



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

## Growing Demand Meets Increasing Urgency

As secular trends increase the demand for HVAC and refrigeration products, there's a need for aggressive actions to minimize our environmental impact and address the most urgent challenge our planet has ever faced.



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

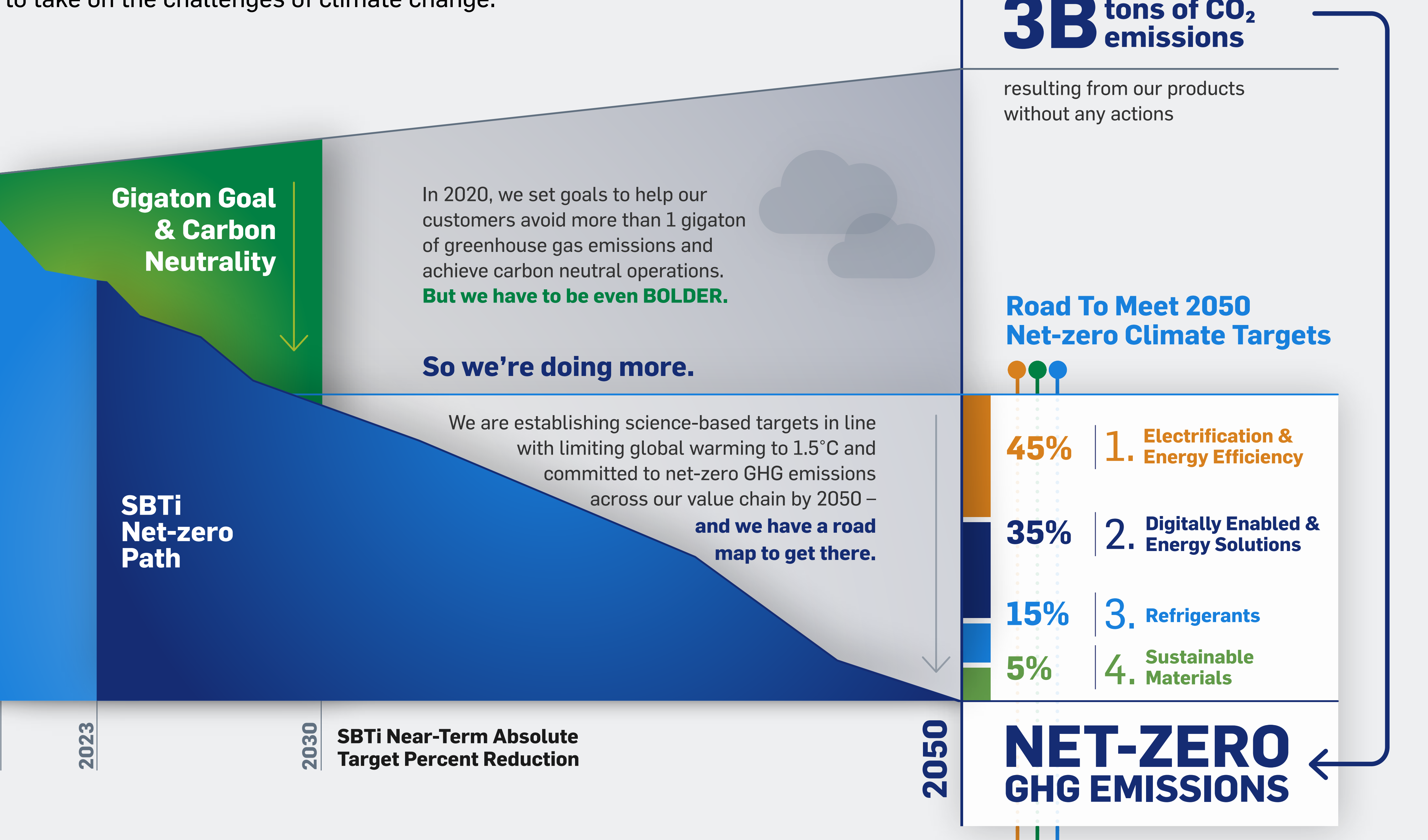
## So instead, we are driving change.

In the race to address climate change and shape a sustainable future, we have to be bold. We're transforming the very structure of our business to create a global leader in intelligent climate and energy solutions, and strategically transform our portfolio through **electrification, integration** and **resilience**.



## Strategies for a Sustainable Path Forward

Carrier is committed to 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 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, in addition to our natural refrigerant technologies, 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 there's 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 Food and Agriculture Organization of the United Nations  
 4 International Institute of Refrigeration  
 5 Based on estimates from the International Energy Agency and the U.S. Energy Information Administration  
 6 UNEP Food Waste Index Report 2021