



Q1 2020 EARNINGS CONFERENCE CALL



May 8, 2020

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 from United Technologies (the “Separation”). Forward-looking statements may include, among other things, statements relating to 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 following the Separation, including the estimated costs associated with the Separation 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 we 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 disruptions as the outbreak continues and results in an increasingly prolonged period of travel, commercial and/or other similar 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, including indebtedness incurred in connection with the Separation, and capital spending and research and development spending; (4) future availability of credit and factors that may affect such availability, including credit market conditions and capital structure and credit ratings; (5) the timing and scope of future repurchases of our 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) the anticipated benefits of moving away from diversification and balance of operations across product lines, regions and industries; (10) the outcome of legal proceedings, investigations and other contingencies; (11) the impact of pension plan assumptions and 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. and other countries in which we 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 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 IRS and other tax authorities that the Distribution or certain related transactions should be treated as taxable transactions; (19) risks associated with indebtedness incurred as a result of financing transactions undertaken in connection with the Separation; (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 registration statement on Form 10 and the reports of Carrier on Forms 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.

Leading through crisis

Priorities

Initiatives / Accomplishments

People

Protecting and supporting our 53,000 employees globally.

Customers and business continuity

Responding to the changing needs of our customers. Maintaining operations and managing supply chain issues for our essential business.

Cost management and liquidity

Strong liquidity and cost containment actions. \$425M of cost actions; Carrier 600 accelerating; planned capex reduced to \$200-\$225M from \$350M-\$400M.

Positioning Carrier to emerge stronger

Accelerating cost takeout while maintaining focus on strategic imperatives and providing targeted commercial offerings for a new normal.

Focusing on strategic priorities

The New Carrier



Cultural transformation



Carrier Operating System



Continued talent development and recruitment



ESG and communities

Maintaining focus on strategic imperatives

Strengthen and grow core

Product extensions and geographic coverage

Services and digital



CARRIER 600

Essential: now and in new normal



Indoor air quality – air purification systems



LeneIS2 mobile credentialing for touchless access



End-to-end cold chain solutions

1Q 2020 Financial summary

(Millions except EPS)

	1Q 2019	1Q 2020	Y/Y %	Comments
Sales	\$4,323	\$3,888	(10)%	February 10 th outlook had expected 1Q sales down mid-single digits driven by gas furnace and truck / trailer compares and Interlogix wind-down
Organic ¹			(9)%	
GAAP operating profit	\$500	\$315	(37)%	Further sales degradation driven by COVID-19 impact of ~(\$230M)
Adjusted operating profit ¹	\$520	\$436	(16)%	
Incremental Costs ²	(\$24)			Aggressive cost actions partially mitigated operating profit impact
Comparable profit	\$496	\$436	(12)%	
GAAP EPS		\$0.11		Strong year-over-year free cash flow performance
Adjusted EPS ¹		\$0.35		
Free cash flow ¹	(\$224)	(\$1)	100%	



¹ See appendix for additional information regarding non-GAAP measures

² Incremental recurring public company costs as defined in the 10-Q

1Q 2020 Segment results

(Millions except %)

	HVAC		Refrigeration		Fire & Security	
	1Q	Y/Y %	1Q	Y/Y %	1Q	Y/Y %
Sales	\$1,959	(10)%	\$808	(16)%	\$1,206	(7)%
Organic ¹		(9)%		(14)%		(5)%
GAAP Operating Profit	\$167	(43)%	\$99	(22)%	\$120	(9)%
Adjusted Operating Profit ¹	\$242	(19)%	\$99	(24)%	\$126	(13)%
Key Drivers	+		+		+	
	Carrier 600		Carrier 600		Carrier 600	
	ALC/NORESCO up high single digits		Sensitech growth		Gas detection/water mist long cycle	
	-		-		-	
	COVID-19		COVID-19		COVID-19	
	Tough furnace compare / warm winter		Truck/trailer softness / tough compare		Interlogix wind-down	



