



\*CCM also has manufacturing operations in Europe and Canada.

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|---|---|--|-----------------------------------|
| 1. Insulfoam Division Headquarters†<br>CCM EPS Insulation<br>CCM Polyiso Insulation   | 12. Carlisle Coatings & Waterproofing<br>Carlisle Polyiso Insulation      | 27. Carlisle Construction Materials Corporate<br>Headquarters†<br>CCM EPDM Membrane<br>CCM TPO Membrane<br>Carlisle Coatings & Waterproofing | 40. Carlisle Architectural Metals |
| 2. Ultimate RB  | 13. CCM TPO Membrane  | 28. CCM Polyiso Insulation   | 41. Carlisle Architectural Metals |
| 3. Ultimate RB  | 14. CCM Polyiso Insulation  | 29. Carlisle Architectural Metals  | 42. Henry                         |
| 4. CCM EPS Insulation   | 15. CCM EPS Insulation  | 30. CCM Polyiso Insulation   | 43. Henry                         |
| 5. CCM EPS Insulation   | 16. Carlisle Architectural Metals   | 31. Hunter Panels Division Headquarters†<br>CCM Polyiso Insulation   | 44. Henry                         |
| 6. Carlisle Polyurethane Systems  | 17. Carlisle Polyurethane Systems   | 32. CCM EPS Insulation   | 45. Henry                         |
| 7. CCM EPS Insulation<br>Carlisle Architectural Metals  | 18. Carlisle Polyurethane Systems   | 33. Carlisle Architectural Metals  | 46. Henry                         |
| 8. CCM TPO Membrane<br>CCM Polyiso Insulation<br>CCM EPS Insulation   | 19. Drexel Metals Division Headquarters†<br>Carlisle Architectural Metals | 34. PAC-CLAD Petersen Division Headquarters†<br>Carlisle Architectural Metals  | 47. Henry                         |
| 9. Carlisle Architectural Metals  | 20. Carlisle Polyurethane Systems   | 35. Carlisle Architectural Metals  | 48. Henry                         |
| 10. CCM EPS Insulation  | 21. CCM PVC Membrane<br>CCM EPDM Membrane                                 | 36. Carlisle Architectural Metals  | 49. Henry                         |
| 11. Carlisle Coatings & Waterproofing<br>Division Headquarters†<br>Carlisle Coatings & Waterproofing<br>Carlisle HVAC Brands Division Headquarters†<br>Carlisle HVAC Brands | 22. CCM EPS Insulation  | 37. Carlisle Architectural Metals  | 50. Henry                         |
|   | 23. CCM Polyiso Insulation  | 38. CCM EPS Insulation   | 51. Henry                         |
|   | 24. Carlisle Polyurethane Systems   | 39. Carlisle Architectural Metals  | 52. Henry†                        |
|   | 25. Ultimate RB   |  | 53. Henry                         |
|   | 26. Carlisle Architectural Metals   |  |                                   |

†Division Headquarters