



OTIS

Regional overview – China & Americas

November 17, 2021

Forward-Looking Statements

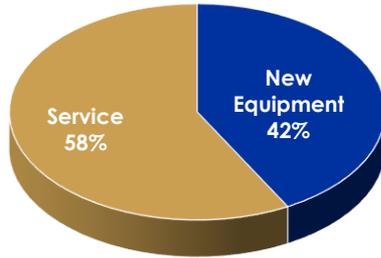
Note: All results and expectations in this presentation reflect continuing operations unless otherwise noted.

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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," "goals" and other words of similar meaning in connection with a discussion of future operating or financial performance or the proposed tender offer by Otis to acquire all of the issued and outstanding shares of Zardoya Otis, S.A (the "Tender Offer") or the separation and distribution. Forward-looking statements may include, among other things, statements relating to future sales, earnings, cash flow, results of operations, uses of cash, dividends, share repurchases, tax rates, research and development spend, credit ratings, net indebtedness and other measures of financial performance or potential future plans, strategies or transactions of Otis following its separation from United Technologies Corporation or in connection with the Tender Offer, including the estimated costs associated with the Tender Offer and the separation and distribution 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, Otis claims 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 Otis and its 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 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 Otis' 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 as a result of the Tender Offer, and capital spending and research and development spending; (4) future availability of credit, including in connection with the financing of the Tender Offer, and factors that may affect such availability, including credit market conditions in the U.S. and other countries in which Otis and its businesses operate and Otis' capital structure; (5) the timing and scope of future repurchases of Otis' 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; (6) fluctuations in prices of and delays and disruption in 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) pension plan assumptions and future contributions; (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., including the new U.S. Administration, and other countries in which Otis and its businesses operate, including China's response to the new U.S. administration and the United Kingdom's recent 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 Otis and its businesses operate, including changes as a result of the new U.S. Administration; (15) the ability of Otis 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 timing of closing, if any, of the Tender Offer and the expected benefits of the Tender Offer and separation and distribution and timing thereof; (18) the determination by the Internal Revenue Service 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 Otis' estimates; and (21) the impact of the separation on Otis' businesses and Otis' 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 from those stated in forward-looking statements, see Otis' registration statements on Form 10 and Form S-3 and the reports of Otis on Forms 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 Otis 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.

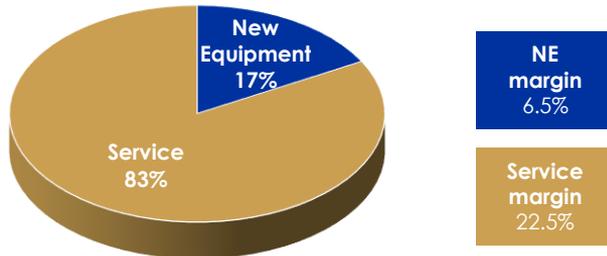
Otis overview

STRONG GEOGRAPHICAL DIVERSITY

2020 Net sales - \$12.8B



2020 Adj. operating profit¹ - \$1.9B

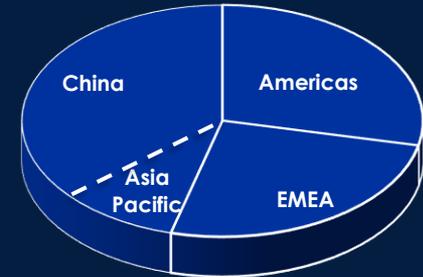


2020 results

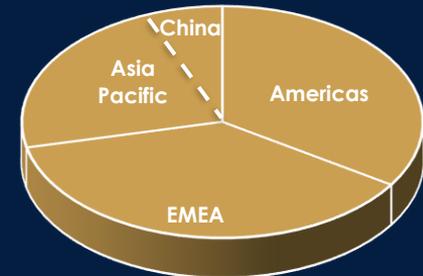
¹ See appendix for additional information regarding these non-GAAP financial measures.