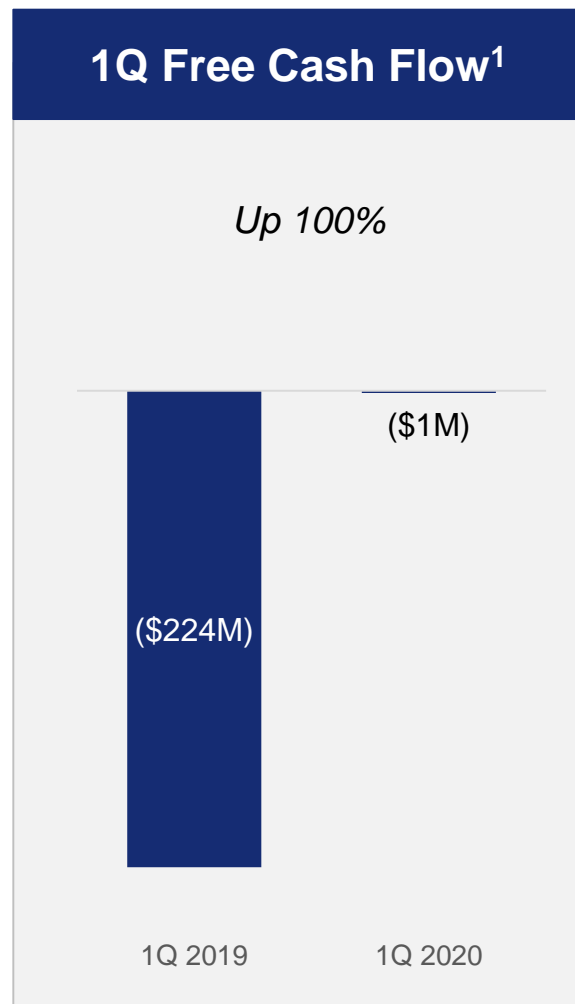
¹ See appendix for additional information regarding non-GAAP measures

Reducing cost while preserving investment

(Millions)

	February Investor Day	Expected cost actions	Expected COVID-19 impact	Updated
Carrier 600	~\$175	~\$50		~\$225
Investment	~(\$150)	~\$75		~(\$75)
Non-recurring cost containment actions		~\$300		~\$300
Productivity / absorption			~(\$200)	~(\$200)
Total	~\$25	~\$425	~(\$200)	~\$250

