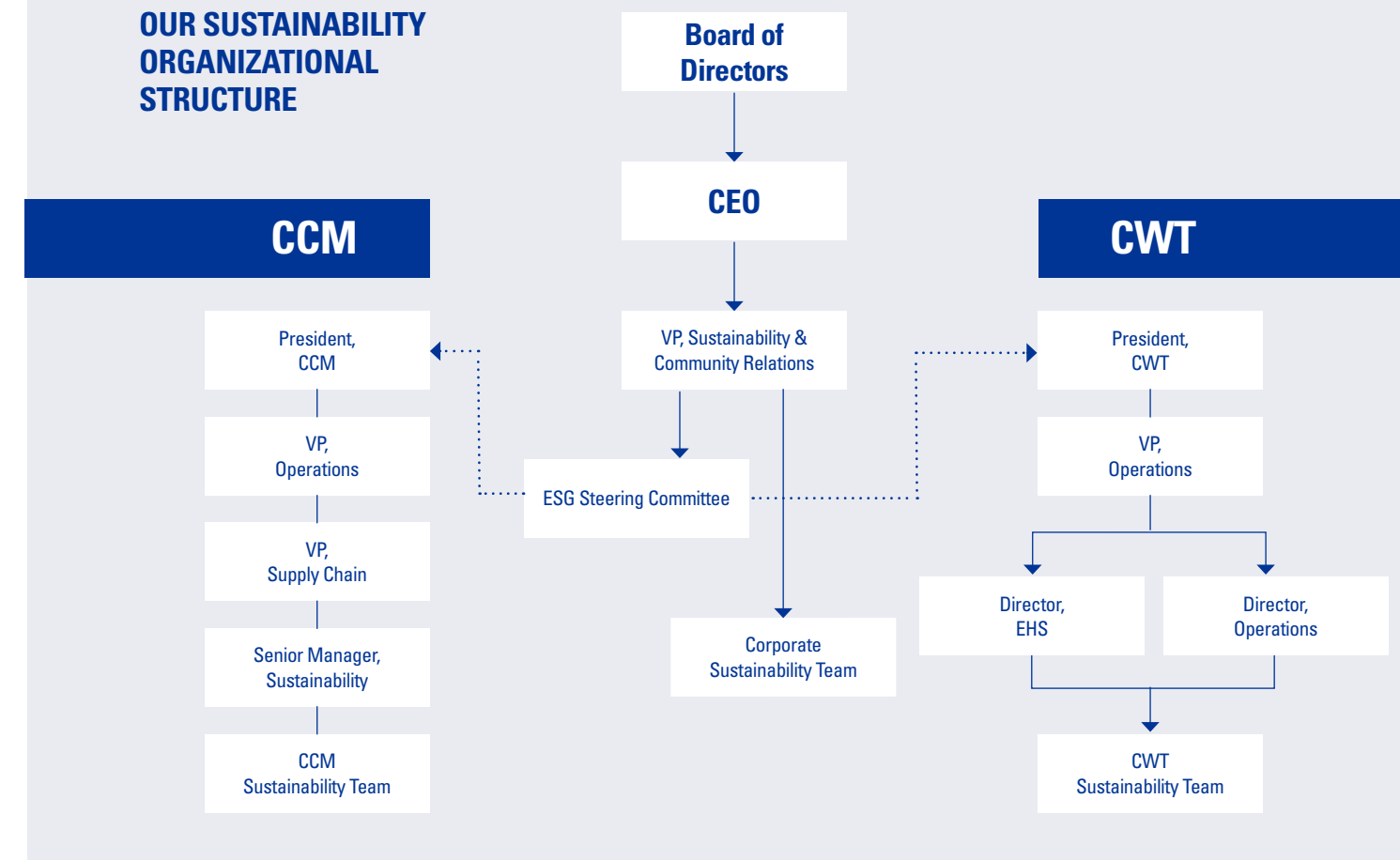
The Compensation Committee discharges the Board's responsibilities relating to the compensation of the Company's executives in such a way as to enable the Company to attract and retain executives of the highest quality. The Compensation Committee prepares the report on executive compensation required 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. The charter of the Compensation Committee permits the committee to delegate any or all of its authority to one or more subcommittees.

