OTIS

Bernstein Strategic Decisions Conference

May 28, 2020

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" and other words of similar meaning in connection with a discussion of future operating or financial performance 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 and other measures of financial performance or potential future plans, strategies or transactions of Otis following its separation from United Technologies Corporation, including the estimated costs associated with 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 indebtedness incurred in connection with the separation, and capital spending and research and development spending; (4) future availability of credit and factors that may affect such availability, including credit market conditions 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) 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. and other countries in which Otis and its businesses operate, including the effect of changes in U.S. trade policies or the United Kingdom's 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; (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 expected benefits of the separation and distribution; (18) a 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.

Appendix

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 to the corresponding amounts prepared in accordance with GAAP appears in this appendix. 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 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 estimated standalone public company costs, as though Otis' operations had been conducted independently from UTC ("standalone costs"). Standalone costs are based on quarterly estimates determined during Otis' annual planning process.

Adjusted operating profit represents income from continuing operations (a GAAP measure), excluding restructuring costs, other significant items and allocated costs for certain functions and UTC allocated costs and estimated standalone costs.

Adjusted net income represents net income from continuing operations (a GAAP measure), excluding restructuring costs and other significant items and UTC allocated costs and including standalone costs, estimated adjustments to non-service pension expense, net interest expense and tax 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 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, significant items and the tax impact of the additional adjustments (standalone costs, additional 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 estimated standalone 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 as if it had been a standalone company.

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.

Pro forma standalone financials reconciliation

($ millions)

Otis

Sales	1Q19	2Q19	3Q19	4Q19	FY 2019	1Q20
Net Sales	**3,101**	**3,351**	**3,313**	**3,353**	**13,118**	**2,966**
Income						
Net income attributable to Otis	**273**	**308**	**317**	**218**	**1,116**	**165**
Noncontrolling interest in subsidiaries' earnings	27	44	44	36	151	37
Income tax expense	125	143	143	183	594	125
Net interest expense	1	-3	-6	-6	-14	5
Non-service pension expense	-11	-11	-16	5	-33	-3
GAAP Operating profit	**415**	**481**	**482**	**436**	**1,814**	**329**
Restructuring	*25*	*15*	*4*	*10*	*54*	*6*
Loss on disposal of businesses	*0*	*19*	*-1*	*8*	*26*	*0*
One-time separation costs	*0*	*3*	*7*	*33*	*43*	*32*
Fixed asset impairment	*0*	*0*	*0*	*0*	*0*	*67*
UTC allocated corporate expenses (a)	*17*	*19*	*20*	*24*	*80*	*16*
Public company standalone costs (b)	*-22*	*-42*	*-41*	*-42*	*-147*	*0*
Other	*-2*	*1*	*-1*	*4*	*2*	*0*
Adjusted operating profit	**433**	**496**	**470**	**473**	**1,872**	**450**
Adjusted operating profit margin	*14.0%*	*14.8%*	*14.2%*	*14.1%*	*14.3%*	*15.2%*
Non-service pension expense (c)	3	-4	-4	-4	-9	3
Net interest expense (d)	-14	-49	-48	-49	-160	-5
Adjusted pre-tax profit	**422**	**443**	**418**	**420**	**1,703**	**448**
GAAP tax expense	*-125*	*-143*	*-143*	*-183*	*-594*	*-125*
Tax impact of adjustments	*-3*	*2*	*10*	*4*	*13*	*-24*
Adjusted income tax expense	-128	-141	-133	-179	-581	-149
Adjusted tax rate (e)	*30.3%*	*31.8%*	*31.8%*	*42.6%*	*34.1%*	*33.3%*
Noncontrolling interest	-27	-44	-44	-36	-151	-37
Adjusted net income	**267**	**258**	**241**	**205**	**971**	**262**