Well positioned on cash / liquidity



\$1.3B opening cash balance at spin

Intense focus on working capital in Q1 and beyond

Prudent capital expenditure reduction

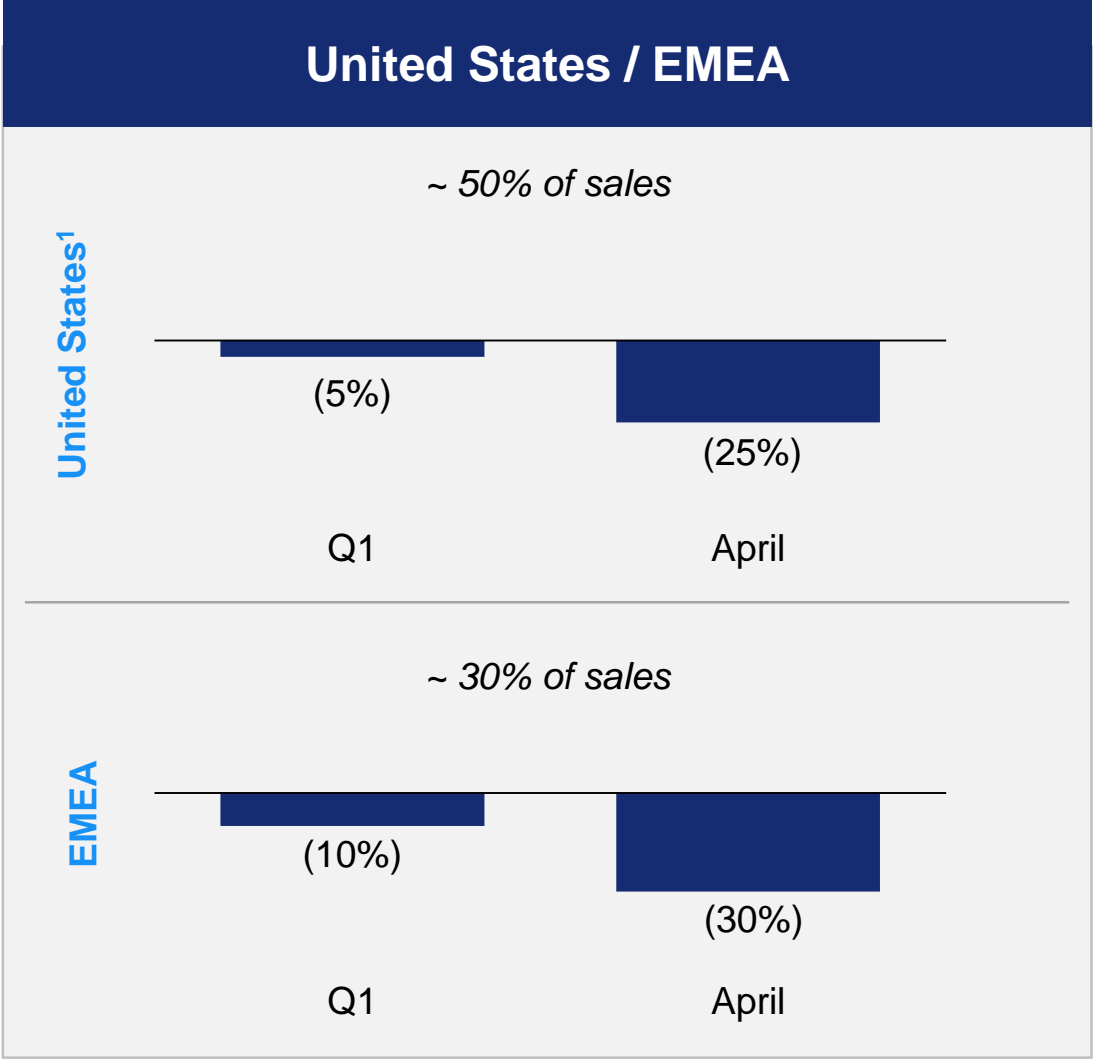
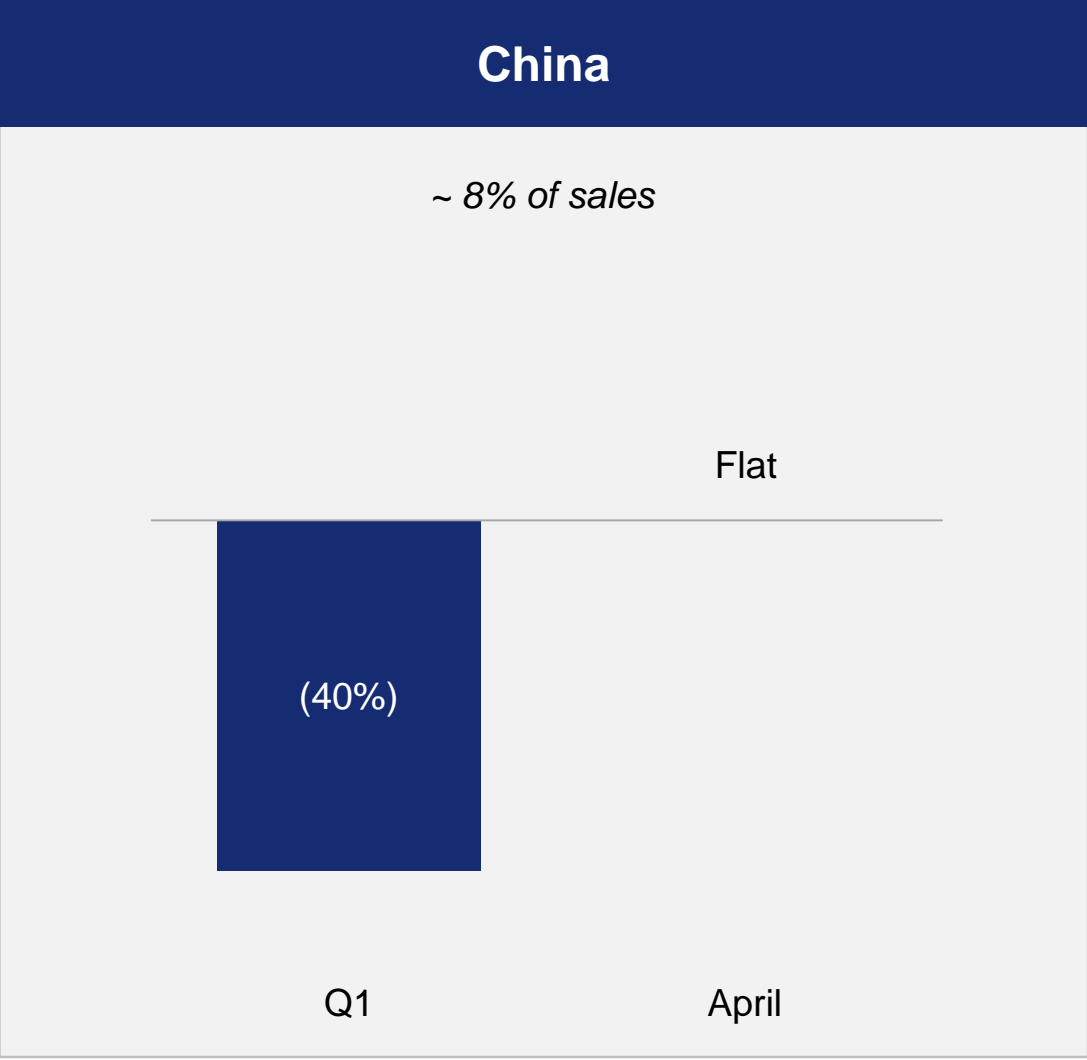
Assess timing and amount of dividends

