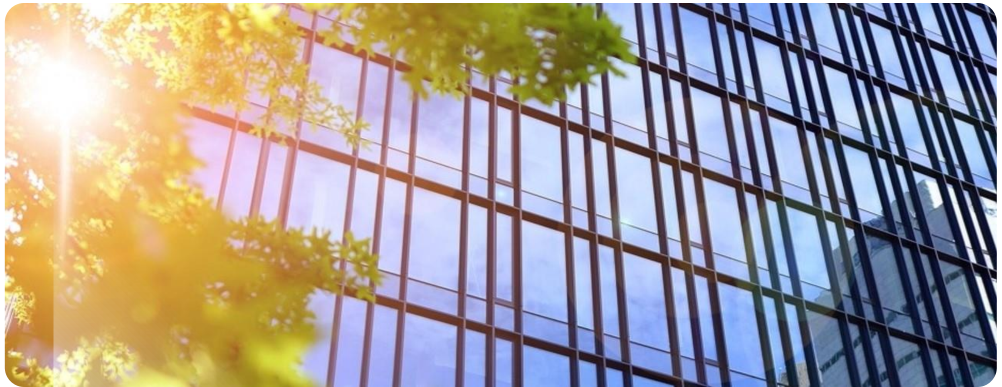
Q1 2024 Earnings Conference Call

April 25, 2024



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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. These forward-looking statements are intended to provide management's current expectations or plans for Carrier's 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. Forward-looking statements may include, among other things, statements relating to revised outlook and guidance, future sales, earnings, cash flow, 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, Carrier's plans with respect to its 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 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 U.S. Securities and Exchange Commission 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.

Starting the Year on a Strong Note: Q1 2024 Summary

Sales	$6,182M *Organic* +2% Y/Y*
Adjusted Operating Profit*	$927M *+44% Y/Y*
Adjusted Operating Profit Margin*	15.0% *+280 bps Y/Y*
Adjusted EPS*	$0.62 *+19% Y/Y*
Free Cash Flow*	($64M)

Highlights

Successfully kicked-off combination with Viessmann Climate Solutions

Business exits tracking well; announced definitive agreement for Industrial Fire

Global Commercial HVAC sales up double-digits

Aftermarket up 6% in Q1; on track for full year double-digit growth

Strong productivity drove 280 basis points of adjusted operating margin expansion and well over 100% core earnings conversion

~20% adjusted EPS growth

Viessmann Climate Solutions earnings largely as expected despite lower sales

▶ Very strong margin expansion driven by productivity and continued execution

*See appendix for additional information regarding non-GAAP measures

Global Leader in Intelligent Climate and Energy Solutions

Light Commercial / Commercial

Small rooftop units most efficient in North America with a ~15-30% smaller footprint

Magnetic-bearing chillers with back-to-back compression technology provides best-in-class efficiency with ~15-30% smaller footprint

Abound's newly added sustainability features provide advanced diagnostics, emissions tracking and reduce cost of ownership

Residential

New Viessmann product introductions expanded its addressable market by ~$5B; most efficient and quietest technology in the market

InteliSense technology now expanded to mid-tier range in North America, enabling more widespread remote monitoring

Viessmann's One Base Home Energy Management System is the world's first digital solution for complete HEMS; Elements of system deployed outside of Europe

Cold Chain

HE17 Trailer Unit reduces fuel consumption by 10% versus competition and 30% versus Carrier's previous offering

OptimaLINE Container Unit uses about 15% less energy than competitors

Lynx Digital Ecosystem creates value through enhanced visibility, resiliency, agility, and efficiency of the cold chain

▶ Innovation driving differentiated, sustainable outcomes for customers

Aftermarket Focus Fuels Continued Growth & Margin Expansion

Innovative and Differentiated Digital Solutions…

BLUEDGE

- ✓ Connected ~5K additional chillers in Q1, highest quarter since Spin
- ✓ ~48% attachment rate up from ~44% in Q4 2023
- ✓ ~75K chillers under LTA

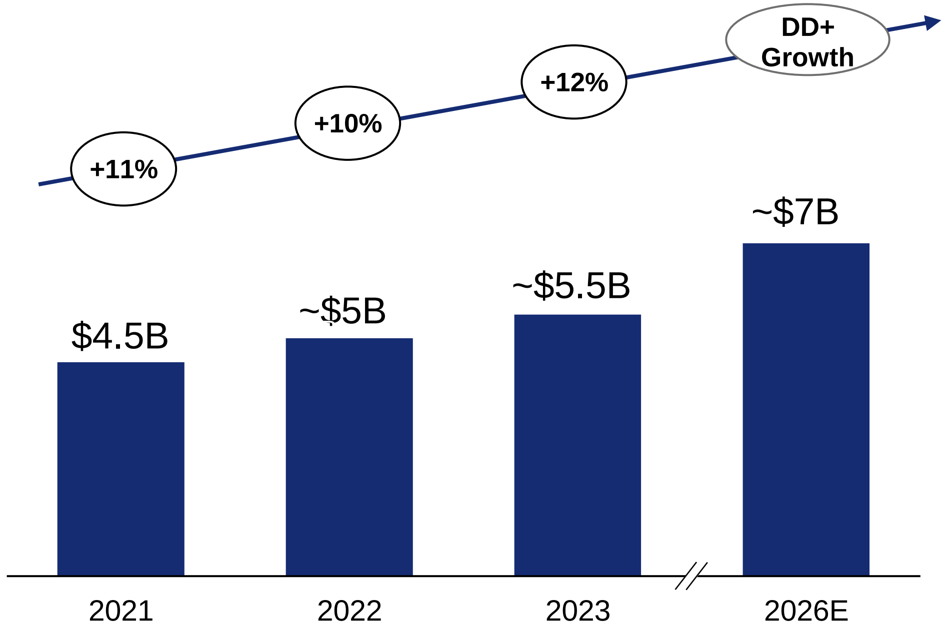
ABOUND

- ✓ 1.2+ billion sq ft of building space monitored, up ~10% sequentially
- ✓ Secured key wins with scale customers
- ✓ Launched Occupant Assistant: a smartphone enabled seamless and healthy experience for building occupants

LYNX

- ✓ ~130K units under Lynx subscriptions
- ✓ Lynx subscriptions up ~55% Y/Y

…Driving Consistent Aftermarket Growth[1]



▶ On track for another year of double-digit aftermarket growth

1. 2021-2023 includes Fire & Security and Commercial Refrigeration; excludes Viessmann. 2026 projection excludes business exits and includes Viessmann Climate Solutions.

