



**United
Technologies**

Electrical Products Group Conference

May 21, 2019

Gregory Hayes

Chairman & CEO

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Note: All results and expectations in this presentation reflect continuing operations unless otherwise noted.

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. 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,” “on track” and other words of similar meaning in connection with a discussion of future operating or financial performance or of the separation transactions. 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 United Technologies or the independent companies following United Technologies’ expected separation into three independent companies, the anticipated benefits of the acquisition of Rockwell Collins or of the separation transactions, including estimated synergies resulting from the Rockwell Collins transaction, the expected timing of completion of the separation transactions, estimated costs associated with such transactions 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 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 and in both the commercial and defense segments of the aerospace industry, levels of air travel, financial condition of commercial airlines, the impact of weather conditions and 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 (including our expected returns under customer contracts) of advanced technologies and new products and services; (3) the scope, nature, impact or timing of the expected separation transactions and other acquisition and divestiture activity, including among other things integration of acquired businesses into United Technologies’ existing businesses and realization of synergies and opportunities for growth and innovation and incurrence of related costs and expenses; (4) future levels of indebtedness, including indebtedness that may be incurred in connection with the expected separation transactions, and capital spending and research and development spending; (5) future availability of credit and factors that may affect such availability, including credit market conditions and our capital structure; (6) the timing and scope of future repurchases of our common stock, which may be suspended at any time due to various factors, including market conditions and the level of other investing activities and uses of cash; (7) delays and disruption in delivery of materials and services from suppliers; (8) company and customer-directed cost reduction efforts and restructuring costs and savings and other consequences thereof; (9) new business and investment opportunities; (10) our ability to realize the intended benefits of organizational changes; (11) the anticipated benefits of diversification and balance of operations across product lines, regions and industries; (12) the outcome of legal proceedings, investigations and other contingencies; (13) pension plan assumptions and future contributions; (14) the impact of the negotiation of collective bargaining agreements and labor disputes; (15) the effect of changes in political conditions in the U.S. and other countries in which United Technologies and its businesses operate, including the effect of changes in U.S. trade policies or the U.K.’s pending withdrawal from the European Union, on general market conditions, global trade policies and currency exchange rates in the near term and beyond; (16) the effect of changes in tax (including U.S. tax reform enacted on December 22, 2017, which is commonly referred to as the Tax Cuts and Jobs Act of 2017), environmental, regulatory (including among other things import/export) and other laws and regulations in the U.S. and other countries in which United Technologies and its businesses operate; (17) negative effects of the Rockwell Collins acquisition or of the announcement or pendency of the separation transactions on the market price of United Technologies’ common stock and/or on its financial performance; (18) risks relating to the integration of Rockwell Collins, including the risk that the integration may be more difficult, time-consuming or costly than expected or may not result in the achievement of estimated synergies within the contemplated time frame or at all; (20) the ability of United Technologies to retain and hire key personnel; (21) the expected benefits and timing of the separation transactions, and the risk that conditions to the separation transactions will not be satisfied and/or that the separation transactions will not be completed within the expected time frame, on the expected terms or at all; (22) the expected qualification of the separation transactions as tax-free transactions for U.S. federal income tax purposes; (23) the possibility that any consents or approvals required in connection with the expected separation transactions will not be received or obtained within the expected time frame, on the expected terms or at all; (24) expected financing transactions undertaken in connection with the separation transactions and risks associated with additional indebtedness; (25) the risk that dissynergy costs, costs of restructuring transactions and other costs incurred in connection with the separation transactions will exceed our estimates; and (26) the impact of the expected separation transactions on our businesses and the risk that the separation transactions may be more difficult, time-consuming or costly than expected, including the impact on our resources, systems, procedures and controls, diversion of management’s attention and the impact on relationships with customers, suppliers, employees and other business counterparties. There can be no assurance that the separation transactions or any other transaction described above will in fact be consummated in the manner described or at all. For additional information on identifying factors that may cause actual results to vary materially from those stated in forward-looking statements, see the reports of United Technologies and Rockwell Collins on Forms S-4, 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 United Technologies 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.

Three Industry-Leading Companies



World leader in aircraft engines and aerospace systems for commercial and military customers

Global provider of HVAC, refrigeration, building automation, fire safety and security products

World's leading manufacturer and service provider of elevators, escalators and moving walkways

