

FIN-498

SENIOR PROJECT

Financial Valuation & Analysis Capstone

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Carlisle Companies Inc.

NYSE: CSL

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HISTORY & ANALYSIS

Understanding the business:

Carlisle Corporation Incorporated is an American company that is diversified in that they design, manufacture, and have on the market many products that look to serve to a large scope of niche markets for customers worldwide. Carlisle Corporation's founder is Charles S. Moomy. It was founded in 1907 Carlisle has 10 locations, with 4 being in the United States and its headquarters in Scottsdale, Arizona. Carlisle Corporation employs around 13,000 employees. The CEO of Carlisle Corporation is D. Christian Koch. Carlisle Companies Inc. is on the S&P 400 list.

Carlisle Corporation has four businesses under its name. These businesses are Carlisle Construction Materials, Carlisle Interconnect Technologies, Carlisle Fluid Technologies, and Carlisle Brake & Friction.



Carlisle Companies Incorporated – Product Line

Carlisle Fluid Technologies



Carlisle Brake & Friction



Carlisle Interconnect Technologies



Carlisle Construction Materials

Commercial Roofing



Polyurethane Systems



Carlisle Construction Materials (CCM) works to innovate, easy-to-install and energy-efficient for customers. CCM works to manufacture a range of building envelope products for residential, commercial and industrial buildings. These products they offer include rigid foam insulations, single-ply roofing, heating, ventilation and air-conditioning hardware and

sealants. CCM is considered a leading North American and European building products manufacturer. CCM operates its manufacturing facilities throughout the United States (which is its primary market). There are other locations in Germany, Netherlands, United Kingdom and Romania.

Carlisle Interconnect Technologies (CIT) designs and manufacture high-performance wire and cable. These include commercial aerospace, military and defense electronics, medical device, industrial, and test and measurement markets. Some of their products include sensors, connectors, complex harnesses, trays, and installation kits, they also include engineering and certification services. CIT primarily operates its manufacturing facilities in the United States, China, and Mexico. United States, China and Europe are its primary target area for sales

Carlisle Fluid Technologies (CFT) designs, manufactures, and sells highly engineered liquid, powder, sealants and adhesives fishing equipment and system solutions for spraying, pumping, mixing, and curing a number of different coatings that are used primarily for automotive production, industrial, protective coating and wood. CFT sells and manufactures under the brand names of Binks®, DeVilbiss®, Ransburg®, BGK® and MS Powder®. It operates its manufacturing facilities in the United States, UK, Switzerland, and Sweden. Its assembly facilities are in China, Japan and South Korea. 55% of CFT's revenue is made from outside of the US.

Carlisle Brake & Friction (CBF) is a provider of high performance and severe duty brake, clutch and transmission applications for the construction, mining, aircraft, and other industrial markets. They also have a performance racing group with which they design, manufacture, and sell high-performance motorsport braking products. CBF sells and manufactures products under several brand names called Carlisle, Hawk®, Wellman® and

Velvetouch®. Its products are sold by direct sales all around the world. Its primary manufacturing facilities are in United States, Italy, China, and the UK.

PESTEL Analysis:

❖ Political Factors that could impact Carlisle Companies Incorporated:

Political factors have a huge influence on the determination of how Carlisle Companies Incorporated's long-term profitability is affected in the market. Carlisle Companies Incorporated operates with the Chemical: rubber and plastic sector in dozens of countries.

- Political stability and importance of the rubber & plastics industries within the country's economy
 - An increase in the political stability of the country would provide for a positive business environment which allows for much predictable market trends.
 - A decrease in the political stability invites chaos, which in turn would reduce investor's trust.
 - The current global political environment in which Carlisle Companies Incorporated operates has minor tension which has made growth opportunities a bit limited.
- Bureaucracy and interference in the rubber & plastics sector by the country's government
 - Bureaucracy at higher levels has been shown to have higher levels of corruption. Operating in a country with high levels of bureaucracy could mean high levels of

corruptions follows, and this would make predictability of future forecasts harder for Carlisle Companies Incorporated.

- Legal framework for contract enforcement
 - Ability to enforce contracts and resolve disputes are fundamental for markets to be able to function properly. If there are good enforcement behaviors it allows for an easier predictability in commercial relationships, like the securement of contracts in the rubber & plastic sector. It also assures investors their contractual rights would be upheld with little to no delay by the local courts.
- Trade regulations & tariffs related to consumer goods.
 - Carlisle Companies Incorporated dealing in the plastics & rubber sector would be heavily affected by high trade restrictions, which could make exportation of manufactured goods to consumers in foreign countries and also the importation of raw materials/work-in progress goods from foreign trade partners much more difficult.
- Taxation – tax rates and incentives
 - The entry into foreign markets may lead to entry into countries with higher taxation levels. This in term could affect the amount of profit being made by Carlisle Companies Incorporated.
- Wage Legislation – minimum wage and overtime & Mandatory employee benefits
 - Lower minimum wage and overtime payments in foreign countries allow for higher profitability for Carlisle Companies Inc. Less employee benefits also deliver much more profits and wealth for shareholders.
- Industrial safety regulations in the Consumer Goods sector
 - Increased costs through quality control in order to ensure safety and avoid potential injuries to consumers in the development of a safe product.

- ❖ Economic factors that could Impact Carlisle Companies Incorporated:
 - Type of economic system & government intervention in the countries of operation and how stable they are
 - Economic systems with high government interference could make market maneuverability much difficult than a with little to no government interference (free market).
 - The rate of GDP growth within the domestic market and how it would affect Carlisle Companies Incorporated's growth in the future.
 - Economic development could have a direct effect on Carlisle Companies Inc.'s growth.
 - Currency exchange rates & stability of host country currency
 - Higher exchange rates could make transactions much more expensive, in turn making the Carlisle Companies Inc. lose out on profit. Constant fluctuations in the host country currency could lead to higher investor uncertainty.
 - Unemployment rate
 - Higher unemployment rate allows for Carlisle to negotiate the terms of future contracts with potential employees, which in turn could bring higher profits.
Lower unemployment rates have the opposite effect, with potential employees being the ones to be able to dictate the terms.
 - Interest rates
 - Carlisle Companies Inc. are able to determine what individuals are ready to lend or borrow, with a higher interest rate meaning there would be larger investments from individuals. This in turn leads to more growth opportunities for Carlisle Companies.

- Skill level of workforce in the Rubber & Plastics industry.
 - Higher skill level of workforce leads to the ability for Carlisle Companies to be able to maximize their output and also avoid training costs, which leads to more profits for the company.
 - Business cycle stage
 - Understanding of the business cycle of Carlisle Companies as well as that of their competitors is key. Entering an industry in which most of the products in it are already established could be very challenging, as compared to an industry in which most of the products are relatively new.
- ❖ Social Factors that could impact Carlisle Companies Incorporated:
- Demographics and skill level of the population
 - Proper understanding of the demographics of a population could avoid potential losses in waste. Being able to understand consumer spending patterns, changes in trends and the effectiveness of advertisement campaigns can put Carlisle ahead of the market
 - Class structure, hierarchy, and power structure in the society
 - Being able to segment the market based on social structures could give Carlisle an idea of what to put on the market and how to place it on the market.
 - Carlisle Companies produces for middle class to high class levels of income, without understanding the societal structure of their preferred market of entry Carlisle Companies would incur losses.

➤ Culture

- Understanding the culture of market of entry could lead to avoid many losses as well as any potential negative reputation hits, that could develop from the production of a product that is not accepted locally.

➤ Leisure interests

- Being able to understand current leisure trends among consumers allows for Carlisle Companies to be able to target the appropriate market.

➤ Health attitudes and environmental consciousness

- To manufacture in some areas, Carlisle may meet some legal impediments over how much waste they can produce or may have to give back to the society in a way that may cut down profits.

❖ Technological Factors that Impact Carlisle Companies:

➤ Technology's impact on Carlisle Companies product offering

- Technology is fast changing, to be able to keep up with competition. Carlisle Companies must constantly strive to adapt their technology to make sure they gain and maintain a competitive advantage.

➤ Impact on cost structure in the Rubber & Plastics industry

- This could lead to potential increases or decreases which can lead to profits.

➤ Rate of technological diffusion

- With the introduction of new technology, life cycles of new products have shortened

❖ Environmental Factors that impact Carlisle Companies:

➤ Weather

- Harsher weather conditions could increase cost of operations of Carlisle Companies, this could in turn force a change in the currently established value chain.

➤ Laws regulating environmental pollution

- Environmental pollution concerns are on the rise, meaning Carlisle Companies have less room for allowed pollution. This could reduce capacity levels and in turn reduce possible profits.

➤ Attitudes towards ecological products

- Making products in countries that want companies to produce products that are ecologically sustainable, means for higher cost of production. This also leads to less profits the Carlisle Companies and wealth for the shareholders.

❖ Legal Factors that impact Carlisle Companies:

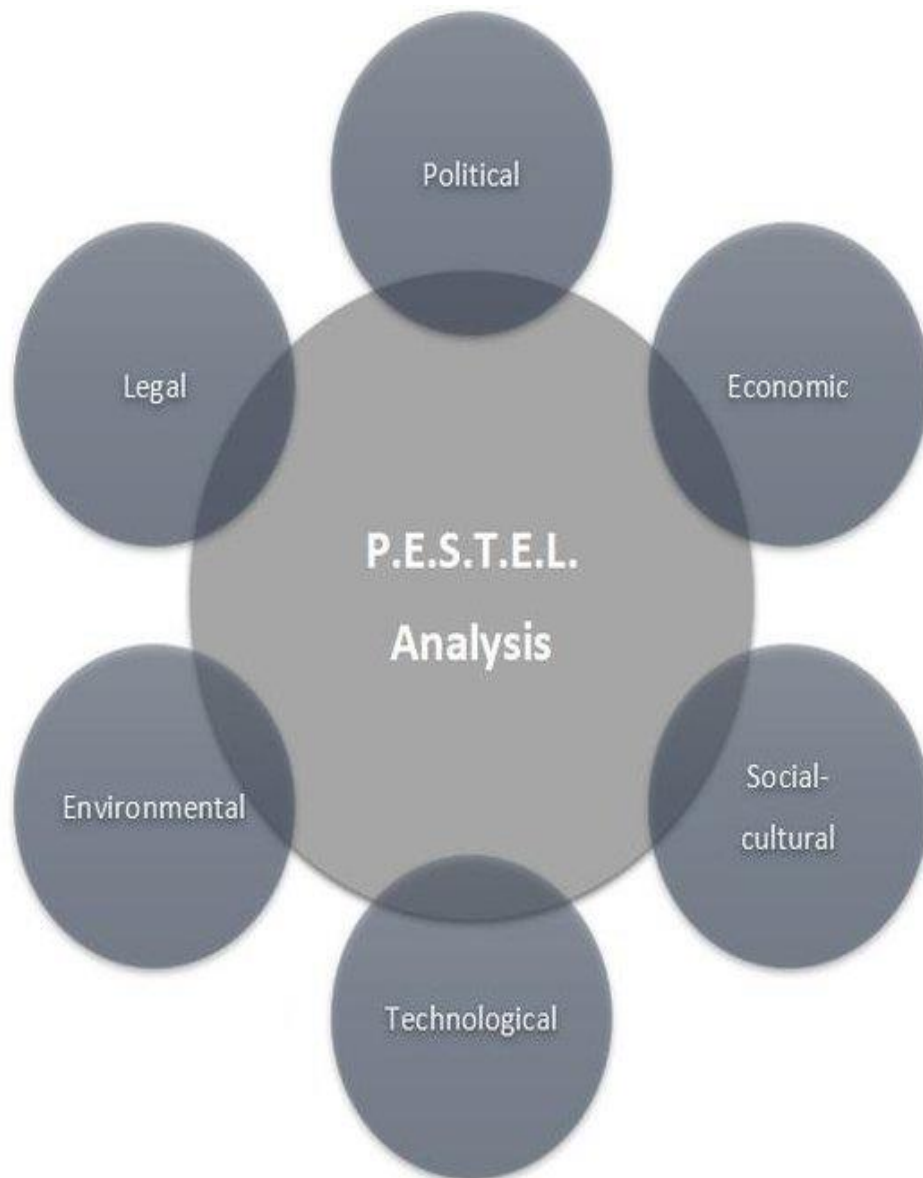
➤ Trademarks, Copyright, Patent/ Intellectual property law

- There is a risk of not protecting their mark, and some other company assumes a similar mark which would limit or destroy Carlisle's brand.

➤ Employment Laws

- Carlisle Companies' must follow the employment laws of the countries in which they have an intention to work in. In order to provide safer environments and avoid any potential costs that may arise from lawsuits.

- Consumer protection and e-commerce
 - With data protection being an issue over recent years, as Carlisle companies looks into security data, there is an increase importance in understanding the protection regulations.



Industry & Competitive Analysis:

The competitors of Carlisle companies are involved in many different marketing sectors. Carlisle companies' profits are derived from many sectors and do not have a focus on just one. The sectors that Carlisle Companies Inc. belongs to is the conglomerates and the Rubber & Plastics sector. Carlisle Companies Inc.'s main competitor is Ashland Global Holdings. Ashland Global Holdings generates -45.05% less revenue than Carlisle Companies' does. Materion.corporation is another one of Carlisle Companies Inc's main competitors, Materion corporation. generates \$1.25 billion of the industry revenue. Another big competitor is H.B Fuller company. H.B Fuller company generates \$2.87 billion of the industry's revenues. Celanese company another competitor in the same industry generates \$5.99 billion of the industry's revenues. Icahn Enterprises another competitor that stands out in this industry generates \$14.17 billion of the sector's revenue.

The chemical rubber and plastics industry has been on the rise for the past 5 years in terms of profitability. The industry has also had minor blips in its rising pattern but nothing major to change the course of its foreseeable rise. With the lack of specialization and a lot of other products to fall on if there is a failure in one of its industries, Carlisle Companies Incorporated working in other sectors are not limited to one form of profit.

