



Q4 2020 EARNINGS CONFERENCE CALL

February 9, 2021



Cautionary Statement

This communication contains statements which, to the extent they are not statements of historical or present fact, constitute “forward-looking statements” under the securities laws. From time to time, oral or written forward-looking statements may also be included in other information released to the public. These forward-looking statements are intended to provide management’s current expectations or plans for our future operating and financial performance, based on assumptions currently believed to be valid. Forward-looking statements can be identified by the use of words such as “believe,” “expect,” “expectations,” “plans,” “strategy,” “prospects,” “estimate,” “project,” “target,” “anticipate,” “will,” “should,” “see,” “guidance,” “outlook,” “confident,” “scenario” and other words of similar meaning in connection with a discussion of future operating or financial performance or the separation and distribution from United Technologies. Forward-looking statements may include, among other things, statements relating to future sales, earnings, cash flows, results of operations, uses of cash, share repurchases, tax rates and other measures of financial performance or potential future plans, strategies or transactions of Carrier, the estimated costs associated with the Separation, Carrier’s plans with respect to our indebtedness and other statements that are not historical facts. All forward-looking statements involve risks, uncertainties and other factors that may cause actual results to differ materially from those expressed or implied in the forward-looking statements. For those statements, we claim the protection of the safe harbor for forward-looking statements contained in the U.S. Private Securities Litigation Reform Act of 1995. Such risks, uncertainties and other factors include, without limitation: (1) the effect of economic conditions in the industries and markets in which Carrier and our businesses operate in the U.S. and globally and any changes therein, including financial market conditions, fluctuations in commodity prices, interest rates and foreign currency exchange rates, levels of end market demand in construction, the impact of weather conditions, pandemic health issues (including COVID-19 and its effects, among other things, on production and on global supply, demand, and distribution as the outbreak continues and results in a prolonged period of travel, commercial and other restrictions and limitations), natural disasters and the financial condition of our customers and suppliers; (2) challenges in the development, production, delivery, support, performance and realization of the anticipated benefits of advanced technologies and new products and services; (3) future levels of indebtedness, capital spending and research and development spending; (4) future availability of credit and factors that may affect such availability, including credit market conditions and Carrier’s capital structure and credit ratings; (5) the timing and scope of future repurchases of Carrier’s common stock, including market conditions and the level of other investing activities and uses of cash; (6) delays and disruption in the delivery of materials and services from suppliers; (7) cost reduction efforts and restructuring costs and savings and other consequences thereof; (8) new business and investment opportunities; (9) risks resulting from being a smaller, less diversified company than prior to the separation; (10) the outcome of legal proceedings, investigations and other contingencies; (11) the impact of pension plan assumptions on future cash contributions and earnings; (12) the impact of the negotiation of collective bargaining agreements and labor disputes; (13) the effect of changes in political conditions in the U.S. (including in connection with the new administration in Washington, D.C.) and other countries in which Carrier and our businesses operate, including the effect of changes in U.S. trade policies or the United Kingdom’s withdrawal from the European Union, on general market conditions, global trade policies and currency exchange rates in the near term and beyond; (14) the effect of changes (including potentially as a result of the new administration in Washington, D.C.) in tax, environmental, regulatory (including among other things import/export) and other laws and regulations in the U.S. and other countries in which we and our businesses operate; (15) the ability of Carrier to retain and hire key personnel; (16) the scope, nature, impact or timing of acquisition and divestiture activity, including among other things integration of acquired businesses into existing businesses and realization of synergies and opportunities for growth and innovation and incurrence of related costs; (17) the expected benefits of the Separation; (18) a determination by the U.S. Internal Revenue Service and other tax authorities that the distribution or certain related transactions should be treated as taxable transactions; (19) risks associated with indebtedness, including that incurred as a result of financing transactions undertaken in connection with the separation, as well as our ability to reduce indebtedness and the timing thereof; (20) the risk that dis-synergy costs, costs of restructuring transactions and other costs incurred in connection with the separation will exceed Carrier’s estimates; and (21) the impact of the Separation on Carrier’s business and Carrier’s resources, systems, procedures and controls, diversion of management’s attention and the impact on relationships with customers, suppliers, employees and other business counterparties.

The above list of factors is not exhaustive or necessarily in order of importance. For additional information on identifying factors that may cause actual results to vary materially from those stated in forward-looking statements, see Carrier’s reports on Forms 10-K, 10-Q and 8-K filed with or furnished to the SEC from time to time. Any forward-looking statement speaks only as of the date on which it is made, and Carrier assumes no obligation to update or revise such statement, whether as a result of new information, future events or otherwise, except as required by applicable law.