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 Chair, 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 that the Board may refer to the committee from time to time.

OUR SUSTAINABILITY ORGANIZATIONAL STRUCTURE



SUSTAINABILITY GOVERNANCE

The Chair, President, and Chief Executive Officer reviews and approves the strategic direction for Carlisle's sustainability approach, which is guided to execution through the Vice President of Sustainability and Community Relations and the ESG Steering Committee. The Vice President of Sustainability and Community Relations, reporting to the Chair, President, and Chief Executive Officer, leads the ESG Steering Committee. Carlisle's ESG Steering Committee is a cross-functional senior management committee that supports our ongoing commitment to environmental, health and safety, corporate social responsibility, corporate governance, sustainability, and other public policy matters relevant to Carlisle. The Committee assists executive management in: (i) setting general strategy relating to ESG matters; (ii) developing, implementing, and monitoring initiatives and policies based on that strategy; (iii) overseeing communications with employees, investors, and stakeholders concerning ESG matters; and (iv) monitoring and assessing developments relating to and improving the Company's understanding of ESG matters. The Committee develops strategy, provides oversight, and monitors

accountability for our ESG and climate-related initiatives through the deployment of the Carlisle Environmental Sustainability Policy. On a periodic basis, Carlisle's Board reviews the status of our ESG initiatives.

The Vice President of Sustainability and Community Relations and members of the ESG Steering Committee work with senior leadership within our business units to deploy and accelerate our sustainability strategy. Under the Environmental Sustainability Policy, a management representative is appointed for each of our business units who ensures that the requirements of the Environmental Sustainability Policy are met at each facility.

Additionally, the Audit Committee assists the Board in its oversight of material environmental and social issues, including those related to climate and sustainability, by reviewing and discussing with management Carlisle's initiatives and goals related to environmental and social issues, together with our progress toward achieving those goals, and our policies and strategies for managing material environmental and social risks.

Our ESG Data & Disclosures

Carlisle believes that transparency ensures accountability for our sustainability performance and the deployment of our sustainability strategy. We remain dedicated to providing our stakeholders with material ESG data to ensure that they have access to a comprehensive picture of our continued progress.

We report annually in line with ESG standards and frameworks such as the Global Reporting Initiative (GRI), CDP (formerly the Carbon Disclosure Project), and most recently, the IFRS Sustainability Disclosure Standards. The full versions of this reporting can be found at esgdatacenter.carlisle.com



The Sandler Center for the Performing Arts in Virginia Beach, VA features Citadel Envelope 2000® Rout and Return (RR) System metal composite material panels