Company name (in millions)	Revenue	Market Share	Percentage Difference
Carlisle Companies Incorporated (CSL)	\$ 4,240	12.42%	-
Ashland Global Holdings (ASH)	\$ 2,330	6.82%	-45.05%
Celanese Corporation (CE)	\$ 5,990	17.54%	41.27%
Ecolab Inc (ECL)	\$ 11,650	34.11%	174.76%
H.B Fuller Company (FUL)	\$ 2,870	8.40%	-32.31%
RPM International (RPM)	\$ 5,820	17.04%	37.26%
Materion Corporation (MTRN)	\$ 1,250	3.66%	-70.52%
TOTAL	\$ 34,150	100.00%	

With the use of Porter's five forces, Carlisle Companies Inc.'s industry structure can be broken down and characterized. The main use of Porter's Five forces is to analyze the threats of new entrants, the bargaining power of suppliers, the bargaining power of buyers, threat from substitute products and rivalry among the existing players. This competitive analysis can show how Carlisle Companies Inc. can build a sustainable competitive advantage in the Rubber & Plastic industry as well as the Conglomerates industry.

❖ Threats of new entrants

New entrants bring innovation and puts pressure on Carlisle Companies Incorporated, through lower pricing strategy, cost reduction and a provision of new value proposition to customers. To battle this Carlisle Companies must:

- Innovate new products and services, new products would allow for the introduction of new customers and give current customers more reasons to buy products from Carlisle Companies Incorporated.
- By building economies of scale so that they can decrease the fixed cost per unit
- Spending on research and development as well as building capacities. It makes it harder for new entrants to enter the industry if an established player like Carlisle Companies Inc. keeps defining the standard. It reduces any vision of extraordinary profits significantly and discourages new firms from entering the industry.

❖ Bargaining Power of Suppliers

Almost all the companies in the Rubber and Plastics Industry buy their raw materials from many suppliers. A supplier with the upper hand in negotiations can decrease all potential margins that Carlisle Companies Inc. can earn from the market. To be able to battle this Carlisle Companies Inc. must:

- Build an efficient supply chain with multiple suppliers
- Experiment with product designs by using different materials, so they can always have substitutes when the price of a raw material goes up to easily transition to another material.
- Develop suppliers that are dedicated to Carlisle Companies Inc. due to their businesses depending on them.
- The bargaining power of suppliers would decrease if Carlisle Companies Inc. bought from a region in which the amount of suppliers outweighed the amount of buyers.

❖ Bargaining Power of Buyers

Buyers tend to want a lot; they want the best products available while paying the lowest price possible for them. In the long run, this puts pressure on Carlisle Companies Inc.'s profitability. To battle this, Carlisle Companies Inc. must:

- Build a large customer base. This would reduce the bargaining power of buyers as well as give Carlisle Companies Inc. the ability to streamline its sales and its production process.
- Rapidly innovate new products. Customers tend to seek discounts on products that are already established. If Carlisle Companies Inc. keeps making new products, it can in turn limit the bargaining power of customers

- New products also reduce the chances of defection of existing customers to competitors.

❖ Threats of substitute products or services.

When a new product or service is able to meet a similar customer's needs in a different way, the industries profitability suffers. A substitute products threat is high if it is able to offer a value proposition that is uniquely different from that which is already being offered in the industry. To battle this, Carlisle Companies Inc. must:

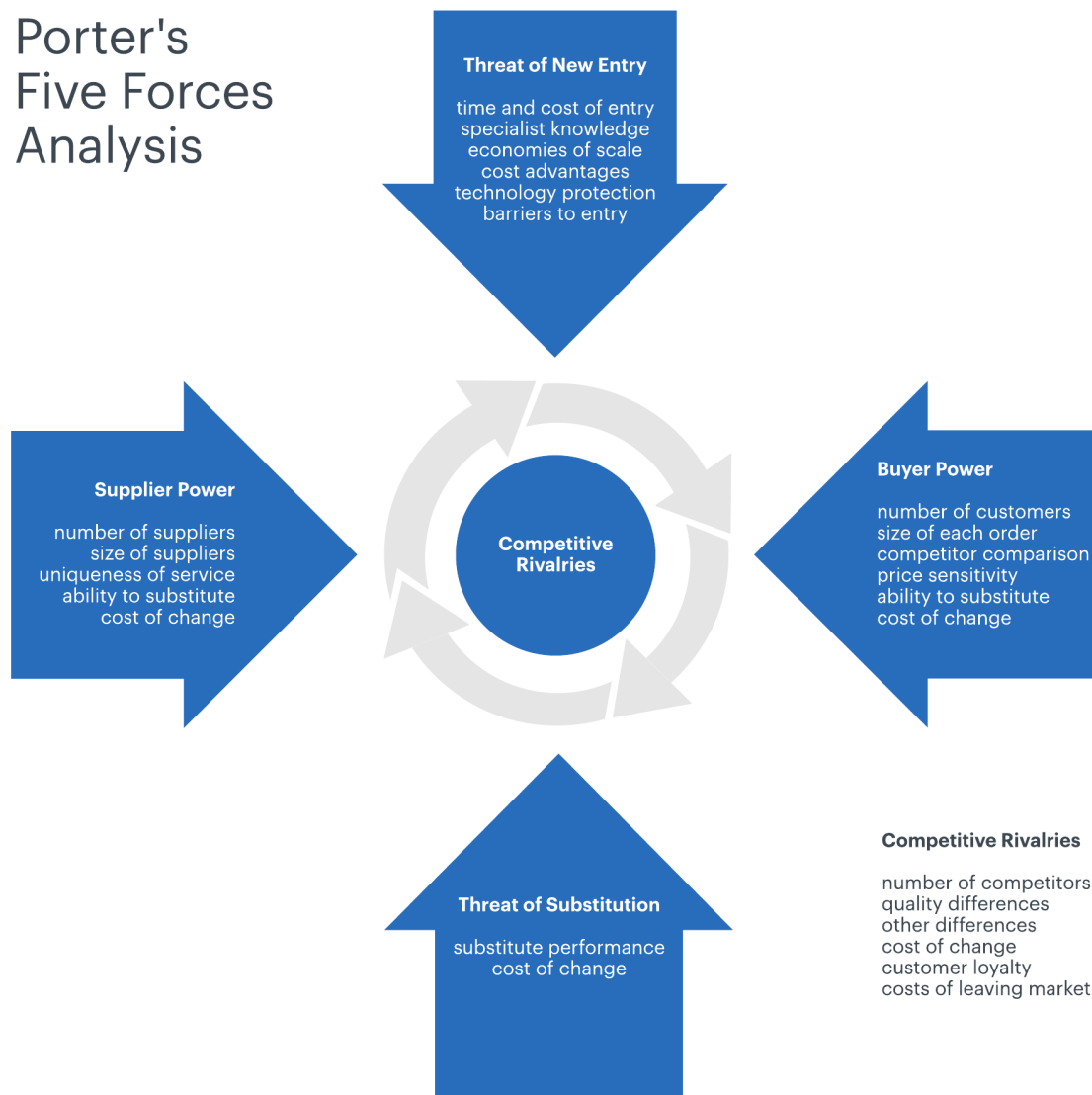
- Increase the cost for customers to switch to other products and competitors
- Understand the core need of the customer rather than looking at what the customer is buying.
- To make sure that Carlisle Companies Inc. are service oriented as well rather than just product oriented

❖ Rivalry among the existing competitors.

If the rivalry between the existing competitors in the industry is intense it would cause a driving down of prices and also decrease the overall profitability of the industry. The Rubber and Plastics industry is very competitive, this would in turn reduce the long-term profitability of Carlisle Companies Inc. In order to tackle this, Carlisle must:

- To build a sustainable differentiation
- Build scale so it can compete better
- Collaborate with competitors to increase the market size rather than just compete for small market.

Porter's Five Forces Analysis



Carlisle Companies Incorporated has a few strategies that they implement in order to attain their goal to be the market leader of highly engineered products. They strive to use Carlisle Operating System (COS) in order to consistently drive efficiencies and operating leverage, build scale with synergistic acquisitions, continue to invest in and develop exceptional talent, accommodate continued organic growth through capital expenditures, and return capital to shareholders through share repurchases and dividends. With waste eliminated and the improvement of efficiencies, it allows for increase in profitability.

Carlisle Companies Inc. also sells and acquires companies that either does not fit or fits the company's long-term goals respectively. In 2020, Carlisle Companies Inc. acquired Carlisle Construction Materials, Carlisle Interconnect Technologies and Carlisle Fluid Technologies, as well as the sale of Carlisle Foodservice Products in 2018 for \$750.8 million (due to the fact it no longer served its long-term goals).

Carlisle Companies Inc.'s competitors are lined up according to the market segment in which its acquisition lies in. For Carlisle Construction Materials (CCM), the segment faces competition from many different competitors that produce roofing, insulation and waterproofing products. The level of competition is determined according to the market's region and product line. As one of the four major manufactures in the single-ply industry, CCM competes through innovating products, long-term warranties and customer service in order to gain a competitive advantage.

Carlisle Interconnect Technologies (CIT) faces competition from numerous competitors within each of the market it serves. CIT gains its competitive advantage by positioning itself to gain design specification for customer platforms or products with long life cycles and high barriers to entry. The CIT segment competes primarily on its products performance and ability to meet customers' highly specific design, engineering and delivery needs on a timely basis.

For Carlisle Fluid Technologies (CFT), it faces competition on the regional and international manufacturer level. Its major competitive factors involve innovative designs, ability to provide customers with a lower cost of ownership, dependable performance and high quality at a competitive price. This segment installed base of global customers is supported by a worldwide distribution network with the ability to deliver critical spare parts and other services. The brand is well recognized and respected internationally, and has a diverse base of customers, applications and industries it serves. This allows for the segment

to continue to be design patented, innovate equipment and find solutions for customers across the world.

Carlisle Brake & Friction (CBF) strives to be a market leader by competing on regional and international levels. There are not many competitors in the market the CBF serves in. A majority of the competitors participate in only a few of the markets that CBF serves in on both regional and international level. The markets that it serves in are competitive and in order to maintain a competitive advantage, CBF makes sure its competitive factors include product performance, quality, product availability and price. These as a whole help Carlisle Companies Incorporated as an organization gain a competitive advantage over other companies even though they have many market segments as a conglomerate.

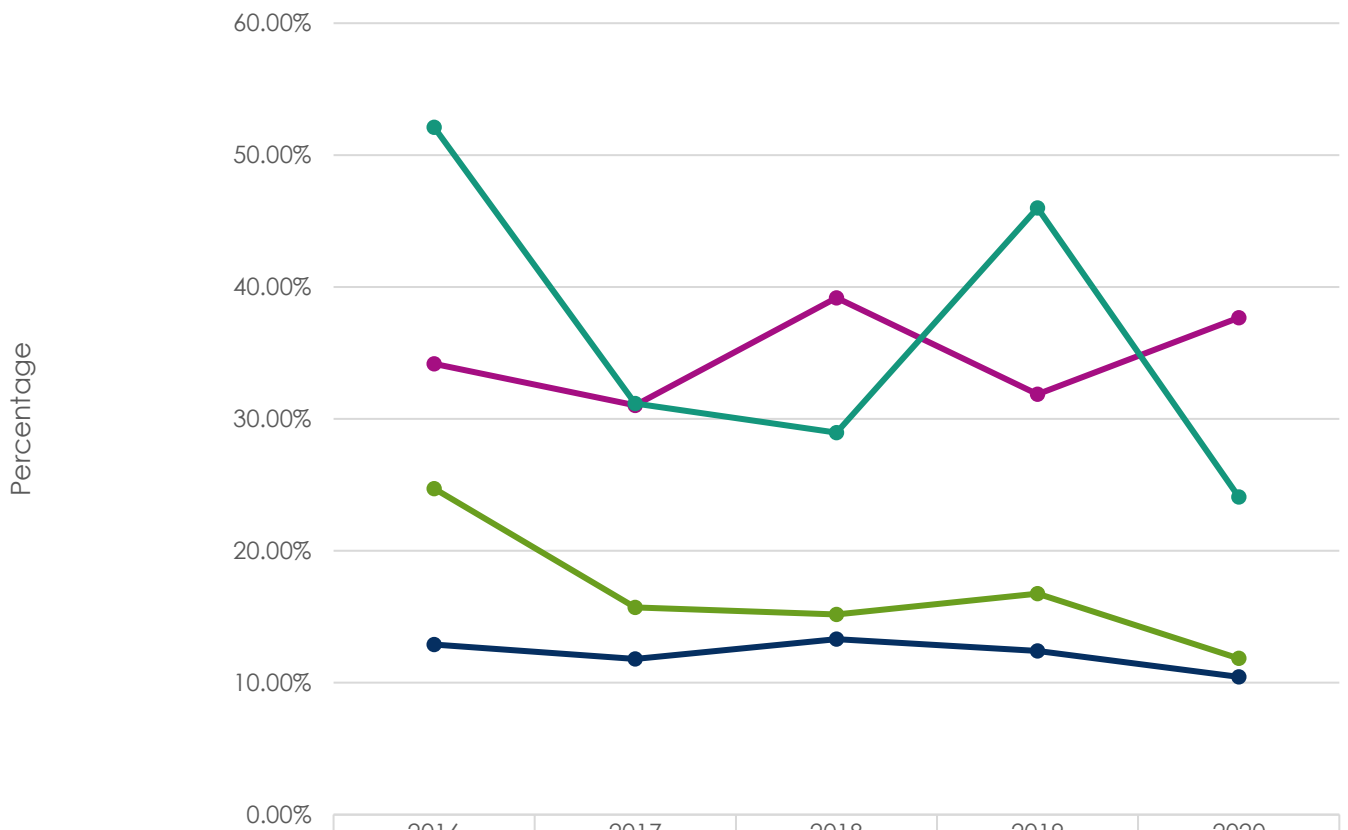
Analysis of Financial Statements & Income Statement (Exhibit 1.A&B)

Vertical Analysis of Balance Sheet (Values of money are all in thousands)

The cash and cash equivalents of Carlisle Corporation Incorporated has fluctuated over the last 5 years, starting at 9.72% in 2016 and hitting a low of 6.39% in 2019 and a high of 15.38% in 2020. This could be a result of changes in their current liabilities over the years. Similar to their cash and cash equivalents, Carlisle's net accounts receivables have also fluctuated over the years (though their changes were not as drastic). Their net account receivables started 12.90% and reached a high of 13.30% in 2018 but had a low of 10.44% in 2020. The inventories of Carlisle also followed a similar trend, but it increased at points where cash and cash equivalents decreased and decreased at points where there were increases. Inventories started at a high of 9.51% in 2016 and managing a low of 8.47% in 2017. The current assets of also followed suit to all its sub sections, showing fluctuations over the last 5 years as well. It started off at 34.17% in 2016, reached a high of 39.18% in 2018 and finished at 37.66% by the end of 2020.