\$44B
Sales¹

\$19B
Sales

\$13B
Sales

#63
S&P 500 Rank²

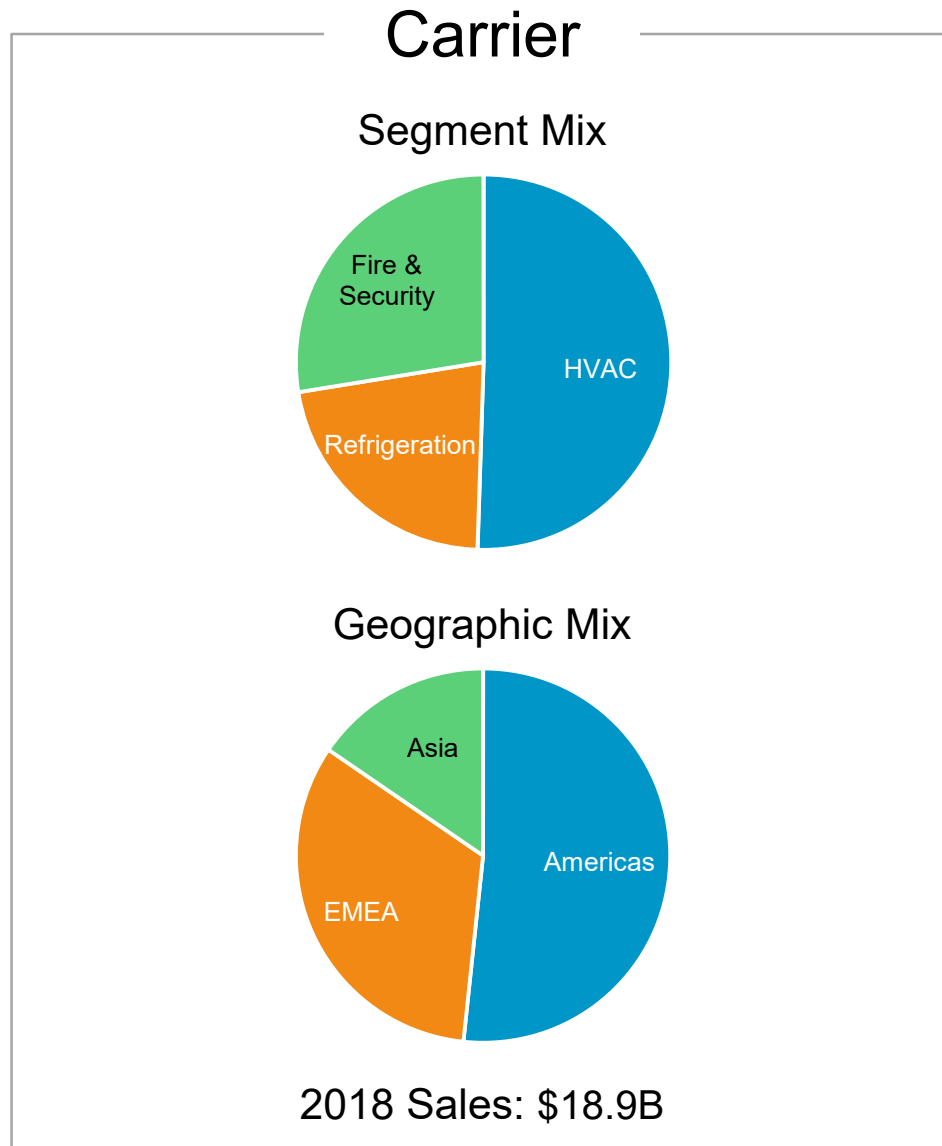
#137
S&P 500 Rank²

#200
S&P 500 Rank²

Note: 2018 Sales

1. Pro forma includes Rockwell Collins transaction
2. Pro forma S&P 500 Rank (by 2018 Sales)

Carrier Overview



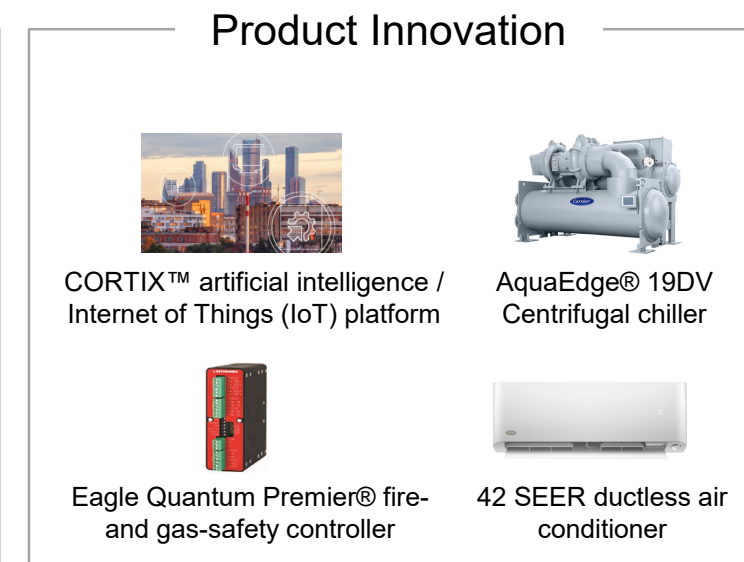
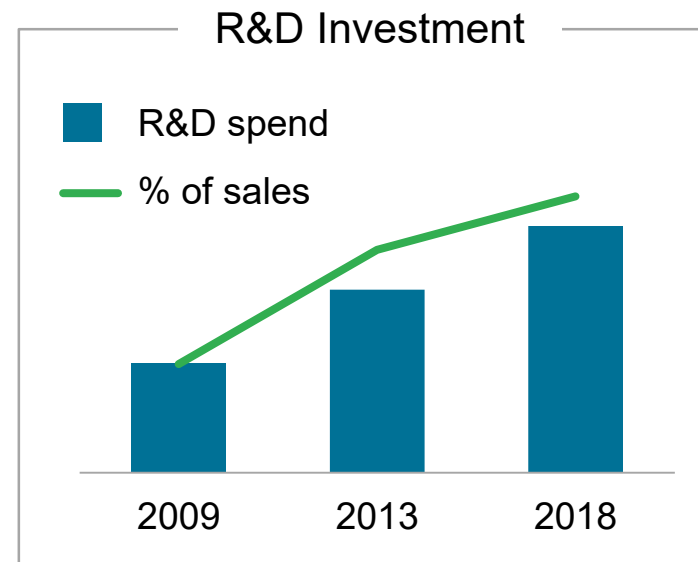
Investment Highlights