Viessmann Climate Solutions: Outperforming Market

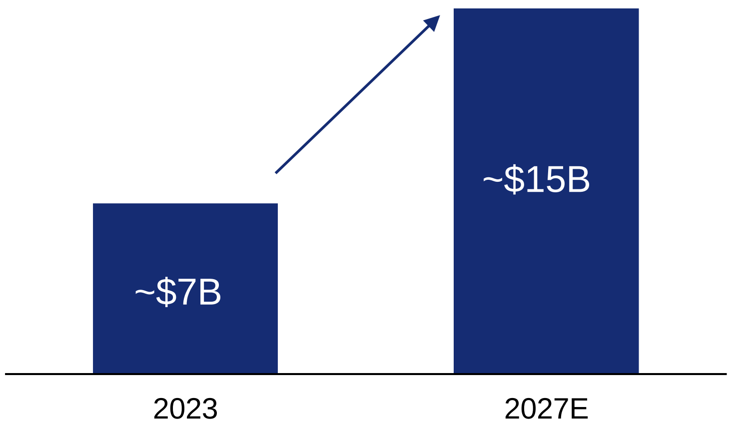
Q1 Highlights	2024 Outlook
Integration off to an excellent start	Leveraging Carrier, Toshiba, Giwee, and Viessmann technologies to create best-in-class global, scalable platforms
Outgrowing market through share gains, new product introductions, and pricing	Run-rate revenue synergy pipeline now hundreds of millions of dollars
Sales down (12%) of which 7pts due to lower solar PV	Cost synergies on-track for ~$75M in 2024 and over $200M by year 3
Driving accelerated productivity and cost synergies to support earnings growth	Sales expected to be flat to down MSD
Impact of lower sales offset by strong margin performance due to favorable mix, productivity, and synergies	Continue to expect high-teen EBITDA margins

▶ Integrating two world-class organizations - transforming Carrier and the industry

Data Centers Present Unique and Compelling Opportunity

Opportunity

Global HVAC Market for Data Centers[1]



Recent key wins in all geographies giving confidence in significant future share gains

Differentiated Technology

Air-cooled chillers: ~20 – 25% smaller footprint than competition, lower installation costs, 30% annual energy savings with free cooling

Water-cooled chillers: 15% smaller footprint vs. legacy R-123 unit and ~40% vs. competition

Integrated Data Center Management (IDCM): The integration of Automated Logic Control BMS & Nlyte's software platform delivers energy savings, reduced costs and improved resiliency

Investments in Innovative Technology: Invested in a technology partnership with Strategic Thermal Labs ("STL") for liquid cooling solutions for data centers

▶ Leveraging technology and capacity investments to continue to win

1. Omdia. Equipment only. Based on historical vendor equipment sales

Significant Progress on Portfolio Transformation

2023			2024		
April	**December**		**January**	**March**	**By 2024 YE**
Portfolio Strategy	**Access Solutions**	**Commercial Refrigeration**	**Viessmann Climate Solutions**	**Industrial Fire**	**Residential and Commercial Fire**
Announcement	**Announced Sale**	**Announced Sale**	**Acquisition Closed**	**Announced Sale**	**Prioritizing Sale**
Create Global Leader in Intelligent Climate and Energy Solutions	Gross Proceeds: ~$5.0B Expected Close: Q3	Gross Proceeds: ~$0.8B Expected Close: Q3	Premier company in the heat pump and energy transition Closed: January 2, 2024	Gross Proceeds: ~$1.4B Expected Close: Q3	Targeting close by year end

▶ Portfolio transformation progressing with pace and effectiveness; expecting to return to ~2x net leverage in 2024

Q1 2024 Results

	Q1 2024	Q1 2023	Y/Y
Sales	$6,182M	$5,273M	17%
Organic sales*			2%
Acquisitions / Divestitures, net			15%
FX			-
Adjusted operating profit*	$927M	$642M	44%
Adjusted operating margin*	15.0%	12.2%	280 bps
Adjusted effective tax rate*	23.2%	23.5%	
Adjusted EPS*	$0.62	$0.52	+19%
Free cash flow*	($64M)	$50M	

*See appendix for additional information regarding non-GAAP measures

Q1 2024 HVAC Results

	Q1 2024	Y/Y
Sales	$4,541M	25%
Organic sales*		2%
Acquisitions / divestitures, net		24%
FX		(1%)
Adjusted operating profit*	$720M	47%
Adjusted operating margin*	15.9%	240 bps

Walmart

Bryant has been selected as Walmart.com's preferred provider of residential HVAC products and services.

Highlights

~20% sales growth in Americas Light Commercial & Commercial

North America Residential sales down LSD

Global Commercial equipment and aftermarket sales both up LDD

Significant margin expansion driven by price and productivity

Viessmann Climate Solutions sales down 12% year over year but earnings largely in line due to productivity, mix, and synergies

*See appendix for additional information regarding non-GAAP measures

Q1 2024 Refrigeration Results

	Q1 2024	Y/Y
Sales	$884M	(2%)
Organic sales*		(2%)
FX		-
Adjusted operating profit*	$99M	(11%)
Adjusted operating margin*	11.2%	(120 bps)

Carrier Transicold will supply UK supermarket Sainsbury with 315 Vector High Efficiency trailer units, 139 engineless Iceland 11 truck units and 23 Supra 1150 U units. The units will be supplied with solar panels for battery charging and include BluEdge Elite full-service maintenance agreements.

