OTIS

Addressing Recent Investor Questions

February 23, 2022

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," "medium-term," "near-term," "confident," "goals" and other words of similar meaning in connection with a discussion of future operating or financial performance, the proposed tender offer by Otis to acquire all of the issued and outstanding shares of Zardoya Otis, S.A (the "Tender Offer") and the separation (the "Separation") from United Technologies Corporation (now known as Raytheon Technologies Corporation ("RTX")). 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 & development spend, credit ratings, net indebtedness and other measures of financial performance or potential future plans, strategies or transactions of Otis following the Separation or in connection with the Tender Offer, including the estimated costs associated with the Separation and the Tender Offer, or statements that relate to climate change and our intent to achieve certain environmental, social and governance targets or goals, including operational impacts and costs associated therewith, 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, pandemic health issues (including COVID-19 and variants thereof and the ongoing economic recovery therefrom and their effects on, among other things, global supply, demand and distribution), 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, capital spending and research and development spending; (4) future availability of credit and factors that may affect such availability, credit market conditions and Otis' capital structure; (5) the timing and scope of future repurchases of Otis' common stock ("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 and delays and disruption in delivery of materials and services from suppliers, whether as a result of COVID-19 or otherwise; (7) cost reduction or containment actions, restructuring costs and related savings and other consequences thereof; (8) new business and investment opportunities; (9) the outcome of legal proceedings, investigations and other contingencies; (10) pension plan assumptions and future contributions; (11) the impact of the negotiation of collective bargaining agreements and labor disputes; (12) the effect of changes in political conditions in the U.S. and other countries in which Otis and its businesses operate on general market conditions, global trade policies and currency exchange rates in the near term and beyond; (13) 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; (14) the ability of Otis to retain and hire key personnel; (15) 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; (16) the timing of closing, if any, of the Tender Offer and the ability to achieve the expected benefits of the Tender Offer and the timing thereof; (17) the ability to achieve the expected benefits of the Separation; (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; and (19) the amount of our obligations and nature of our contractual restrictions pursuant to, and disputes that have or may hereafter arise under the agreements we entered into with RTX and Carrier Corporation in connection with the Separation. 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 statement on Form 10 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.

Recent investor questions

WEEK OF FEBRUARY 14TH, 2022

1. What are the components to achieve mid single digit Service segment sales growth over the medium-term if the portfolio is growing 3%+?

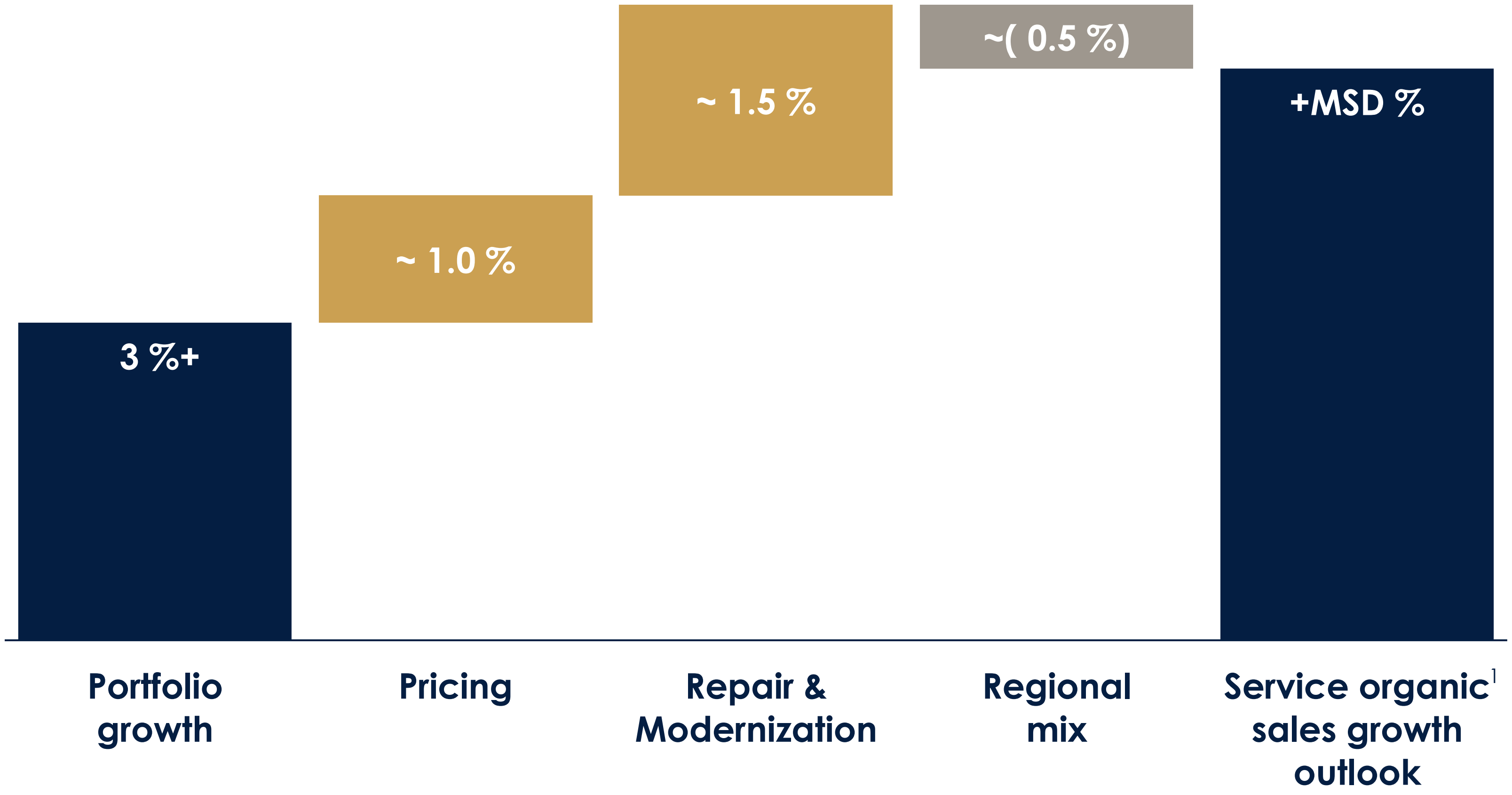
2. What factors drive 40 to 50 bps of Service margin expansion over the medium-term? Can Otis achieve margin expansion with current global inflation rates?