New equipment and replacement demand

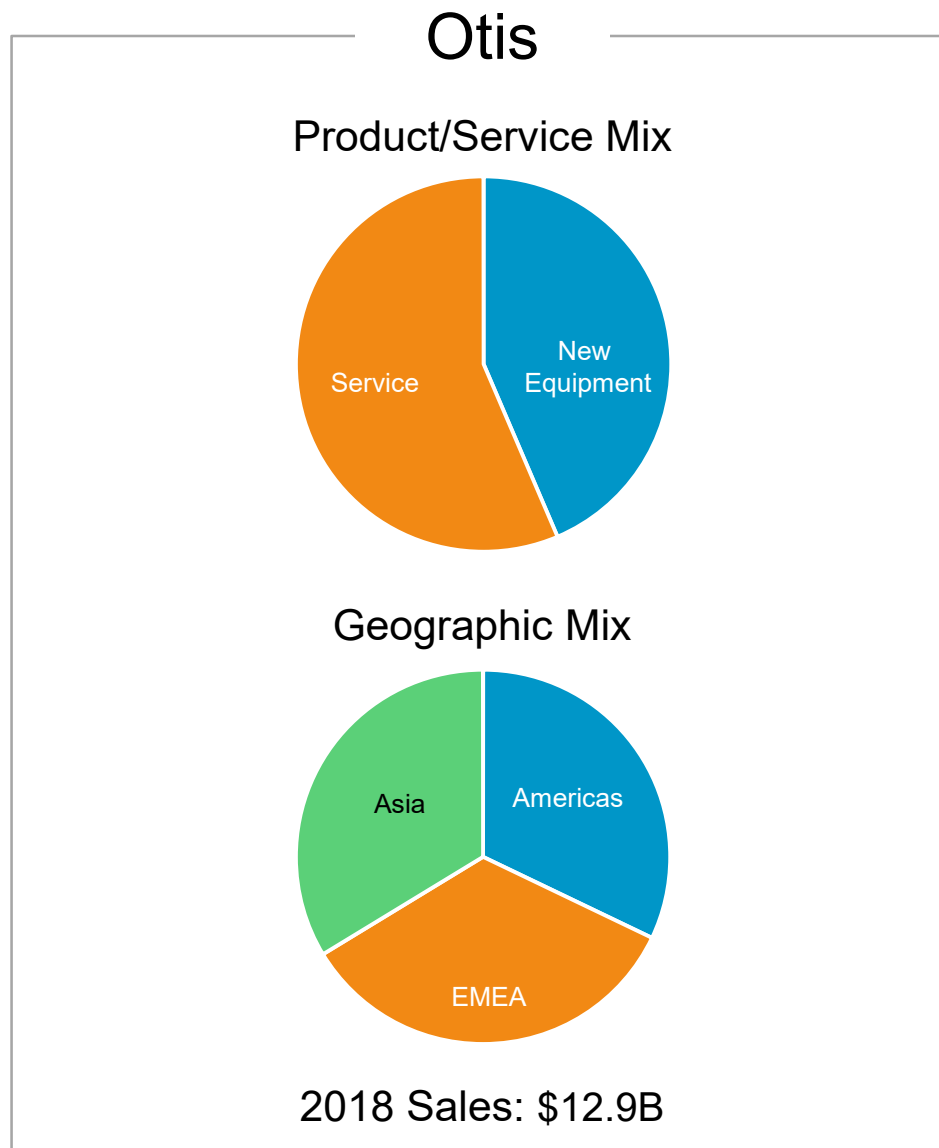
New product investment drives sustainable GDP+ growth