\$2B revolver remains available

No debt maturities until 2023

Order trends

(Y/Y %)



¹Excludes NORESCO

2020 scenario ranges

(@ constant currency)

Sales	\$15B	-	\$17B
Adjusted Operating Profit ¹	\$1.7B	-	\$2.0B
Free Cash Flow ¹		>\$1B	

Strategic profile

Strategic focus to drive top and bottom line growth



Strengthen and grow core



Increase product extensions and geographic coverage



Grow services and digital



Fund investments through Carrier 600

Medium-term outlook

Sales

Up mid-single digits

Adjusted EPS¹

Up high-single digits

Free cash flow¹

90 – 100% cash conversion



Carrier

CHANGE
IS IN
THE AIR™

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.

Organic sales, adjusted operating profit, adjusted net income, adjusted earnings per share (“EPS”), and the adjusted effective tax rate 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 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. For the business segments, when applicable, adjustments of operating profit and margins represent operating profit, excluding restructuring and other significant items. GAAP financial results include the impact of changes in foreign currency exchange rates (AFX).

We use the non-GAAP measure “at constant currency” or “CFX” to show changes in our financial results without giving effect to period-to-period currency fluctuations. Under U.S. GAAP, income statement results are translated in U.S. dollars at the average exchange rate for the period presented. Management believes that the non-GAAP measures just mentioned are useful in providing period-to-period comparisons of the results of the Company’s ongoing operational performance.

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 shareholders.

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.

When we provide our expectations for adjusted EPS, adjusted operating profit, adjusted effective tax rate, organic sales 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 diluted EPS, operating profit, the effective tax rate, sales and expected 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, 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.

Carrier Q1 2020 vs Q1 2019 Sales Reconciliation

(Unaudited)

	Factors Contributing to Total % change in Net Sales				
	Organic	FX Translation	Acquisition / Divestitures, net	Other	Total
HVAC	(9)%	(1)%	— %	— %	(10)%
Refrigeration	(14)%	(2)%	— %	— %	(16)%
Fire & Security	(5)%	(2)%	— %	— %	(7)%
Combined	(9)%	(1)%	— %	— %	(10)%



