



# OTIS

## Q3 2021 Earnings Call

October 25, 2021

# Forward-Looking Statements

**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 Otis’ 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,” “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.

# Highlights

## Strong performance...continued execution on long-term strategy

- Q3 New Equipment share gain, up ~1.5 pts<sup>1</sup>...up ~1.5 pts<sup>1</sup> year-to-date
- Maintenance portfolio up 3%
- Organic<sup>2</sup> sales growth in both segments
  - New Equipment growth in all regions
  - Service growth for third consecutive quarter
- Margin expansion in both segments

## Creating value for shareholders

- Completed \$725M in share repurchases year-to-date
- Announced tender offer for remaining interest in Zardoya Otis

## Driving ESG initiatives

- All Otis factories are now ISO 14001 certified

<sup>1</sup> Based on Otis internal estimates

<sup>2</sup> See appendix for additional information regarding these non-GAAP financial measures.

## Q3 orders



Hong Kong International Airport



Repeat Gen3 orders  
Northeast China



One Commerce Square  
Philadelphia, Pennsylvania

# Q3 2021 update

## Q3 2021 Results

- New Equipment orders up 3.8% at constant currency<sup>1</sup>...up 10.3% on a rolling 12-month basis
- New Equipment backlog up 4%...up 1% at constant currency<sup>1</sup>
- Organic<sup>1</sup> sales up 8.1%...New Equipment up 14.1%, Service up 3.6%
- Adjusted operating profit margin<sup>1</sup> expanded 20 bps
- Free cash flow<sup>1</sup> of \$324M...\$1.4B year-to-date; 141% conversion<sup>1</sup> of GAAP net income

## Revised 2021 Outlook

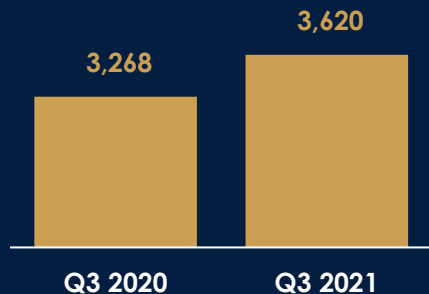
- Improved sales, profit, EPS and free cash flow outlook
- Net sales of ~\$14.3B, up 11.8 to 12.3%; organic up 8.5 to 9.0%
- Adjusted operating profit<sup>1</sup> of \$2.18 to \$2.19B, up \$260 to \$270M; constant currency<sup>1</sup> up \$195 to \$205M
- Adjusted diluted EPS<sup>1</sup> of ~\$2.95, up ~17%
- Free cash flow<sup>1</sup> of \$1.5 to \$1.55B...~125% conversion<sup>1</sup> of GAAP net income

<sup>1</sup> See appendix for additional information regarding these non-GAAP financial measures

# Q3 2021 results

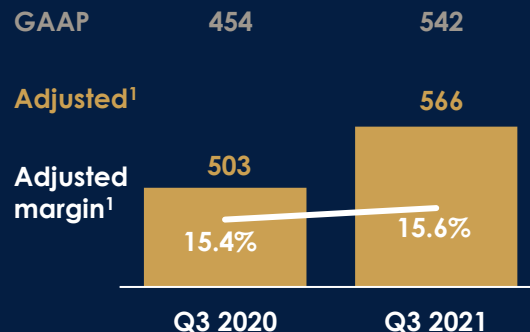
(\$ millions, except per share amounts)

## Sales



Organic <sup>1</sup>	8.1%
FX	2.5%
Net acquisitions/other	0.2%
<b>Total net sales</b>	<b>10.8%</b>

## Operating profit



Q3 adjusted operating profit<sup>1</sup> up \$63M...up \$52M at constant currency<sup>1</sup>

Q3 adjusted operating profit margin<sup>1</sup> expanded 20 bps, including ~50 bps of segment mix headwind

## Diluted earnings per share



### Adjusted EPS<sup>1</sup> drivers

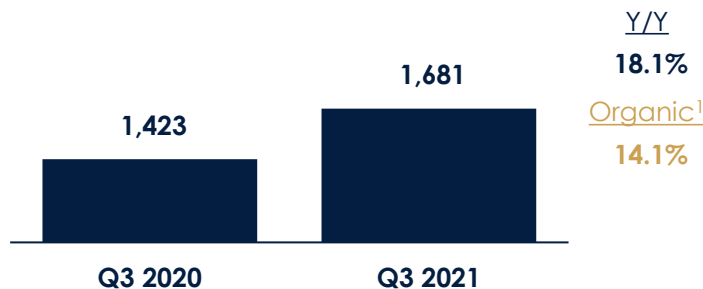
Operating profit	\$0.11
Net interest / other	\$0.01
Tax	(\$0.04)

<sup>1</sup> See appendix for additional information regarding these non-GAAP financial measures

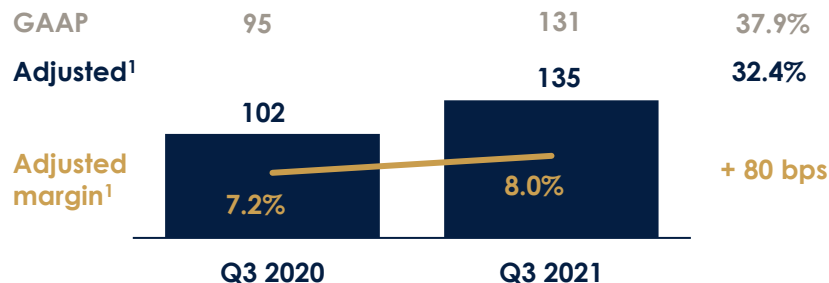
# New Equipment

(\$ millions)

## Net sales



## Operating profit



<sup>1</sup> See appendix for additional information regarding these non-GAAP financial measures.

<sup>2</sup> Based on Otis internal estimates.