Global leader in range of HVAC, Refrigeration and Fire and Security segments

Significant opportunity for follow-on M&A



Otis Overview



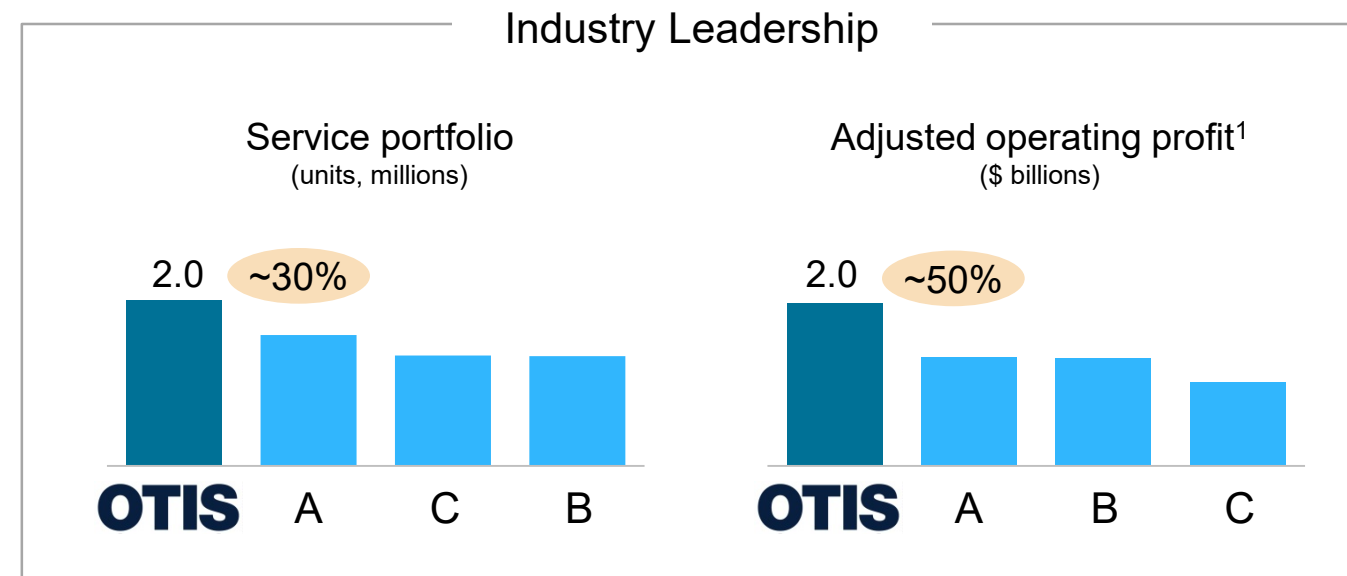
Investment Highlights

Global elevator industry leader with over 165 year heritage

Largest service portfolio with over 2 million units under maintenance

Productivity runway with service transformation underway

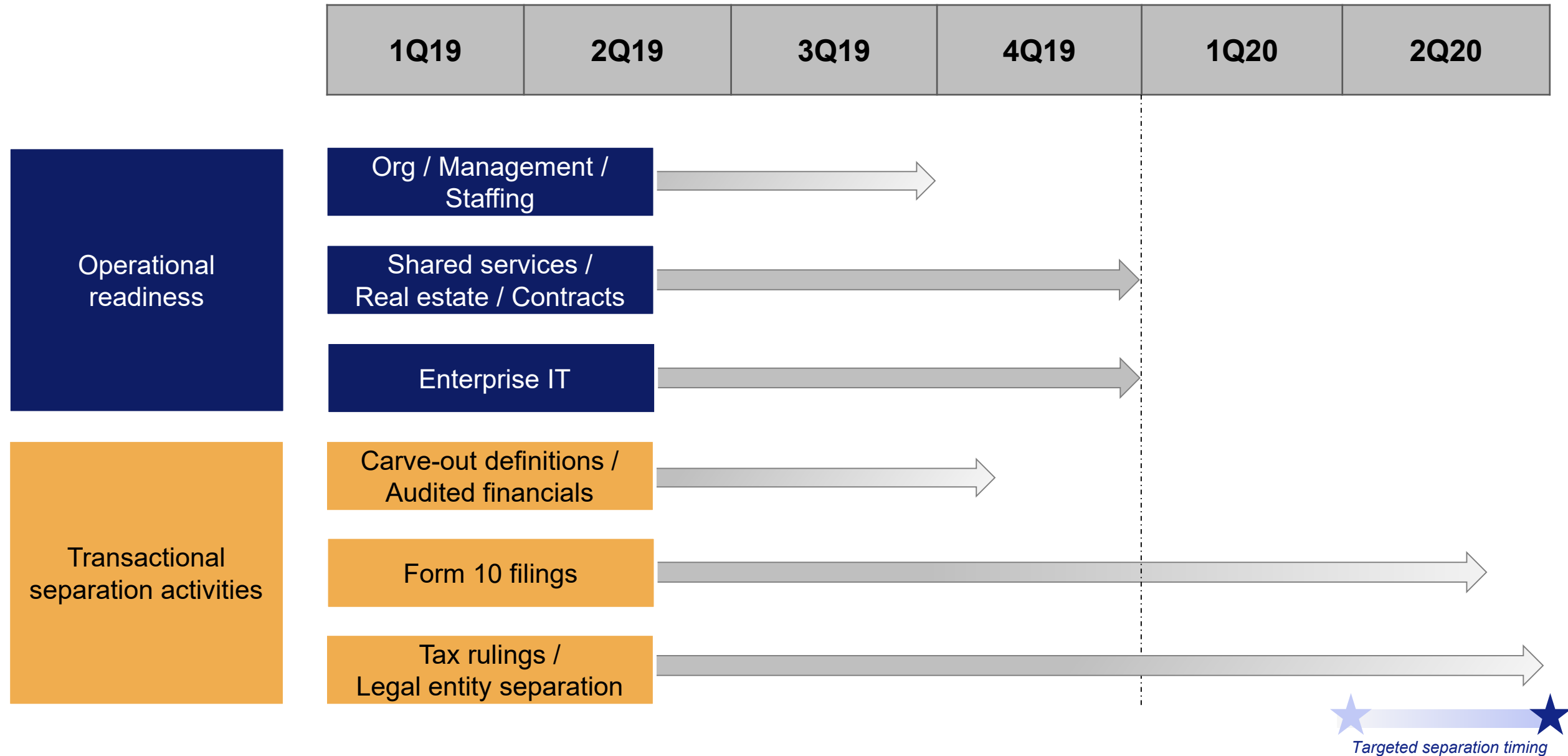
Next generation of connected solutions entering service



Note: A, B, C represent industry peers; Source: Public company reports, analyst reports, and internal estimates; Based on 2018 results.