Highlights

Global Truck & Trailer sales down low-teens driven by market decline and tough comparison in North America

Container sales up ~50%

Margin decline due to absence of Q1 2023's gain and volume declines; adjusted operating margin up 150 bps excluding prior year gain

Achieved ~130k paid Lynx subscriptions

*See appendix for additional information regarding non-GAAP measures

Q1 2024 Fire & Security Results

	Q1 2024	Y/Y
Sales	$887M	2%
Organic sales*		7%
Deconsolidation of KFI		(5%)
FX		-
Adjusted operating profit*	$164M	52%
Adjusted operating margin*	18.5%	610 bps

Highlights

Residential and Commercial Fire up MSD

Sales growth and strong productivity drove significant margin expansion

Announced definitive agreement to sell Industrial Fire

Kidde started its rolling launch of Detect, its new range of smoke and carbon monoxide alarms which offers advanced, faster detection and greatly reduces nuisance alarms.

*See appendix for additional information regarding non-GAAP measures

Q1 Organic Order Trends

HVAC Segment	Y/Y
Americas*	(0%) – (5%)
Residential	0% - 5%
Light Commercial	~(35%)
Commercial*	~+5%
EMEA	~(5%)
Residential & Light Commercial**	~(40%)
Commercial	+25 – 30%
Asia Pacific	0% - 5%
Global Commercial*	~+10%
Total HVAC*	**(0%) – (5%)**

Refrigeration Segment	Y/Y
Global Truck and Trailer	~(45%)
Container	15% - 20%
Commercial Refrigeration	~(5%)
Total Refrigeration	**(25%) – (30%)**

Fire & Security Segment	Flat

Total Carrier*	(5%) – (10%)

▶ Global Commercial HVAC backlog up ~30% on 2-yr stack | up ~70% on 3-yr stack*

*Excludes NORESCO
** Excludes Viessmann Climate Solutions

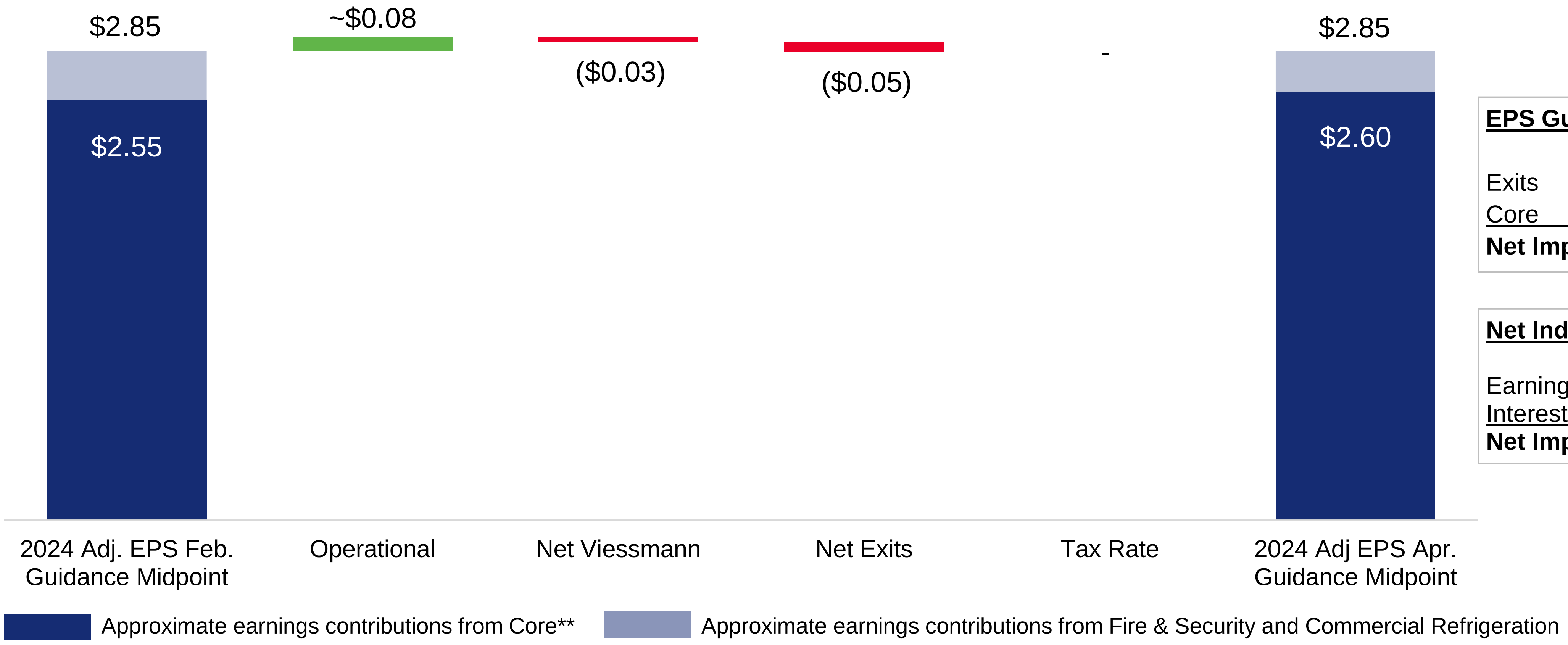
2024 Guidance

	April 25 Guidance**	February 6 Guidance
Sales	~$26B Organic* up ~MSD *FX 0%* *Acquisitions up 18%* *Divestitures (6%)*	~$26.5B Organic* up ~MSD *FX 0%* *Acquisitions up 20%* *Divestitures (5%)*
Adjusted Operating Margin*	~15.5% *Up ~100bps*	15.0% - 15.5% *Up > 50bps*
Adjusted EPS*	$2.80 - $2.90	$2.80 - $2.90
Free Cash Flow*	~$0.4B *Includes ~$2B of tax payments on the gains from the announced business exits, restructuring, and transaction-related costs*	~$0.7B *Includes ~$1.7B of tax payments on the gains from the announced business exits, restructuring, and transaction-related costs*