Q4 2020 Summary

Sales	\$4,594M <i>Reported +2%</i> <i>Organic flat Y/Y</i> <i>F/X +2%</i>	Highlights	
Adjusted Operating Profit¹	\$453M		Residential HVAC demand remained strong Exited 2020 with strong backlog and order trends Continued traction on Carrier 700 Funded ~\$75M of investments Increased dividend by 50% Sold remaining Beijer shares
Free Cash Flow¹	\$38M Includes \$272M in tax payments related to sale of Beijer shares		



¹ See appendix for additional information regarding non-GAAP measures

The New Carrier

2020: Laying the Foundation

- ✓ The Carrier Way
- ✓ Carrier Excellence, Carrier Alliance
- ✓ Carrier 700
- ✓ Strengthened team
- ✓ Growth framework / traction
- ✓ Improved balance sheet
- ✓ Leaning in to ESG leadership

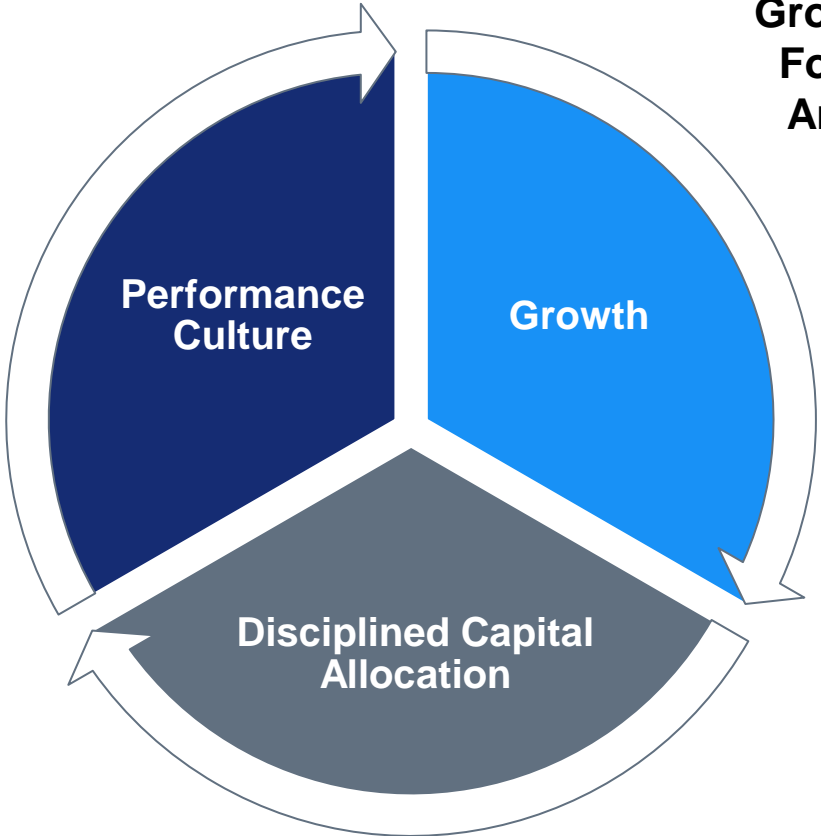
2021: Building for the future

- ✓ Embedding culture and operating system into DNA
- ✓ Mid-single digit organic growth through enterprise strategy and targeted growth initiatives
- ✓ Strategic cost excellence
- ✓ Capital deployment now includes bolt-on M&A and share repurchases

Driving Shareholder Returns

- Tenacious cost reduction
- Talent and inclusion
- Customer-centric
- G&A transformation and simplification
- Innovation leadership
- ESG

The Carrier Way



Growth Focus Areas

- ✓ Strengthen and grow core
- ✓ Product extensions and geographic coverage
- ✓ Grow services and digital

Capital Allocation Priorities

- Profitable growth
 - Organic and inorganic
- Dividends
- Share repurchases
- Debt paydown

Enterprise strategy: Be the world leader in healthy, safe, and sustainable building and cold chain solutions

2021 Outlook

	2021 Outlook
Sales	Up 6% - 8% Y/Y <i>Organic +4% - 6% Y/Y FX +~2% Y/Y</i>
Adjusted Operating Margin ¹	~13.5% <i>Up ~70 bps Y/Y</i>
Adjusted EPS ¹	\$1.85 - \$1.95 <i>Up 11% - 17% Y/Y</i>
Free Cash Flow ¹	~\$1.6B