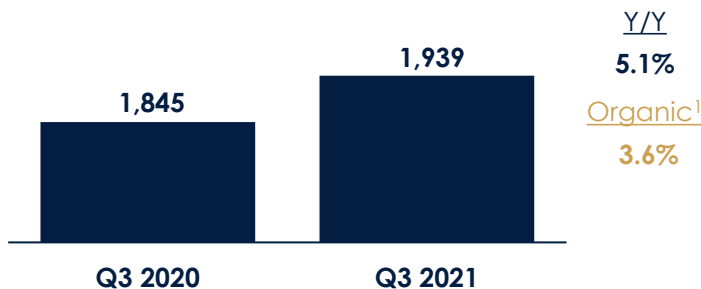
## Q3 Results

- Orders up 3.8% at constant currency<sup>1</sup>...6th consecutive quarter of growth in China
- New Equipment share up ~1.5 pts<sup>2</sup>
- New Equipment backlog up 4%, and 1% at constant currency<sup>1</sup>
- Organic<sup>1</sup> sales up 14.1%
  - Americas up 15.0%
  - EMEA up 2.9%
  - Asia up 17.5%
- Adjusted operating profit<sup>1</sup> up \$33M...higher volume and installation productivity, partially offset by commodity headwinds

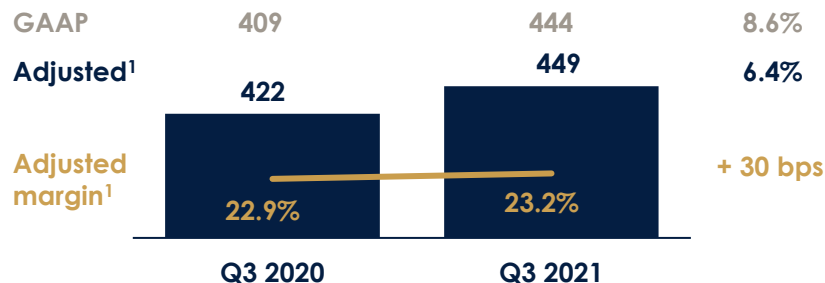
# Service

(\$ millions)

## Net sales



## Operating profit



<sup>1</sup> See appendix for additional information regarding these non-GAAP financial measures.

## Q3 Results

- Maintenance units up 3% versus prior year...growth in all regions
- Modernization orders down 4.1% at constant currency<sup>1</sup>...growth in EMEA and Asia
- Organic<sup>1</sup> sales up 3.6%
  - Maintenance & Repair up 4.7%
  - Modernization down 1.2%
- Adjusted operating profit<sup>1</sup> up \$27M...higher volume and favorable price/mix, partially offset by higher field costs, including headwinds from COVID-19 recovery

# 2021 financial outlook

## Improving 2021 outlook

	Prior outlook	Current outlook
<b>Organic<sup>1</sup> sales</b>	<p>Otis up 7.5 to 8.0%</p> <p>New Equipment up 12.0 to 13.0%</p> <p>Service up 4.0 to 4.5%</p>	<p>Otis up 8.5 to 9.0%</p> <p>New Equipment up 15.0 to 15.5%</p> <p>Service up ~4.0%</p>
<b>Adjusted operating profit<sup>1</sup></b>	<p>Constant currency<sup>1</sup> up \$170 to \$190M</p> <p>Actual currency up \$240 to \$260M</p>	<p>Constant currency<sup>1</sup> up \$195 to \$205M</p> <p>Actual currency up \$260 to 270M</p>
<b>Adjusted net income &amp; EPS<sup>1</sup></b>	<p>Adjusted net income<sup>1</sup> \$1,250 to \$1,265M</p> <p>Adjusted EPS<sup>1</sup> \$2.89 to \$2.93, up 15 to 16%</p>	<p>Adjusted net income<sup>1</sup> ~\$1,275M</p> <p>Adjusted EPS<sup>1</sup> ~\$2.95, up 17%</p>
<b>Free cash flow<sup>1</sup> &amp; capital deployment</b>	<p>Free cash flow<sup>1</sup> \$1.45 to \$1.50B</p> <p>Quarterly dividend per share \$0.24</p> <p>Share repurchases ~\$750M</p>	<p>Free cash flow<sup>1</sup> ~\$1.5 to \$1.55B</p> <p>Quarterly dividend per share \$0.24</p> <p>Share repurchases ~\$725M<sup>2</sup></p>

<sup>1</sup> See appendix for additional information regarding these non-GAAP financial measures. <sup>2</sup> Share repurchases suspended due to Zardoya Otis transaction.

# 2021 organic<sup>1</sup> sales outlook

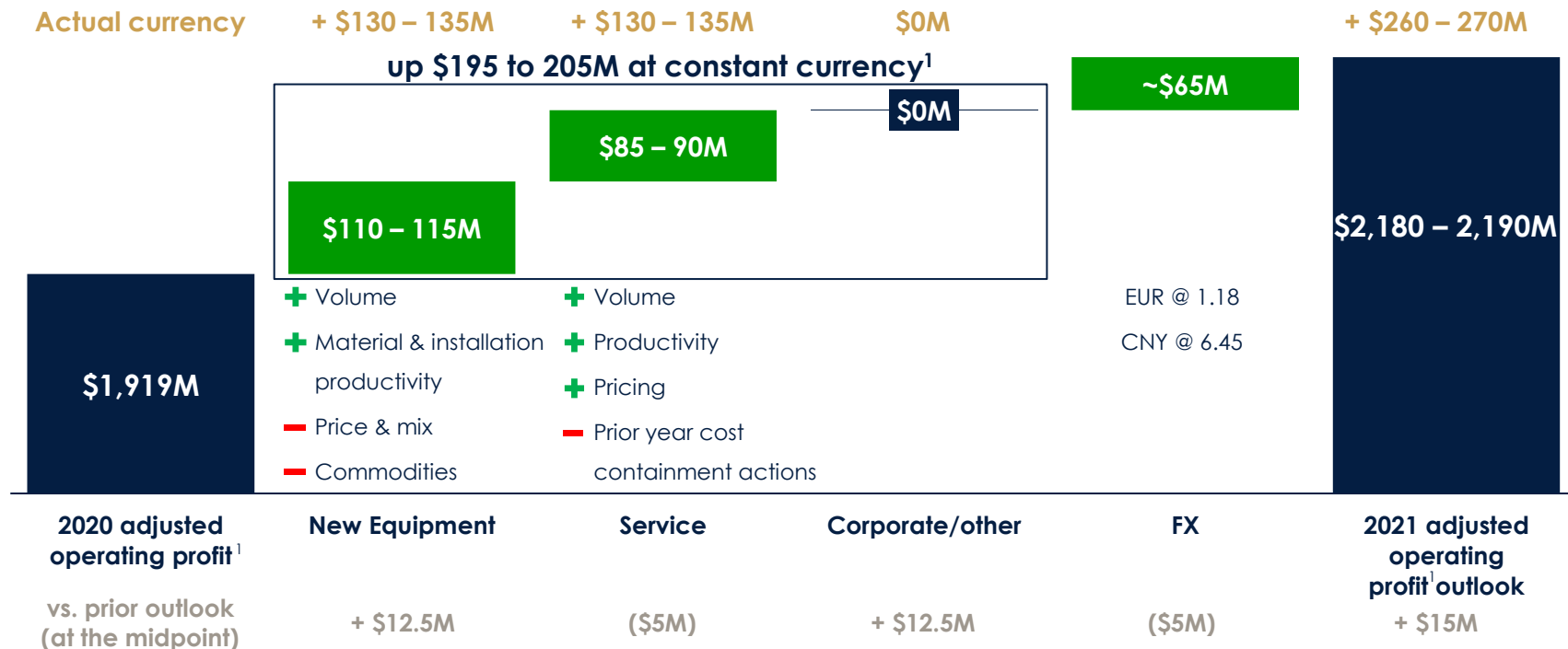
	Prior outlook (July 26, 2021)	Updated outlook
<b>New Equipment</b>	<b>up 12.0 to 13.0%</b>	<b>up 15.0 to 15.5%</b>
Americas	up low teens	up mid teens
EMEA	up mid to high single	up high single
Asia	up low teens	up high teens
<b>Service</b>	<b>up 4.0 to 4.5%</b>	<b>up ~4.0%</b>
Maintenance & repair	up 3.5 to 4.5%	up ~4.0%
Modernization	up mid single	up ~4.0%
<b>Otis</b>	<b>up 7.5 to 8.0%</b>	<b>up 8.5 to 9.0%</b>