3. How does Otis plan to achieve 3%+ unit portfolio growth? What factors could contribute to a higher portfolio growth rate?

4. How does Otis improve portfolio retention rates above the current ~94%?

Path to mid-single digit Service organic[1] sales growth outlook

(growth rates)



Drivers

- 1% price embedded in medium-term outlook with inflation at normalized levels
- Repair and Modernization growth tailwind
- Potential upside to current outlook from digital pricing uplift and opportunities to drive higher portfolio growth

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

2

Drivers to achieve medium-term Service adjusted margin[1] expansion

(basis points)

Service	+ ~ 40 to 50 bps annually
Volume	+ +
Price	+
Productivity	+
Labor inflation	−
Investments	−

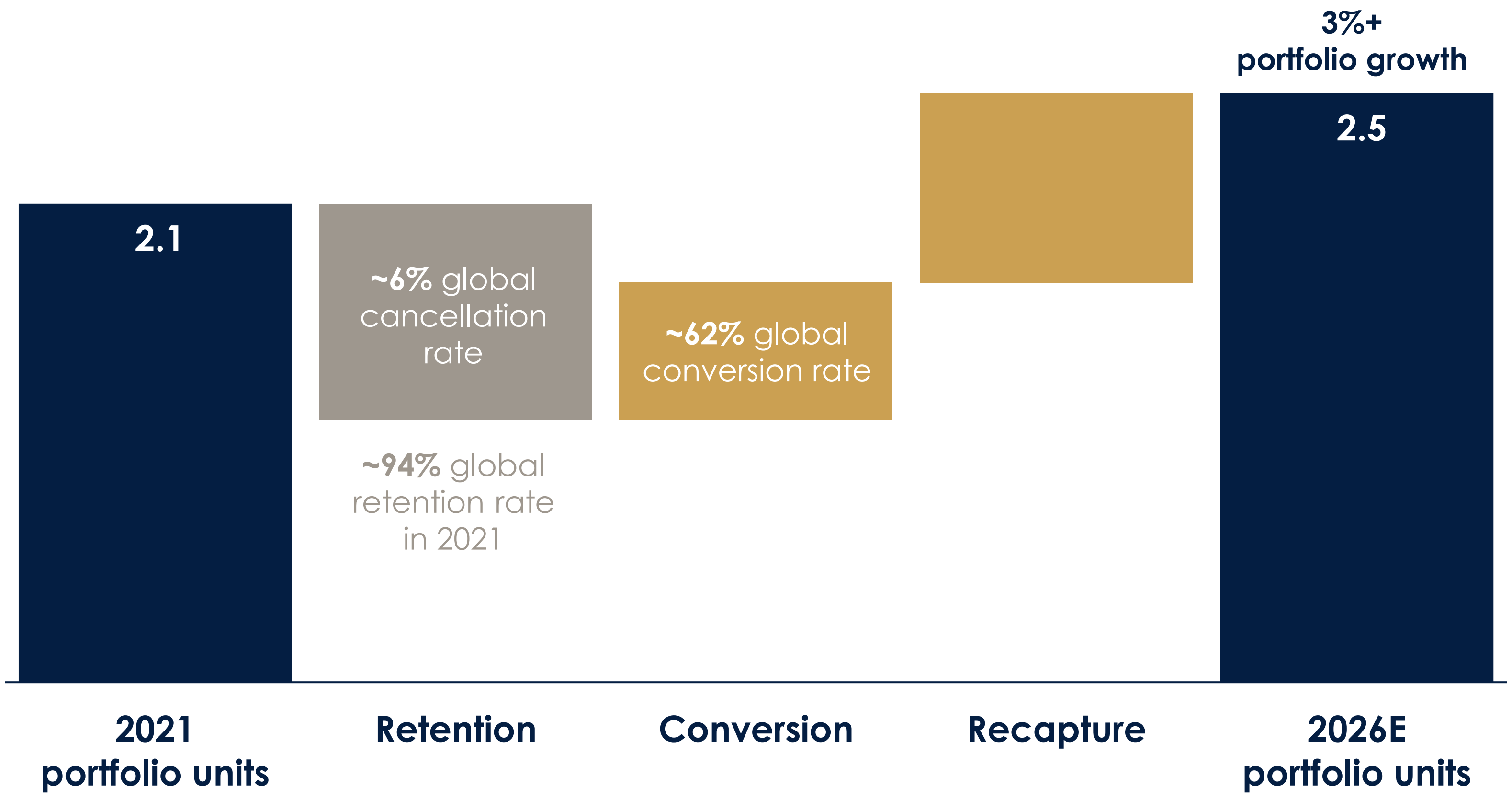
Drivers

- Current trends suggest service labor inflation will stay in-line with historical levels
- Productivity initiatives expected to offset labor cost headwinds
- Margin expansion driven by benefit of higher volume and price, partially offset by investments

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

3 Portfolio growth roadmap

(units, millions)



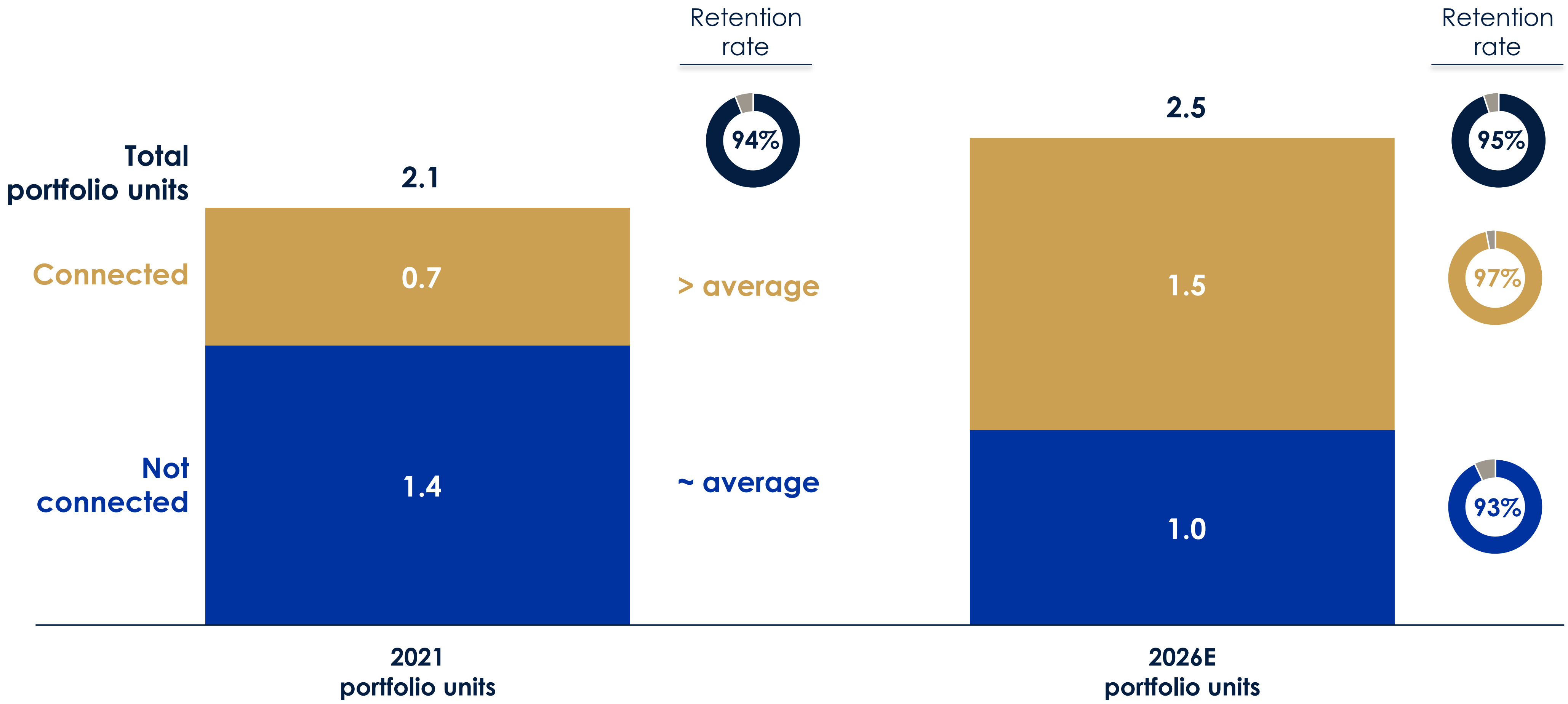
Retention rate = 1 – (canceled units / total portfolio units)
Conversion rate = units added to maintenance portfolio / total units eligible for conversion