Driving Solid Top and Bottom-Line Growth in 2021



¹ See appendix for additional information regarding non-GAAP measures

Q4 2020 Consistent With Outlook

	Q4 2020	Y/Y %	2020	Y/Y %	10/29/20 outlook	
Sales	\$4,594M	2%	\$17,456M	(6)%	~\$17.3B	✓
Organic sales ¹		0%		(6)%		
FX		2%		0%		
Adjusted operating profit ¹	\$453M	(24)%	\$2,232M	(19)%	~\$2.2B	✓
Adjusted operating margin ¹	9.9%		12.8%			
Adjusted effective tax rate ¹	26.3%		26.0%			
Adjusted EPS ¹	\$0.31		\$1.66			
Free cash flow ¹	\$38M		\$1,380M		~\$1.5B	✓
	<i>Includes \$272M in tax payments related to the sale of Beijer shares</i>					

2020 Segment Results

(Millions)

	HVAC				Refrigeration				Fire & Security			
	Q4	Y/Y %	FY	Y/Y %	Q4	Y/Y %	FY	Y/Y %	Q4	Y/Y %	FY	Y/Y %
Sales	\$2,336	6%	9,478	(2)%	\$949	(0)%	3,333	(12)%	\$1,398	(2)%	4,985	(9)%
Organic sales ¹		4%		(2)%		(3)%		(12)%		(5)%		(9)%
Adjusted operating profit ¹	\$231	(25)%	1,430	(14)%	\$110	(20)%	375	(28)%	\$186	(12)%	628	(18)%
Adjusted operating margin ¹	9.9%		15.1%		11.6%		11.3%		13.3%		12.6%	
Key drivers	<p style="text-align: center;">+ NA residential Commercial backlog</p> <p style="text-align: center;">- Light commercial South Asia</p>				<p style="text-align: center;">+ Truck / trailer orders China</p> <p style="text-align: center;">- Commercial refrigeration</p>				<p style="text-align: center;">+ Residential fire Commercial fire</p> <p style="text-align: center;">- Industrial / Petroleum, oil, and gas Small business / hospitality / retail</p>			



¹ See appendix for additional information regarding non-GAAP measures

Order Trends

Orders by Key Business Line	Q3 2020	Q4 2020
		(Y/Y %)
<u>HVAC</u> ¹	25%	10%
<i>Residential & Light Commercial</i>	60%	20%
<i>Commercial HVAC</i> ¹	0%	0%
<u>Refrigeration</u>	15%	40%
<i>Transport Refrigeration</i>	30%	50%
<i>Commercial Refrigeration</i>	(10)%	20%
<u>Fire & Security</u>	(10)%	5%
<i>Fire & Security Products</i>	(10)%	(5)%
<i>Fire & Security Field</i>	(5)%	10%
Total Carrier ¹	15%	15%

Orders by Geography	Q3 2020	Q4 2020
		(Y/Y %)
Americas ¹	30%	10%
EMEA	0%	15%
China	10%	10%
Asia excluding China	(20)%	15%