The accounts payable of Carlisle Corporation Incorporated decreased over the last 5 years from a high of 24.72% to a low of 11.84%. This shows that Carlisle Corporation decided to pay off its prior debts much quicker over the years than purchasing on credit. The accrued and other current liabilities of Carlisle Corporation Inc. also had a decrease over the years. It started at 25.04% and fell to a low of 11.00% in 2020. Another case in which shows that Carlisle is trying to clear out their debts. Total current liabilities of Carlisle Corp. Inc. also show a similar pattern to its sub sections. It has followed a decrease over the past 5 years, starting at a percentage as high as 52.11% in 2016 and falling to a low of 24.09% in 2020. The total shareholder's equity of Carlisle Corporation also decreased over the years from a high of 62.20% in 2016 to a low of 43.26% in 2020. (EXHIBIT 2.A)

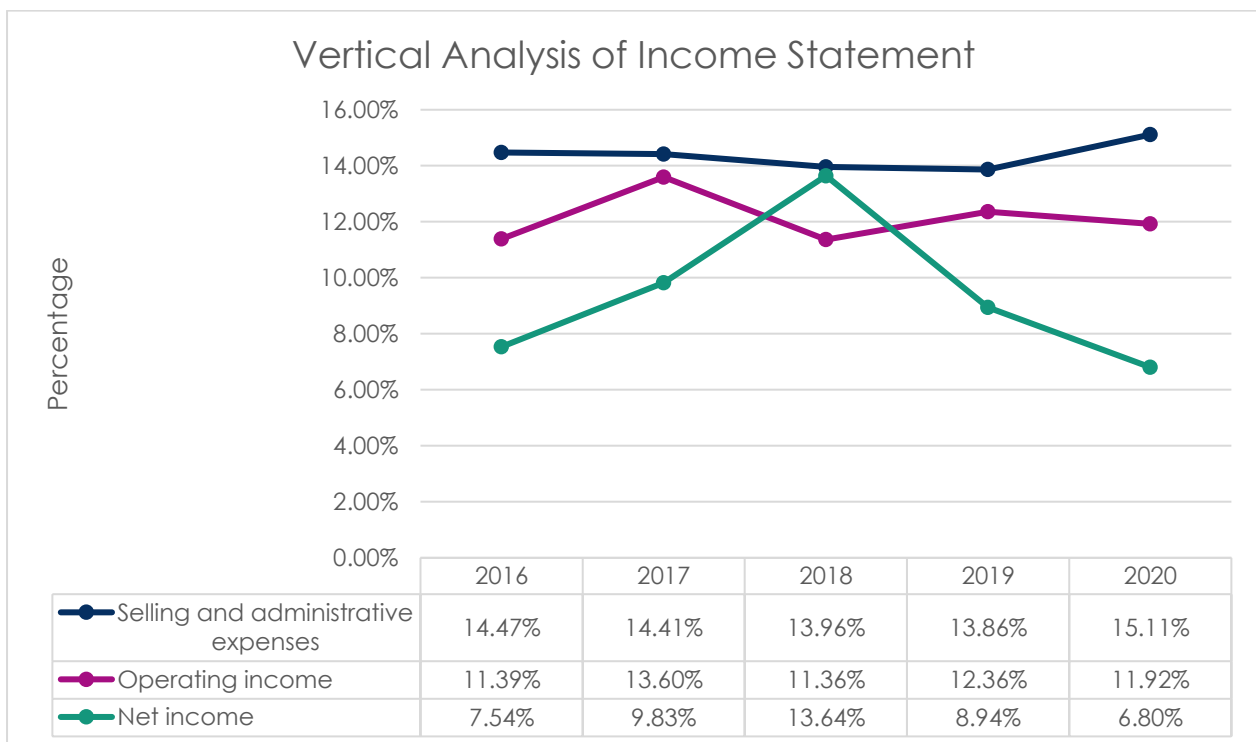
Vertical Analysis of Financial Statement



	2016	2017	2018	2019	2020
Receivables, net	12.90%	11.81%	13.30%	12.42%	10.44%
Total current assets	34.17%	31.03%	39.18%	31.88%	37.66%
Total current liabilities	52.11%	31.17%	28.97%	46.00%	24.09%
Accounts payable	24.72%	15.72%	15.18%	16.75%	11.84%

Vertical Analysis of Income Statement (Values of money are all in thousands)

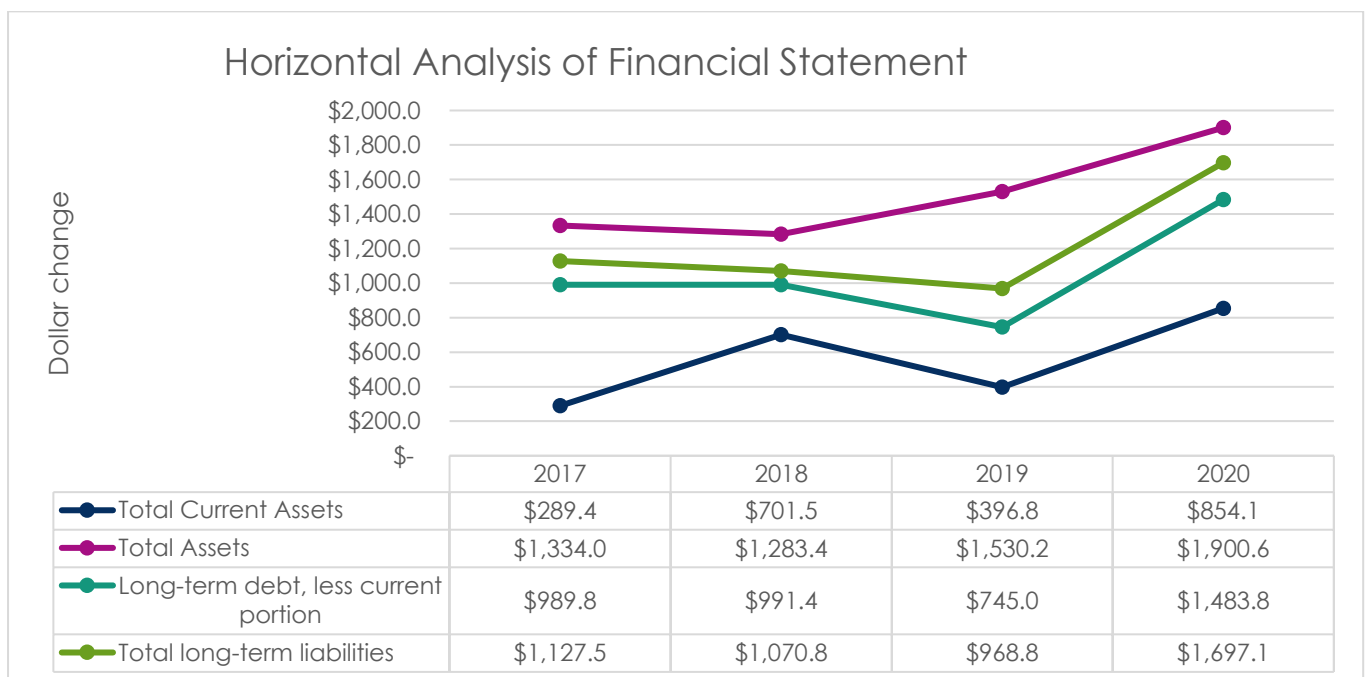
The cost of goods sold by Carlisle Corp as a percentage of revenue increased over the last 5 years. It moved from 68.51% in 2016 to a high of 73.78% in 2018 and finished off at 72.15% in 2020. Their selling and administrative expenses has been a lot steadier, there has not been much of a change as a percentage of revenue over the years. Starting at 14.47% in 2016 and ending with 15.11%. This would be due to Carlisle's administrative account growing over the 5 years. Operating income has fluctuated a little over the 5 years, it started at 11.92% in 2016 and kept rising and falling each year respectively. It later ended at a low of 11.39% in 2020 and had a high of 13.60%. in 2018. This happened due to increases and decreases in operating expenses over the same time period, there was an inverse relationship between operating income and operating expenses. Net Income saw its best percentage at 13.64% in 2018 but leveled out for the years before and the ones after. It started out at 6.8% in 2016 and finished at 7.54% in 2020. (EXHIBIT 2.B)



Horizontal Analysis of Financial Statement (Values of money are all in thousands):

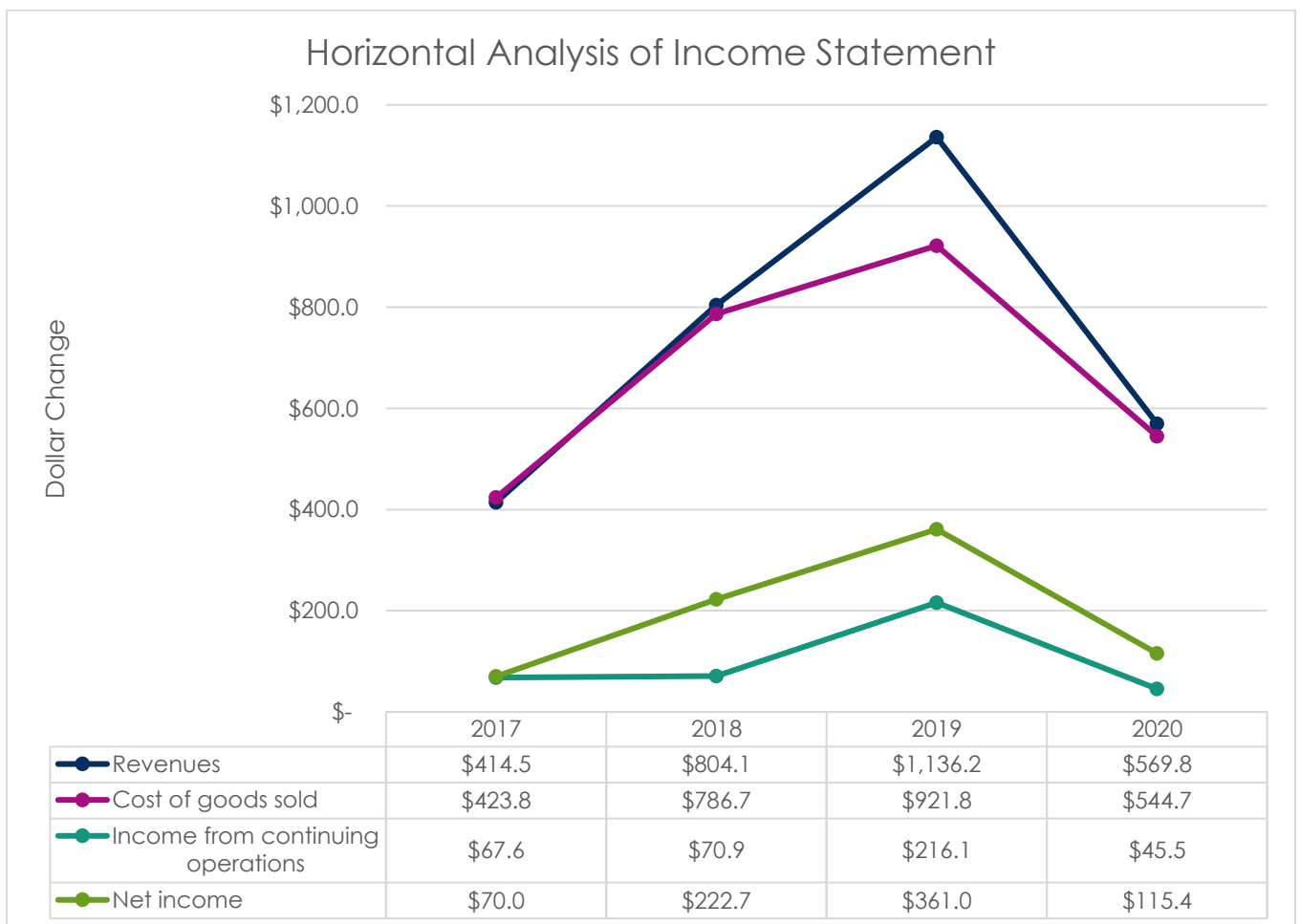
The cash and cash equivalents of Carlisle Corporation Incorporated increased by 134.16% from 2016 to 2020. There was also a notable percentage increase in accounts receivable by 19.76%. The current assets of Carlisle Corp. had a huge change of 63.02% which would be a \$854.1 change. Carlisle also increased their goodwill by a massive percentage of 60.77% over the 5 years. Property, Plant and Equipment also saw a percentage increase of 22.45%, which was a \$141.9 increase. Other intangible assets also saw an increase of 18.64%, while other long-term assets saw an increase of 340.00%. Total assets saw an increase of 47.92% over the last 5 years.

The accrued and other current liabilities saw an increase of 19.58% over the past 5 years. This would be most likely due to the increases in the cost of sales and addition of selling and administrative expenses over the years. Carlisle Corporation managed to increase their long-term debt over the 5 years. Unlike the other assets and liabilities, shareholder's equity managed to increase by just 2.87% from 2016-2020, a \$70.8 change. Total equity and liabilities managed a massive 47.92% increase from 2016-2020. (EXHIBIT 3.A)



Horizontal Analysis of Income Statement (All values of money are in thousands)

Carlisle Corporation Incorporated saw a 15.50% increase in revenue from 2016 to 2020, which is a \$569.8 increase over the last 5 years. Their costs of goods sold also saw an increase of 20.58% over the past 5 years, this may be a result of the sale of some of Carlisle Corp's subsidiaries, so cost of production reduced as well as their revenues. Selling and administrative expenses also saw an increase of 20.58%. Carlisle reduced the amount put into research and development, there was a cut in their expenses by 10.02%. There has also been a reduction in operating income of 13.93% from 2016 to 2020. The net income of Carlisle Corp Inc. also saw a serious increase of 27.99% over the past 5 years.