ESG

Key Metrics

ENVIRONMENTAL	2022	2023	2024	2025	ENVIRONMENTAL	2022	2023	2024	2025
Total energy consumption (MWh)	604,274	529,973	567,853	655,487	Carbon Emissions (mt CO₂e/\$MM)				
Scope 1 (MWh)					Intensity - Scope 1	15.9	15.7	13.7	16.3
Natural gas	321,434	278,165	297,779	366,718	Intensity - Scope 2 (market)	13.8	15.4	13.0	13.7
Propane	12,979	12,818	12,234	14,645	Intensity - Scope 2 (location)	15.2	15.5	14.5	15.4
Gasoline	17,869	17,076	20,739	20,946	Intensity - Scopes 1 & 2 (market)	29.7	31.1	26.7	29.9
Diesel	3,678	12,132	11,955	11,023	Intensity - Scope 3	574.9	495.8	471.6	464.1
Ethanol	454	72	34	1,447	Air Pollution (mt)				
Jet fuel	2,275	4,425	2,027	4,251	Volatile organic compounds (VOCs)	1147	951	902	962
Solar (self-generated)	–	1,389	2,150	2,150	Nitrous Oxide (NOx)	49	41	48	31
Heating oil	–	–	400	322	Sulfur Oxide (SOx)	<1	<1	<1	<1
Scope 2 (MWh)					Particulate matter (PM10)	35	38	65	13
Grid electric power	238,981	196,727	212,857	227,988	Dioxins/Furans	<1	<1	<1	<1
Purchased steam	5,704	6,179	6,726	5,098	Polycyclicaromatic hydrocarbons (PAHs)	<1	<1	<1	<1
Solar (PPA)	900	990	952	898	Hazardous air pollutants (HAPs)	10	12	19	12
Energy intensity (MWh/\$MM)	111	116	114	131	Waste (mt)				
Intensity denominator (\$MM)	5,449	4,587	5,004	5,020	Total generated	37,364	18,217	25,305	39,114
Water (Gal)					Total recycled	15,144	6,035	5,851	7,356
Water withdrawal	303,669,737	162,293,437	166,138,495	281,102,564	Total landfilled	22,219	18,670	19,454	31,758
In high water stressed regions	–	40,218,305	34,459,436	93,629,042	Total hazardous waste	752	360	167	262
Water consumption	12,182,294	29,630,812	14,057,684	16,796,061	Total hazardous waste recycled	388	26	27	11
In high water stressed regions	–	1,386,068	3,973,277	3,475,316	Total hazardous waste landfilled	364	216	140	155
Water discharged	291,487,178	132,662,625	152,080,811	264,306,503	Total non-hazardous waste	36,612	17,976	25,138	38,853
In high water stressed regions	–	38,832,237	30,486,159	90,153,726	Total non-hazardous waste recycled	14,756	6,009	5,824	7,249
Carbon Emissions (mt CO₂e)					Total non-hazardous waste landfilled	21,856	11,966	19,314	31,603
Scope 1	86,433	72,033	68,717	81,643	CCM - Generation	20,144	11,166	21,670	29,304
Scope 2 - Location	82,887	71,156	72,554	77,177	CCM - Recycled	8,943	4,678	4,603	5,832
Scope 2 - Market	75,146	70,510	64,916	68,550	CCM - Landfilled	11,201	6,488	17,066	23,472
Scope 3 - Total	3,132,702	2,274,019	2,359,987	2,329,117	CCM - Hazardous waste	399	119	104	149
Scope 3 - Category 1	2,358,426	1,880,783	2,041,444	2,020,498	CCM - Hazardous waste recycled	42	21	13	11
Scope 3 - Category 2	92,547	9,217	27,221	22,417	CCM - Hazardous waste landfilled	357	98	92	138
Scope 3 - Category 3	43,623	35,951	39,918	46,487	CCM - Non-hazardous waste	19,744	11,048	21,565	29,155
Scope 3 - Category 4	82,123	140,615	166,046	159,995	CCM - Non-hazardous waste recycled	8,901	4,658	4,591	5,821
Scope 3 - Category 5	14,239	7,609	13,018	21,034	CCM - Non-hazardous waste landfilled	10,844	6,390	16,975	23,334
Scope 3 - Category 6	3,531	3,254	4,067	2,944	CWT - Generation	17,220	7,051	3,635	9,810
Scope 3 - Category 7	15,739	986	4,677	4,950	CWT - Recycled	6,201	1,356	1,247	1,524
Scope 3 - Category 8	5,660	4,748	6,467	4,017	CWT - Landfilled	11,019	12,182	2,388	8,286
Scope 3 - Category 9	105,631	6,689	8,771	8,123	CWT - Hazardous waste	352	241	49	112
Scope 3 - Category 10	73,755	29,988	2,309	1,058	CWT - Hazardous waste recycled	346	25	14	95
Scope 3 - Category 11	176,960	71,972	5,541	2,540	CWT - Hazardous waste landfilled	6	118	49	17
Scope 3 - Category 12	160,468	82,206	39,634	35,052	CWT - Non-hazardous waste	16,868	6,928	3,572	9,698
					CWT - Non-hazardous waste recycled	5,855	1,352	1,233	1,429
					CWT - Non-hazardous waste landfilled	11,012	5,577	2,339	8,269