Net sales split

New Equipment

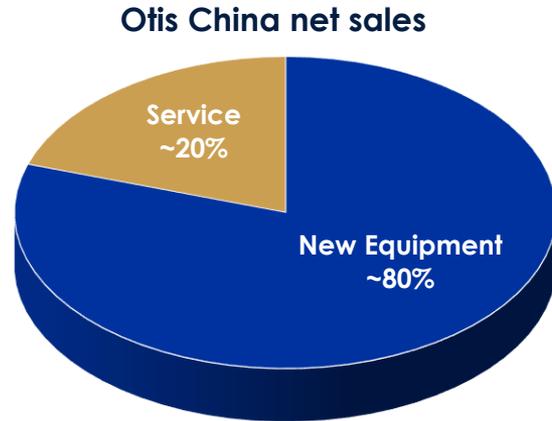


Service



China overview

China: ~20% of overall Otis net sales



Service margin
< Otis average

NE margin
> Otis average

China margin
< Otis average

Otis is a leading, established player in China

high teens

NE share¹

MSD

Service share¹

~ 2.3K

A&D channel partners

~ 265K

Service portfolio units

~ 70%

Ownership of 2 JVs²

Q3 2021 year-to-date results

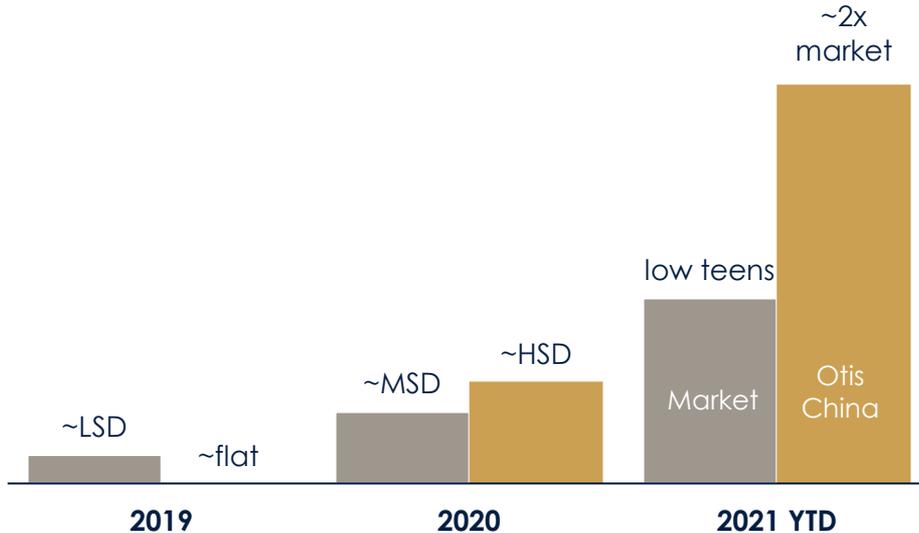
¹ Based on Otis internal estimates. MSD = mid single digit.

² Otis operates in China primarily through 2 joint ventures with effective ownership ~70%.

China New Equipment

Otis China orders outgrowing the market¹

(% growth, units)



Otis levers

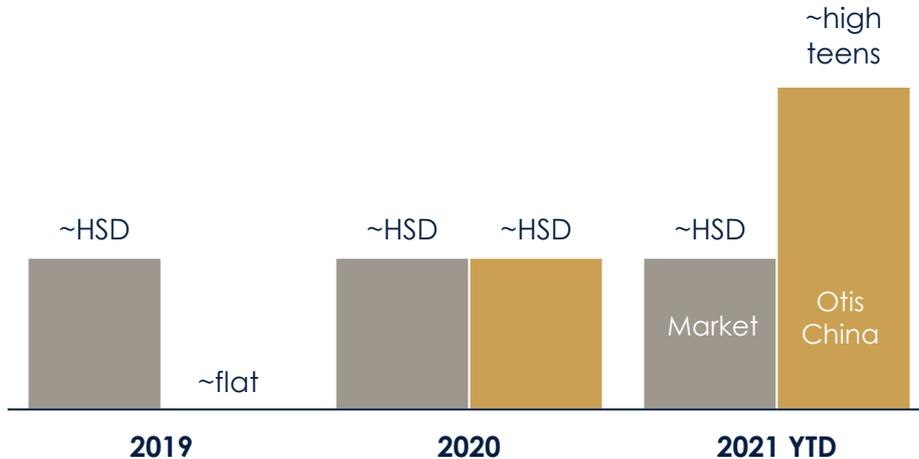
- Sales coverage up ~10 pts vs 2019
 - Expanded agent & distributor channel...up ~2x since spin
 - Added 100+ colleagues to sales
- Rationalized brands and factory footprint
- Standardized product platform and introduced new products ...launched Gen3
- Gained ~1.6 pts of NE share¹ from 2015 - 2020

¹ Based on Otis internal estimates.

China Service

Otis China maintenance portfolio outgrowing the market¹

(% growth, units)



Otis levers

- Expanded service depot network... branch locations up ~10% vs 2019
- Deployed ~60K Otis ONE units since 2019... ~20% of maintenance portfolio connected
- Leveraging IoT to drive productivity... hours per unit down ~10% vs 2019
- Improvement in retention, conversion and recapture rates... focused on building a healthier portfolio

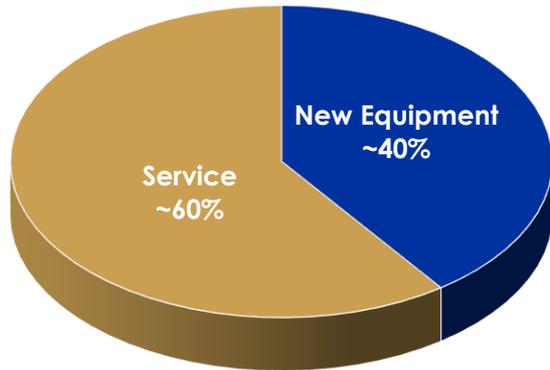
¹ Based on Otis internal estimates.