▶ Operational execution offsets earlier timing of Industrial Fire exit

*See appendix for additional information regarding non-GAAP measures
**As of April 25, 2024; guidance includes Access Solutions, Commercial Refrigeration, and Industrial Fire for half a year

FY 2024 Adjusted EPS* Guide to Guide Bridge



EPS Guide to Guide

Exits	(~$0.05)
Core	~$0.05
Net Impact	**~$0.00**

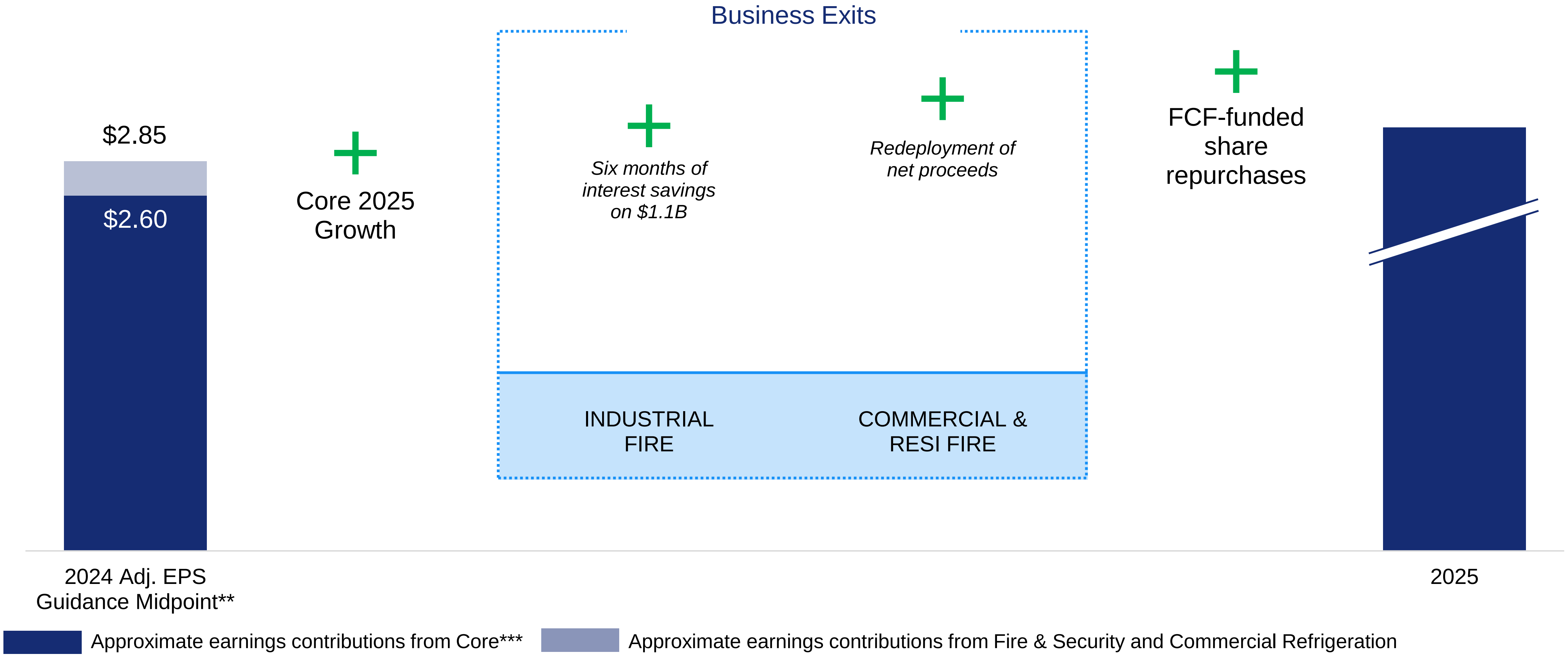
Net Industrial Fire

Earnings Divested	($0.07)
Interest Savings	$0.02
Net Impact	**($0.05)**

Increasing outlook for core business

*See appendix for additional information regarding non-GAAP measures
**Core includes the Carrier businesses that will be retained plus Viessmann Climate Solutions

2025 Adjusted EPS* Framework



▶ Positioned for strong core earnings growth in 2025

*See appendix for additional information regarding non-GAAP measures
**As of April 25, 2024
**Core includes the Carrier businesses that will be retained plus Viessmann Climate Solutions

Summary

Off to a very strong integration with Viessmann Climate Solutions

Adjusted operating margin up 280bps, adjusted EPS up ~20% year over year

Driving sustainability differentiation with key new product introductions

Business exits on track; expecting to resume share repurchases in 2024

Increased full year core earnings growth outlook offset by earlier timing of Industrial Fire exit