ESG

Key Metrics

SOCIAL	2022	2023	2024	2025
Total employees	12,517	5,194	5,459	5,857
Full-time	–	5,144	5,417	5,811
Part-time	–	50	42	46
Men	8,409	4,001	4,258	4,469
Women	4,034	967	1,007	1,101
Gender not specified	74	226	194	287
Ethnically or racially diverse (US)	2,358	1,303	1,445	1,477
Ethnicity/race not specified (US)	551	1,006	121	265
Under 30	2,517	735	723	834
30–50	6,451	2,543	2,634	2,711
Over 50	3,023	1,636	1,780	1,871
Men under 30	1,644	571	599	677
Men 30–50	4,225	2,013	2,123	2,153
Men 50+	2,190	1,284	1,409	1,468
Women under 30	862	131	124	141
Women 30–50	2,206	462	487	530
Women 50+	831	341	360	379
Age not specified	526	277	110	315

NOTES, SOURCES AND DISCLAIMERS

Inside cover:
*Derived from EPA's Greenhouse Gas Equivalencies Calculator <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>
**Estimated lifetime energy savings are based on engineering models that utilize industry-recognized Life Cycle Assessments (LCAs), Environmental Product Declarations (EPDs), and published third-party research regarding building energy performance. These estimates represent modeled outcomes under defined assumptions and are intended to illustrate the potential impact of Carlisle products over their expected service life. Actual energy savings will vary based on building design, climate, installation quality, operating conditions, maintenance, and occupant behavior.

Page 2:
The 2030 Agenda for Sustainable Development, adopted by all United Nations members in 2015, created 17 global Sustainable Development Goals focused on peace and prosperity for people and the planet. Carlisle supports the UN's Sustainable Development Goals through the development of innovative building products that promote energy efficiency and resiliency.

Page 14:
*Estimated lifetime energy savings are based on engineering models that utilize industry-recognized Life Cycle Assessments (LCAs), Environmental Product Declarations (EPDs), and published third-party research regarding building energy performance. These estimates represent modeled outcomes under defined assumptions and are intended to illustrate the potential impact of Carlisle products over their expected service life. Actual energy savings will vary based on building design, climate, installation quality, operating conditions, maintenance, and occupant behavior.

Page 16:
*<https://www.makeitelectric.org/wp-content/uploads/Documents/Public/grid-reliability-study-nema-deck-2026-final.pdf>
**<https://www.iea.org/reports/energy-and-ai/executive-summary>
***Reshoring Initiative, 2025 Reshoring Data Report

ESG DATA VERIFICATION

Verification Scope

Carlisle Companies Incorporated

16430 North Scottsdale Road Suite 400
Scottsdale, Arizona 85254
United States

Reporting Period: 01/01/2025 – 12/31/2025

Geographic Boundary: Global

Verification Objectives

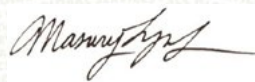
- Evaluate the organization's GHG inventory, energy data, and water data for material discrepancies based upon the specified level of assurance
- Evaluate the organization's GHG inventory, energy data, and water data is in conformance with the specified verification criteria

Verified Emissions

Scope	Total (tCO ₂ e)
Scope 1	81,643
Scope 2 - Location	77,177
Scope 2 - Market	68,550
Biogenic	338
Scope 1 Energy (MWh)	421,503
Scope 2 Energy (MWh)	233,984
Water Withdrawn (Gallon)	281,102,564
Water in Stressed Regions (Gallon)	93,629,042
Water in Stressed Regions (%)	33%

