



A Vision for a Sustainable Future Carrier's Road Map to Net Zero

Growing Demand Meets Increasing Urgency

As the world recognizes the increasing urgency of climate change, and secular trends continue to increase the demand for HVAC and refrigeration products, Carrier is committed to aggressive actions that minimize our environmental impact and help address the most critical challenge our planet has ever faced.



The challenge only grows larger if we don't change anything.

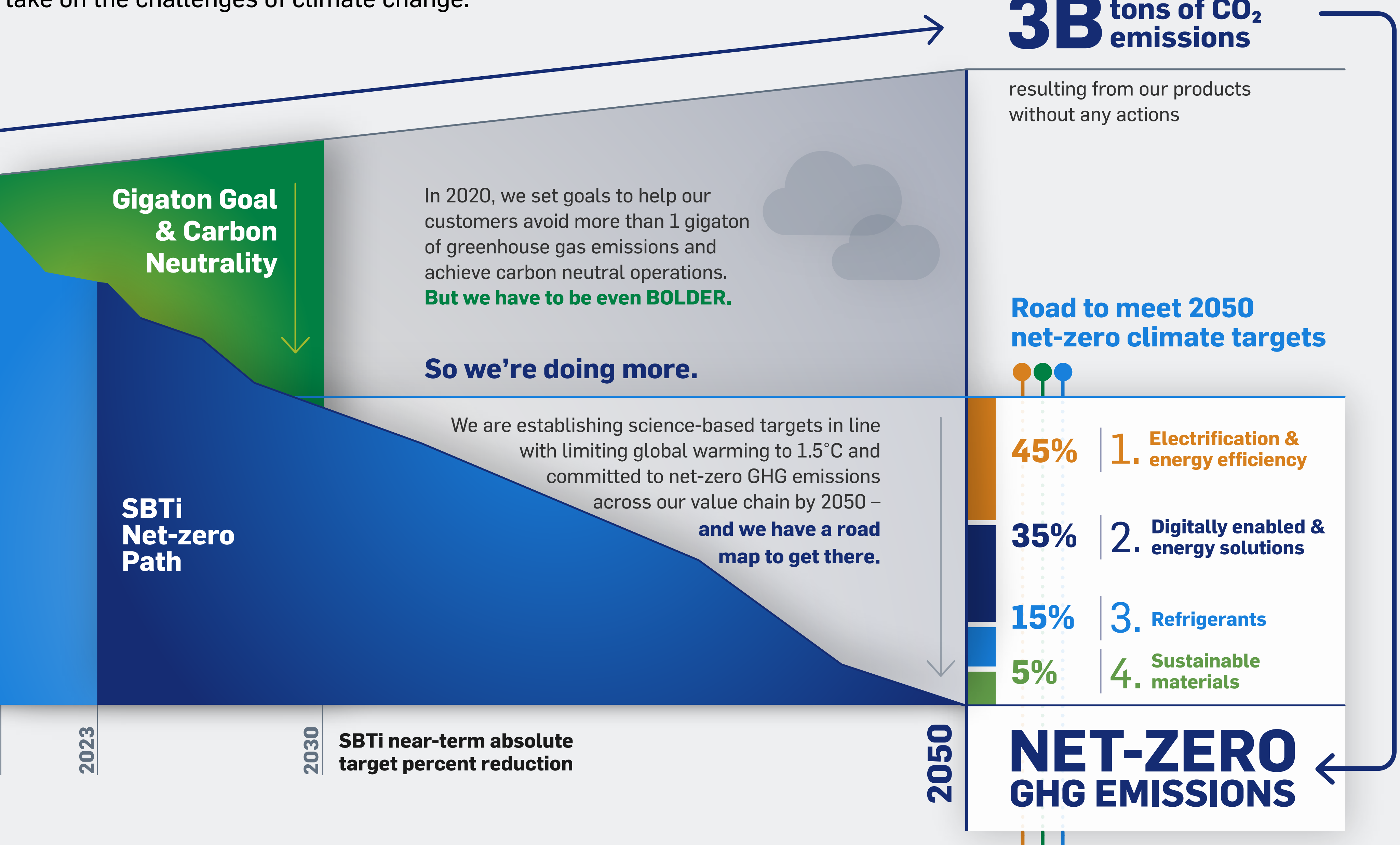
So instead, we are driving change.

In the race to address climate change and shape a sustainable future, we have to be bold. We are transforming to become the global leader in intelligent climate and energy solutions, and strategically transforming our portfolio through **electrification, integration** and **resilience**.



Strategies for a Sustainable Path Forward

At Carrier, we are evolving our business to take on the challenges of climate change.



Carrier's Road Map to Net Zero

- 1 Electrification & energy efficiency**
Delivering a portfolio of efficient products that minimize customer energy use, fossil-fuel consumption and greenhouse gas emissions, supporting net-zero ambitions. **45%**
- 2 Digitally enabled & energy solutions**
Integrating energy management and digital solutions across our product portfolio to minimize carbon emissions while building grid resiliency. **35%**
- 3 Refrigerants**
Using lower GWP refrigerants to reduce the GHG footprint of our products while in use. **15%**
- 4 Sustainable materials**
Designing products with materials that have lower embodied carbon. **5%**

Carrier has the size and scale to build a better future.



At Carrier, we're committed to leadership in sustainability and climate and energy management – and we're in a unique position to do exactly that. Through leading positions in multiple markets around the world, an unmatched base of sustainable, efficient in-force and replacement units and projected growth of our industry due to secular trends, we have the power to drive sustainable change and move the planet toward net zero.

As we grow, our positive impact will too. That's what it means to build a better future.

¹ International Energy Agency.
² International Energy Agency.
³ World Health Organization.
⁴ International Institute of Refrigeration.
⁵ UNEP Global Status Report for Buildings and Construction.
⁶ UNEP Food Waste Index Report 2024.