Key Ratio Analysis & Comparison to the Industry Average

Looking at the growth ratios of Carlisle Corporation Incorporated, the sales growth ratio of Carlisle Corporation Incorporated compared to its industry in 2020 was poorer. Carlisle Corp. had a decrease of -11.77% as compared to the industry average of -3.97%. In 2019, the sales ratio was up 7.41%, up 8.70% in 2018 and also up 11.28% in 2017. This could be attributed to a higher demand in Carlisle's products over the years. In 2020, though the reduction in sales growth is due to the company selling off two of its subsidiaries so revenues previously made through them are lost. Income growth throughout the years was negative except for the first period of 2017 in which the growth was 46.14%. In 2020, 2019 and 2018, it was -32.30%, -22.63% and -1.83% respectively. The industry average in 2020 was 2.77% as compared to theirs at -32.30%. Goes to show how poorly Carlisle performed as compared to their competitors. The asset growth of Carlisle Corporation Inc. was 6.74% as compared to the industry average of 2.71%. Meaning Carlisle felt there was a need to acquire more assets as compared to their competitors in 2020. The Carlisle asset growth over the years of 2019, 2018 and 2017 were 4.70%, -0.95% and 33.64% respectively.

The liquidity ratios of Carlisle Corporation Incorporated shows how well Carlisle are able to handle their short-term debt needs. The current ratio of Carlisle companies was 3.4 in 2020 as compared to the industry average at 2.47. This shows that Carlisle is more likely to pay its creditors back as compared to the competitors in its industry. Over the years of 2019, 2018 and 2017, the current ratios were 1.9, 3.4 and 2.5 for each year respectively. The quick ratio of Carlisle Corporation Incorporated was 3.4 as compared to the industry average at 0.16 in 2020. It shows that Carlisle Corp. is able to meet its short-term debts quickly if it ever needed to liquidate. Over the years of 2019, 2018 and 2017. Carlisle's ratio has been 3.4, 1.9 and 3.4 respectively.

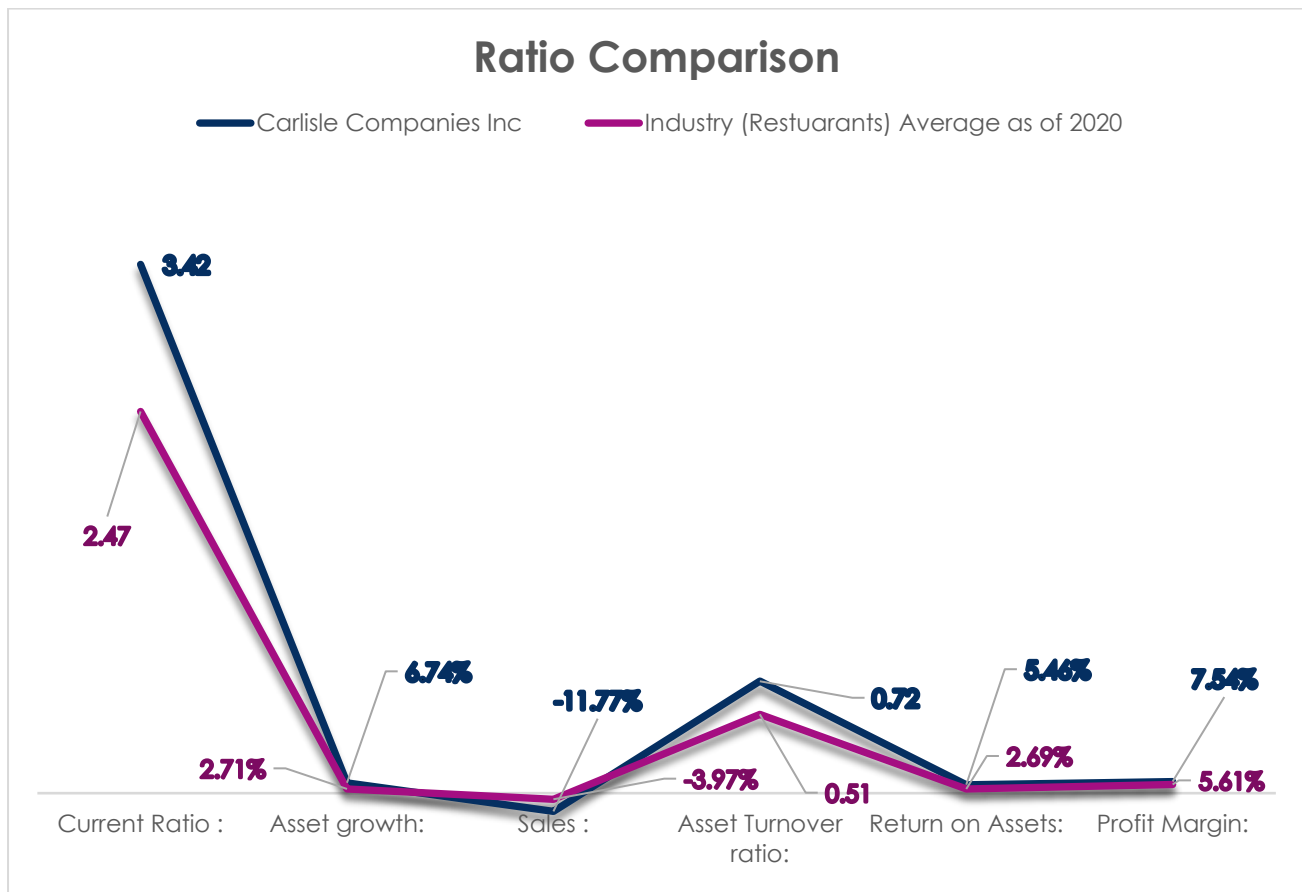
The Asset management ratio shows how well Carlisle Corporation Incorporated is able to utilize its assets to generate revenue. For its asset turnover ratio, Carlisle Corporation Incorporated was 0.7 in 2020 as compared to the industry average at 0.51. Showing Carlisle Corp. is able to use its assets to generate revenue much better than its competitors are able to. In 2019, Carlisle's asset turnover ratio was 0.7, it was 0.9, 0.9 and 0.8 in 2019, 2018 and 2017 respectively. The inventory turnover ratio for Carlisle Corp. was 6.0 in 2020, which was much more than its competitors at 4.59. The values were 7.1, 7.3 and 7.1 in 2019, 2018 and 2017 respectively. Showing that Carlisle had a high demand for their products as compared to their competitors because it shows they were selling their goods quickly.

The operating profitability ratios show the percentage of profit that Carlisle is able to generate from operations. Return on assets, return on equity and profit margin are all subsets of operating profitability ratios. For Carlisle's return on assets, it had a value of 5.46% as compared to its competitors at 2.69%. Meaning Carlisle is able to generate more profits per their assets as compared to its competitors. In 2019, 2018 and 2017 Carlisle generated 8.6%, 11.64% and 6.90% respectively. Return on equity for Carlisle was 12.61% as compared to its competitors at 10.60% in 2020. In 2019, 2018 and 2017, Carlisle generated 17.89%, 23.53% and 14.46% respectively. The profit Margin of Carlisle in 2020 was 7.54% in 2020 as compared to its industry average at 5.61%. Showing that Carlisle was much more profitable than its competitors. Carlisle's profit margin was 9.83%, 13.64% and 8.94% in 2019, 2018 and 2017 respectively.

Solvency ratios show how Carlisle Corporation Incorporated is able to meet its long-term debt obligations. Carlisle's long-term to debt ratio was 0.5 in 2020 as compared to its competitors at 0.44. Showing Carlisle is better able to meet its long-term debts than its competitors are. In 2019, 2018 and 2017, Carlisle's long-term debt ratio was 0.3, 0.4 and 0.4 respectively. The leverage ratio of Carlisle Corp. was 2.3 in 2020 as compared to the industry

average at 2.07. Its leverage ratio in 2019, 2018 and 2017 was 2.1, 2.0 and 2.1 respectively. Debt-to-total assets ratio of Carlisle Corp was 0.4 in 2020 as compared to the industry average at 0.32. It was 0.3, 0.3 and 0.3 in 2019, 2018 and 2017 respectively. Times Interest Earned for Carlisle Inc. was 6.3 in 2020 as compared to the industry average at 5.42. It was 9.9 7.9 and 15.10 in 2019, 2018 and 2017 respectively.

The market ratio is used to evaluate the current share price of Carlisle Corporation Incorporated in relation to its books. The P/E ratio of Carlisle was 24.27 in 2020 as compared to its competitors at 22.28. Its M/B ratio was 1.39 as compared to the industry average at 4.74.



Summary of Financial Statement Analysis

There are a couple of accounts to look at regarding the common-size analysis of the balance sheet that should be paid attention to. These include the cash and cash equivalents, total current liabilities and the current assets as well. The cash and cash equivalents of Carlisle Companies Incorporated in 2016 was 9.72% of its total assets and in 2020, it was 15.38% of its total assets. This seems to be as a result of the fluctuations in Carlisle's current liabilities from year-to-year. The total current liabilities were around 52% of their total liabilities, however currently they stand at having 24% of their current liabilities as a part of their total liabilities. This shows that they are working at gaining a better position in regard to their debt. Year-to-year their current assets as a part of their total assets have increased even though slightly from 34.17% in 2016 to 37.66% in 2020, their sales have also increased in correlation to their increase in current assets.

In the common size of Carlisle Companies' income, there are a couple of accounts to highlight. The revenues of Carlisle have increased over the period from \$3,675,400,000 in 2016 to \$4,245,200,000 in 2020. The cost of goods sold have also increased over that time horizon by 72%. Selling and administrative expenses have also increased in that time period. These changes in these accounts are because of increases in the company size, sales and also as well as operational and manufacturing efficiency. Net income and operating income have also shown increases in that time period, and this is a promising show of Carlisle's financial stability.

Since 2016, there have been increases in the accounts that investors want to see. These would be increases in the net income, the revenues account, operating income account. It shows that the company is on the right path in regard to increasing their company growth as well as that of their equity growth. The improvement in earnings also goes a long way to show this.

There are a few main ratios that highlights Carlisle companies Inc in relation to other companies in their industry. These ratios include the sales growth, income growth, return on assets and return on equity. Polaris having a lower sales growth ratio in 2019 as compared to the industry, which could show that the demand for their product was lower compared to their competitors. Decrease in their income growth also goes to show that Carlisle wasn't efficient with their cost as compared to the competitors. On the other hand, their Return on assets and their return on equity was higher than that of the industry. This could prove to be very useful for Carlisle as it allows for the undertaking of more investment projects. Carlisle also had a current ratio that was higher than that of the industry average, Carlisle felt any short-term obligations that needed being met should be of the utmost important, so they kept more money on hand for such a situation.

Valuation of Carlisle Companies Incorporated

Description of Analysis and Advantages of Approach:

The market multiples approach is a method of valuation that is used to find the value of a business by comparing it to other similar business in the same industry. These multiples are ratios of a valuation metric to measure financial performance over a period. This comparative analysis is allowed to take place to see if Carlisle when compared to similar companies, trade at similar multiples. There are some minor disadvantages to the use of this approach. Valuation using the market multiples hasn't any real thorough theoretical foundation. It also becomes a problem due to the fact that it does not have a requirement for explicit forecasts of future performances for the company that is to be valued. It also requires that the observed market prices for the target company, which are not informative about the intrinsic values, are assumed. It also requires that at the same time it is assumed that the observed market prices for the comparable companies accurately reflect intrinsic value of the company. Some of the advantages is that with this method the comparable companies' Data are readily available and makes computing less tedious.

The analysis that was done on Carlisle Companies Incorporated involved the use of EV/Sales, EV/EBIT, EV/EBITDA, Forward P/E, P/B as valuation metrics. EV/Sales are the enterprise value of Carlisle divided by its Sales. The EV/EBIT is the enterprise value divided by the Earnings before interest and tax. EV/EBITDA is the enterprise value divided by the Earnings before interest and tax and depreciation and amortization. P/E is the price to earnings ratio and is calculated by dividing the market price of the company's earnings per share. P/B is the price to book ratio for the company and is calculated by dividing the share price by Carlisle's book value per share. Using the median and the average value for each of these, there are comparisons that are made between Carlisle and six companies in its industry.

This analysis puts Carlisle up against other companies in the chemical (for rubber and plastics) industry and shows how they compare against them.

Selection of Peer Group

The most crucial part of this valuation method is the selection of comparable companies, also known as the peer group. The companies that are picked are similar companies that have similar financial and performance metrics to that. The peer group contains Ashland Global Holdings, Celanese Corporation, Ecolab Incorporated, H.B Fuller Company, RPM International and Materion Corporation. These companies were selected because they are all major competitors of Carlisle Companies Incorporated, produce similar products, work in the same industry, and have similar business models as well as have a similar market share to Polaris.

Almost all the companies have a similar market capitalization including Carlisle, Ecolab is the only outlier in the equation. They are also almost all the companies, but Ecolab have an enterprise value. Ecolab Inc is the forerunner in stock price at \$226.95. Carlisle, themselves have \$192.20 followed by Celanese Corporation at \$159.80, then RPM International at \$96.59, Ashland Global Holdings at \$86.82, Materion at \$73.69 and last H.B Fuller Company at \$67.86 (all the prices listed are as of 05/03/2021).

Equity & Enterprise Value Multiples:

Carlisle's multiples have values that include an EV/Sales of 2.42, an EV/EBITDA of 14.64, an EV/EBIT of 21.51, a forward P/E of 25.00 and P/B of 3.56. As compared to their peer group that had a median EV/Sales of 2.44, an EV/EBITDA of 14.49, an EV/EBIT of 13.54, a forward P/E of 19.23 and a P/B of 2.30. They have a higher value compared to their group within all the groups except for their EV sales.