1. See appendix for additional information regarding this non-GAAP financial measure.

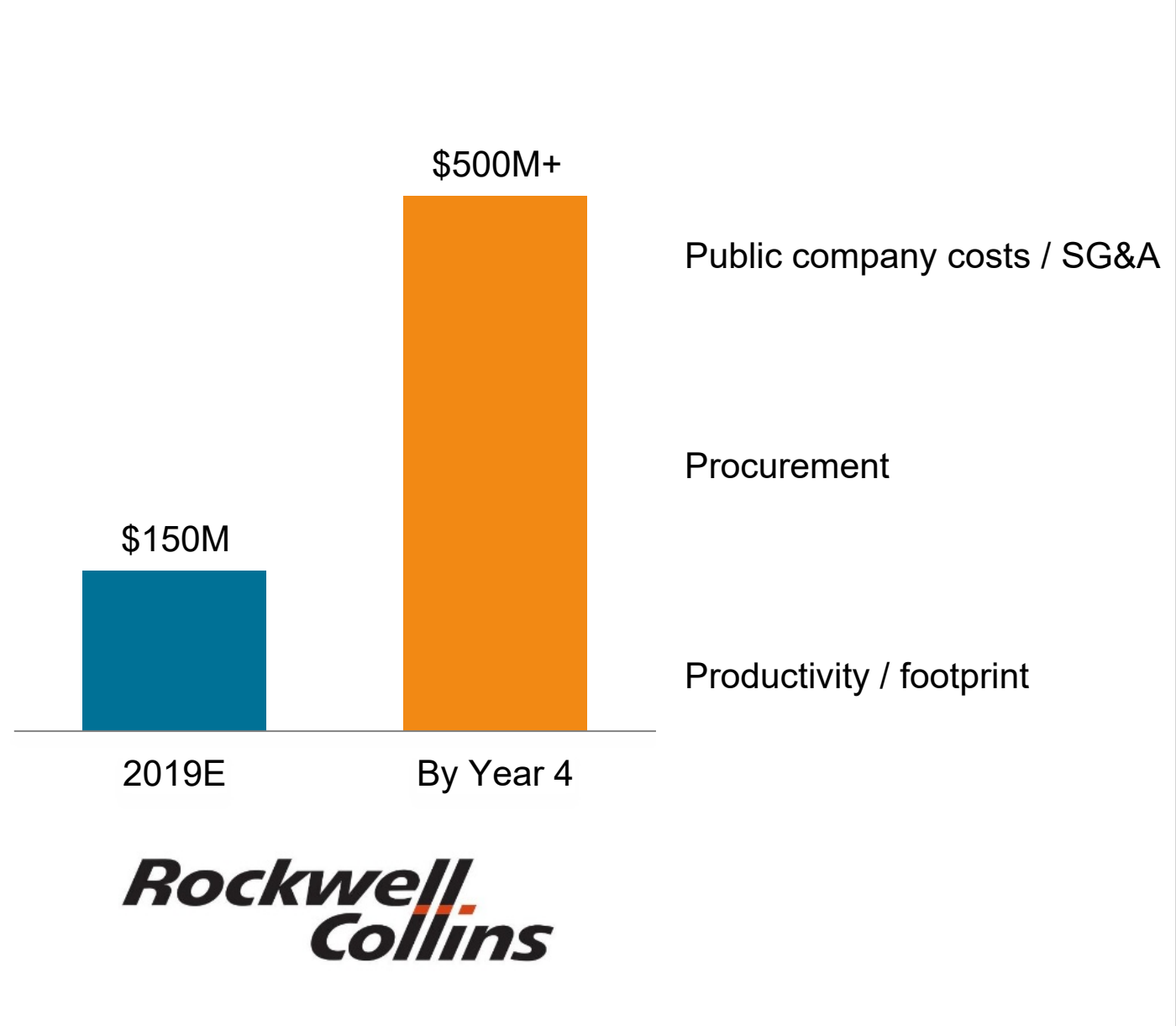
Targeted Portfolio Separation Timing



Targeting operational readiness by year-end 2019; tax rulings pace separation timing

Rockwell Collins Integration

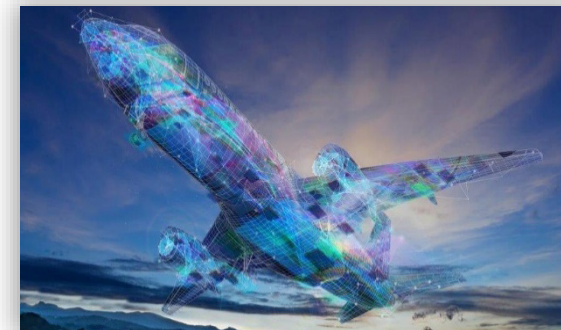
Cost Synergies



Revenue Synergy Opportunity



Digital & Connected



Electric & Integrated



Autonomous & Intelligent

Priorities

Focused on execution

Innovation for growth

Structural cost reduction

Disciplined capital allocation

2019 Outlook

Revised Q1

Adjusted EPS* \$7.80 – \$8.00 

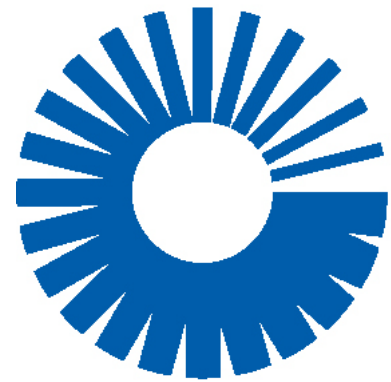
Sales \$75.5 – \$77.0B

Organic sales* 3 – 5%

Free cash flow* \$4.5 – \$5B

Includes \$1.5B of one-time portfolio separation costs

*See appendix for additional information regarding these non-GAAP financial measures.



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Appendix

Use and Definitions of Non-GAAP Financial Measures

United Technologies Corporation 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.

Adjusted net sales, organic sales, adjusted operating profit, adjusted net income, adjusted earnings per share ("EPS"), and the adjusted effective tax rate are non-GAAP financial measures. Adjusted net sales represents consolidated net sales from continuing operations (a GAAP measure), excluding significant items of a non-recurring and/or nonoperational nature (hereinafter referred to as "other significant items"). 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. Adjusted operating profit represents income from continuing operations (a GAAP measure), excluding restructuring costs and other significant items. Adjusted net income represents net income from continuing operations (a GAAP measure), excluding restructuring costs and other significant items. Adjusted EPS represents diluted earnings per share from continuing operations (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 net sales, operating profit and margins similarly reflect continuing operations, excluding restructuring and other significant items. 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 cash flow from operations (a GAAP measure) less capital expenditures. Management believes free cash flow is a useful measure of liquidity and an additional basis for assessing UTC's ability to fund its activities, including the financing of acquisitions, debt service, repurchases of UTC'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 expectation 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 from continuing operations, operating profit, the effective tax rate, sales and expected cash flow from operations) 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.