Scope 3 Categories	Total (tCO ₂ e)
Cat 1 - Purchased Goods & Services	2,020,498
Cat 2 - Capital Goods	22,417
Cat 3 - Fuel & Energy Related Activities	46,487
Cat 4 - Upstream Transportation & Distribution	159,995
Cat 5 - Waste Generated In Operations	21,034
Cat 6 - Business Travel	2,944
Cat 7 - Employee Commuting	4,950
Cat 8 - Upstream Leased Assets	4,017
Cat 9 - Downstream Transportation & Distribution	8,123
Cat 10 - Processing Of Sold Products	1,058
Cat 11 - Use Of Sold Products	2,540
Cat 12 - End Of Life Treatment	35,052

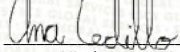
Scopes 1 & 2 Lead Verifier



DATE: 07-17-2026

Masury Lynch | Verification Scientist II
GHG Footprint Verification Program
SCS Global Services, 2000 Powell Street, Suite 600,
Emeryville, CA 94608 USA

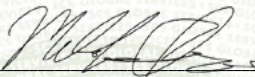
Scope 3 Lead Verifier



DATE: 07/17/26

Ana Cedillo | Technical Specialist
GHG Footprint Verification Program
SCS Global Services, 2000 Powell Street, Suite 600,
Emeryville, CA 94608 USA

Independent Reviewer



DATE: 7/21/2026

Melodie Chen-Glasser | Verification Scientist II
GHG Footprint Verification Program
SCS Global Services, 2000 Powell Street, Suite 600,
Emeryville, CA 94608 USA



Climate-Related Risks and Opportunities

TRANSITION RISKS

Climate and environmental policy and regulation: We are subject to stringent environmental laws and regulations. Changes in climate change concerns and the regulation of such concerns including climate-related disclosures, could subject us to additional costs and restrictions, including increased energy and raw material costs and other compliance requirements. These could negatively impact our reputation, business, capital expenditures, results of operations, and financial position.

Reputational Risks Relating to ESG

Commitments: Carlisle has made several public commitments regarding our intended reduction of GHG emissions, including commitments to achieve net-zero GHG emissions by 2050 and the establishment of science-based targets to reduce GHG emissions from our operations and the operations of our value chain. Although we intend to meet these commitments, we may be required to expend significant resources to do so, which could increase our operational costs. Further, there can be no assurance of the extent to which any of our commitments will be achieved, or that any future investments we make in furtherance of achieving such targets and goals will meet investor expectations. Moreover, we may determine that it is in the best interest of our company and our stockholders to prioritize other business, social, governance, or sustainable investments over the achievement of our current commitments based on economic, regulatory, and social factors, business strategy or pressure from investors, activist groups, or other stakeholders. If we are unable to meet these commitments, then we could incur adverse publicity and reactions from investors, activist groups, and other stakeholders. This could adversely impact the perception of our brands, products and services by current and potential customers, as well as investors, which could in turn adversely impact the results of our operations.

PHYSICAL RISKS

Weather-related events impact on construction activities and demand for materials: Adverse weather conditions such as heavy or sustained rainfall, cold weather, and snow can limit construction activity and reduce demand for roofing materials. Increased severe weather events could lead to increased costs due to hiked insurance premiums and building repairs, as well as a loss of active production capacity.

Weather-related impact on direct operations and Carlisle facilities: Natural disasters may affect Carlisle's core business operations. Capacity planning is utilized to mitigate risks associated with potential operating disruptions and we have identified which manufacturing sites impose the highest risk due to the risk of a flood, fire, wind, and extreme heat average considering the financial importance to our business. Damage to Carlisle PP&E or other assets in the value chain could yield similar headwinds against Carlisle's ability to produce, "The Carlisle Experience", which could impart a loss of brand equity. To help manage this risk, we carry robust insurance policies to insure our facilities, equipment therein, and building infrastructure against natural disasters. Carlisle contracts with national providers to ensure continuity of coverage across the entire enterprise.

Weather impact on supply chains: An increase in the severity and/or frequency of severe weather events may negatively impact the stability of Carlisle's operational and value chains. Temporary and/or permanent disruption of supply chains could alter delivery timelines and material costs in our value stream, negatively impacting our ability to maintain service rates and cost structures for our customers. To help mitigate this risk, we maintain a diverse set of suppliers and implement buffer stocks to decrease the likelihood of experiencing shortages of raw materials in scenarios where a severe weather event impacts a key supplier.

