



Turn to the experts

2024 CARRIER FACTORY UPDATE

LEAD

WITH CONFIDENCE

2024 NARLCS Strategy



Sustainability

2025 readiness & electrification



Customer intimacy

Enhance customer experience



Drive growth

Technology leadership & aftermarket



Digital expansion

Intelligent products



Operational excellence

Continuous improvement

Investing in Technology and Innovation



Strategic acquisitions

TOSHIBA

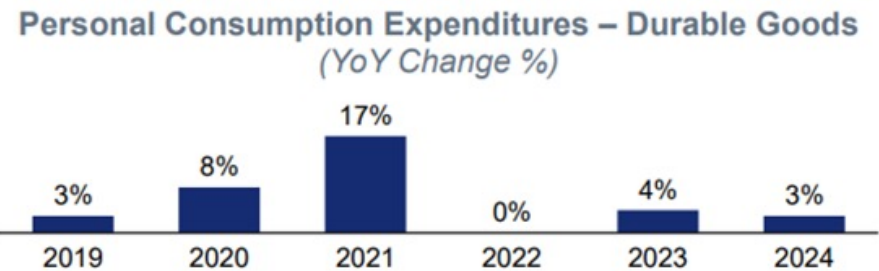
Carrier

VIESSMANN
Climate Solutions

Creating a **Global Climate Champion**

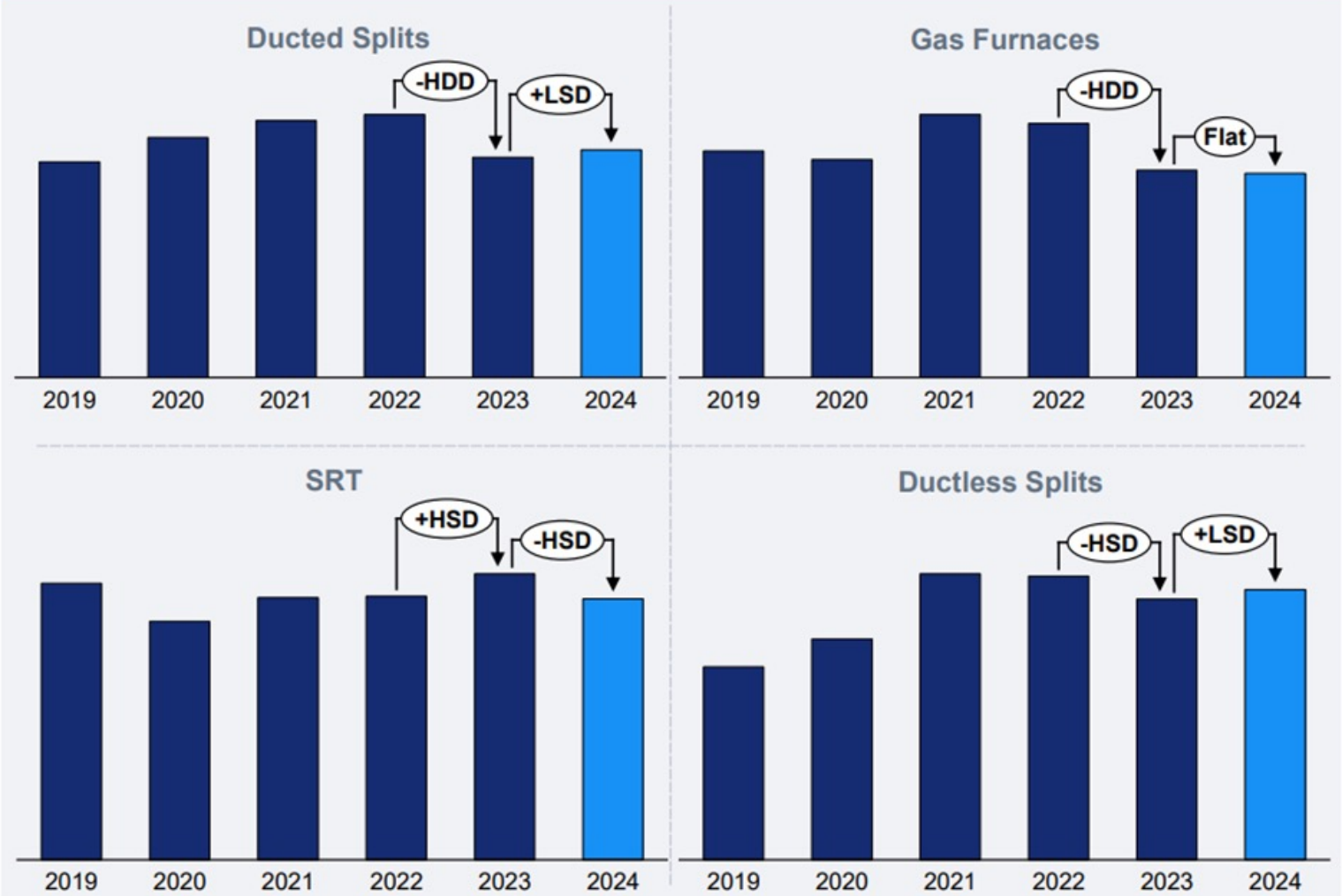
Industry Overview

Key Macros



Source: IHS November 2023 Forecast; Dodge Q4 2023 Outlook; Internal Estimates

Industry Projections (000 Units) – Key Product Lines



Proprietary and Confidential



Heating & Cooling Systems

Supply Chain / Logistics / Factory

Supply Chain



Cross functional team dual sourcing critical components

Deep dive with top suppliers on A2L readiness

Developing teams to identify and qualify alternative materials

Logistics



Residential lead time reduced to normal levels

Integration of distributor forecasts to SIOP

Continued direct ship volume / opportunity

Factory



Increased production on high tier and HP products

Carrier Excellence driving record volumes and lead time optimization

Launching new splits factory in Monterrey, MX



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PURON ADVANCE™

LEAD

WITH CONFIDENCE



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DECARBONIZATION & ELECTRIFICATION

LEAD

WITH CONFIDENCE



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INFLATION REDUCTION ACT

LEAD

WITH CONFIDENCE



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CROSSOVER SYSTEMS

LEAD

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INTELISENSE™

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WITH CONFIDENCE