Segment Data – GAAP

UNITED TECHNOLOGIES CORPORATION SEGMENT DATA - Reported

(\$ Millions except per share amounts)

	2019	2018				2018 Total
	1st Qtr.	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Otis						
Net Sales	3,096	3,037	3,344	3,223	3,300	12,904
Operating Profit (a)	426	450	488	486	491	1,915
Operating Profit %	13.8%	14.8%	14.6%	15.1%	14.9%	14.8%
Carrier						
Net Sales	4,323	4,376	5,035	4,880	4,631	18,922
Operating Profit (a),(e),(u)	529	592	1,645	844	696	3,777
Operating Profit %	12.2%	13.5%	32.7%	17.3%	15.0%	20.0%
Pratt & Whitney						
Net Sales (o)	4,817	4,329	4,736	4,789	5,543	19,397
Operating Profit (a),(l)	433	413	397	109	350	1,269
Operating Profit %	9.0%	9.5%	8.4%	2.3%	6.3%	6.5%
Collins Aerospace Systems						
Net Sales	6,513	3,817	3,962	3,955	4,900	16,634
Operating Profit (a),(f),(o),(y),(z)	856	588	569	610	536	2,303
Operating Profit %	13.1%	15.4%	14.4%	15.4%	10.9%	13.8%
Total Segments						
Net Sales	18,749	15,559	17,077	16,847	18,374	67,857
Operating Profit	2,244	2,043	3,099	2,049	2,073	9,264
Operating Profit %	12.0%	13.1%	18.1%	12.2%	11.3%	13.7%
Corporate, Eliminations, and Other						
Net Sales:						
Other	(384)	(317)	(372)	(337)	(330)	(1,356)
Operating Profit:						
General corporate expenses (a)	(98)	(104)	(126)	(109)	(136)	(475)
Eliminations and other (a),(b),(d),(h),(i),(k),(n),(p),(q),(r),(x),(aa)	(101)	(11)	(97)	(102)	(26)	(236)
Consolidated						
Net Sales	18,365	15,242	16,705	16,510	18,044	66,501
Operating Profit	2,045	1,928	2,876	1,838	1,911	8,553
Operating Profit %	11.1%	12.6%	17.2%	11.1%	10.6%	12.9%
Non-service pension (benefit) cost	(208)	(191)	(192)	(188)	(194)	(765)
Interest expense, net (j),(s),(t)	431	229	234	258	317	1,038
Income from operations before income taxes	1,822	1,890	2,834	1,768	1,788	8,280
Income tax expense (c),(g),(m),(u),(v)	(397)	(522)	(695)	(419)	(990)	(2,626)
Effective Tax Rate	21.8%	27.6%	24.5%	23.7%	55.3%	31.7%
Income from operations	1,425	1,368	2,139	1,349	798	5,654
Net income	1,425	1,368	2,139	1,349	798	5,654
Less: Noncontrolling interest in subsidiaries' earnings (w)	(79)	(71)	(91)	(111)	(112)	(385)
Net income attributable to common shareowners	1,346	1,297	2,048	1,238	686	5,269
Net income attributable to common shareowners: Income from operations	1,346	1,297	2,048	1,238	686	5,269
	1st Qtr.	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	2018 Total YTD
Operations						
Earnings per share - basic	1.58	1.64	2.59	1.56	0.83	6.58
Earnings per share - diluted	1.56	1.62	2.56	1.54	0.83	6.50
Total EPS attributable to common shareowners						
Total basic earnings per share	1.58	1.64	2.59	1.56	0.83	6.58
Total diluted earnings per share	1.56	1.62	2.56	1.54	0.83	6.50
Weighted average number of shares outstanding (millions)						
Basic shares	853.2	789.9	790.5	791.3	822.7	800.4
Diluted shares	860.7	800.4	799.6	801.8	831.4	810.1
	Q1	Q1	Q2	Q3	Q4	Total YTD
Effective Tax Rate - ops	21.8%	27.6%	24.5%	23.7%	55.3%	31.7%

Segment Data – Notes

The earnings release and conference-call discussion adjust 2019 and 2018 segment results for restructuring costs as well as certain significant non-recurring and/or non-operational items

The following restructuring costs and significant non-recurring and/or non-operational items are included in current and prior year GAAP results and have been excluded from the adjusted results (non-GAAP measures) presented in the earnings release and conference-call discussion.

(a) Restructuring costs as included in 2019 and 2018 results:

	2019		2018				
	Restructuring Costs		Restructuring Costs				
	Q1		Q1	Q2	Q3	Q4	Total
Operating Profit:							
Otis	(25)		(26)	(23)	(3)	(19)	(71)
Carrier	(33)		(14)	(21)	(17)	(28)	(80)
Pratt & Whitney	(14)		-	(3)	-	10	7
Collins Aerospace Systems	(39)		(27)	(33)	(17)	(83)	(160)
Total Segments operating profit	(111)		(67)	(80)	(37)	(120)	(304)
General corporate expenses	(1)		(2)	(2)	-	(1)	(5)
Eliminations and other	-		-	-	-	-	-
Total consolidated operating profit	(112)		(69)	(82)	(37)	(121)	(309)
Non-service pension costs				2			2
Total UTC Net Income	(112)		(69)	(80)	(37)	(121)	(307)

(b) Q1 2018: Approximately \$30 million of transaction and integration costs related to merger agreement with Rockwell Collins.