<sup>1</sup> See appendix for additional information regarding these non-GAAP financial measures.

## Outlook drivers

- Q3 New Equipment backlog up 4%, 1% at constant currency<sup>1</sup>... accelerating conversion
- New Equipment end market growth in all regions
- Accelerated maintenance portfolio growth...up 3% in Q3
- Continued recovery on discretionary repair
- Slower than expected momentum on modernization

# 2021 adjusted operating profit<sup>1</sup> drivers



~30 basis points of adjusted operating profit margin<sup>1</sup> expansion

<sup>1</sup> See appendix for additional information regarding these non-GAAP financial measures.

# Otis fundamentals<sup>1</sup>

## Iconic global brand in a large, growing industry

<b>Sustainable growth over the medium-term</b>	Gaining share in NE <sup>2</sup> & accelerating Service portfolio growth
<b>Driving profitability</b>	Expanding margins through growth & productivity
<b>Investing through the cycle</b>	Sustainable level of R&D and Capex
<b>Robust free cash flow<sup>3</sup> generation</b>	>100% FCF conversion <sup>3</sup>
<b>Focus on creating shareholder &amp; stakeholder value</b>	Healthy dividend, accelerated share repurchases <sup>4</sup> , targeted M&A & ESG commitments

<sup>1</sup> Based on Otis' current expectations. <sup>2</sup> Based on Otis internal estimates. <sup>3</sup> See appendix for additional information regarding these non-GAAP financial measures. <sup>4</sup> Repurchases accelerated during the first nine months of 2021; temporarily suspended due to Zardoya Otis transaction

# OTIS

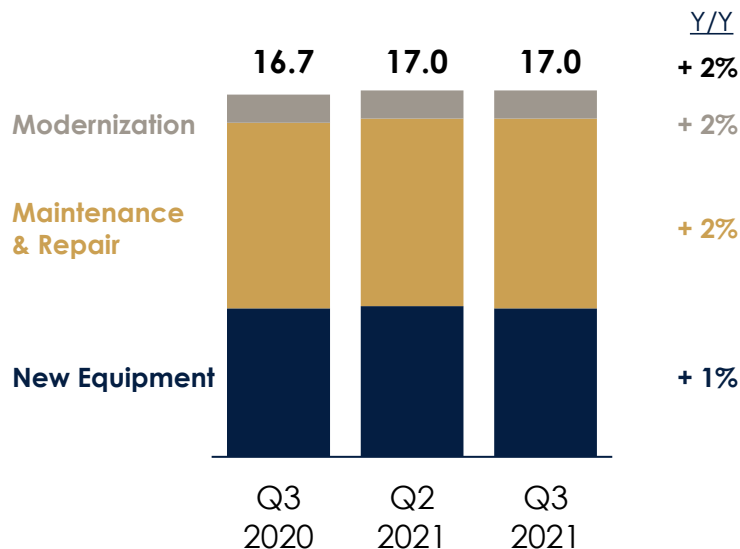
A wide-angle photograph of the Chicago skyline at dusk. The Willis Tower is the central focus, its top illuminated with green lights. Other skyscrapers are visible on either side, some with lights on. The sky is a deep blue with some light clouds. The foreground shows a body of water reflecting the city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

# Appendix

# Backlog and orders

(\$billions, at constant currency<sup>1</sup>)