▶ Strong start to a transformational 2024

See appendix for additional information regarding non-GAAP measures

Global Leader in Intelligent Climate and Energy Solutions

APPENDIX

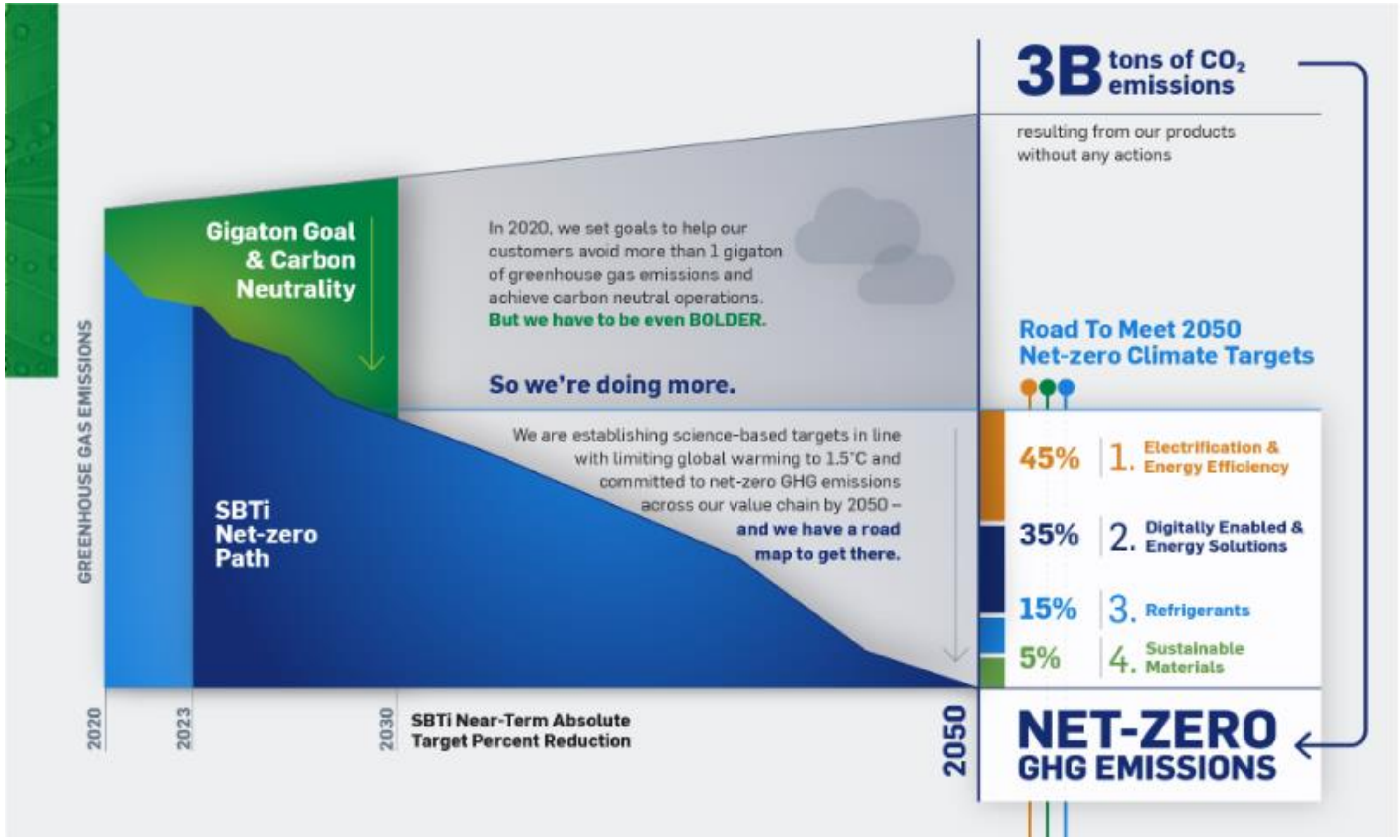
2024 Q1 Awards Earned

Awarding organization	Award
BARRON'S	100 Most Sustainable Companies
FORTUNE	World's Most Admired Companies America's Most Innovative Companies
Newsweek	Most Trustworthy Companies in America
Brand Finance	Global -The World's 500 Most Valuable Brands 2024 U.S. - The 500 Most Valuable American Brands 2024
WEC World Environment Center	Gold Medal Award

Carrier's Road Map to Net-Zero

Carrier's road map to Net-Zero

A Vision for a Sustainable Future



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, incremental margins / earnings conversion, earnings before interest, taxes and depreciation and amortization (“EBITDA”), adjusted EBITDA, adjusted net income, adjusted earnings per share (“EPS”), core adjusted EPS, adjusted interest expense, net, adjusted effective tax rate and net debt are non-GAAP financial measures.