¹Excludes NORESKO

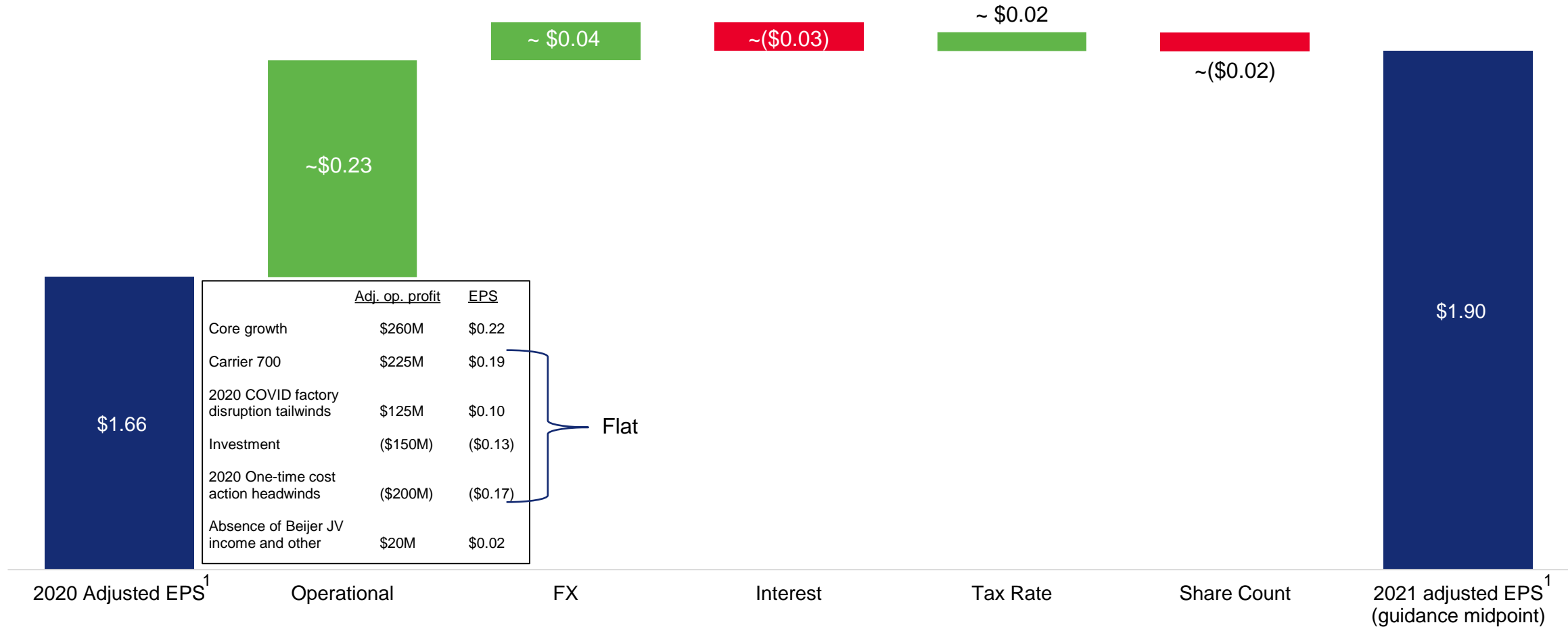
2021 Outlook

	Total Company	Segment Sales Outlook
Sales	Up 6% - 8% Y/Y <i>Organic +4% - 6% Y/Y FX +2% Y/Y</i>	HVAC Up mid-single digits <i>Organic up low-to-mid single digits</i>
Adjusted Operating Margin ¹	~13.5% <i>Up ~70 bps Y/Y</i>	Refrigeration Up mid-teens <i>Organic up low-teens</i>
Adjusted Effective Tax Rate ¹	~25%	Fire & Security Up mid-single digits <i>Organic up low-to-mid single digits</i>
Adjusted EPS ¹	\$1.85 - \$1.95 <i>Up 11% - 17% Y/Y</i>	
Free Cash Flow ¹	~\$1.6B	



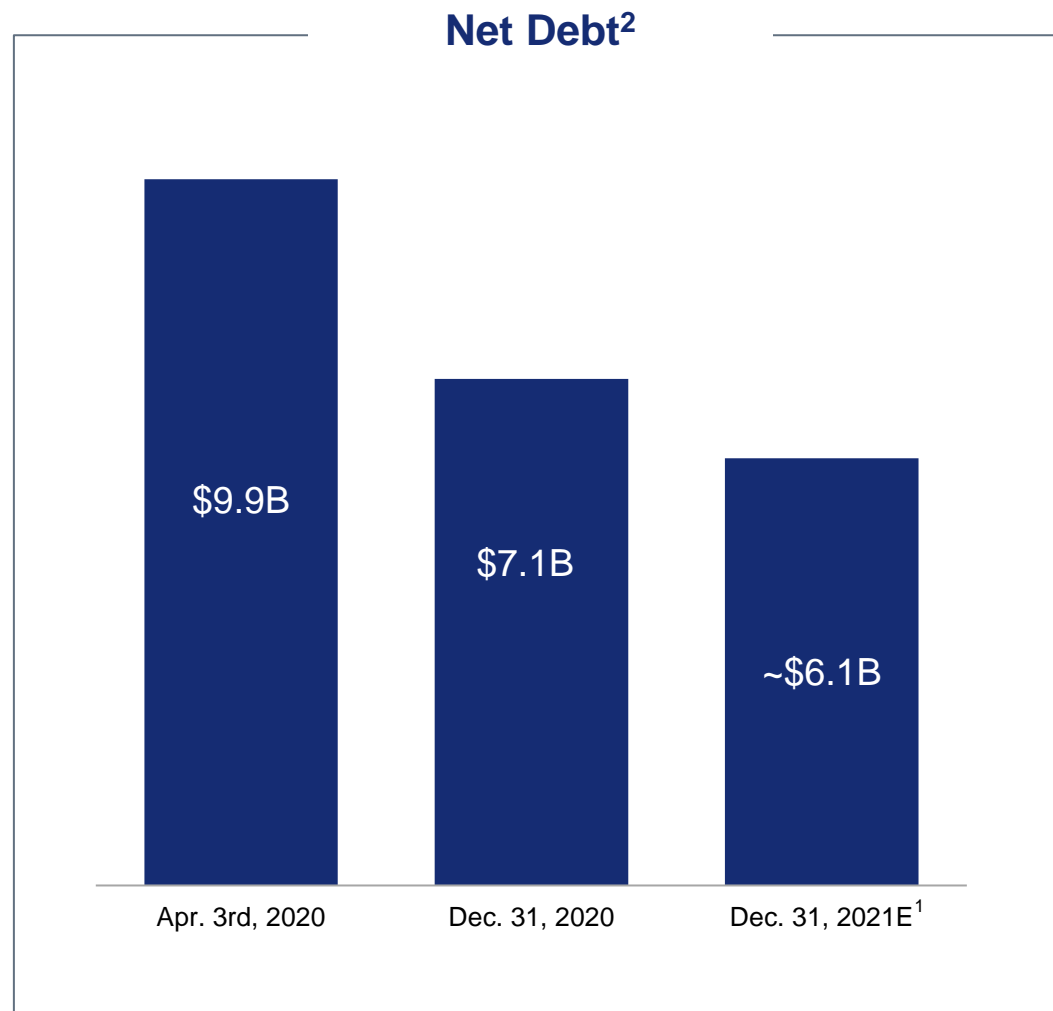
¹ See appendix for additional information regarding non-GAAP measures