## Remaining performance obligation

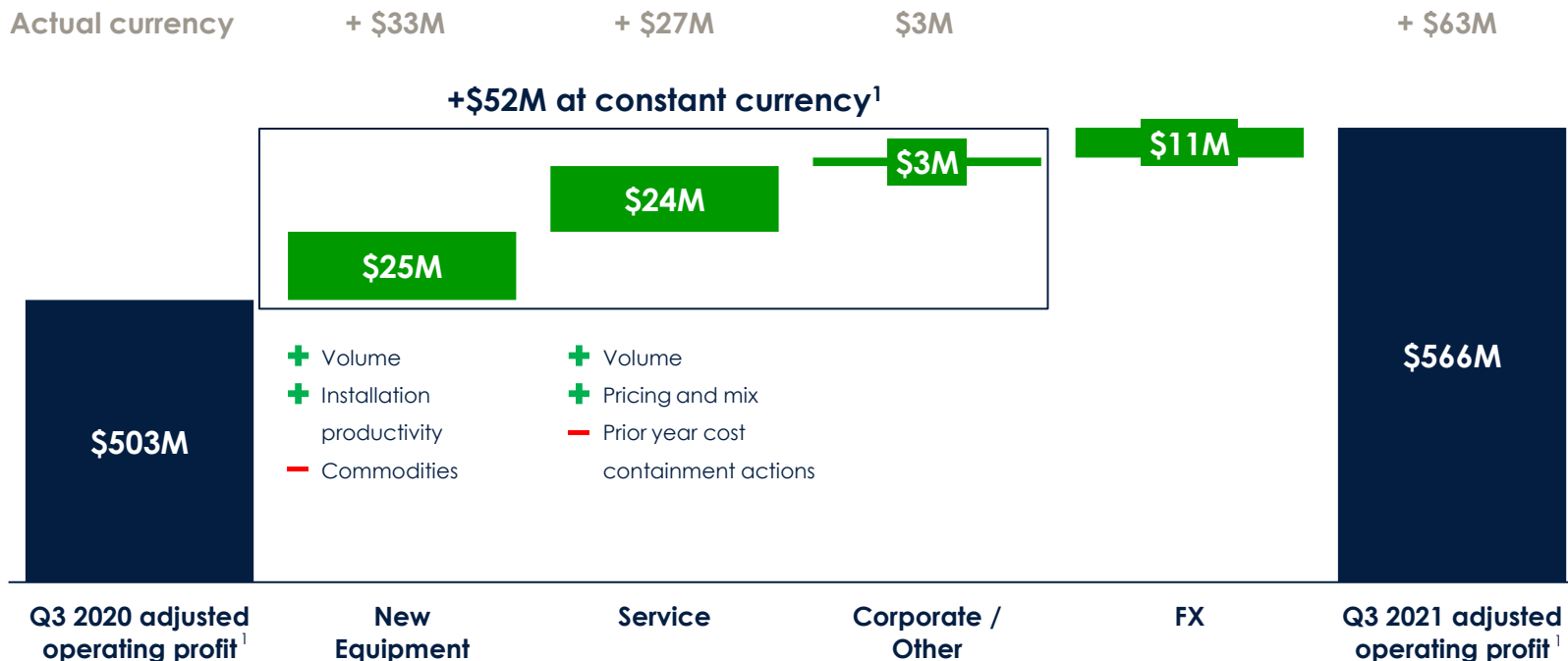


## New Equipment orders

Region	Q3 2021 Y/Y	YTD 2021 Y/Y	12- month rolling
Total Otis	3.8%	15.1%	10.3%
Americas	(10.6%)	13.3%	3.6%
EMEA	(1.8%)	6.3%	4.6%
Asia	16.0%	20.3%	17.1%

<sup>1</sup> See additional information regarding these non-GAAP financial measures.

# Q3 2021 adjusted operating profit<sup>1</sup> drivers

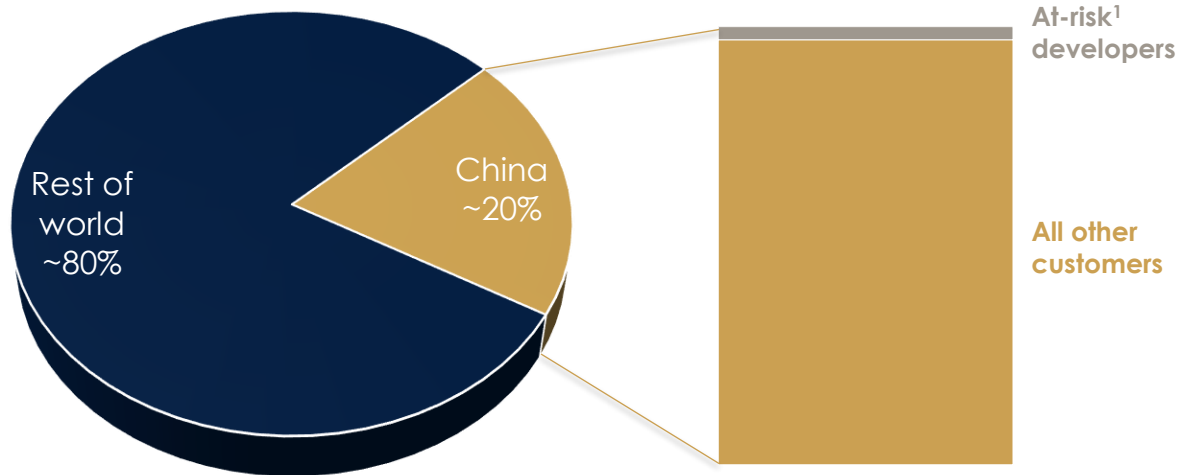


**20 basis points of adjusted operating profit margin<sup>1</sup> expansion**

<sup>1</sup> See additional information regarding these non-GAAP financial measures.

# Customer profile in China

Total Otis net sales  
~\$10.7B  
(2021 YTD)



## Summary

Identified ~10 customers that have breached 2 or 3 red lines¹ representing ~3% of Otis China sales year-to-date... < 1% of total Otis sales

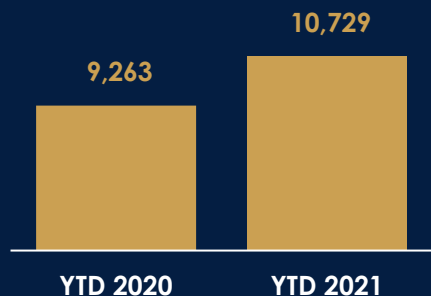
Implemented measures to limit exposure to at-risk¹ developers, including requiring cash prepayments

<sup>1</sup> Based on Otis internal assessment and third-party credit assessments of customers.

# Year-to-date 2021 results

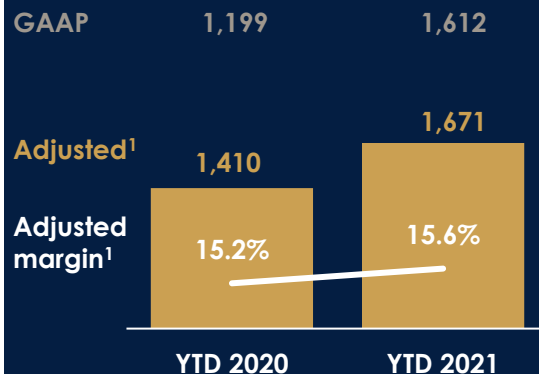
(\$ millions, except per share amounts)