1Q 2020 Segment adjusted operating profit reconciliation

\$USD, Millions

<i>(dollars in millions - Income (Expense))</i>	(Unaudited)	
	For the Quarters Ended	
	March 31,	
	2020	2019
HVAC		
Net sales	\$ 1,959	\$ 2,168
Operating profit	\$ 167	\$ 293
Restructuring	(2)	(17)
Impairment charge on minority owned joint venture investment	(71)	—
Gain on sale of interest in joint venture	—	13
Separation costs	(2)	—
Adjusted operating profit	\$ 242	\$ 297
Adjusted operating profit margin	12.4 %	13.7 %
Refrigeration		
Net sales	\$ 808	\$ 962
Operating profit	\$ 99	\$ 127
Restructuring	—	(3)
Adjusted operating profit	\$ 99	\$ 130
Adjusted operating profit margin	12.3 %	13.5 %
Fire & Security		
Net sales	\$ 1,206	\$ 1,290
Operating profit	\$ 120	\$ 132
Restructuring	(3)	(13)
Separation costs	(3)	—
Adjusted operating profit	\$ 126	\$ 145
Adjusted operating profit margin	10.4 %	11.2 %

(dollars in millions - Income (Expense))

	(Unaudited)	
	For the Quarters Ended	
	March 31,	
	2020	2019
General Corporate Expenses and Eliminations and Other		
Net sales	\$ (85)	\$ (97)
Operating profit	\$ (71)	\$ (52)
Separation costs	(40)	—
Adjusted operating profit	\$ (31)	\$ (52)
Carrier Combined		
Net sales	\$ 3,888	\$ 4,323
Operating profit	\$ 315	\$ 500
Total restructuring costs	(5)	(33)
Total non-recurring and non-operational items	(116)	13
Combined adjusted operating profit	\$ 436	\$ 520



Constant currency reconciliation

\$USD, Millions

	For the Quarters Ended March 31,		
	2020	2019	% YoY
HVAC			
Adjusted Operating Profit	\$ 242	\$ 297	(19)%
Impact of Foreign Exchange	(1)		
Adjusted Operating Profit at constant currency	<u>\$ 243</u>	<u>\$ 297</u>	<u>(18)%</u>
Refrigeration			
Adjusted Operating Profit	\$ 99	\$ 130	(24)%
Impact of Foreign Exchange	(2)		
Adjusted Operating Profit at constant currency	<u>\$ 101</u>	<u>\$ 130</u>	<u>(22)%</u>
Fire and Security			
Adjusted Operating Profit	\$ 126	\$ 145	(13)%
Impact of Foreign Exchange	-		
Adjusted Operating Profit at constant currency	<u>\$ 126</u>	<u>\$ 145</u>	<u>(13)%</u>

1Q 2020 EPS reconciliation

\$USD, Millions

<i>(dollars in millions - Income (Expense))</i>	(Unaudited)	
	For the Quarters Ended	
	March 31,	
	2020	2019
Net income attributable to common shareowners	\$ 96	\$ 400
Total restructuring costs	(5)	(33)
Total non-recurring and non-operational items included in operating profit	(116)	13
Non-recurring and non-operational items included in Interest expense, net:		
Debt issuance costs relating to Carrier's separation from United Technologies	(5)	—
Tax effect of restructuring and non-recurring and non-operational items	13	6
Significant non-recurring and non-operational items included in Income tax expense:		
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)	—
Significant non-recurring and non-operational items included in Income tax expense	(97)	—
Total significant non-recurring and non-operational items	(210)	\$ (14)
Adjusted net income attributable to common shareowners	\$ 306	\$ 414
Diluted earnings per share	\$ 0.11	\$ 0.46
Impact on diluted earnings per share	(0.24)	(0.02)
Adjusted diluted earnings per share	\$ 0.35	\$ 0.48
Effective tax rate	65.4 %	25.8 %
Impact on effective tax rate	(39.5)%	0.1 %
Adjusted effective tax rate	25.9 %	25.9 %



Free cash flow reconciliation

\$USD, Millions

<i>(dollars in millions)</i>	(Unaudited)	
	For the Quarters Ended March 31,	
	2020	2019
Net income attributable to common shareowners	\$ 96	\$ 400
Net cash flows provided by (used in) operating activities	\$ 47	\$ (183)
Less: Capital expenditures	48	41
Free cash flow	\$ (1)	\$ (224)
Free cash flow as a percentage of net income attributable to common shareowners	(1)%	(56)%