OPPORTUNITIES

Increased demand for low-emission and energy efficient goods and services: Global decarbonization trends and the progression of building code energy efficiency standards may cause the demand for Carlisle's energy-conserving and thermal insulation systems to increase, which will in turn increase revenues. In response to this opportunity, our Research and Innovation teams are working to develop products that are energy efficient, labor-saving, and have a reduced GHG footprint.

Risks and opportunities related to climate change are considered in Carlisle's R&D investments as Carlisle aims to provide products with proven long-term performance, lasting energy efficiency, greater weather resistance, excellent heat and UV resistance, and industry-leading resilience.

Increase in severe weather events: An increase in the frequency of severe weather events can lead to increased demand for our products. While more frequent and intense weather events pose certain risks, they also represent a potential opportunity. Severe storms, hurricanes, and other climate-related weather events often result in damage to buildings and infrastructure, which can drive increased demand for resilient building materials, repair products, and retrofitting solutions.

CLIMATE RESILIENCE

Use of climate-related scenario analysis: While risks and opportunities are identified and analyzed annually, we supplement this process by undergoing a climate-related scenario analysis approximately once every three years. Our most recent analysis was completed in the spring of 2024 in concert with the Carlson School of Management at the University of Minnesota. Various risk and opportunity drivers were considered and assessed for materiality based on potential impact to stakeholders and to business, five key drivers were then selected to be prioritized: market, emerging regulation, technology, reputation, and physical (including consideration of flood, fire, wind, heat, and air quality). These were then assessed across three scenarios from the IPCC: SSP1-2.6/RCP 2.6, SSP2-4.5/RCP 4.5, and SSP5-8.5 / RCP 8.5, which align our assessment with the most recent publicly available information from the IPCC's sixth assessment report (AR6). These chosen scenarios allowed us to understand potential risks and opportunities in a wide array of potential futures.

The results from this analysis are used to better prepare us to serve our customers and adapt to changes throughout the next decade and beyond. Carlisle manages enterprise risks, including climate and sustainability-related risks, using a systematic approach to ensure the long-term sustainability and success of the organization, enhance the long-term total return to our stockholders, and to drive continuous improvement. This exercise allows us to strengthen our strategic resilience and competitive advantage by being better able to anticipate, prepare for, and respond to significant disruptions and crises when risks materialize.

RISK MANAGEMENT

Risk management is a significant component of management's annual strategic and operating planning processes. Under our enterprise risk management program, each operating business is required to identify risks to its business and prepare a detailed mitigation plan. Divisional leadership presents the plans to executive management as part of their strategic and operating plans. Each year, the Board is briefed by senior leadership to review and discuss the resulting reports.

Risks and opportunities are considered over near-term (0–3 years), medium-term (4–6 years), and long-term (7–10 years) time horizons to assess resiliency, in alignment with our annual financial planning. Carlisle's ERM framework is centered around a clearly defined risk universe composed of 21 key risk categories. These risks are assessed for relevancy based on likelihood, impact, and velocity to gain an understanding of which risks are the most strategically significant. The most relevant risks are then assessed for risk management maturity, which measures how advanced our current management processes are for each risk. This allows us to identify where any gaps may exist and develop appropriate countermeasures and action plans. Climate risk assessment results are integrated into our existing Enterprise Risk Management (ERM) System.

The unabridged version of this document can be found at esgdatacenter.carlisle.com

Carlisle Companies

STOCK LISTING

Carlisle Companies Incorporated's ticker symbol on the New York Stock Exchange is CSL.

SHAREHOLDER SERVICES

Computershare Investor Services
2 N LaSalle Drive Chicago, IL 60602
800 897 9071 | computershare.com/us

INVESTOR RELATIONS

Mehul Patel
Vice President, Investor Relations
310 592 9668 | mpatel@carlisle.com

ESG RESOURCES

Carlisle has published the following materials relevant to our ESG initiatives, which serve as additional background on our ESG related policies, strategies, and communications. Please visit carlisle.com/sustainability for more details.