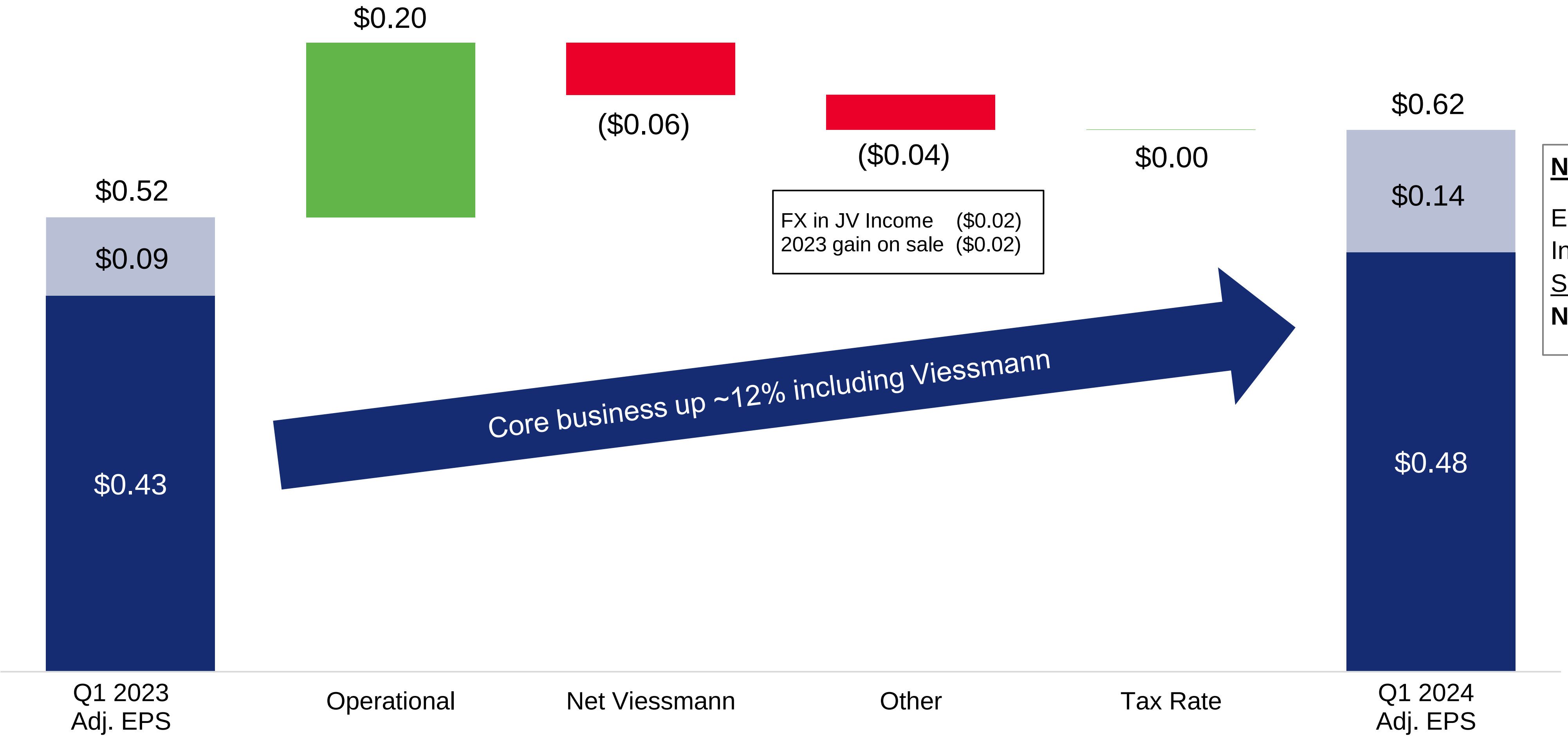
Organic sales represents consolidated net sales (a GAAP measure), excluding the impact of foreign currency translation, acquisitions and divestitures completed in the preceding twelve months and other significant items of a nonoperational nature (hereinafter referred to as “other significant items”). Adjusted operating profit represents operating profit (a GAAP measure), excluding restructuring costs, amortization of acquired intangibles and other significant items. Adjusted operating margin represents adjusted operating profit as a percentage of net sales (a GAAP measure). Incremental margins / earnings conversion represents the year-over-year change in adjusted operating profit divided by the year-over-year change in net sales. EBITDA represents net income attributable to common shareholders (a GAAP measure), adjusted for interest income and 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, amortization of acquired intangibles and other significant items. Adjusted EPS represents diluted earnings per share (a GAAP measure), excluding restructuring costs, amortization of acquired intangibles and other significant items. Adjusted interest expense, net represents interest expense (a GAAP measure) and interest income (a GAAP measure), net excluding other significant items. The adjusted effective tax rate represents the effective tax rate (a GAAP measure), excluding restructuring costs, amortization of acquired intangibles and other significant items. Net debt represents long-term debt (a GAAP measure) less cash and cash equivalents (a GAAP measure). For the business segments, when applicable, adjustments of operating profit and operating margins represent operating profit, excluding restructuring, amortization of acquired intangibles 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.

Orders are contractual commitments with customers to provide specified goods or services for an agreed upon price and may not be subject to penalty if cancelled.

When we provide our expectations for organic sales, adjusted operating profit, adjusted operating margin, adjusted interest expense, net, adjusted effective tax rate, incremental margins/earnings conversion, EBITDA, adjusted EBITDA, adjusted EPS, core 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, interest expense, effective tax rate, incremental operating margin, net income attributable to common shareowners, 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.