2021 Adjusted EPS¹ Bridge



¹ See appendix for additional information regarding non-GAAP measures

Increased Financial Flexibility

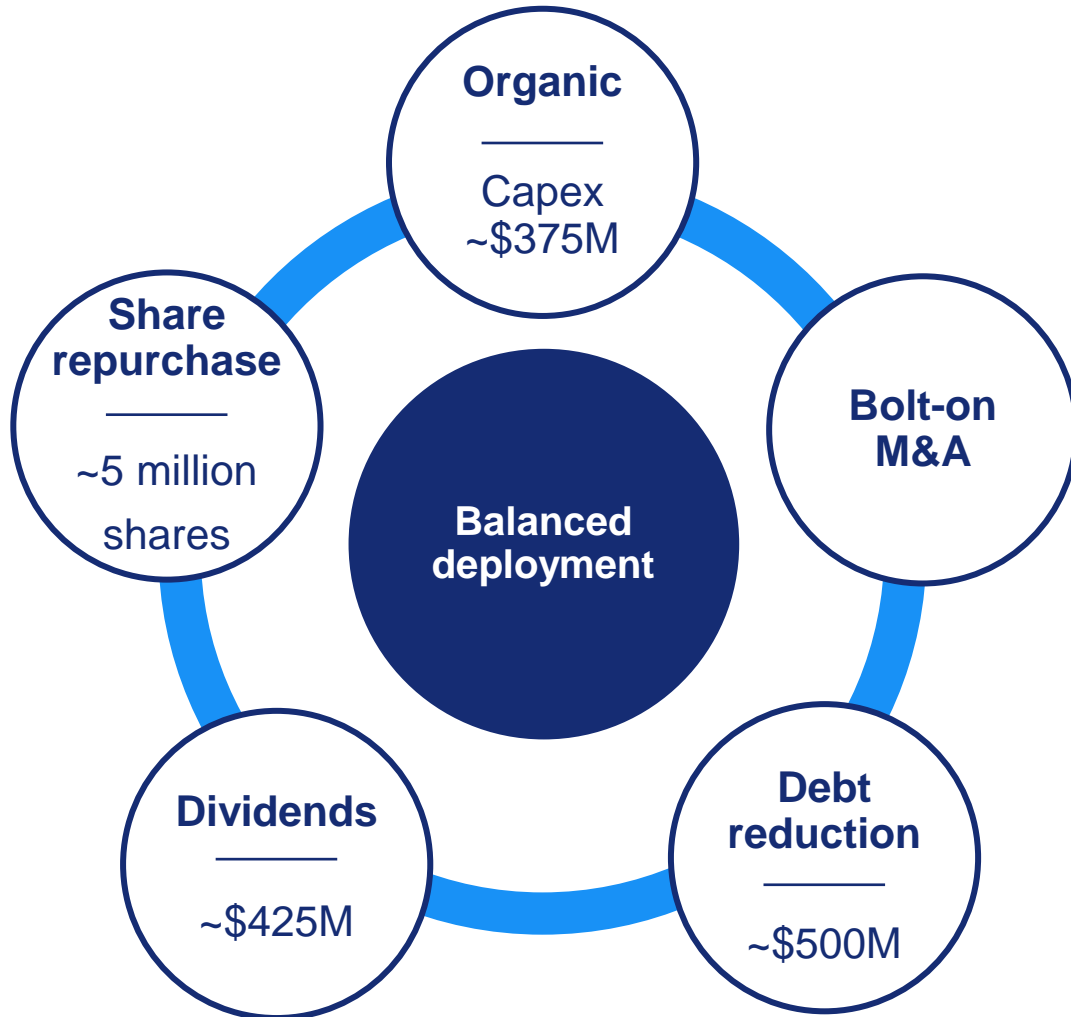


Strong free cash flow and proceeds from Beijer sale

Prepaid \$1.75 billion term loan

Expect to further reduce debt by \$500 million in 2021

2021 Capital Allocation



Share repurchase program announced

Announced 50% dividend increase

Portfolio review and M&A

Summary

Improving demand and execution

Well-positioned to drive healthy, safe, and sustainable building and cold chain solutions