(c) Q1 2018: Approximately \$44 million of unfavorable income tax adjustments related to the estimated impact of the U.S tax reform legislation, including the effects related to repatriation of undistributed foreign earnings provision and other revaluations of U.S deferred taxes.

(d) Q2 2018: Approximately \$20 million of transaction and integration costs related to merger agreement with Rockwell Collins.

(e) Q2 2018 Approximately \$795 million of pre-tax gains related to the divestiture of Taylor Co from UTC Climate, Controls & Security.

(f) Q2 2018 Approximately \$48 million of unfavorable charges associated with asset impairment at UTC Aerospace Systems.

(g) Q2 2018: Approximately \$2 million of unfavorable income tax adjustments related to the estimated impact of the U.S tax reform legislation, including the effects related to repatriation of undistributed foreign earnings provision and other revaluations of U.S deferred taxes.

(h) Q3 2018 Approximately \$21 million of transaction and integration costs related to merger agreement with Rockwell Collins.

(i) Q3 2018 Approximately \$4 million of pre-tax gains related to the divestiture of Taylor Co from UTC Climate, Controls & Security.

(j) Q3 2018 Approximately \$22 million of pre-tax interest charges related to the Rockwell Collins acquisition.

(k) Q3 2018 Approximately \$23 million of pre-tax charges associated with the Company's intention to separate its commercial businesses.

(l) Q3 2018 Approximately \$300 million of pre-tax charges resulting from customer contract matters.

(m) Q3 2018 Approximately \$6 million of unfavorable income tax adjustments related to the estimated impact of the U.S tax reform legislation, including the effects related to repatriation of undistributed foreign earnings provision and other revaluations of U.S deferred taxes.

(n) Q4 2018 Approximately \$47 million of transaction and integration costs related to merger agreement with Rockwell Collins.

(o) Q4 2018 Approximately \$102 of costs related to amortization of Rockwell Collins inventory fair value adjustment.

(p) Q4 2018 Approximately \$4 million of pre-tax charges associated with the Company's intention to separate its commercial businesses.

(q) Q4 2018 Approximately \$11 million of pre-tax charges related to transaction expenses associated with a potential disposition.

(r) Q4 2018 Approximately \$21 million of pre-tax gains related to agreement with a state taxing authority for monetization of tax credits.

(s) Q4 2018 Approximately \$24 million of pre-tax interest adjustment related to the Rockwell Collins acquisition.

(t) Q4 2018 Approximately \$4 million of favorable pre-tax interest adjustment related to agreement with a state taxing authority for monetization of tax credits.

(u) Q4 2018 Approximately \$692 million of unfavorable income tax adjustments related to repatriation of undistributed foreign earnings which is now accessible as a result of tax reform.

(v) Q4 2018 Approximately \$29 million of unfavorable income tax adjustments resulting from the Company's announcement of its intention to separate its commercial businesses.

(w) Q4 2018 Approximately \$7 million of favorable Noncontrolling interest resulting from the Company's announcement of its intention to separate its commercial businesses.

(x) Q1 2019 Approximately \$9 million of transaction and integration costs related to merger agreement with Rockwell Collins.

(y) Q1 2019 Approximately \$181 of costs related to amortization of Rockwell Collins inventory fair value adjustment.

(z) Q1 2019 Approximately \$25 million of unfavorable charges associated with the loss on the sale of a business at Collins Aerospace Systems.

(aa) Q1 2019 Approximately \$55 million of pre-tax charges associated with the Company's intention to separate its commercial businesses.

Segment Data – Adjusted

UNITED TECHNOLOGIES CORPORATION
SEGMENT DATA - Adjusted (Unaudited)
(\$ Millions except per share amounts)

	2019	2018				
	Ex Rest & Significant non-recurring and non-operational items	Ex Rest & Significant non-recurring and non-operational items				
	1st Qtr.	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	2018 Total
Otis						
Net Sales	3,096	3,037	3,344	3,223	3,300	12,904
Operating Profit (a)	451	476	511	489	510	1,986
Operating Profit %	14.6%	15.7%	15.3%	15.2%	15.5%	15.4%
Carrier						
Net Sales	4,323	4,376	5,035	4,880	4,631	18,922
Operating Profit (a),(e),(u)	562	606	871	857	724	3,058
Operating Profit %	13.0%	13.8%	17.3%	17.6%	15.6%	16.2%
Pratt & Whitney						
Net Sales (o)	4,817	4,329	4,736	4,789	5,543	19,397
Operating Profit (a),(l)	447	413	400	409	340	1,562
Operating Profit %	9.3%	9.5%	8.4%	8.5%	6.1%	8.1%
Collins Aerospace Systems						
Net Sales	6,513	3,817	3,962	3,955	4,900	16,634
Operating Profit (a),(f),(o),(y),(z)	1,101	615	650	627	721	2,613
Operating Profit %	16.9%	16.1%	16.4%	15.9%	14.7%	15.7%
Total Segments						
Net Sales	18,749	15,559	17,077	16,847	18,374	67,857
Operating Profit	2,561	2,110	2,432	2,382	2,295	9,219
Operating Profit %	13.7%	13.6%	14.2%	14.1%	12.5%	13.6%
Corporate, Eliminations, and Other						
Net Sales:						
Other	(384)	(317)	(372)	(337)	(330)	(1,356)
Operating Profit:						
General corporate expenses (a)	(97)	(102)	(124)	(109)	(135)	(470)
Eliminations and other (a),(b),(d),(h),(i),(k),(n),(p),(q),(r),(x),(aa)	(37)	19	(77)	(58)	15	(101)
Consolidated						
Net Sales	18,365	15,242	16,705	16,510	18,044	66,501
Operating Profit	2,427	2,027	2,231	2,215	2,175	8,648
Operating Profit %	13.2%	13.3%	13.4%	13.4%	12.1%	13.0%
Non-service pension (benefit) cost	(208)	(191)	(190)	(188)	(194)	(763)
Interest expense, net (j),(s),(t)	431	229	234	236	297	(362)
Income from operations before income taxes	2,204	1,989	2,187	2,167	2,072	9,774
Income tax expense (c),(g),(m),(u),(v)	(478)	(497)	(520)	(509)	(332)	(1,858)
Effective Tax Rate	21.7%	25.0%	23.8%	23.5%	15.9%	19.0%
Income from operations	1,726	1,492	1,667	1,658	1,740	6,557
Income (loss) from discontinued operations	-	-	-	-	-	-
Net income	1,726	1,492	1,667	1,658	1,740	6,557
Less: Noncontrolling interest in subsidiaries' earnings (hh)	(79)	(71)	(91)	(111)	(119)	(392)
Net income attributable to common shareowners	1,647	1,421	1,576	1,547	1,621	6,165
Net income attributable to common shareowners:						
From operations	1,647	1,421	1,576	1,547	1,621	6,165
From discontinued operations	-	-	-	-	-	-