2019 Segment adjusted operating profit reconciliation

\$USD, Millions

<i>(dollars in millions - Income (Expense))</i>	(Unaudited)				For the Year Ended December 31, 2019
	For the Quarters Ended				
	March 31, 2019	June 30, 2019	September 30, 2019	December 31, 2019	
HVAC					
Net sales	\$ 2,168	\$ 2,735	\$ 2,602	\$ 2,207	\$ 9,712
Operating profit	\$ 293	\$ 545	\$ 404	\$ 321	\$ 1,563
Restructuring	(17)	(18)	(12)	(9)	(56)
Impairment of joint venture investment	—	—	(108)	—	(108)
Gain on sale of interests in joint ventures	13	21	—	23	57
Adjusted operating profit	\$ 297	\$ 542	\$ 524	\$ 307	\$ 1,670
Adjusted operating profit margin	13.7 %	19.8 %	20.1 %	13.9 %	17.2 %
Refrigeration					
Net sales	\$ 962	\$ 955	\$ 922	\$ 953	\$ 3,792
Operating profit	\$ 127	\$ 121	\$ 125	\$ 159	\$ 532
Restructuring	(3)	(4)	(7)	—	(14)
Net gain on expropriated plant	—	—	—	22	22
Adjusted operating profit	\$ 130	\$ 125	\$ 132	\$ 137	\$ 524
Adjusted operating profit margin	13.5 %	13.1 %	14.3 %	14.4 %	13.8 %
Fire & Security					
Net sales	\$ 1,290	\$ 1,386	\$ 1,402	\$ 1,422	\$ 5,500
Operating profit	\$ 132	\$ 184	\$ 205	\$ 187	\$ 708
Restructuring	(13)	(8)	(14)	(18)	(53)
Pension plan amendment	—	—	—	(7)	(7)
Adjusted operating profit	\$ 145	\$ 192	\$ 219	\$ 212	\$ 768
Adjusted operating profit margin	11.2 %	13.9 %	15.6 %	14.9 %	14.0 %

<i>(dollars in millions - Income (Expense))</i>	(Unaudited)				For the Year Ended December 31, 2019
	For the Quarters Ended				
	March 31, 2019	June 30, 2019	September 30, 2019	December 31, 2019	
General Corporate Expenses and Eliminations and Other					
Net sales	\$ (97)	\$ (114)	\$ (104)	\$ (81)	\$ (396)
Operating profit	\$ (52)	\$ (45)	\$ (105)	\$ (110)	\$ (312)
Restructuring	—	—	(1)	(2)	(3)
Consultant contract termination	—	—	(34)	—	(34)
Separation costs	—	—	(13)	(46)	(59)
Adjusted operating profit	\$ (52)	\$ (45)	\$ (57)	\$ (62)	\$ (216)
Carrier Combined					
Net sales	\$ 4,323	\$ 4,962	\$ 4,822	\$ 4,501	\$ 18,608
Operating profit	\$ 500	\$ 805	\$ 629	\$ 557	\$ 2,491
Total restructuring costs	(33)	(30)	(34)	(29)	(126)
Total non-recurring and non-operational items	13	21	(155)	(8)	(129)
Combined adjusted operating profit	\$ 520	\$ 814	\$ 818	\$ 594	\$ 2,746