Carrier 700 funds investments and offsets temporary cost headwinds

Continued strong free cash flow supports balanced capital allocation priorities

Positioned for strong top and bottom-line growth in 2021 and beyond

APPENDIX

Use and Definitions of Non-GAAP Financial Measures

Carrier Global Corporation (“Carrier”) reports its financial results in accordance with accounting principles generally accepted in the United States (“GAAP”).

We supplement the reporting of our financial information determined under GAAP with certain non-GAAP financial information. The non-GAAP information presented provides investors with additional useful information, but should not be considered in isolation or as substitutes for the related GAAP measures. Moreover, other companies may define non-GAAP measures differently, which limits the usefulness of these measures for comparisons with such other companies. We encourage investors to review our financial statements and publicly filed reports in their entirety and not to rely on any single financial measure. A reconciliation of the non-GAAP measures to the corresponding amounts prepared in accordance with GAAP appears in the tables in this Appendix. The tables provide additional information as to the items and amounts that have been excluded from the adjusted measures.

Organic sales, adjusted operating profit, adjusted operating margin, earnings before interest, taxes and depreciation and amortization (EBITDA), adjusted EBITDA, adjusted net income, adjusted earnings per share (“EPS”), the adjusted effective tax rate, and net debt are non-GAAP financial measures. Organic sales represents consolidated net sales (a GAAP measure), excluding the impact of foreign currency translation, acquisitions and divestitures completed in the preceding twelve months and other significant items of a non-recurring and/or nonoperational nature (hereinafter referred to as “other significant items”). Adjusted operating profit represents operating profit (a GAAP measure), excluding restructuring costs and other significant items. Adjusted operating margin represents adjusted operating profit as a percentage of net sales (a GAAP measure). EBITDA represents net income attributable to common shareholders (a GAAP measure), adjusted for interest expense, income tax expense, and depreciation and amortization. Adjusted EBITDA represents EBITDA, as calculated above, excluding non-service pension benefit, non-controlling interest in subsidiaries’ earnings from operations, restructuring costs and other significant items. Adjusted net income represents net income attributable to common shareowners (a GAAP measure), excluding restructuring costs and other significant items. Adjusted EPS represents diluted earnings per share (a GAAP measure), excluding restructuring costs and other significant items. The adjusted effective tax rate represents the effective tax rate (a GAAP measure), excluding restructuring costs and other significant items. Net debt represents long-term debt (a GAAP measure) less cash and cash equivalents. For the business segments, when applicable, adjustments of operating profit and operating margins represent operating profit, excluding restructuring and other significant items.

Free cash flow is a non-GAAP financial measure that represents net cash flows provided by operating activities (a GAAP measure) less capital expenditures. Management believes free cash flow is a useful measure of liquidity and an additional basis for assessing Carrier’s ability to fund its activities, including the financing of acquisitions, debt service, repurchases of Carrier’s common stock and distribution of earnings to shareowners.

When we provide our expectations for organic sales, adjusted operating profit, adjusted operating margin, adjusted EPS, and free cash flow on a forward-looking basis, a reconciliation of the differences between the non-GAAP expectations and the corresponding GAAP measures (expected net sales, operating profit, operating margin, diluted EPS and net cash flows provided by operating activities) generally is not available without unreasonable effort due to potentially high variability, complexity and low visibility as to the items that would be excluded from the GAAP measure in the relevant future period, such as unusual gains and losses, the ultimate outcome of pending litigation, fluctuations in foreign currency exchange rates, the impact and timing of potential acquisitions and divestitures, future restructuring costs, and other structural changes or their probable significance. The variability of the excluded items may have a significant, and potentially unpredictable, impact on our future GAAP results.