Market Comparables							
Carlisle Companies Incorporated							
Company name	Market	Enterprise	EV/Sales	EV/EBITDA	EV/EBIT	Forward	P/B
(in millions)	Cap	Value				P/E	
Carlisle Companies Incorporated (CS)	\$ 9,040	\$ 10,280	2.42	14.64	21.51	25.00	3.56
Ashland Global Holdings (ASH)	\$ 5,390	\$ 6,890	2.94	-56.04	-18.57	18.66	1.73
Celanese Corporation (CE)	\$ 17,390	\$ 18,510	3.51	7.32	8.42	13.66	4.93
Ecolab Inc (ECL)	\$ 62,780	\$ 68,630	5.82	30.12	46.81	42.19	10.18
H.B Fuller Company (FUL)	\$ 3,320	\$ 4,990	1.74	12.26	18.66	19.23	2.30
RPM International (RPM)	\$ 11,880	\$ 14,200	2.44	16.71	20.36	19.96	7.68
Materion Corporation (MTRN)	\$ 1,370	\$ 1,460	1.24	26.77	120.13	23.58	2.09
Current Price:	\$ 191.65						
Shares Outstanding (in millions)	52.68						
			EV/Sales	EV/EBITDA	EV/EBIT	Forward	P/B
						P/E	
Median			2.44	14.49	13.54	19.23	2.30
Enterprise Value*			\$ 10,365	\$ 10,171	\$ 6,471	-	-
Total Equity Value*			\$ 9,125	\$ 8,931	\$ 5,231	\$ 6,954	\$ 5,840
Equity Value Per Share			\$ 173.21	\$ 169.54	\$ 99.30	\$ 132.00	\$ 110.87
Over or Undervalued			Under	Under	Over	Over	Over

Multiples Selection:

For the analysis, the forward P/E, P/B, EV/Sales, EV/EBITDA, and EV/EBIT were used as multiples. These multiples were used within Carlisle's valuation due to their similarity in value to that of the comparable multiples.

Final Range of Values using Comparable Analysis

			EV/Sales	EV/EBITDA	EV/EBIT	Forward	P/B
						P/E	
Median			2.44	14.49	13.54	19.23	2.30
Enterprise Value*			\$ 10,365	\$ 10,171	\$ 6,471	-	-
Total Equity Value*			\$ 9,125	\$ 8,931	\$ 5,231	\$ 6,954	\$ 5,840
Equity Value Per Share			\$ 173.21	\$ 169.54	\$ 99.30	\$ 132.00	\$ 110.87
Over or Undervalued			Under	Under	Over	Over	Over
			EV/Sales	EV/EBITDA	EV/EBIT	Forward	P/B
						P/E	
Mean			2.37	15.77	23.56	19.02	3.75
Enterprise Value*			\$10,084.60	\$ 11,069.96	\$11,260.93	-	-
Total Equity Value*			\$ 8,844.60	\$ 9,829.96	\$10,020.93	\$ 6,876.91	\$ 9,512.31
Equity Value Per Share			\$ 167.89	\$ 186.60	\$ 190.22	\$ 130.54	\$ 180.57
Over or Undervalued			Over	Under	Under	Over	Under
			EV/Sales	EV/EBITDA	EV/EBIT	Forward P/E	P/B
		Max	\$ 259.50	\$ 199.19	\$ 171.60	\$ 171.60	\$ 237.64
		Min	\$ 76.45	\$ 74.03	\$ 52.85	\$ 93.76	\$ 83.39

*All values are in millions

About multiples selection

To avoid skewering the results, which could end up providing a less than accurate final value for the multiples, any industry that was an outlier was excluded from the calculation to get results that were much truer to value. Ecolab had exclusion from the all the multiple calculation, though it was an industry leader and a direct competitor of Carlisle Companies. Marion Corporation was excluded from EV/EBIT, as well as Ashland global holdings due to them being clear outliers compared to other companies in the industry.

Valuation of Carlisle Companies Incorporated – Discounted Cash Flow Methodology

Description of Analysis and Advantages of Approach

The discounted cash flow methodology is a valuation method that is used produce an appreciated terminal value that estimates the projection period growth of a company. There are seven steps that go into providing a detailed estimate of a stocks possible intrinsic value. The steps are as follows; to project the horizon period, to calculate the free cash flow, to calculate the discount rate, to calculate the terminal value, to calculate the present values, to work in any possible adjustments, then to perform a sensitivity analysis to the stock's intrinsic value. There are two different methods that are used to accomplish this, these include the perpetuity growth method and the exit multiple method. These methods allow for an accurate valuation to be able to be projected at the end of the horizon period with a specific amount of time to be forecasted to. The terminal value is then added back to the cash flow of the final year of the projections and is then discounted to the present with the other cashflows.

There are many advantages to using the discounted cashflow method and this includes the ability to be provided an extremely detailed estimate of the intrinsic value of a stock. There is also the ability to look forward and depend on future expectations that surround the business in all operation. This method also allows for sensitivity analysis to be performed which is essential to any valuation analysis. The only drawback would be that this valuation method requires for extensive research to be done on both short-term and long-term prospects. Another major advantage is that many different scenarios can be built using this method which allows for backups to be developed for any situation the company finds itself in.

Calculation of Free Cash Flows:

The calculation of the cashflows is to analyze and understand the firm's ability to generate money out of its business, its ability to strengthen its financial flexibility which can be used in any scenario to pay back any debts accrued and increase the value for shareholders as well.

The steps to calculate the free cash flow are as follows:

1. Multiplication of the earnings before interest and taxes (EBIT) by 1 minus the tax rate (1-T).
2. Add depreciation and amortization.
3. Add the change in net working capital
4. Subtract the changes in capital expenditures

The final formula derived is as follows: $EBIT * (1 - t) + D\&A + \Delta NWC - \Delta CAPEX$

Forecast Period Selection & Assumptions within the Discounted Cash Flow Model:

Due to Carlisle Company Inc. being a relatively mature company compared to the other companies in its industry. Carlisle's growth rate is lower than most of the other firms in the Chemicals: Rubber & Plastics industry. A forecast of 5 years was selected based on its historical performance; it is also assumed that Carlisle would continue to function during this time.

There are many assumptions that must be made to make an appropriate estimate of Carlisle's intrinsic value. The first assumption is that all cash flows are treated as though they happen at the end of the year. The next assumption would be that the discounted cash flow method treats the cash flows as if they were certain. Another assumption would be that all cash inflows earn a return for the company. Lastly, that the main assumption of this model is that the discounted cash flow analysis assumes a perfect capital market.

Estimation of Terminal Value:

Exit Multiple Method:

The exit multiple method is a valuation technique that uses the underlying assumption that the business would be valued on a market multiple bases at the ending year of projections. The value used is determined by using the EBITDA. The exit multiple method also assumes that market multiple bases is of a fair method for valuing the business. The value is derived from the multiplication of EBITDA by an exit multiple factor that is representative of comparable companies in the industry.

The steps to estimate the terminal value using the exit multiple method are as follows:

1. Selection of an appropriate horizon period
2. Forecast of free cash flow
 - a. Forecast of the EBITDA using the assumed growth rate over the predetermined horizon period.
 - b. Forecast depreciation and amortization using the assumed growth rate over the predetermined horizon period.
 - c. Forecast tax expense using the assumed growth rate over the horizon period
 - d. Forecast capital expenditures using the assumed growth rate over the horizon period
 - e. Forecast the change in net working capital using the assumed growth rate over the horizon period
3. Calculation of the unlevered cash flow
 - a. Subtraction of depreciation and amortization from EBITDA to calculate EBIT
 - b. Subtraction of taxes from EBIT to calculate net income

- c. Adding back depreciation and amortization and capital expenditures and then the subtraction of the change in net working capital to calculate the unlevered cash flow.
- 4. Estimation of the terminal value
 - a. Determination of an appropriate exit multiple from an industry average EBITDA multiple.
 - b. Multiplication of the ending year's EBITDA by the selected EBITDA exit multiple

Perpetuity Growth Rate Method

Mostly known as the Gordo growth, this valuation technique assumes that the growth of the business will continue and that the new capital will provide a return that is more than its cost. The perpetuity growth rate method also assumes that the cash will grow at a stable and constant rate forever that starts from a specific point in the future.

The steps to estimate the terminal value using the perpetuity growth rate method are as follows:

1. Select and create an appropriate horizon period
2. Forecast the free cash flow.
 - a. Forecast the sales using the assumed growth rate over the predetermined horizon period
 - b. Forecast the EBIT using the assumed growth rate over the predetermined horizon period
 - c. Forecast the taxes using the assumed growth rate over the predetermined horizon period
3. Calculate the OCF by subtracting taxes from the EBIT
4. Calculate the free cash flow by subtracting the change in net working capital and the change in capital expenditures (CAPEX) from the OCF.
5. Estimate the terminal value
 - a. Divide the forecasted ending year's free cash flow by the cost of capital minus the ending year's growth rate.

Enterprise & Equity Value Per Share of Carlisle Companies Incorporated:

Perpetuity Growth Method

Present Value of Explicit FCF	\$	2,062.22
Terminal Value		
Terminal Year EBIT (2025)		533.93
Perpetuity Growth Rate		2.00%
Terminal Value	\$	11,173.67
Discount Rate		6.69%
Present Value of Terminal Value	\$	8,083.09
Enterprise Value	\$	10,161.09

Implied Equity Value & Share Price

Enterprise Value	\$	10,161.09
Add: Cash & Cash Equivalents		902.20
Less: Debt		1,240.00
Implied Equity Value	\$	9,823.29
Diluted Shares Outstanding		52.68
Implied Price Per Share	\$	186.47

Exit Multiple Method

Present Value of Explicit FCF	\$	2,275.67
Terminal Value		
Terminal Year EBITDA (2025)		576.69
Exit Multiple		16.71x
Terminal Value	\$	9,636.21
Discount Rate		6.69%
Present Value of Terminal Value	\$	7,437.23
Enterprise Value	\$	9,730.29

Implied Equity Value & Share Price

Enterprise Value	\$	9,730.29
Add: Cash & Cash Equivalents		902.20
Less: Debt		1,240.00
Implied Equity Value	\$	9,392.49
Diluted Shares Outstanding		52.68
Implied Price Per Share	\$	178.29

*Note: All values are in millions

Sensitivity Analysis:

Purposes of the Analysis

It is used to check outcomes under different assumptions to determine the sensitivity of different impacts has on results of the model in the presence of variability, it allows any impacts of variation to be monitored and modeled to assist in the prediction of market uncertainty.

Changes in Assumptions:

When sensitivity analysis is used, the ability to change assumptions and estimates within the calculation allows for the analysis to be able to be completed to see the variations and impact on the finances of the company. Any changes in the assumptions under the Gordon growth method included a reduction and addition of 1 percent to the growth rate, as well as a reduction and an addition of 1 percent to the weighted average cost of capital. The changes in assumption within the exit multiple method included a reduction and addition of 1 to the exit multiple and a reduction and addition of 1 percent to the weighted average cost of capital.

Results of Sensitivity Analysis:

Sensitivity Analysis: Perpetuity Growth Rate Method

Sensitivity Analysis Table							
Growth Rate	WACC						
	\$	186.47	5.69%	6.19%	6.69%	7.19%	7.69%
	0.00%	154.77	139.14	128.27	118.90	110.75	
	1.00%	190.27	167.57	152.31	139.52	128.64	
	2.00%	245.36	209.41	186.47	167.95	152.69	
	3.00%	342.68	277.23	238.94	209.79	186.85	
	4.00%	561.91	406.63	330.14	277.62	239.32	

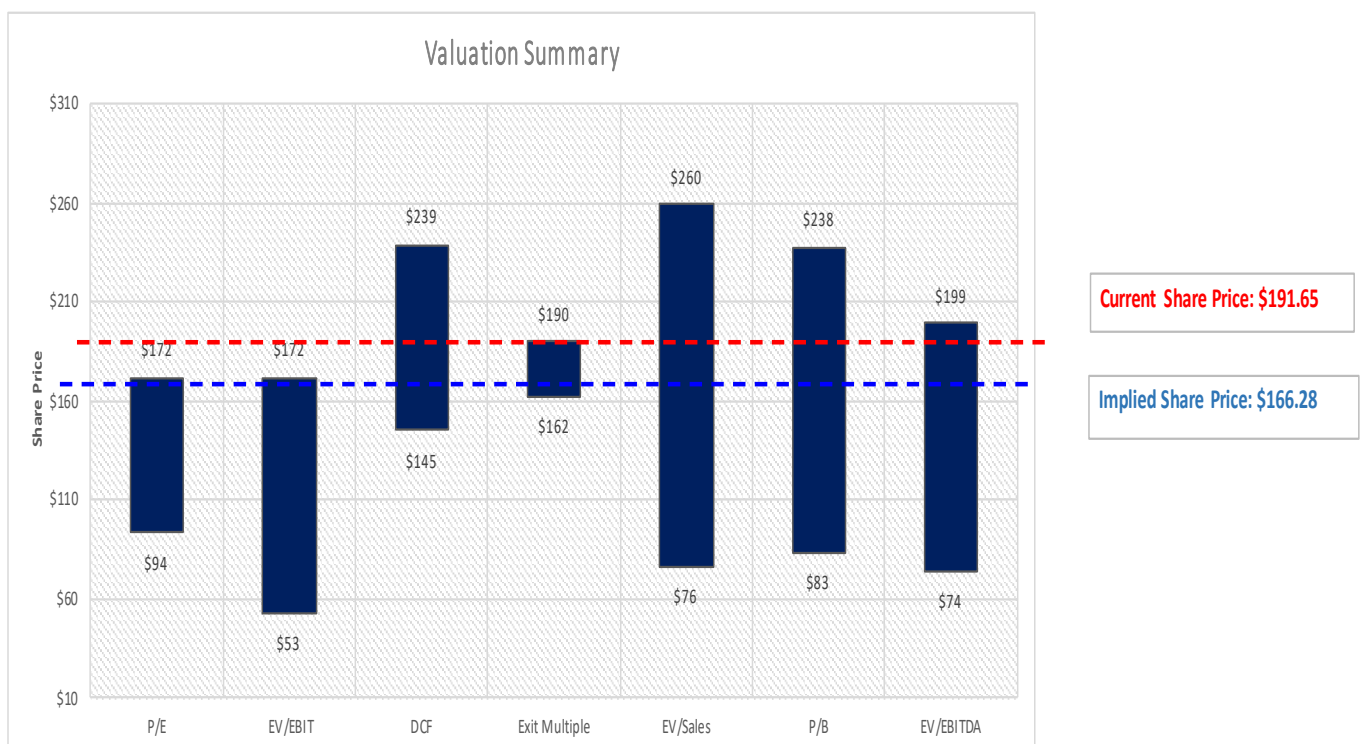
Sensitivity Analysis: Exit Multiple Method

Sensitivity Analysis Table							
Exit Multiple	WACC						
	\$	178.29	5.69%	6.19%	6.69%	7.19%	7.69%
	14.71	167.38	164.35	161.4	158.51	155.68	
	15.71	176.15	172.96	169.84	166.8	163.82	
	16.71	184.92	181.57	178.29	175.09	171.96	
	17.71	193.7	190.18	186.74	183.38	180.1	
	18.81	202.47	198.79	195.19	191.68	188.24	

Summary of Values

Football Field Valuation Chart

After looking at the information provided by the football field Valuation chart, analysis can be used to provide insight into all the methodologies and their implied share price value. All possible multiple methods were able to be of use in order to try and provide the most accurate valuation possible.