2019 EPS reconciliation

\$USD, Millions

	(Unaudited)				
	For the Quarters Ended				For the Year Ended
	March 31, 2019	June 30, 2019	September 30, 2019	December 31, 2019	December 31, 2019
<i>(dollars in millions - Income (Expense))</i>					
Net income attributable to common shareowners	\$ 400	\$ 784	\$ 492	\$ 440	\$ 2,116
Total restructuring costs	(33)	(30)	(34)	(29)	(126)
Total non-recurring and non-operational items included in operating profit	13	21	(155)	(8)	(129)
Non-recurring and non-operational items included in Interest expense, net:					
Interest income associated with participation in amnesty settlement	—	8	—	—	8
Interest income associated with IRS settlement	—	8	—	—	8
Tax effect of restructuring and non-recurring and non-operational items	6	3	22	8	39
Non-recurring and non-operational items included in Income tax expense:					
Favorable income tax adjustments related to tax amnesty	—	95	—	—	95
Adjustments related to several tax settlements	—	54	—	—	54
Tax adjustment resulting from announcement of intention to separate commercial businesses	—	—	19	—	19
Significant non-recurring and non-operational items included in Income tax expense	—	149	19	—	168
Total non-recurring and non-operational items	(14)	159	(148)	(29)	(32)
Adjusted net income attributable to common shareowners	\$ 414	\$ 625	\$ 640	\$ 469	\$ 2,148
Diluted earnings per share	\$ 0.46	\$ 0.91	\$ 0.57	\$ 0.50	\$ 2.44
Impact on diluted earnings per share	(0.02)	0.18	(0.17)	(0.03)	(0.04)
Adjusted diluted earnings per share	\$ 0.48	\$ 0.73	\$ 0.74	\$ 0.53	\$ 2.48
Effective tax rate	25.8 %	7.6 %	25.8 %	23.2 %	19.4 %
Impact on effective tax rate	0.1 %	17.9 %	(0.9)%	(0.1)%	5.5 %
Adjusted effective tax rate	25.9 %	25.5 %	24.9 %	23.1 %	24.9 %

Operating profit - reported

Reconciliation to results reported by RTX

\$USD, Millions

	2019					2020
	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>	<u>Full Year</u>	<u>Q1</u>
Net Sales	\$ 4,323	\$ 4,962	\$ 4,822	\$ 4,501	\$ 18,608	\$ 3,888
Operating Profit - as reported by RTX	\$ 529	\$ 836	\$ 685	\$ 647	\$ 2,697	\$ 363
Reconciling items:						
RTX corporate cost allocations	(23)	(31)	(28)	(36)	(118)	(21)
Separation costs	-	-	(13)	(40)	(53)	(39)
Other carve-out adjustments (a)	(6)	-	(15)	(14)	(35)	12
Operating Profit - as reported by Carrier	<u>\$ 500</u>	<u>\$ 805</u>	<u>\$ 629</u>	<u>\$ 557</u>	<u>\$ 2,491</u>	<u>\$ 315</u>
<i>Operating Profit Margin</i>	<i>11.6%</i>	<i>16.2%</i>	<i>13.0%</i>	<i>12.4%</i>	<i>13.4%</i>	<i>8.1%</i>

(a) adjustments for asbestos, self-insurance and other items to present operating profit on a stand-alone basis

Operating profit - adjusted

Reconciliation to results reported by RTX

\$USD, Millions

	2019					2020
	Q1	Q2	Q3	Q4	Full Year	Q1
Net Sales	\$ 4,323	\$ 4,962	\$ 4,822	\$ 4,501	\$ 18,608	\$ 3,888
Adjusted Operating Profit - as reported by RTX	\$ 562	\$ 866	\$ 861	\$ 689	\$ 2,978	\$ 456
Reconciling items:						
RTX corporate cost allocations	(23)	(31)	(28)	(36)	(118)	(21)
Other significant items of a non-recurring/non-operational nature (a)	(13)	(21)	-	(45)	(79)	(11)
Other carve-out adjustments (b)	(6)	-	(15)	(14)	(35)	12
Adjusted Operating Profit - as reported by Carrier	<u>\$ 520</u>	<u>\$ 814</u>	<u>\$ 818</u>	<u>\$ 594</u>	<u>\$ 2,746</u>	<u>\$ 436</u>
Adjusted Operating Profit Margin	12.0%	16.4%	17.0%	13.2%	14.8%	11.2%

(a) Details of other significant items of a non-operational nature

2019	Q1: \$13 million pre-tax gains on sale of interests in joint ventures
2019	Q2: \$21 million pre-tax gains on sale of interests in joint ventures
2019	Q4: \$23 million pre-tax gains on sale of interests in joint ventures
2019	Q4: \$22 million pre-tax net gain on sale of expropriated plant
2020	Q1: \$11 million of duplicate standalone costs

(b) adjustments for asbestos, self-insurance and other items to present operating profit on a stand-alone basis