Additional Items

	2020	2021 outlook
Shares outstanding (diluted)	880M	~889M
Corporate expenses / eliminations	\$201M	\$225M - \$250M
Interest expense, net	\$288M	\$300M - \$325M
Adjusted effective tax rate ¹	26.0%	~25%
Non-service pension benefit	\$60M	\$60M - \$70M
Capital expenditures	\$312M	~\$375M
Depreciation & amortization	\$336M	\$320M - \$330M



¹See page 15 for additional information regarding non-GAAP measures

Carrier 2020 vs 2019 Sales Reconciliation

Y/Y %

Three Months Ended December 31, 2020 Compared with Three Months Ended December 31, 2019

(Unaudited)	Factors Contributing to Total % change in Net Sales				
	Organic	FX Translation	Acquisitions / Divestitures, net	Other	Total
HVAC	4%	2%	—%	—%	6%
Refrigeration	(3)%	3%	—%	—%	—%
Fire & Security	(5)%	3%	—%	—%	(2)%
Consolidated	—%	2%	—%	—%	2%

Year Ended December 31, 2020 Compared with Year Ended December 31, 2019

(Unaudited)	Factors Contributing to Total % change in Net Sales				
	Organic	FX Translation	Acquisitions / Divestitures, net	Other	Total
HVAC	(2)%	—%	—%	—%	(2)%
Refrigeration	(12)%	—%	—%	—%	(12)%
Fire & Security	(9)%	—%	—%	—%	(9)%
Consolidated	(6)%	—%	—%	—%	(6)%



Segment Adjusted Operating Profit Reconciliation

(Unaudited) (dollars in millions - Income (Expense))	For the Three Months Ended December 31,		For the Year Ended December 31,	
	2020	2019	2020	2019
HVAC				
Net sales	\$ 2,336	\$ 2,207	\$ 9,478	\$ 9,712
Operating profit	\$ 1,098	\$ 321	\$ 2,462	\$ 1,563
Restructuring	(4)	(9)	(7)	(56)
Impairment charge on equity method investment	—	—	(71)	(108)
Gain on sale of investment	871	23	1,123	57
Charge resulting from litigation matter	—	—	(11)	—
Separation costs	—	—	(2)	—
Adjusted operating profit	\$ 231	\$ 307	\$ 1,430	\$ 1,670
Adjusted operating margin	9.9 %	13.9 %	15.1 %	17.2 %
Refrigeration				
Net sales	\$ 949	\$ 953	\$ 3,333	\$ 3,792
Operating profit	\$ 94	\$ 159	\$ 357	\$ 532
Restructuring	(10)	—	(12)	(14)
Net gain on expropriated plant	—	22	—	22
Separation costs	(6)	—	(6)	—
Adjusted operating profit	\$ 110	\$ 137	\$ 375	\$ 524
Adjusted operating margin	11.6 %	14.4 %	11.3 %	13.8 %
Fire & Security				
Net sales	\$ 1,398	\$ 1,422	\$ 4,985	\$ 5,500
Operating profit	\$ 158	\$ 187	\$ 584	\$ 708
Restructuring	(15)	(18)	(28)	(53)
Separation costs	(13)	—	(16)	—
Pension plan amendment	—	(7)	—	(7)
Adjusted operating profit	\$ 186	\$ 212	\$ 628	\$ 768
Adjusted operating margin	13.3 %	14.9 %	12.6 %	14.0 %

(Unaudited) (dollars in millions - Income (Expense))	For the Three Months Ended December 31,		For the Year Ended December 31,	
	2020	2019	2020	2019
General Corporate Expenses and Eliminations and Other				
Net sales	\$ (89)	\$ (81)	\$ (340)	\$ (396)
Operating profit	\$ (105)	\$ (110)	\$ (320)	\$ (312)
Restructuring	(1)	(2)	(2)	(3)
Consultant contract termination	—	—	—	(34)
Separation costs	(30)	(46)	(117)	(59)
Adjusted operating profit	\$ (74)	\$ (62)	\$ (201)	\$ (216)
Carrier				
Net sales	\$ 4,594	\$ 4,501	\$ 17,456	\$ 18,608
Operating profit	\$ 1,245	\$ 557	\$ 3,083	\$ 2,491
Total restructuring costs	(30)	(29)	(49)	(126)
Total non-recurring and non-operational items	822	(8)	900	(129)
Adjusted operating profit	\$ 453	\$ 594	\$ 2,232	\$ 2,746
Adjusted operating margin	9.9 %	13.2 %	12.8 %	14.8 %