Q1 2024 Adjusted EPS* Bridge

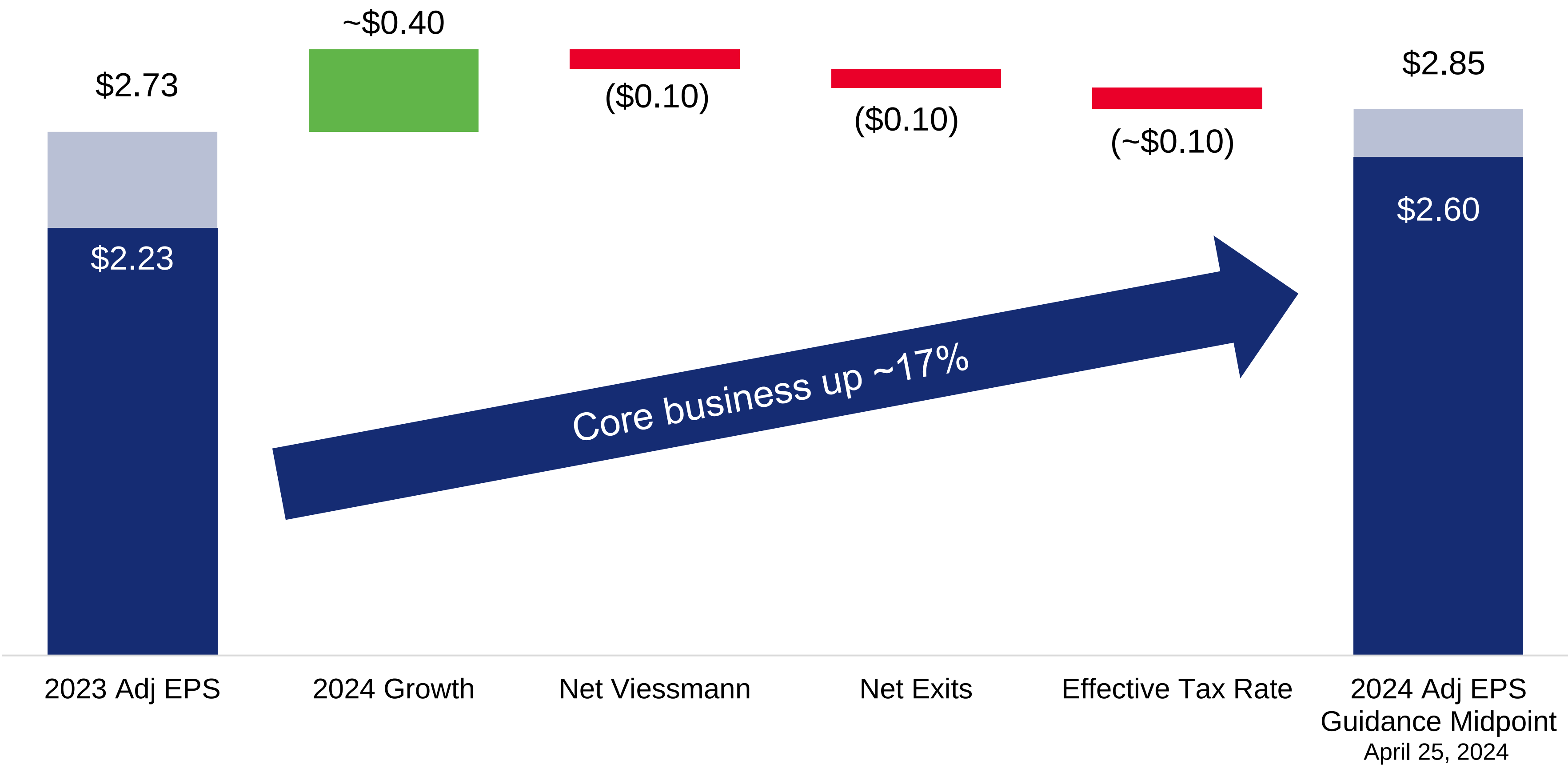


Net Viessmann	
Earnings	~$0.10
Interest	(~$0.12)
Share dilution	(~$0.03)
Net Impact	**(~$0.06)**

Approximate earnings contributions from Core** Approximate earnings contributions from Fire & Security and Commercial Refrigeration

*See appendix for additional information regarding non-GAAP measures
**Core includes the Carrier businesses that will be retained plus Viessmann Climate Solutions

FY 2024 Adjusted EPS* Guidance Bridge



Net Viessmann	
Earnings	~$0.57
Interest	(~$0.45)
Share dilution	(~$0.20)
Net Impact	**(~$0.10)**

Net Exits (Half Year)	
Earnings divested	~($0.25)
Interest savings	$0.15
Net Impact	**(~$0.10)**

Approximate earnings contributions from Core** | Approximate earnings contributions from Fire & Security and Commercial Refrigeration

*See appendix for additional information regarding non-GAAP measures
**Core includes the Carrier businesses that will be retained plus Viessmann Climate Solutions

Additional Items

	4/25/24** Current Guidance (Includes Viessmann Climate Solutions)	2/6/2024 Prior Guidance (Includes Viessmann Climate Solutions)
Shares outstanding (diluted)	~915M	~915M
Corporate expenses / eliminations	~$275M	~$275M
Adjusted interest expense, net*	$500M - $525M	$525M - $550M
Adjusted effective tax rate*	~23%	~23%
Capital expenditures	~$550M	~$550M
Depreciation & amortization	~$1.2B	~$850M

*See appendix for additional information regarding non-GAAP measures
**As of April 25, 2024

Carrier Q1 2024 vs 2023 Sales Reconciliation

Three Months Ended March 31, 2024 Compared with Three Months Ended March 31, 2023

	(Unaudited)				
	Factors Contributing to Total % change in Net Sales				
	Organic	FX Translation	Acquisitions / Divestitures, net	Other	Total
HVAC	2 %	(1) %	24 %	— %	25 %
Refrigeration	(2) %	— %	— %	— %	(2) %
Fire & Security	7 %	— %	(5) %	— %	2 %
Consolidated	**2 %**	**— %**	**15 %**	**— %**	**17 %**

2024 Adjusted Operating Profit Reconciliation

Carrier Global Corporation
Reconciliation of Reported (GAAP) to Adjusted (Non-GAAP)
Operating Profit

	(Unaudited)					
	Three Months Ended March 31, 2024					
(In millions)	**HVAC**	**Refrigeration**	**Fire & Security**	**Eliminations and Other**	**General Corporate Expenses**	**Carrier**
Net sales	**$ 4,541**	**$ 884**	**$ 887**	**$ (130)**	**$ —**	**$ 6,182**
Segment operating profit	**$ 429**	**$ 97**	**$ 153**	**$ (75)**	**$ (104)**	**$ 500**
Reported operating margin	*9.4 %*	*11.0 %*	*17.2 %*			*8.1 %*
Adjustments to segment operating profit:						
Restructuring costs	$ 7	$ —	$ 7	$ 1	$ —	$ 15
Amortization of acquired intangibles	172	—	—	—	—	172
Acquisition step-up amortization [1]	111	—	—	—	—	111
Acquisition/divestiture-related costs	1	2	4	—	82	89
Viessmann-related hedges	—	—	—	86	—	86
Gain on liability adjustment [2]	—	—	—	(46)	—	(46)
Total adjustments to operating profit	$ 291	$ 2	$ 11	$ 41	$ 82	$ 427
Adjusted operating profit	**$ 720**	**$ 99**	**$ 164**	**$ (34)**	**$ (22)**	**$ 927**
Adjusted operating margin	*15.9 %*	*11.2 %*	*18.5 %*			*15.0 %*

(1) Amortization of the step-up to fair value of acquired inventory and backlog.
(2) Gain associated with an adjustment to our tax-related liability owed to UTC.
(3) The carrying value of our previously held TCC equity investments were recognized at fair value at the TCC acquisition date.