## Sales



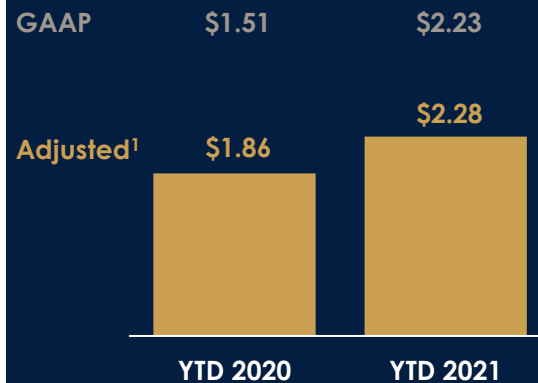
Organic <sup>1</sup>	11.2%
FX	4.4%
Net acquisitions/other	0.2%
<b>Total net sales</b>	<b>15.8%</b>

## Operating profit



YTD adjusted operating profit<sup>1</sup> up \$261M...up \$189M at constant currency<sup>1</sup>  
 YTD adjusted operating profit margin<sup>1</sup> expanded 40 bps

## Diluted earnings per share



### Adjusted EPS<sup>1</sup> drivers

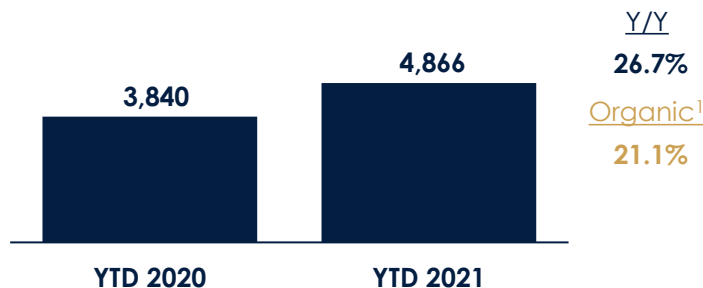
Operating profit	\$0.42
Tax	\$0.06
Net interest	(\$0.01)
NCI / Other	(\$0.05)

<sup>1</sup> See appendix for additional information regarding these non-GAAP financial measures

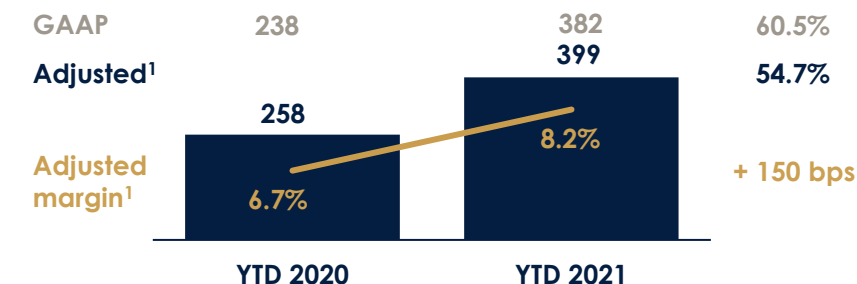
# New Equipment

(\$ millions)

## Net sales



## Operating profit



<sup>1</sup> See appendix for additional information regarding these non-GAAP financial measures.

<sup>2</sup> Based on Otis internal estimates.

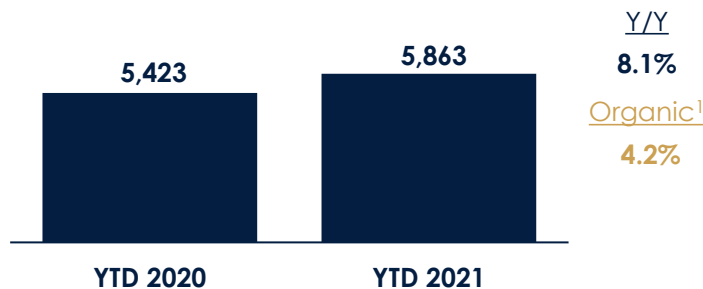
## YTD Results

- Orders up 15.1% at constant currency<sup>1</sup>
- New Equipment share up ~1.5 pts<sup>2</sup>
- Organic<sup>1</sup> sales up 21.1%
  - Americas up 23.8%
  - EMEA up 12.9%
  - Asia up 22.7%
- Adjusted operating profit<sup>1</sup> up \$141M and \$116M at constant currency<sup>1</sup>

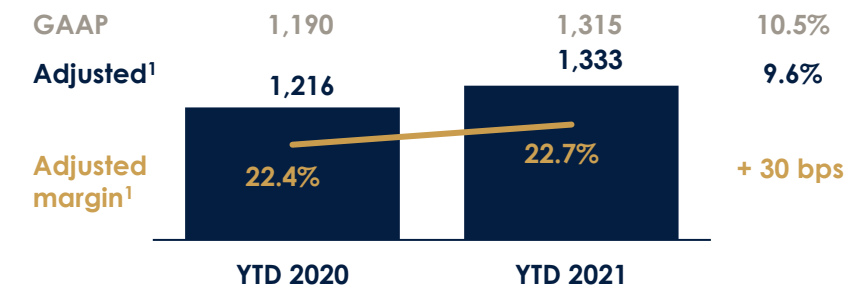
# Service

(\$ millions)

## Net sales



## Operating profit



<sup>1</sup> See appendix for additional information regarding these non-GAAP financial measures.

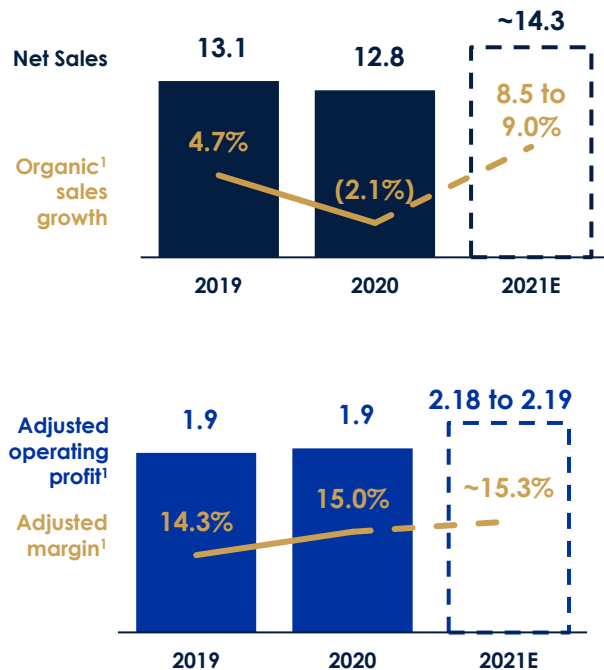
## YTD Results

- Modernization orders up 4.3% at constant currency<sup>1</sup>
- Organic<sup>1</sup> sales up 4.2%
  - Maintenance & Repair up 4.5%
  - Modernization up 2.7%
- Adjusted operating profit<sup>1</sup> up \$117M and \$70M at constant currency<sup>1</sup>