2020 EPS Reconciliation

<i>(dollars in millions - Income (Expense))</i>	(Unaudited)			
	For the Three Months Ended		For the Twelve Months Ended	
	2020	2019	2020	2019
Net income attributable to common shareowners	\$ 884	\$ 440	\$ 1,982	\$ 2,116
Total restructuring costs	(30)	(29)	(49)	(126)
Total non-recurring and non-operational items included in operating profit	822	(8)	900	(129)
Non-recurring and non-operational items included in Interest expense, net:				
Interest income associated with participation in amnesty settlement	-	-	-	8
Interest income associated with IRS settlement	-	-	-	8
Debt issuance costs relating to Carrier's separation from UTC	-	-	(5)	-
Non-recurring and non-operational items included in Interest expense, net	-	-	(5)	16
Tax effect of restructuring and non-recurring and non-operational items	(188)	8	(217)	39
Significant non-recurring and non-operational items included in Income tax expense:				
Favorable income tax adjustments related to tax amnesty	-	-	-	95
Adjustments related to tax settlements	-	-	-	54
Adjustment related to a valuation allowance recorded against a United Kingdom tax loss and credit carryforward as a result of separation related activities	-	-	(51)	-
Adjustment resulting from Carrier's decision to no longer permanently reinvest certain pre-2018 unremitted non-U.S. earnings	-	-	(46)	-
Deferred tax adjustment resulting from the UTC Separation	-	-	-	19
Deferred tax adjustment resulting from United Kingdom legislative change	-	-	(12)	-
Significant non-recurring and non-operational items included in Income tax expense	-	-	(109)	168
Total significant non-recurring and non-operational items	604	(29)	520	(32)
Adjusted net income attributable to common shareowners	\$ 280	\$ 469	\$ 1,462	\$ 2,148
Diluted earnings per share	\$ 1.00	\$ 0.50	\$ 2.25	\$ 2.44
Impact on diluted earnings per share	0.69	(0.03)	0.59	(0.04)
Adjusted diluted earnings per share	\$ 0.31	\$ 0.53	\$ 1.66	\$ 2.48
Effective tax rate	24.5%	23.2%	29.7%	19.4%
Impact on effective tax rate	1.8%	-0.1%	-3.7%	5.5%
Adjusted effective tax rate	26.3%	23.1%	26.0%	24.9%



Free Cash Flow Reconciliation

(dollars in millions)

Net income attributable to common shareowners
 Net cash flows provided by operating activities
 Less: Capital expenditures
 Free cash flow

(Unaudited)	
For the Three Months Ended March 31,	
2020	2019
\$ 96	\$ 400
\$ 47	\$ (183)
48	41
\$ (1)	\$ (224)
(1)%	(56)%

Free cash flow as a percentage of net income attributable to common shareowners

(dollars in millions)

Net income attributable to common shareowners
 Net cash flows provided by operating activities
 Less: Capital expenditures
 Free cash flow

(Unaudited)	
For the Three Months Ended June 30,	
2020	2019
\$ 261	\$ 784
\$ 509	\$ 554
46	48
\$ 463	\$ 506
177%	65%

Free cash flow as a percentage of net income attributable to common shareowners

(dollars in millions)

Net income attributable to common shareowners
 Net cash flows provided by operating activities
 Less: Capital expenditures
 Free cash flow

(Unaudited)	
For the Three Months Ended September 30,	
2020	2019
\$ 741	\$ 492
\$ 937	\$ 618
57	50
\$ 880	\$ 568
119%	115%

Free cash flow as a percentage of net income attributable to common shareowners

(dollars in millions)

Net income attributable to common shareowners
 Net cash flows provided by operating activities
 Less: Capital expenditures
 Free cash flow

(Unaudited)	
For the Three Months Ended December 31,	
2020	2019
\$ 884	\$ 440
\$ 199	\$ 1,074
161	104
\$ 38	\$ 970
4%	220%

Free cash flow as a percentage of net income attributable to common shareowners

(dollars in millions)

Net income attributable to common shareowners
 Net cash flows provided by operating activities
 Less: Capital expenditures
 Free cash flow

(Unaudited)	
For the Year Ended December 31,	
2020	2019
\$ 1,982	\$ 2,116
\$ 1,692	\$ 2,063
312	243
\$ 1,380	\$ 1,820
70%	86%

Free cash flow as a percentage of net income attributable to common shareowners



Net Debt to Adjusted EBITDA Reconciliation

<i>(dollars in millions)</i>	Twelve Months Ended	
	December 31, 2020	March 31, 2020
Long-term debt	\$ 10,036	\$ 11,029
Current portion of long-term debt	191	218
Less: Cash and cash equivalents	3,115	768
Net debt⁽¹⁾	\$ 7,112	\$ 10,479
Net income attributable to common shareowners	\$ 1,982	\$ 1,812
Plus:		
Interest expense	298	87
Income tax expense	849	570
Depreciation and amortization	336	331
EBITDA	3,465	2,800
Less:		
Total non-recurring and non-operational adjustments, excluding interest and tax adjustments	851	(356)
Non-service pension benefit	60	132
Non-controlling interest in subsidiaries' earnings from operations	24	42
Adjusted EBITDA	\$ 2,578	\$ 3,066
Net debt to adjusted EBITDA	2.8	3.4

⁽¹⁾ On April 1 and April 2, 2020, Carrier received cash contributions totaling \$590 million from UTC related to the Separation, resulting in net debt of approximately \$9.9 billion as of April 3, 2020.