Americas overview

Americas: >30% of overall Otis net sales

Otis is a top performer in the Americas

Otis Americas net sales



Service margin
< Otis average

NE margin
> Otis average

Americas margin
~ Otis average

#1

NE share¹

high teens

Service share¹

2

NE manufacturing facilities

~ 355K

Service portfolio units

~ 200

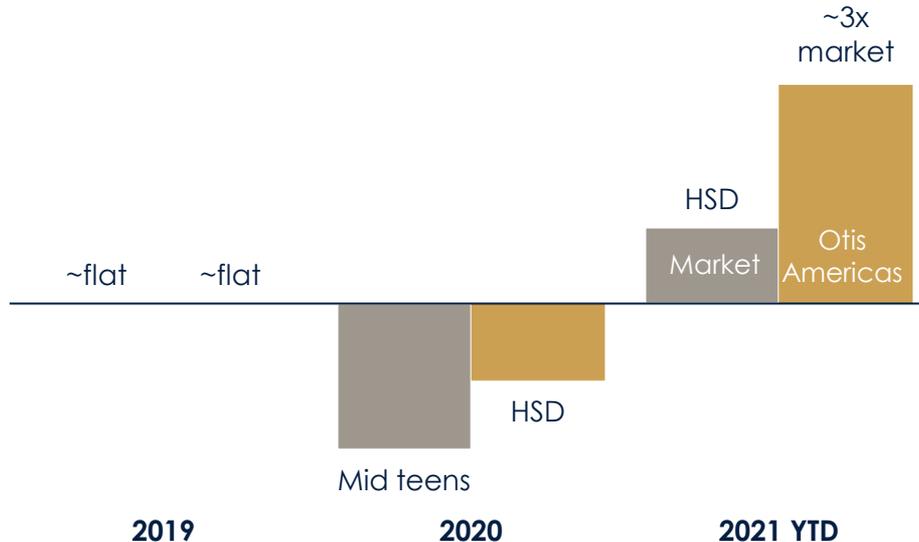
Branches / offices

Q3 2021 year-to-date results
¹ Based on Otis internal estimates.

Americas New Equipment

Otis Americas awards outgrowing the market¹

(% growth, units)



Otis levers

- Strong share performance in industrial/other commercial verticals
- Improving salesforce efficiency... enhancing digital channels and CRM capabilities
- Introduced new platform products ...launched Gen3 and Compass360 destination dispatching

Expect Americas NE market to grow high single digits¹ in 2022

¹ Based on Otis internal estimates.
Otis results based on awards, which precede order bookings.

Americas Service

Otis Americas driving productivity (indexed)



Otis levers

- Deployed ~40K Otis ONE units ...~20% of maintenance portfolio connected
- Optimizing mechanic routes...reducing unnecessary travel time
- Implementing mechanic specialization...focus on maximizing skill sets amongst workforce

A photograph of the Chicago skyline at dusk. The Willis Tower is the central focus, illuminated with a bright green light at its top. Other skyscrapers are visible, some with lights on. The sky is a deep blue, and the foreground shows a body of water reflecting the city lights.

Appendix

GAAP to adjusted financials reconciliation

(\$millions)	Otis	New Equipment	Service	Corporate/other
Sales	FY 2020	FY 2020	FY 2020	FY 2020
Net sales	12,756	5,371	7,385	0
Income				
Net income attributable to Otis	906			
Noncontrolling interest in subsidiaries' earnings	150			
Income tax expense	455			
Net interest expense	122			
Non-service pension benefit (expense)	6			
GAAP operating profit	1,639	318	1,611	(290)
Restructuring	77	30	47	0
Loss on disposal of businesses	0	0	0	0
One-time separation costs	119	0	0	119
Insurance recovery	(17)	0	0	(17)
Fixed asset impairment	85	0	0	85
UTC allocated corporate expenses (a)	16	0	0	16
Adjusted operating profit	1,919	348	1,658	(87)
<i>Adjusted operating profit margin</i>	<i>15.0%</i>	<i>6.5%</i>	<i>22.5%</i>	

(a) Reflects costs for certain functions and services performed by UTC organizations that are allocated to Otis for purposes of carve-out financial statements.

OTIS