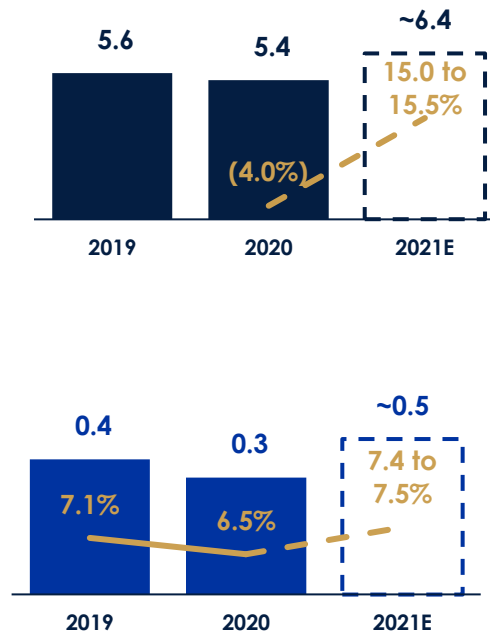
# Financial performance

(\$ billions)

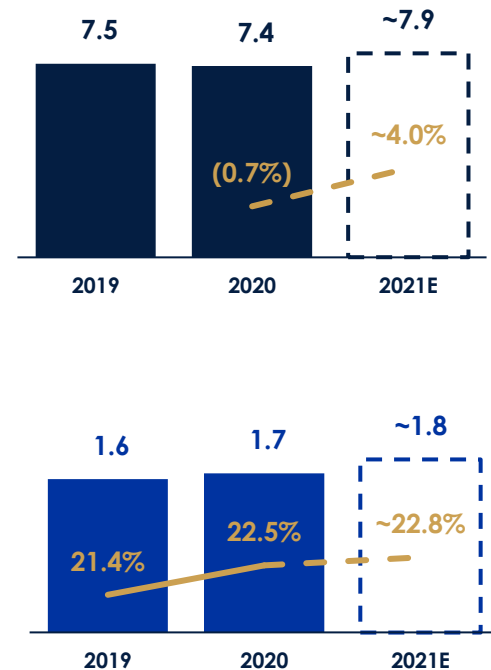
## Otis



## New Equipment



## Service



<sup>1</sup> See appendix for additional information regarding these non-GAAP financial measures.

# Additional information

	Actuals				FY21 Outlook	
	1Q21	2Q21	3Q21	YTD	Prior (July 26, 2021)	Updated
Restructuring expense	\$15M	\$11M	\$9M	\$35M	\$60 – 70M	~\$60M
Non-service pension expense	\$2M	\$2M	\$2M	\$6M	\$10 – 15M	~\$12M
Net interest expense	\$32M	\$27M	\$33M	\$92M	~\$120M	~\$125M
Adjusted effective tax rate	28.7%	26.9%	28.2%	28.0%	~29.0%	28.5 to 29.0%
Noncontrolling interest expense	\$44M	\$53M	\$48M	\$145M	\$185 – 190M	~\$185M
Capital expenditures	\$44M	\$40M	\$31M	\$115M	\$160 – 170M	~\$165M
Diluted shares outstanding	433.7M	431.6M	430.6M	432.0M	~432M	~432M

# Use and Definitions of Non-GAAP Financial Measures

Otis Worldwide Corporation ("Otis") 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. A reconciliation of the non-GAAP measures (referenced in this press release) to the corresponding amounts prepared in accordance with GAAP appears in the attached tables. These tables provide additional information as to the items and amounts that have been excluded from the adjusted measures.

Organic sales, adjusted selling, general and administrative ("SG&A") expense, earnings before interest taxes and depreciation ("EBITDA"), adjusted EBITDA, adjusted operating profit, adjusted net income, adjusted diluted earnings per share ("EPS"), adjusted effective tax rate and free cash flow are non-GAAP financial measures.

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 of a non-recurring and/or nonoperational nature ("other significant items"). Management believes organic sales is a useful measure in providing period-to-period comparisons of the results of the Company's ongoing operational performance.

Adjusted SG&A expense represents SG&A expense (a GAAP measure), excluding restructuring costs, other significant items and allocated costs for certain functions and services previously performed by United Technologies Corporation ("UTC") prior to our separation ("UTC allocated costs") and including solely for fiscal years prior to 2020 estimated standalone public company costs, as though Otis' operations had been conducted independently from UTC ("standalone costs"). Standalone costs for fiscal years prior to 2020 are based on quarterly estimates determined during Otis' annual planning process for the 2020 fiscal year. Recurring standalone costs for 2021 and 2020 are not adjusted.

Adjusted operating profit represents income from continuing operations (a GAAP measure), excluding restructuring costs, other non-recurring significant items, UTC allocated costs and including solely for fiscal years prior to 2020 estimated standalone public company costs.

Adjusted net income represents net income from continuing operations (a GAAP measure), excluding restructuring costs and other non-recurring significant items and UTC allocated costs and including solely for fiscal years prior to 2020 estimated standalone public company costs, estimated adjustments to non-service pension expense, net interest expense and income tax expense as if Otis was a standalone public company ("standalone operating income adjustments"). Adjusted EPS represents diluted earnings per share from continuing operations (a GAAP measure), adjusted for the per share impact of restructuring, other significant items and solely for fiscal years prior to 2020 estimated standalone operating income adjustments.

The adjusted effective tax rate represents the effective tax rate (a GAAP measure) adjusted for the tax impact of restructuring costs, non-recurring significant items and solely for fiscal years prior to 2020 the tax impact of the additional adjustments (estimated standalone public company costs, interest expense and non-service pension expense).

EBITDA represents net income from operations (a GAAP measure), adjusted for noncontrolling interests, income tax expense, net interest expense, non-service pension expense and depreciation and amortization.

Adjusted EBITDA represents EBITDA, as calculated above, adjusted for the impact of restructuring, other significant items and UTC allocated costs, including solely for fiscal years prior to 2020, estimated standalone public company costs. Management believes that adjusted SG&A, EBITDA, adjusted EBITDA, adjusted operating profit, adjusted net income, adjusted EPS and the adjusted effective tax rate are useful measures in providing period-to-period comparisons of the results of the Company's ongoing operational performance and to the extent applicable as if it had been a standalone public company for fiscal years prior to 2020.