Investment Recommendation:

Method	Valuation	Weight	Weighted value
P/B	\$ 110.87	0.10	\$ 10.92
Forward P/E	\$ 132.00	0.12	\$ 15.48
EV/EBIT	\$ 145.75	0.13	\$ 18.87
EV/Sales	\$ 173.21	0.15	\$ 26.65
EV/EBITDA	\$ 199.19	0.18	\$ 35.24
Exit Multiples	\$ 178.29	0.16	\$ 28.24
DCF	\$ 186.47	0.17	\$ 30.89
TOTAL	\$ 1,125.78	1.00	\$ 166.28

With the help of the analysis provided, the intrinsic value of Carlisle Companies Incorporated's stock is overvalued as of 30th April 2021. There is still room for market growth and these values are all assumptions, so there is potential for Carlisle Companies Inc. to be undervalued. In this instance though, under current market conditions and an implied share price value of \$166.28, Carlisle Companies Inc. is currently overvalued by \$25.37.

It must be in the mind of the investors to know that the more overvalued Carlisle Companies Inc. becomes, the farther the potential of growth falls. Potential investors should look for growth opportunities when deciding to buy overvalued stocks. There are two recommendations for any potential investment that is to be sought out by investors, which would be to take a short position in the hope of selling the shares back to repurchase them when the price falls back in line with the market. The second would be for any potential investors that are looking for a long-position within a growth-oriented company like Carlisle, that has potential for stock price rises.

Exhibits

Exhibit 1. A**Financial Statement
Carlisle Companies Incorporated**

ASSETS	(Values in millions)	2020	2019	2018	2017	2016
Current assets:						
Cash and cash equivalents		\$ 902.2	\$ 351.2	\$ 803.6	\$ 378.3	\$ 385.3
Receivables, net		612.7	682.5	698.3	625.7	511.6
Inventories, net		503.5	510.6	457.5	448.8	377.0
Contract assets		84.5	100.5	-	-	-
Prepaid expenses		37.0	30.5	22.0	21.7	24.3
Discontinued operations		-	-	-	96.5	-
Other current assets		69.4	76.7	75.3	73.6	57.0
Total current assets		<u>2,209.3</u>	<u>1,752.0</u>	<u>2,056.7</u>	<u>1,644.6</u>	<u>1,355.2</u>
Property, plant and equipment, net		774.1	783.5	760.1	731.1	632.2
Goodwill, net		1,738.2	1,716.3	1,441.8	1,452.1	1,081.2
Other intangible assets, net		1,034.8	1,140.6	967.7	1,065.0	872.2
Other long-term assets		110.0	103.6	22.9	34.9	25.0
Discontinued operations		-	-	-	372.1	-
Total assets		<u>\$ 5,866.4</u>	<u>\$ 5,496.0</u>	<u>\$ 5,249.2</u>	<u>\$ 5,299.8</u>	<u>\$ 3,965.8</u>
LIABILITIES AND EQUITY						
Current liabilities:						
Accounts payable		317.6	327.3	312.1	332.1	243.6
Accrued and other current liabilities		295.0	294.5	258.0	257.8	246.7
Contract liabilities		32.5	27.0	-	27.8	-
Deferred revenue		-	-	25.5	27.8	23.2
Current portion of debt		1.1	250.2	-	-	-
Discontinued operations		-	-	-	40.9	-
Total current liabilities		<u>646.2</u>	<u>899.0</u>	<u>595.6</u>	<u>658.6</u>	<u>513.5</u>
Long-term liabilities:						
Long-term debt, less current portion		2,080.2	1,341.4	1,587.8	1,586.2	596.4
Contract liabilities		235.8	220.4	-	-	-
Deferred Revenue		-	-	201.9	188.0	172.0
Other long-term liabilities		366.5	392.4	266.5	288.7	217.0
Discontinued operations		-	-	-	50.0	-
Total long-term liabilities		<u>2,682.5</u>	<u>1,954.2</u>	<u>2,056.2</u>	<u>2,112.9</u>	<u>985.4</u>
Shareholders' equity:						
Preferred stock, \$1 par value per share (5.0 shares authorized and unissued)		-	-	-	-	-
Common stock, \$1 par value per share 200.0 shares authorized; 52.9, 55.7, 58, 61.9 and 64.3 shares outstanding, respectively)		78.7	78.7	78.7	78.7	78.7
Additional paid-in capital		441.7	416.6	383.8	353.7	335.3
Deferred compensation equity		-	-	8.0	10.4	10.3
Treasury shares, at cost (25.5, 22.7, 20.5, 16.6 and 14.2 respectively)		(1,814.4)	(1,449.7)	(1,102.4)	(649.6)	(382.6)
Accumulated other comprehensive loss		(97.0)	(124.1)	(122.1)	(85.7)	(122.2)
Retained earnings		<u>3,928.7</u>	<u>3,721.3</u>	<u>3,351.4</u>	<u>2,820.8</u>	<u>2,547.4</u>
Total shareholders' equity		<u>2,537.7</u>	<u>2,642.8</u>	<u>2,597.4</u>	<u>2,528.3</u>	<u>2,466.9</u>
Total liabilities and equity		<u>\$ 5,866.4</u>	<u>\$ 5,496.0</u>	<u>\$ 5,249.2</u>	<u>\$ 5,299.8</u>	<u>\$ 3,965.8</u>

Exhibit 1.B

Income Statement

Carlisle Companies Incorporated

(Years end) (Values in millions)	2020	2019	2018	2017	2016
Revenues	\$ 4,245.2	\$ 4,811.6	\$ 4,479.5	\$ 4,089.9	\$ 3,675.4
Cost of goods sold	3,062.8	3,439.9	3,304.8	2,941.9	2,518.1
Selling and administrative expenses	641.5	667.1	625.4	589.4	532.0
Research and development expenses	54.8	60.9	55.1	54.9	48.1
Impairment charges	-	-	-	-	141.5
Other operating expense (income), net	2.5	(10.5)	(14.8)	(2.0)	(2.4)
Operating income	483.6	654.2	509.0	505.7	438.1
Interest expense, net	76.6	66.1	64.7	33.5	30.6
Loss on extinguishment of debt	8.8	-	-	-	-
Interest income	(4.8)	(7.9)	(11.2)	-	-
Other non-operating expense, net	1.7	0.7	9.6	4.0	(3.0)
Income from continuing operations before income tax	401.3	595.3	445.9	468.2	410.5
Provision for income taxes	77.1	121.6	87.3	102.9	159.7
Income from continuing operations	324.2	473.7	358.6	365.3	250.8
Discontinued operations:					
(Loss) income before income taxes	(5.4)	(1.8)	300.1	0.3	(1.1)
(Benefit from) provision for income taxes	(1.3)	(0.9)	47.6	0.1	(0.4)
(Loss) income from discontinued operations	(4.1)	(0.9)	252.5	0.2	(0.7)
Net income	<u>\$ 320.1</u>	<u>\$ 472.8</u>	<u>\$ 611.1</u>	<u>\$ 365.5</u>	<u>\$ 250.1</u>
Basic earnings per share attributable to common shares:					
Income from continuing operations	\$ 5.93	\$ 8.30	\$ 5.92	\$ 5.75	\$ 3.87
(Loss) income from discontinued operations	(0.08)	(0.02)	4.17	-	(0.01)
Basic earnings per share	<u>\$ 5.85</u>	<u>\$ 8.28</u>	<u>\$ 10.09</u>	<u>\$ 5.75</u>	<u>\$ 3.86</u>
Diluted earnings per share attributable to common shares:					
Income from continuing operations	\$ 5.88	\$ 8.21	\$ 5.88	\$ 5.71	\$ 3.83
(Loss) income from discontinued operations	(0.08)	(0.02)	4.14	-	(0.01)
Diluted earnings per share	<u>\$ 5.80</u>	<u>\$ 8.19</u>	<u>\$ 10.02</u>	<u>\$ 5.71</u>	<u>\$ 3.82</u>
Average shares outstanding:					
Basic	<u>54.50</u>	<u>56.90</u>	<u>60.40</u>	<u>63.07</u>	<u>64.23</u>
Diluted	<u>55.00</u>	<u>57.50</u>	<u>60.80</u>	<u>63.55</u>	<u>64.88</u>
Comprehensive income:					
Net income	\$ 320.10	\$ 472.80	\$ 611.10	\$ 365.50	250.10
Other comprehensive income (loss):					
Foreign currency gains (losses)	39.40	(2.10)	(30.30)	46.60	(36.70)
Amortization of unrecognized net periodic benefit costs, net of tax	-	(2.00)	(0.40)	(5.20)	1.00
Other, net of tax	(12.30)	2.10	0.80	(4.90)	0.60
Other comprehensive income (loss)	27.10	(2.00)	(29.90)	36.50	(35.10)
Comprehensive income	<u>\$ 347.20</u>	<u>\$ 470.80</u>	<u>\$ 581.20</u>	<u>\$ 402.00</u>	<u>\$ 251.00</u>

Exhibit 1.C

Statement of Cashflow
Carlisle Companies Incorporated

(in millions)	2020	2019	2018	2017	2016
Operating activities:					
Net income	\$ 320.10	\$ 472.80	\$ 611.10	365.5	250.1
Reconciliation of net income to cash flows provided by operating activities:					
Depreciation	97.40	88.40	86.40	84.9	75.1
Amortization	126.80	117.00	104.20	84.2	62.7
Lease expense	28.10	27.50	-	0	0
Impairment charges	0.00	0.00	-	0	141.5
Stock-based compensation	29.90	26.10	23.90	13.2	-2.6
Loss on extinguishment of debt	8.80	-	-	0	0
Deferred taxes	(27.00)	(8.90)	(0.80)	-58.5	-25
Gain on sale of discontinued operations, net of tax	-	-	(250.40)	0	0
Other operating activities, net	21.90	5.40	(18.80)	13.9	-6
Changes in assets and liabilities, excluding effects of acquisitions:					
Receivables	78.90	1.00	(32.60)	-53.9	0.3
Inventories	16.40	(1.90)	(29.00)	-48.5	-12.2
Contract assets	13.30	(26.70)	(21.90)	0	0
Prepaid expenses and other assets	(6.60)	(3.60)	(2.00)	-20.1	-9.2
Accounts payable	(15.20)	16.50	(39.50)	42.7	21.6
Accrued and other current liabilities	(5.30)	5.20	(99.90)	20.6	23.1
Contract Liabilities	20.50	18.50	11.80	0	0
Deferred revenues	0.00	0.00	0.00	19.3	11.7
Other long-term liabilities	(11.30)	(34.20)	(3.30)	-4.6	0.1
Net cash provided by operating activities	696.70	703.10	339.20	458.7	531.2
Investing activities:					
Capital expenditures	(95.50)	(88.90)	(120.70)	-934.3	-108.8
Acquisitions, net of cash acquired	(35.40)	(616.40)	(19.50)	-159.9	-185.5
Proceed from sale of discontinued operation	-	-	758.00	0	0
Other investing activities, net	8.30	10.40	11.40	-0.1	0.9
Net cash (used in) provided by investing activities	(122.60)	(694.90)	629.20	-1094.3	-293.4
Financing activities:					
Borrowings from revolving credit facility	500.00	-	-	1189	0
Repayments of revolving credit facility	(500.00)	-	-	-1189	0
Proceeds from notes	740.70	-	-	997.2	0
Repayments of notes	(258.50)	-	-	0	-150
Repurchases of common stock	(382.40)	(382.10)	(459.80)	-268.4	-75
Dividends paid	(112.40)	(102.90)	(93.50)	-92.1	-84.5
Financing costs	(24.20)	-	-	-8.3	0
Proceeds from exercise of stock options	21.30	37.00	22.70	-1.2	48.4
Withholding tax paid related to stock-based compensation	(8.30)	(10.40)	(10.10)	0	0
Other financing activities, net	(0.90)	(2.80)	-	0	0
Net cash used in financing activities	(24.70)	(461.20)	(540.70)	627.2	-261.1
Effect of foreign currency exchange rate changes on cash and cash equivalents	1.60	0.60	(1.10)	2.7	-2.1
Change in cash and cash equivalents	551.00	(452.40)	426.60	-5.7	-25.4
Less: change in cash and cash equivalents of discontinued operations	-	-	1.30	0	0
Cash and cash equivalents at beginning of period	351.20	803.60	378.30	385.3	410.7
Cash and cash equivalents at end of period	\$ 902.20	\$ 351.20	\$ 803.60	379.6	385.3