2025 Annual Report - Form 10K
Code of Business Conduct and Ethics
Environmental Sustainability Policy
Conflict Minerals Policy
Conflict Minerals Report
Fighting Against Forced Labour and Child Labour in Supply Chains Report
Statement of Corporate Governance
Guidelines and Principles

FORWARD-LOOKING STATEMENTS & NON-GAAP FINANCIAL MEASURES

This report contains forward-looking statements, within the meaning of the Private Securities Litigation Reform Act of 1995, about our expectations, plans, objectives, future financial performance and other matters that are not historical facts. You can identify these forward-looking statements by our use of words such as "anticipate," "believe," "continues," "estimate," "expect," "forecast," "foresee," "intends," "may," "plans," "project," "pursue," "should," "will" and similar expressions. We cannot guarantee that any forward-looking statement will be realized, although we believe that we have been prudent in our plans, estimates and assumptions. Such statements are made based on known events and circumstances at the time of publication and, as such, are subject in the future to unforeseen risks and uncertainties and to assumptions that may prove to be inaccurate. It is possible that our future performance may differ materially from current expectations expressed in, or implied by, these forward-looking statements due to a variety of factors, including: increasing price and product/service competition by foreign and domestic competitors, including new entrants; significant reliance on our key customers; damage to, or prolonged disruption of, our manufacturing facilities; technological developments and changes; the ability to continue to introduce competitive new products and services on a timely, cost-effective

basis; our mix of products/services; increases in raw material costs that cannot be recovered in product pricing; domestic and foreign governmental and public policy changes including environmental and industry regulations; the ability of our customers to maintain appropriate labor levels under U.S. immigration laws, policies and practices; the ability to meet our goals relating to our intended reduction of greenhouse gas emissions, including our net-zero commitments; threats associated with, and efforts to combat, terrorism; protection and validity of patent and other intellectual property rights; the identification of strategic acquisition targets and our successful completion of any transaction and integration of our strategic acquisitions; the cyclical nature of our businesses; the impact of information technology, cybersecurity, artificial intelligence or data security breaches at our businesses or third parties; the outcome of pending and future litigation, including product liability claims, and governmental proceedings; general industry and market conditions and growth rates, the condition of the financial and credit markets and general domestic and international economic conditions, including inflation, interest rate and currency exchange rate fluctuations, and tariffs; any conflict in the international arena, including the Russian invasion of Ukraine and war in the Middle East; and the other factors discussed in the reports we file with, or furnish to, the Securities and Exchange Commission from time to time.

Any forward-looking statement speaks only as of the date on which that statement is made, and we undertake no duty to update any forward-looking statement to reflect events or circumstances, including unanticipated events, after the date on which that statement is made, unless otherwise required by law. New factors emerge from time to time, and it is not possible for us to predict all of those factors, nor can we assess the impact of each of those factors on the business.

Certain pages contained in this report refer to certain non-GAAP financial measures. The Company believes that providing these non-GAAP financial measures enhances the Company's and investors' understanding of the Company's and its segments' financial performance. Non-GAAP financial measures should not be considered replacements for, and should be read together with, the most comparable GAAP financial measures. Please refer to the appendix of the Company's Vision 2030 Slide Presentation on www.carlisle.com for the Company's definitions of its non-GAAP financial measures, which may not be comparable to similarly titled measures reported by other companies, and reconciliations of historical non-GAAP financial measures to the most comparable GAAP financial measures. The Company is not providing reconciliations for forward-looking non-GAAP financial measures because the Company does not provide GAAP financial measures on a forward-looking basis as the Company is unable to predict with reasonable certainty the ultimate outcome of adjusted items without unreasonable effort. These items are uncertain, depend on various factors, and could be material to the Company's financial results computed in accordance with GAAP.



The Grotius tower located in The Hague, The Netherlands uses with Carlisle Butyl tape HARDCAST FSR 40