Pathway to >3% growth

- Upside to retention from digital roll-out and service improvement initiatives
- Otis' conversion rate will improve as Otis China improves conversion to 60% from 45% currently
- Focused on recapture in Asia with channel expansion and dedicated sales force

4 Digital penetration expected to improve retention

(units, millions)



Targeting 60%+ of portfolio units connected over the medium term…driving 1 pt global retention improvement

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 interest expense represents net interest expense (a GAAP measure), adjusted for the impacts of non-recurring acquisition related financing costs and related net interest expense pending the completion of a transaction. Adjusted net income represents net income from continuing operations (a GAAP measure), excluding restructuring costs and other non-recurring significant items, UTC allocated costs, adjusted net interest expense 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 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, adjusted net interest expense and solely for fiscal year 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 interest expense, 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

Sales	1Q21	2Q21	3Q21	4Q21	FY 2021
Net sales	**3,408**	**3,701**	**3,620**	**3,569**	**14,298**
Income					
Net income attributable to Otis	**308**	**326**	**331**	**281**	**1,246**
Noncontrolling interest in subsidiaries'	44	53	48	29	174
Income tax expense	123	153	128	137	541
Net interest expense	32	27	33	44	136
Non-service pension benefit (expense)	2	2	2	5	11
GAAP operating profit	**509**	**561**	**542**	**496**	**2,108**
Restructuring	15	11	9	21	56
One-time separation costs	9	0	15	3	27
Adjusted operating profit	**533**	**572**	**566**	**520**	**2,191**
Adjusted operating profit margin	*15.6%*	*15.5%*	*15.6%*	*14.6%*	*15.3%*
Non-service pension benefit (expense)	(2)	(2)	(2)	(5)	(11)
Adjusted net interest expense (a)	(32)	(27)	(33)	(30)	(122)
Adjusted pre-tax profit	**499**	**543**	**531**	**485**	**2,058**
Adjusted income tax expense	(143)	(148)	(150)	(146)	(587)
Adjusted tax rate (b)	*28.7%*	*26.9%*	*28.2%*	*30.1%*	*28.5%*
Noncontrolling interest	(44)	(53)	(48)	(29)	(174)
Adjusted net income attributable to Otis	**312**	**342**	**333**	**310**	**1,297**

New Equipment

Sales	1Q21	2Q21	3Q21	4Q21	FY 2021
Net sales	**1,458**	**1,727**	**1,681**	**1,562**	**6,428**
GAAP operating profit	**104**	**147**	**131**	**77**	**459**
Restructuring	5	8	4	6	23
One-time separation costs	0	0	0	0	0
Adjusted operating profit	**109**	**155**	**135**	**83**	**482**
Adjusted operating profit margin	*7.5%*	*9.0%*	*8.0%*	*5.3%*	*7.5%*

Service

Sales	1Q21	2Q21	3Q21	4Q21	FY 2021
Net sales	**1,950**	**1,974**	**1,939**	**2,007**	**7,870**
GAAP operating profit	**430**	**441**	**444**	**447**	**1,762**
Restructuring	10	3	5	15	33
One-time separation costs	0	0	0	0	0
Adjusted operating profit	**440**	**444**	**449**	**462**	**1,795**
Adjusted operating profit margin	*22.6%*	*22.5%*	*23.2%*	*23.0%*	*22.8%*

Corporate/other

Sales	1Q21	2Q21	3Q21	4Q21	FY 2021
Net sales	**0**	**0**	**0**	**0**	**0**
GAAP operating profit	**(25)**	**(27)**	**(33)**	**(28)**	**(113)**
Restructuring	0	0	0	0	0
One-time separation costs	9	0	15	3	27
Adjusted operating profit	**(16)**	**(27)**	**(18)**	**(25)**	**(86)**

(a) Adjusted net interest expense represents net interest expense (a GAAP measure), adjusted for the impacts of non-recurring acquisition related financing costs and net interest expense in Q321 and Q421 related to the pending Zardoya Otis transaction.
(b) 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.

OTIS