



*CCM also has manufacturing operations in Europe and Canada.

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| 1. CCM Polyiso Insulation | 9. Drexel Metals Division Headquarters†
Carlisle Architectural Metals | 15. Carlisle Architectural Metals | 23. Carlisle Architectural Metals |
| 2. CCM EPS Insulation
Carlisle Architectural Metals | 10. CCM PVC Membrane
CCM EPDM Membrane | 16. CCM Polyiso Insulation | 24. Carlisle Architectural Metals |
| 3. CCM TPO Membrane
CCM Polyiso Insulation | 11. CCM Polyiso Insulation | 17. Hunter Panels Division Headquarters†
CCM Polyiso Insulation | 25. Carlisle Architectural Metals |
| 4. Carlisle Architectural Metals | 12. Carlisle Architectural Metals | 18. Carlisle Architectural Metals | 26. Carlisle Architectural Metals |
| 5. Carlisle Polyiso Insulation | 13. Carlisle Construction Materials Corporate
Headquarters†
CCM EPDM Membrane
CCM TPO Membrane | 19. PAC-CLAD Petersen Division Headquarters†
Carlisle Architectural Metals | 27. Carlisle Architectural Metals |
| 6. CCM TPO Membrane | 14. CCM Polyiso Insulation | 20. Carlisle Architectural Metals | 28. Carlisle Architectural Metals |
| 7. CCM Polyiso Insulation | | 21. Carlisle Architectural Metals | 29. CCM Polyiso Insulation |
| 8. Carlisle Architectural Metals | | 22. Carlisle Architectural Metals | |

†Division Headquarters