Additionally, GAAP financial results include the impact of changes in foreign currency exchange rates ("AFX"). We use the non-GAAP measure "at constant currency" or "CFX" to show changes in our financial results without giving effect to period-to-period currency fluctuations. Under U.S. GAAP, income statement results are translated in U.S. dollars at the average exchange rate for the period presented. Management believes that this non-GAAP measure is 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 Otis' ability to fund its activities, including the financing of acquisitions, debt service, repurchases of common stock and distribution of earnings to shareholders.

When we provide our expectations for organic sales, adjusted operating profit, adjusted net income, adjusted effective tax rate, adjusted EPS 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, net 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.

# 2021 GAAP to adjusted financials reconciliation

(\$millions)	Otis						New Equipment						Service						Corporate/other					
Sales	1Q20	2Q20	3Q20	1Q21	2Q21	3Q21	1Q20	2Q20	3Q20	1Q21	2Q21	3Q21	1Q20	2Q20	3Q20	1Q21	2Q21	3Q21	1Q20	2Q20	3Q20	1Q21	2Q21	3Q21
Net sales	2,966	3,029	3,268	3,408	3,701	3,620	1,123	1,294	1,423	1,458	1,727	1,681	1,843	1,735	1,845	1,950	1,974	1,939	0	0	0	0	0	0
<b>Income</b>																								
Net income attributable to Otis	165	224	266	308	326	331																		
Noncontrolling interest in subsidiaries <sup>1</sup>	37	41	44	44	53	48																		
Income tax expense	125	109	103	123	153	128																		
Net interest expense	5	41	39	32	27	33																		
Non-service pension benefit (expense)	(3)	1	2	2	2	2																		
<b>GAAP operating profit</b>	<b>329</b>	<b>416</b>	<b>454</b>	<b>509</b>	<b>561</b>	<b>542</b>	<b>64</b>	<b>79</b>	<b>95</b>	<b>104</b>	<b>147</b>	<b>131</b>	<b>400</b>	<b>381</b>	<b>409</b>	<b>430</b>	<b>441</b>	<b>444</b>	<b>(135)</b>	<b>(44)</b>	<b>(50)</b>	<b>(25)</b>	<b>(27)</b>	<b>(33)</b>
Restructuring	6	20	20	15	11	9	1	12	7	5	8	4	5	8	13	10	3	5	0	0	0	0	0	0
One-time separation costs	32	21	29	9	0	15	0	0	0	0	0	0	0	0	0	0	0	0	32	21	29	9	0	15
Fixed asset impairment	67	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	67	0	0	0	0	0
UTC allocated corporate expenses (a)	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	16	0	0	0	0	0
<b>Adjusted operating profit</b>	<b>450</b>	<b>457</b>	<b>503</b>	<b>533</b>	<b>572</b>	<b>566</b>	<b>65</b>	<b>91</b>	<b>102</b>	<b>109</b>	<b>155</b>	<b>135</b>	<b>405</b>	<b>389</b>	<b>422</b>	<b>440</b>	<b>444</b>	<b>449</b>	<b>(20)</b>	<b>(23)</b>	<b>(21)</b>	<b>(16)</b>	<b>(27)</b>	<b>(18)</b>
Adjusted operating profit margin	15.2%	15.1%	15.4%	15.6%	15.5%	15.6%	5.8%	7.0%	7.2%	7.5%	9.0%	8.0%	22.0%	22.4%	22.9%	22.6%	22.5%	23.2%						
Non-service pension benefit (expense) (b)	3	(1)	(2)	(2)	(2)	(2)																		
Net interest expense	(5)	(41)	(39)	(32)	(27)	(33)																		
<b>Adjusted pre-tax profit</b>	<b>448</b>	<b>415</b>	<b>462</b>	<b>499</b>	<b>543</b>	<b>531</b>																		
Adjusted income tax expense	(149)	(130)	(116)	(143)	(148)	(150)																		
Adjusted tax rate (c)	33.3%	31.3%	25.1%	28.7%	26.9%	28.2%																		
Noncontrolling interest	(37)	(41)	(44)	(44)	(53)	(48)																		
<b>Adjusted net income</b>	<b>262</b>	<b>244</b>	<b>302</b>	<b>312</b>	<b>342</b>	<b>333</b>																		

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

(b) Non-service pension expense included in GAAP net income attributable to Otis pre-Separation includes amounts associated with Otis' participation in UTC retained pension plans.

(c) The adjusted effective tax rate represents the effective tax rate (a GAAP measure) adjusted for the tax impact of restructuring costs, other significant non-recurring items and includes rounding.

# GAAP to adjusted financials reconciliation

(\$millions)	Otis		New Equipment		Service		Corporate/other	
Sales	FY 2019	FY 2020	FY 2019	FY 2020	FY 2019	FY 2020	FY 2019	FY 2020
<b>Net sales</b>	<b>13,118</b>	<b>12,756</b>	<b>5,648</b>	<b>5,371</b>	<b>7,470</b>	<b>7,385</b>	<b>0</b>	<b>0</b>
<b>Income</b>								
<b>Net income attributable to Otis</b>	<b>1,116</b>	<b>906</b>						
Noncontrolling interest in subsidiaries' earnings	151	150						
Income tax expense	594	455						
Net interest expense	(14)	122						
Non-service pension benefit (expense)	(33)	6						
<b>GAAP operating profit</b>	<b>1,814</b>	<b>1,639</b>	<b>393</b>	<b>318</b>	<b>1,603</b>	<b>1,611</b>	<b>(182)</b>	<b>(290)</b>
Restructuring	54	77	19	30	35	47	0	0
Loss on disposal of businesses	26	0	0	0	0	0	26	0
One-time separation costs	43	119	0	0	0	0	43	119
Insurance recovery	0	(17)	0	0	0	0	0	(17)
Fixed asset impairment	0	85	0	0	0	0	0	85
UTC allocated corporate expenses (a)	80	16	6	0	14	0	60	16
Standalone public company costs (b)	(147)	0	(16)	0	(56)	0	(75)	0
Other	2	0	0	0	3	0	(1)	0
<b>Adjusted operating profit</b>	<b>1,872</b>	<b>1,919</b>	<b>402</b>	<b>348</b>	<b>1,599</b>	<b>1,658</b>	<b>(129)</b>	<b>(87)</b>
<i>Adjusted operating profit margin</i>	<i>14.3%</i>	<i>15.0%</i>	<i>7.1%</i>	<i>6.5%</i>	<i>21.4%</i>	<i>22.5%</i>		
Non-service pension benefit (expense) (c)	(9)	(5)						
Net interest expense (d)	(160)	(123)						
<b>Adjusted pre-tax profit</b>	<b>1,703</b>	<b>1,791</b>						
Adjusted income tax expense	(581)	(545)						
<i>Adjusted tax rate (e)</i>	<i>34.1%</i>	<i>30.4%</i>						
Noncontrolling interest	(151)	(150)						
<b>Adjusted net income</b>	<b>971</b>	<b>1,096</b>						