EPS Reconciliation

Reconciliation of Diluted Earnings per Share to Adjusted Diluted Earnings per Share

(dollars in millions except per share amounts)

	2019	2018				
	Q1	Q1	Q2	Q3	Q4	Total
Diluted earnings per share - Net income from reported operations attributable to common shareowners (GAAP)	\$ 1.56	\$ 1.62	\$ 2.56	\$ 1.54	\$ 0.83	\$ 6.50
Net income attributable to common shareowners	\$ 1,346	\$ 1,297	\$ 2,048	\$ 1,238	\$ 686	\$ 5,269
Adjustments to net income from operations attributable to common shareowners:						
Restructuring costs	(112)	(69)	(80)	(37)	(121)	(307)
Collins Transaction & Integration costs	(9)	(30)	(20)	(21)	(47)	(118)
Carrier - Taylor Divestiture	-	-	795	4	-	799
Asset Impairment/Subsequent loss on sale	(25)	-	(48)	-	-	(48)
Costs associated with the Company's intention to separate its commercial businesses	(55)	-	-	(23)	(4)	(27)
Transaction expenses associated with a potential disposition	-	-	-	-	(11)	(11)
Charge resulting from customer contract matters	-	-	-	(300)	-	(300)
Amortization of Rockwell Collins inventory fair value adjustment	(181)	-	-	-	(102)	(102)
Adjustment related to agreement with a state taxing authority for monetization of tax credits	-	-	-	-	21	21
Other significant non-recurring and non-operational items included in interest expense, net	-	-	-	(22)	(20)	(42)
Income tax benefit on restructuring costs and significant non-recurring and non-operational items	81	19	(173)	96	63	5
U.S Tax Reform Legislation	-	(44)	(2)	(6)	(692)	(744)
Unfavorable tax adjustment resulting from the Company's announcement of its intention to separate its commercial businesses	-	-	-	-	(29)	(29)
Other significant non-recurring and non-operational gains (charges) recorded within Noncontrolling interest	-	-	-	-	7	7
Total adjustments to net income from operations attributable to common shareowners	(301)	(124)	472	(309)	(935)	(896)
Adjusted net income from operations attributable to common shareowners	\$ 1,647	\$ 1,421	\$ 1,576	\$ 1,547	\$ 1,621	\$ 6,165
Less: Impact of total adjustments on diluted earnings per share	\$ (0.35)	\$ (0.15)	\$ 0.59	\$ (0.39)	\$ (1.12)	\$ (1.11)
Adjusted diluted earnings per share - Net income from operations attributable to common shareowners (Non-GAAP)	\$ 1.91	\$ 1.77	\$ 1.97	\$ 1.93	\$ 1.95	\$ 7.61
Effective Tax Rate	21.8%	27.6%	24.5%	23.7%	55.3%	31.7%
Less: Impact on effective tax rate	-0.1%	-2.6%	-0.7%	-0.2%	-39.4%	-9.6%
Adjusted effective tax rate	21.7%	25.0%	23.8%	23.5%	15.9%	22.1%

1Q 2019 Sales Reconciliation

	<u>Total Growth</u>	<u>Organic</u>	<u>FX</u>	<u>Net Acquisitions</u>	<u>Other</u>
Otis	2%	7%	(5%)	0%	0%
Carrier	(1%)	3%	(3%)	(1%)	0%
Pratt & Whitney	11%	12%	(1%)	0%	0%
Collins Aerospace	<u>71%</u>	<u>10%</u>	<u>0%</u>	<u>61%</u>	<u>0%</u>
Total UTC*	20%	8%	(3%)	15%	0%

1Q 2019 Free Cash Flow Reconciliation

(\$ millions)

	1Q	
	<u>2019</u>	<u>2018</u>
Net income attributable to common shareowners from continuing operations	1,346	1,297
Depreciation & amortization	942	581
Change in working capital	(445)	(972)
Other	(343)	(453)
Cash flow from operations	<u>1,500</u>	<u>453</u>
Capital expenditures	(363)	(337)
Free cash flow	<u><u>1,137</u></u>	<u><u>116</u></u>
Free cash flow as a % of net income attributable to common shareowners from continuing operations	84%	9%