Exhibit 2.A

Financial Statement
Carlisle Companies Incorporated

ASSETS	(Values in millions)	Vertical Analysis				
		2020 Percent	2019 Percent	2018 Percent	2017 Percent	2016 Percent
Current assets:						
Cash and cash equivalents		15.38%	6.39%	15.31%	7.14%	9.72%
Receivables, net		10.44%	12.42%	13.30%	11.81%	12.90%
Inventories, net		8.58%	9.29%	8.72%	8.47%	9.51%
Contract assets		1.44%	1.83%	0.00%	0.00%	0.00%
Prepaid expenses		0.63%	0.55%	0.42%	0.41%	0.61%
Discontinued operations		0.00%	0.00%	0.00%	1.82%	0.00%
Other current assets		1.18%	1.40%	1.43%	1.39%	1.44%
Total current assets		37.66%	31.88%	39.18%	31.03%	34.17%
Property, plant and equipment, net		0.00%	0.00%	0.00%	0.00%	0.00%
Goodwill, net		13.20%	14.26%	14.48%	13.79%	15.94%
Other intangible assets, net		29.63%	31.23%	27.47%	27.40%	27.26%
Other long-term assets		17.64%	20.75%	18.44%	20.10%	21.99%
Discontinued operations		1.88%	1.89%	0.44%	0.66%	0.63%
Total assets		0.00%	0.00%	0.00%	7.02%	0.00%
		100.00%	100.00%	100.00%	100.00%	100.00%
LIABILITIES AND EQUITY						
Current liabilities:						
Accounts payable		11.84%	16.75%	15.18%	15.72%	24.72%
Accrued and other current liabilities		11.00%	15.07%	12.55%	12.20%	25.04%
Contract liabilities		1.21%	1.38%	0.00%	1.32%	0.00%
Deferred revenue		0.00%	0.00%	1.24%	1.32%	2.35%
Current portion of debt		0.04%	12.80%	0.00%	0.00%	0.00%
Discontinued operations		0.00%	0.00%	0.00%	1.94%	0.00%
Total current liabilities		24.09%	46.00%	28.97%	31.17%	52.11%
Long-term liabilities:						
Long-term debt, less current portion		77.55%	68.64%	77.22%	75.07%	60.52%
Contract liabilities		8.79%	11.28%	0.00%	0.00%	0.00%
Deferred Revenue		0.00%	0.00%	9.82%	8.90%	17.45%
Other long-term liabilities		13.66%	20.08%	12.96%	13.66%	22.02%
Discontinued operations		0.00%	0.00%	0.00%	2.37%	0.00%
Total long-term liabilities		100.00%	100.00%	100.00%	100.00%	100.00%
Shareholders' equity:						
Preferred stock, \$1 par value per share (5.0 shares authorized and unissued)						
Common stock, \$1 par value per share 200.0 shares authorized; 52.9, 55.7, 58, 61.9 and 64.3 shares outstanding, respectively)		1.34%	1.43%	1.50%	1.48%	1.98%
Additional paid-in capital		7.53%	7.58%	7.31%	6.67%	8.45%
Deferred compensation equity		0.00%	0.00%	0.15%	0.20%	0.26%
Treasury shares, at cost (25.5, 22.7, 20.5, 16.6 and 14.2 respectively)		-30.93%	-26.38%	-21.00%	-12.26%	-9.65%
Accumulated other comprehensive loss		-1.65%	-2.26%	-2.33%	-1.62%	-3.08%
Retained earnings		66.97%	67.71%	63.85%	53.22%	64.23%
Total shareholders' equity		43.26%	48.09%	49.48%	47.71%	62.20%
Total liabilities and equity		100.00%	100.00%	100.00%	100.00%	100.00%

Exhibit 2.B

Income Statement

Carlisle Companies Incorporated

(Years end) (Values in millions)	Vertical Analysis				
	2020 Percent	2019 Percent	2018 Percent	2017 Percent	2016 Percent
Revenues	100.00%	100.00%	100.00%	100.00%	100.00%
Cost of goods sold	72.15%	71.49%	73.78%	71.93%	68.51%
Selling and administrative expenses	15.11%	13.86%	13.96%	14.41%	14.47%
Research and development expenses	1.29%	1.27%	1.23%	1.34%	1.31%
Impairment charges	0.00%	0.00%	0.00%	0.00%	3.85%
Other operating expense (income), net	0.06%	-0.22%	-0.33%	-0.05%	-0.07%
Operating income	11.39%	13.60%	11.36%	12.36%	11.92%
Interest expense, net	1.80%	1.37%	1.44%	0.82%	0.83%
Loss on extinguishment of debt	0.21%	0.00%	0.00%	0.00%	0.00%
Interest income	-0.11%	-0.16%	-0.25%	0.00%	0.00%
Other non-operating expense, net	0.04%	0.01%	0.21%	0.10%	-0.08%
Income from continuing operations before income taxes	9.45%	12.37%	9.95%	11.45%	11.17%
Provision for income taxes	1.82%	2.53%	1.95%	2.52%	4.35%
Income from continuing operations	7.64%	9.84%	8.01%	8.93%	6.82%
Discontinued operations:					
(Loss) income before income taxes	-0.13%	-0.04%	6.70%	0.01%	-0.03%
(Benefit from) provision for income taxes	-0.03%	-0.02%	1.06%	0.00%	-0.01%
(Loss) income from discontinued operations	-0.10%	-0.02%	5.64%	0.00%	-0.02%
Net income	7.54%	9.83%	13.64%	8.94%	6.80%

John Appiah

Exhibit 3.A

Financial Statement

Carlisle Companies Incorporated

ASSETS	(Values in millions)		Horizontal Analysis							
			2020		2019		2018		2017	
			Dollar	Percent	Dollar	Percent	Dollar	Percent	Dollar	Percent
Current assets:										
Cash and cash equivalents			\$ 516.9	134.16%	\$ (34.1)	-8.85%	\$ 418.3	108.56%	\$ (7.0)	-1.82%
Receivables, net			\$ 101.1	19.76%	\$ 170.9	33.41%	\$ 186.7	36.49%	\$ 114.1	22.30%
Inventories, net			\$ 126.5	33.55%	\$ 133.6	35.44%	\$ 80.5	21.35%	\$ 71.8	19.05%
Contract assets			\$ 84.5	0.00%	\$ 100.5	0.00%	\$ -	0.00%	\$ -	0.00%
Prepaid expenses			\$ 12.7	52.26%	\$ 6.2	25.51%	\$ (2.3)	-9.47%	\$ (2.6)	-10.70%
Discontinued operations			\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ 96.5	0.00%
Other current assets			\$ 12.4	21.75%	\$ 19.7	34.56%	\$ 18.3	32.11%	\$ 16.6	29.12%
Total current assets			\$ 854.1	63.02%	\$ 396.8	29.28%	\$ 701.5	51.76%	\$ 289.4	21.35%
			\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
Property, plant and equipment, net			\$ 141.9	22.45%	\$ 151.3	23.93%	\$ 127.9	20.23%	\$ 98.9	15.64%
Goodwill, net			\$ 657.0	60.77%	\$ 635.1	58.74%	\$ 360.6	33.35%	\$ 370.9	34.30%
Other intangible assets, net			\$ 162.6	18.64%	\$ 268.4	30.77%	\$ 95.5	10.95%	\$ 192.8	22.11%
Other long-term assets			\$ 85.0	340.00%	\$ 78.6	314.40%	\$ (2.1)	-8.40%	\$ 9.9	39.60%
Discontinued operations			\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ 372.1	0.00%
Total assets			\$ 1,900.6	47.92%	\$ 1,530.2	38.58%	\$ 1,283.4	32.36%	\$ 1,334.0	33.64%
LIABILITIES AND EQUITY										
Current liabilities:										
Accounts payable			\$ 74.0	30.38%	\$ 83.7	34.36%	\$ 68.5	28.12%	\$ 88.5	36.33%
Accrued and other current liabilities			\$ 48.3	19.58%	\$ 47.8	19.38%	\$ 11.3	4.58%	\$ 11.1	4.50%
Contract liabilities			\$ 32.5	0.00%	\$ 27.0	0.00%	\$ -	0.00%	\$ 27.8	0.00%
Deferred revenue			\$ (23.2)	-100.00%	\$ (23.2)	-100.00%	\$ 2.3	9.91%	\$ 4.6	19.83%
Current portion of debt			\$ 1.1	0.00%	\$ 250.2	0.00%	\$ -	0.00%	\$ -	0.00%
Discontinued operations			\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ 40.9	0.00%
Total current liabilities			\$ 132.7	25.84%	\$ 385.5	75.07%	\$ 82.1	15.99%	\$ 145.1	28.26%
Long-term liabilities:										
Long-term debt, less current portion			\$ 1,483.8	248.79%	\$ 745.0	124.92%	\$ 991.4	166.23%	\$ 989.8	165.96%
Contract liabilities			\$ 235.8	0.00%	\$ 220.4	0.00%	\$ -	0.00%	\$ -	0.00%
Deferred Revenue			\$ (172.0)	-100.00%	\$ (172.0)	-100.00%	\$ 29.9	17.38%	\$ 16.0	9.30%
Other long-term liabilities			\$ 149.5	68.89%	\$ 175.4	80.83%	\$ 49.5	22.81%	\$ 71.7	33.04%
Discontinued operations			\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ 50.0	0.00%
Total long-term liabilities			\$ 1,697.1	172.22%	\$ 968.8	98.32%	\$ 1,070.8	108.67%	\$ 1,127.5	114.42%
Shareholders' equity:										
Preferred stock, \$1 par value per share (5.0 shares authorized and unissued)										
Common stock, \$1 par value per share 200.0 shares authorized; 52.9, 55.7, 58, 61.9 and 64.3 shares outstanding, respectively)			\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
Additional paid-in capital			\$ 106.4	31.73%	\$ 81.3	24.25%	\$ 48.5	14.46%	\$ 18.4	5.49%
Deferred compensation equity			\$ (10.3)	-100.00%	\$ (10.3)	-100.00%	\$ (2.3)	-22.33%	\$ 0.1	0.97%
Treasury shares, at cost (25.5, 22.7, 20.5, 16.6 and 14.2 respectively)			\$ (1,431.8)	374.23%	\$ (1,067.1)	278.91%	\$ (719.8)	188.13%	\$ (267.0)	69.79%
Accumulated other comprehensive loss			\$ 25.2	-20.62%	\$ (1.9)	1.55%	\$ 0.1	-0.08%	\$ 36.5	-29.87%
Retained earnings			\$ 1,381.3	54.22%	\$ 1,173.9	46.08%	\$ 804.0	31.56%	\$ 273.4	10.73%
Total shareholders' equity			\$ 70.8	2.87%	\$ 175.9	7.13%	\$ 130.5	5.29%	\$ 61.4	2.49%
Total liabilities and equity			\$ 1,900.6	47.92%	\$ 1,530.2	38.58%	\$ 1,283.4	32.36%	\$ 1,334.0	33.64%

Income Statement

Carlisle Companies Incorporated

Exhibit 3.B

John Appiah

(Years end) (Values in millions)	Horizontal Analysis							
	2020		2019		2018		2017	
	Dollar	Percent	Dollar	Percent	Dollar	Percent	Dollar	Percent
Revenues	\$ 569.8	15.50%	\$ 1,136.2	30.91%	\$ 804.1	21.88%	\$ 414.5	11.28%
Cost of goods sold	\$ 544.7	21.63%	\$ 921.8	36.61%	\$ 786.7	31.24%	\$ 423.8	16.83%
Selling and administrative expenses	\$ 109.5	20.58%	\$ 135.1	25.39%	\$ 93.4	17.56%	\$ 57.4	10.79%
Research and development expenses	\$ 6.7	13.93%	\$ 12.8	26.61%	\$ 7.0	14.55%	\$ 6.8	14.14%
Impairment charges	\$ (141.5)	-100.00%	\$ (141.5)	-100.00%	\$ (141.5)	-100.00%	\$ (141.5)	-100.00%
Other operating expense (income), net	\$ 4.9	-204.17%	\$ (8.1)	337.50%	\$ (12.4)	516.67%	\$ 0.4	-16.67%
Operating income	\$ 45.5	10.39%	\$ 216.1	49.33%	\$ 70.9	16.18%	\$ 67.6	15.43%
Interest expense, net	\$ 46.0	150.33%	\$ 35.5	116.01%	\$ 34.1	111.44%	\$ 2.9	9.48%
Loss on extinguishment of debt	\$ 8.8		\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
Interest income	\$ (4.8)		\$ (7.9)	0.00%	\$ (11.2)	0.00%	\$ -	0.00%
Other non-operating expense, net	\$ 4.7	-156.67%	\$ 3.7	-123.33%	\$ 12.6	-420.00%	\$ 7.0	-233.33%
Income from continuing operations before income taxes	\$ (9.2)	-2.24%	\$ 184.8	45.02%	\$ 35.4	8.62%	\$ 57.7	14.06%
Provision for income taxes	\$ (82.6)	-51.72%	\$ (38.1)	-23.86%	\$ (72.4)	-45.34%	\$ (56.8)	-35.57%
Income from continuing operations	\$ 73.4	29.27%	\$ 222.9	88.88%	\$ 107.8	42.98%	\$ 114.5	45.65%
Discontinued operations:								
(Loss) income before income taxes	\$ (4.3)	390.91%	\$ (0.7)	63.64%	\$ 301.2	-27381.82%	\$ 1.4	-127.27%
(Benefit from) provision for income taxes	\$ (0.9)	225.00%	\$ (0.5)	125.00%	\$ 48.0	-12000.00%	\$ 0.5	-125.00%
(Loss) income from discontinued operations	\$ (3.4)	485.71%	\$ (0.2)	28.57%	\$ 253.2	-36171.43%	\$ 0.9	-128.57%
Net income	\$ 70.0	27.99%	\$ 222.7	89.04%	\$ 361.0	144.34%	\$ 115.4	46.14%