2023 Adjusted Operating Profit Reconciliation

	(Unaudited)					
	Three Months Ended March 31, 2023					
(In millions)	**HVAC**	**Refrigeration**	**Fire & Security**	**Eliminations and Other**	**General Corporate Expenses**	**Carrier**
Net sales	**$ 3,622**	**$ 898**	**$ 869**	**$ (116)**	**$ —**	**$ 5,273**
Segment operating profit	**$ 435**	**$ 108**	**$ 93**	**$ (38)**	**$ (43)**	**$ 555**
Reported operating margin	*12.0 %*	*12.0 %*	*10.7 %*			*10.5 %*
Adjustments to segment operating profit:						
Restructuring costs	$ (1)	$ 3	$ 13	$ 2	$ —	$ 17
Amortization of acquired intangibles	37	—	2	—	—	39
Acquisition step-up amortization (1)	11	—	—	—	—	11
Acquisition/divestiture-related costs	—	—	—	—	12	12
TCC acquisition-related gain (3)	8	—	—	—	—	8
Total adjustments to operating profit	$ 55	$ 3	$ 15	$ 2	$ 12	$ 87
Adjusted operating profit	**$ 490**	**$ 111**	**$ 108**	**$ (36)**	**$ (31)**	**$ 642**
Adjusted operating margin	*13.5 %*	*12.4 %*	*12.4 %*			*12.2 %*

(1) Amortization of the step-up to fair value of acquired inventory and backlog.
(2) Gain associated with an adjustment to our tax-related liability owed to UTC.
(3) The carrying value of our previously held TCC equity investments were recognized at fair value at the TCC acquisition date.

Q1 2024 EPS Reconciliation

	(Unaudited)				
	Three Months Ended March 31, 2024				
(In millions, except per share amounts)	Reported	Adjustment		Adjusted	
Net sales	**$ 6,182**	**$ —**		**$ 6,182**	
Operating profit	$ 500	427	a	$ 927	
Operating margin	*8.1 %*			*15.0 %*	
Income from operations before income taxes	$ 335	427	a	$ 762	
Income tax expense	$ (46)	(131)	c	$ (177)	
Effective tax rate	*13.7 %*			*23.2 %*	
Net income attributable to common shareowners	**$ 269**	**$ 296**		**$ 565**	
Summary of Adjustments:					
Restructuring costs		$ 15	a		
Amortization of acquired intangibles		172	a		
Acquisition step-up amortization [(1)]		111	a		
Acquisition/divestiture-related costs		89	a		
Viessmann-related hedges		86	a		
Gain on liability adjustment [(2)]		(46)	a		
Total adjustments		$ 427			
Tax effect on adjustments above		$ (96)			
Tax specific adjustments		(35)			
Total tax adjustments		$ (131)	c		
Shares outstanding - Diluted	913.0			913.0	
Earnings per share - Diluted	**$ 0.29**			**$ 0.62**	

(1) Amortization of the step-up to fair value of acquired inventory and backlog.
(2) Gain associated with an adjustment to our tax-related liability owed to UTC.

Q1 2023 EPS Reconciliation

	(Unaudited)					
	Three Months Ended March 31, 2023					
(In millions, except per share amounts)	Reported		Adjustments			Adjusted
Net sales	**$ 5,273**	**$**	**—**		**$**	**5,273**
Operating profit	$ 555		87	a	$	642
Operating margin	*10.5 %*					*12.2 %*
Income from operations before income taxes	$ 509		87	a	$	596
Income tax expense	$ (122)		(18)	c	$	(140)
Effective tax rate	*24.0 %*					*23.5 %*
Net income attributable to common shareowners	**$ 373**	**$**	**69**		**$**	**442**
Summary of Adjustments:						
Restructuring costs		$	17	a		
Amortization of acquired intangibles			39	a		
Acquisition step-up amortization [1]			11	a		
Acquisition/divestiture-related costs			12	a		
TCC acquisition-related gain [2]			8	a		
Total adjustments		$	87			
Tax effect on adjustments above		$	(18)			
Total tax adjustments		$	(18)	c		
Shares outstanding - Diluted	852.2					852.2
Earnings per share - Diluted	**$ 0.44**				**$**	**0.52**

[1] Amortization of the step-up to fair value of acquired inventory and backlog.
[2] The carrying value of our previously held TCC equity investments were recognized at fair value at the TCC acquisition date.

Free Cash Flow Reconciliation

	(Unaudited)					
(In millions)	**Q1 2023**	**Q2 2023**	**Q3 2023**	**Q4 2023**	**FY 2023**	**Q1 2024**
Net cash flows provided by (used in) operating activities	$ 120	$ 384	$ 1,041	$ 1,062	$ 2,607	$ 40
Less: Capital expenditures	70	74	92	233	469	104
Free cash flow	**$ 50**	**$ 310**	**$ 949**	**$ 829**	**$ 2,138**	**$ (64)**

Net Debt Reconciliation

(In millions)	(Unaudited) March 31, 2024	December 31, 2023
Long-term debt	$ 15,647	$ 14,242
Current portion of long-term debt	1,248	51
Less: Cash and cash equivalents	1,313	10,015
Net debt	**$ 15,582**	**$ 4,278**

Amortization of Acquired Intangibles

	(Unaudited)					
(In millions)	**Q1 2023**	**Q2 2023**	**Q3 2023**	**Q4 2023**	**FY 2023**	**Q1 2024**
HVAC	$ 37	$ 36	$ 35	$ 35	$ 143	$ 172
Fire & Security	2	2	2	—	6	—
Total Carrier	39	38	37	35	149	172
Associated tax effect	(12)	(11)	(11)	(11)	(45)	(46)
Net impact to adjusted results	**$ 27**	**$ 27**	**$ 26**	**$ 24**	**$ 104**	**$ 126**