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

(b) Adjustments have been made to 2019 to represent estimated standalone public company costs, as though Otis' operations had been conducted independently from UTC. 2020 costs are reflected as a part of GAAP operating profit and are not adjusted.

(c) Non-service pension expenses included in GAAP net income attributable to Otis includes amounts associated with Otis' participation in UTC retained pension plans. The amounts related to these plans are removed from Otis' results for the 2019 year, as though Otis' operations have been conducted independently from UTC.

(d) 2019 Net Interest reflects adjustments as though Otis' February 2020 debt issuance took place in 2019.

(e) The adjusted effective tax rate represents the effective tax rate (a GAAP measure) adjusted for the tax impact of restructuring costs, other significant items and the tax impact of the additional adjustments (standalone costs, additional interest expense and non-service pension expenses)

# Organic sales reconciliation

Q3 2021	Total Otis	New Equipment	Service	Maintenance & Repair	Modernization
Organic	8.1%	14.1%	3.6%	4.7%	(1.2%)
FX	2.5%	3.9%	1.3%	1.2%	1.2%
Net acquisitions / divestitures	0.2%	0.1%	0.2%	0.3%	0.0%
<b>Total net sales growth</b>	<b>10.8%</b>	<b>18.1%</b>	<b>5.1%</b>	<b>6.2%</b>	<b>0.0%</b>

YTD 2021	Total Otis	New Equipment	Service	Maintenance & Repair	Modernization
Organic	11.2%	21.1%	4.2%	4.5%	2.7%
FX	4.4%	5.4%	3.6%	3.8%	3.3%
Net acquisitions / divestitures	0.2%	0.2%	0.3%	0.3%	0.1%
<b>Total net sales growth</b>	<b>15.8%</b>	<b>26.7%</b>	<b>8.1%</b>	<b>8.6%</b>	<b>6.1%</b>

Total Otis	2019	2020
Organic	4.7%	(2.1%)
FX	(3.1%)	(0.4%)
Net acquisitions / divestitures & other	0.0%	(0.3%)
<b>Total net sales growth</b>	<b>1.6%</b>	<b>(2.8%)</b>

# Adjusted operating profit at constant currency reconciliation

(\$millions)	Q3 2020	Q3 2021	Y/Y	YTD 2020	YTD 2021	Y/Y
<b>New Equipment</b>						
Adjusted operating profit	102	135	33	258	399	141
Impact of foreign exchange		(8)	(8)		(25)	(25)
Adjusted operating profit at constant currency	102	127	25	258	374	116
<b>Service</b>						
Adjusted operating profit	422	449	27	1,216	1,333	117
Impact of foreign exchange		(3)	(3)		(47)	(47)
Adjusted operating profit at constant currency	422	446	24	1,216	1,286	70
<b>Otis Consolidated</b>						
Adjusted operating profit	503	566	63	1,410	1,671	261
Impact of foreign exchange		(11)	(11)		(72)	(72)
Adjusted operating profit at constant currency	503	555	52	1,410	1,599	189

# SG&A reconciliation

(\$millions)	Q3 2020	Q3 2021	YTD 2020	YTD 2021
<b>SG&amp;A expense</b>	<b>481</b>	<b>479</b>	<b>1,387</b>	<b>1,445</b>
Restructuring	(11)	(4)	(27)	(16)
One-time separation costs	(18)	(2)	(69)	(14)
UTC allocated corporate expenses (a)	0	0	(16)	0
Other	(1)	0	(3)	0
<b>Adjusted SG&amp;A</b>	<b>451</b>	<b>473</b>	<b>1,272</b>	<b>1,415</b>
<i>Adjusted SG&amp;A % of sales</i>	<i>13.8%</i>	<i>13.1%</i>	<i>13.7%</i>	<i>13.2%</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.

# Diluted earnings per share reconciliation

	Q3 2020	Q3 2021	YTD 2020	YTD 2021
GAAP diluted earnings per share	\$0.61	\$0.77	\$1.51	\$2.23
Impact of non-recurring items on diluted earnings per share	\$0.08	\$0.00	\$0.35	\$0.05
<b>Adjusted diluted earnings per share</b>	<b>\$0.69</b>	<b>\$0.77</b>	<b>\$1.86</b>	<b>\$2.28</b>

# Free cash flow reconciliation

(\$millions)	Q3 2020	Q3 2021	YTD 2020	YTD 2021
Operating cash flow <sup>1</sup>	348	355	1,171	1,473
Capital expenditures	(37)	(31)	(112)	(115)
<b>Free cash flow</b>	<b>311</b>	<b>324</b>	<b>1,059</b>	<b>1,358</b>
<b>GAAP net income</b>	<b>266</b>	<b>331</b>	<b>655</b>	<b>965</b>
FCF conversion	117%	98%	162%	141%

<sup>1</sup> Operating cash flow excludes dividends paid to noncontrolling interests.

# Other reconciliations

## Remaining performance obligation (RPO)

(\$billions)	Q3 2020	Q2 2021	Q3 2021
RPO at actual currency	16.9	17.5	17.3
FX/other <sup>1</sup>	(0.2)	(0.5)	(0.3)
<b>RPO at constant currency</b>	<b>16.7</b>	<b>17.0</b>	<b>17.0</b>

## New Equipment backlog

Growth %	Q3 2021
Actual currency	4%
FX	(3%)
<b>Constant currency</b>	<b>1%</b>

<sup>1</sup> Balances have been updated to reflect the impact of the constant currency calculation and other adjustments to ensure comparability.