Exhibit 4.A

Ratios
Carlisle Companies Incorporated

	2020	2019	2018	2017	Industry (Restaurants) Average as of 2020
Growth Ratio					
Sales : $\frac{\text{New Revenue} - \text{Old Revenue}}{\text{Old Revenue}}$	-11.77%	7.41%	8.70%	11.28%	-3.97%
Income growth: $\frac{\text{New income} - \text{Old Income}}{\text{Old Income}}$	-32.30%	-22.63%	-1.83%	46.14%	2.77%
Asset growth: $\frac{\text{New Asset} - \text{Old Asset}}{\text{Old Asset}}$	6.74%	4.70%	-0.95%	33.64%	2.71%
Liquidity Ratio					
Current Ratio : $\frac{\text{Current Assets}}{\text{Current Liabilities}}$	3.42	1.9	3.5	2.5	2.47
Quick Ratio: $\frac{\text{Current Assets} - \text{Prepaid expenses}}{\text{Current Liabilities}}$	3.36	1.9	3.4	2.5	0.16
Asset Management Ratio					
Asset Turnover ratio: $\frac{\text{Revenues}}{\text{Total Assets}}$	0.72	0.9	0.9	0.8	0.51
Inventory turnover ratio: $\frac{\text{Cost of goods sold}}{\text{Average Inventory}}$	6.04	7.1	7.3	7.1	4.59
Operating Profitability ratios					
Return on Assets: $\frac{\text{Net Income}}{\text{Total Assets}}$	5.46%	8.60%	11.64%	6.90%	2.69%
Return on Equity: $\frac{\text{Net Income}}{\text{Total shareholder's equity}}$	12.61%	17.89%	23.53%	14.46%	10.60%
Profit Margin: $\frac{\text{Net Income}}{\text{Revenue}}$	7.54%	9.83%	13.64%	8.94%	5.61%
Solvency ratios					
Long-term Debt Ratio: $\frac{\text{Long-term debt}}{\text{Long-term debt} + \text{Equity}}$	0.45	0.3	0.4	0.4	0.44
Leverage Ratio: $\frac{\text{Total Assets}}{\text{Shareholder's equity}}$	2.31	2.1	2.0	2.1	2.07
Debt-to-total assets Ratio: $\frac{\text{Short term debts} + \text{Long term debts}}{\text{Total Assets}}$	0.35	0.3	0.3	0.30	0.32
Times Interest Earned: $\frac{\text{EBIT}}{\text{Interest Expense}}$	6.31	9.9	7.9	15.10	5.42
Market Ratio					
P/E Ratio: $\frac{\text{Share Price}}{\text{Earnings per share}}$	24.27				22.28
MB Ratio: $\frac{\text{Market Cap} / \text{Stock Price}}{\text{Book value} / \text{Book value per share}}$	1.39				4.74

****Ratios by readyratios.com
 *****Ratio by csimarket as of Q4 2020

Exhibit 5.A

Market Comparables
Carlisle Companies Incorporated

Company name	(in millions)	Market Cap	Enterprise Value	EV/Sales	EV/EBITDA	EV/EBIT	Forward P/E	P/B	Sales	EBITDA	EBIT	Earnings	Book Value of Equity	Net Debt
Carlisle Companies Incorporated (CS)	\$	9,040	\$ 10,280	2.42	14.64	21.51	25.00	3.56	\$ 4,247.93	\$ 702.19	\$ 477.92	\$ 361.60	\$ 2,539.33	\$ 1,240
Ashland Global Holdings (ASH)	\$	5,390	\$ 6,890	2.94	-56.04	-18.57	18.66	1.73						
Celanese Corporation (CE)	\$	17,390	\$ 18,510	3.51	7.32	8.42	13.66	4.93						
Ecolab Inc (ECL)	\$	62,780	\$ 68,630	5.82	30.12	46.81	42.19	10.18						
H.B Fuller Company (FUL)	\$	3,320	\$ 4,990	1.74	12.26	18.66	19.23	2.30						
RPM International (RPM)	\$	11,880	\$ 14,200	2.44	16.71	20.36	19.96	7.68						
Materion Corporation (MTRN)	\$	1,370	\$ 1,460	1.24	26.77	120.13	23.58	2.09						

Current Price: \$ 191.65
Shares Outstanding (in millions) 52.68

	EV/Sales	EV/EBITDA	EV/EBIT	Forward P/E	P/B
Median	2.44	14.49	13.54	19.23	2.30
Enterprise Value*	\$ 10,365	\$ 10,171	\$ 6,471	-	-
Total Equity Value*	\$ 9,125	\$ 8,931	\$ 5,231	\$ 6,954	\$ 5,840
Equity Value Per Share	\$ 173.21	\$ 169.54	\$ 99.30	\$ 132.00	\$ 110.87
Over or Undervalued	Under	Under	Over	Over	Over

	EV/Sales	EV/EBITDA	EV/EBIT	Forward P/E	P/B
Mean	2.37	15.77	23.56	19.02	3.75
Enterprise Value*	\$10,084.60	\$ 11,069.96	\$11,260.93	-	-
Total Equity Value*	\$ 8,844.60	\$ 9,829.96	\$10,020.93	\$ 6,876.91	\$ 9,512.31
Equity Value Per Share	\$ 167.89	\$ 186.60	\$ 190.22	\$ 130.54	\$ 180.57
Over or Undervalued	Over	Under	Under	Over	Under

	EV/Sales	EV/EBITDA	EV/EBIT	Forward P/E	P/B
Max	\$ 259.50	\$ 199.19	\$ 171.60	\$ 171.60	\$ 237.64
Min	\$ 76.45	\$ 74.03	\$ 52.85	\$ 93.76	\$ 83.39

Exhibit 6.A

Weighted Average Cost of Capital Carlisle Companies Incorporated						
Calculation of Weighted Average Cost of Capital						
	(in Millions)	Total Liabilities	MV(Total Equity)	Weight of Debt	Weight of Equity	Cost of Equity
Carlisle Companies Incorporated	\$	2,683	\$ 10,096	20.99%	79.01%	2.17%
						7.90%
Beta*		0.98				
Rf		2.26%			2.75%	As of Apr, 19
Market Risk Premium		5.75%		Yield of last sale		
Cost of Equity		8.39%				
WACC		6.69%				
Growth Rate		5.40%				
Current Stock Price	\$	191.65	As of 4:00pm 30 Apr			
Shares Outstanding	(in mil)	52.68	As of 4:00pm 30 Apr			
Long-Term Debt	(in thou)	2,080.2				
Interest expense		76.6				
Cost of debt		3.68%				

Exhibit 7.A

Discounted Cash Flow
Carlisle Companies Incorporated

Tax Rate	21%
WACC	6.69%

	Reported 2020	Horizon Period				Terminal Period
		2021	2022	2023	2024	2025
Sales	\$ 4,245.20	\$ 4,330.10	\$ 4,416.71	\$ 4,505.04	\$ 4,595.14	\$ 4,687.04
Growth Rate		2.00%	2.00%	2.00%	2.00%	2.00%
EBIT	483.60	493.27	503.14	513.20	523.46	533.93
Taxes	101.56	103.59	105.66	107.77	109.93	112.13
OCF	382.04	389.68	397.48	405.43	413.54	421.81
Change in NWC	(83.20)	(84.86)	(86.56)	(88.29)	(90.06)	(91.86)
Change In CAPEX	214.80	219.10	223.48	227.95	232.51	237.16
Depreciation & Amortization	224.20	228.68	233.26	237.92	242.68	247.53
FCFF		\$ 484.14	\$ 493.82	\$ 503.70	\$ 513.77	\$ 524.05
Discounted FCFF		\$ 453.78	\$ 433.83	\$ 414.76	\$ 396.53	\$ 379.10

Terminal Value

\$ 11,173.67

Present Value of Horizontal Period FCFF

Present Value of Terminal Period FCFF	\$ 2,078.00
Total Present Value of FCFF	8,083.09
Plus: Cash & Cash Equivalents	10,161.09
Less: Net Debt	902.20
Total Common Equity Value	1,240.00
	\$ 9,823.29

Shares Outstanding

52.68

Stock Value Per share

\$ 186.47

Sensitivity Analysis Table						
Growth Rate	WACC					
	\$	175.64	5.69%	6.19%	6.69%	7.19%
		0.00%	154.77	139.14	128.27	118.90
		1.00%	190.27	167.57	152.31	139.52
		2.00%	245.36	209.41	186.47	167.95
		3.00%	342.68	277.23	238.94	209.79
		4.00%	561.91	406.63	330.14	277.62
						239.32

Exhibit 7.B

Tax Rate	21%
WACC	6.69%
Exit Multiple	16.71 x
Growth Rate	2.00%

	Reported 2020	Horizon Period				
		2021	2022	2023	2024	2025
EBITDA	\$ 772.20	\$ 788	\$ 803	\$ 819	\$ 836	\$ 853
Depreciation and Amortization	224.20	228.68	229.70	230.72	231.74	232.76
EBIT	548.00	558.96	573.69	588.74	604.11	619.81
Taxes	115.08	117.38	120.48	123.64	126.86	130.16
Net Income	432.92	441.58	453.22	465.11	477.25	489.65
Depreciation and Amortization	224.20	228.68	229.70	230.72	231.74	232.76
Change in Net Working Capital	(83.00)	(84.66)	(86.35)	(88.08)	(89.84)	(91.64)
CAPEX	215.00	219.30	223.69	228.16	232.72	237.38
FCFF	525.12	535.62	545.59	555.75	566.11	576.67
Discounted FCFF	\$	\$ 502.04	\$ 479.31	\$ 457.62	\$ 436.92	\$ 417.17
Terminal Value	\$ 9,636.21					
Present Value of Horizontal Period FCFF	\$ 2,293.06					
Present Value of Terminal Period FCFF	7,437.23					
Total Present Value of FCFF	\$ 9,730.29					
Plus: Cash & Cash Equivalents	902.20					
Less: Net Debt	1,240.00					
Total Common Equity Value	\$ 9,392.49					
Shares Outstanding	52.68					
Stock value per share	\$ 178.29					

Sensitivity Analysis Table						
	WACC					
	\$ 176.49	5.69%	6.19%	6.69%	7.19%	7.69%
Exit Multiple	14.71	167.38	164.35	161.4	158.51	155.68
	15.71	176.15	172.96	169.84	166.8	163.82
	16.71	184.92	181.57	178.29	175.09	171.96
	17.71	193.7	190.18	186.74	183.38	180.1
	18.81	202.47	198.79	195.19	191.68	188.24

Exhibit 8.A

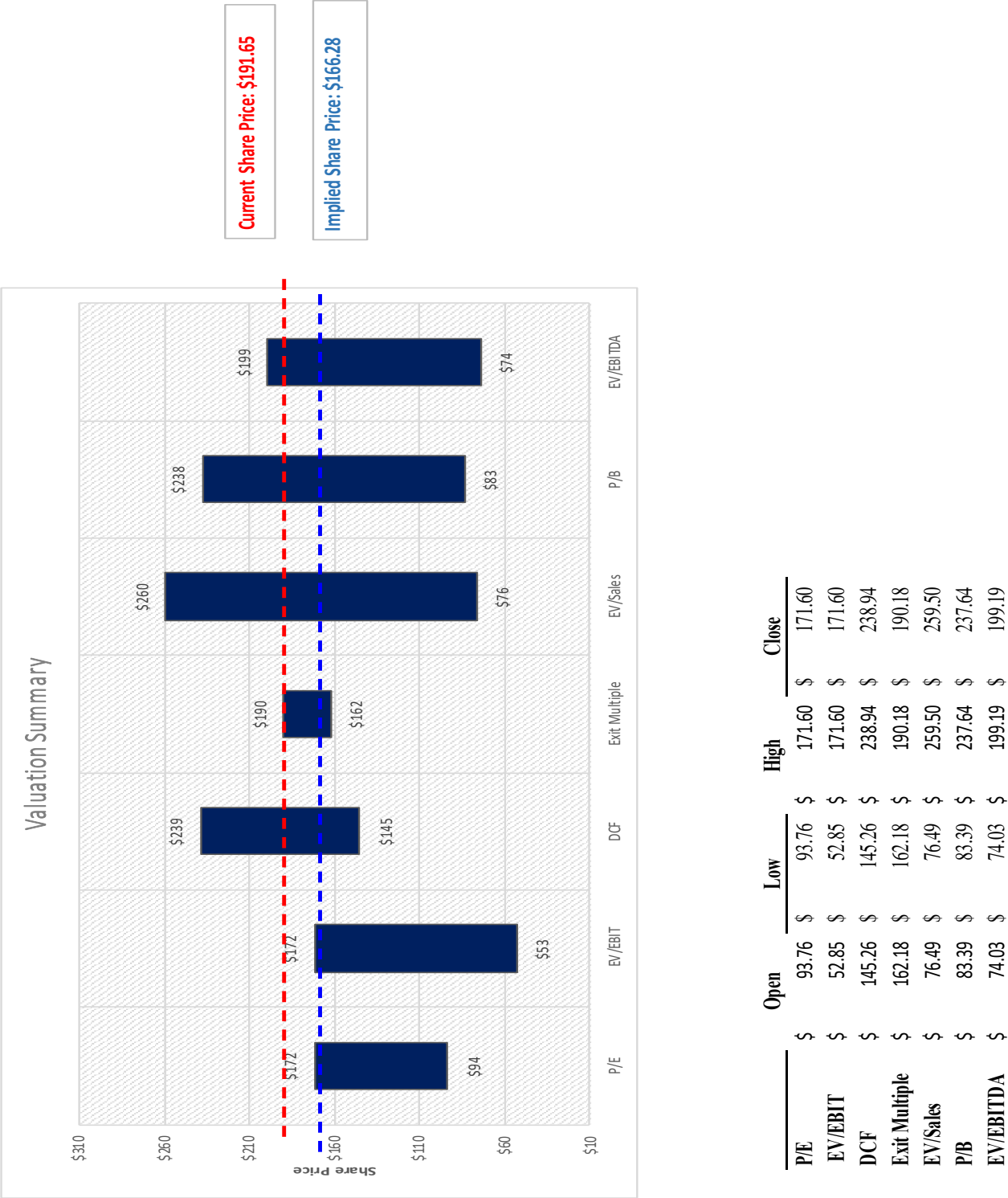


Exhibit 9.A

Final Valuation Analysis

Carlisle Companies Incorporated

Method	Valuation	Weight	Weighted value
P/B	\$ 110.87	0.10	\$ 10.92
Forward P/E	\$ 132.00	0.12	\$ 15.48
EV/EBIT	\$ 145.75	0.13	\$ 18.87
EV/Sales	\$ 173.21	0.15	\$ 26.65
EV/EBITDA	\$ 199.19	0.18	\$ 35.24
Exit Multiples	\$ 178.29	0.16	\$ 28.24
DCF	\$ 186.47	0.17	\$ 30.89
TOTAL	\$ 1,125.78	1.00	\$ 166.28

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