New Equipment

	1Q19	2Q19	3Q19	4Q19	FY 2019	1Q20
Net Sales	**1,271**	**1,500**	**1,450**	**1,427**	**5,648**	**1,123**
GAAP Operating profit	**59**	**138**	**115**	**81**	**393**	**64**
Restructuring	6	8	2	3	19	1
Loss on disposal of businesses	0	0	0	0	0	0
One-time separation costs	0	0	0	0	0	0
Fixed asset impairment	0	0	0	0	0	0
UTC allocated corporate expenses (a)	1	2	1	2	6	0
Public company standalone costs (b)	-3	-4	-5	-4	-16	0
Other	1	-2	1	0	0	0
Adjusted operating profit	**64**	**142**	**114**	**82**	**402**	**65**
Adjusted operating profit margin	*5.0%*	*9.5%*	*7.9%*	*5.7%*	*7.1%*	*5.8%*

Service

	1Q19	2Q19	3Q19	4Q19	FY 2019	1Q20
Net Sales	**1,830**	**1,851**	**1,863**	**1,926**	**7,470**	**1,843**
GAAP Operating profit	**386**	**388**	**407**	**422**	**1,603**	**400**
Restructuring	19	8	1	7	35	5
Loss on disposal of businesses	0	0	0	0	0	0
One-time separation costs	0	0	0	0	0	0
Fixed asset impairment	0	0	0	0	0	0
UTC allocated corporate expenses (a)	3	4	3	4	14	0
Public company standalone costs (b)	-9	-16	-15	-16	-56	0
Other	0	0	1	2	3	0
Adjusted operating profit	**399**	**384**	**397**	**419**	**1,599**	**405**
Adjusted operating profit margin	*21.8%*	*20.7%*	*21.3%*	*21.8%*	*21.4%*	*22.0%*

Corporate/Other

	1Q19	2Q19	3Q19	4Q19	FY 2019	1Q20
Net Sales	**0**	**0**	**0**	**0**	**0**	**0**
GAAP Operating profit	**-30**	**-45**	**-40**	**-67**	**-182**	**-135**
Restructuring	0	-1	1	0	0	0
Loss on disposal of businesses	0	19	-1	8	26	0
One-time separation costs	0	3	7	33	43	32
Fixed asset impairment	0	0	0	0	0	67
UTC allocated corporate expenses (a)	13	13	16	18	60	16
Public company standalone costs (b)	-10	-22	-21	-22	-75	0
Other	-3	3	-3	2	-1	0
Adjusted operating profit	**-30**	**-30**	**-41**	**-28**	**-129**	**-20**

(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. The interest expense for the quarter ended March 31, 2020 reflects actual net interest expense incurred and no adjustments have been made.
(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

Q1 2020	Total Otis	New Equipment	Service	Maintenance & Repair	Modernization
Organic	(2.1%)	(9.8%)	3.3%	2.5%	6.8%
FX	(1.8%)	(1.8%)	(1.9%)	(1.9%)	(1.5%)
Net acquisitions/divestitures	(0.5%)	0.0%	(0.7%)	(0.4%)	(2.2%)
Total growth	**(4.4%)**	**(11.6%)**	**0.7%**	**0.2%**	**3.1%**

SG&A reconciliation

($millions)	Q1 2019	Q1 2020
SG&A expense	**441**	**465**
Restructuring	(17)	(6)
One-time separation costs	0	(32)
UTC allocated corporate expenses (a)	(17)	(16)
Public company standalone costs (b)	22	0
Other	0	(1)
Adjusted SG&A	**429**	**410**

(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.

Earnings per share reconciliation

	Q1 2019	Q1 2020
GAAP earnings per share	$0.63	$0.38
Impact to earnings per share	($0.01)	$0.22
Adjusted earnings per share	**$0.62**	**$0.60**

Free cash flow reconciliation

($millions)	Q1 2019	Q1 2020
Operating cash flow[1]	297	159
Capital expenditures	(28)	(39)
Free cash flow[1]	**269**	**120**
GAAP net income	**273**	**165**
FCF conversion	99%	73%

1 Operating cash flow excludes dividends paid to noncontrolling interests.

Other reconciliations

EBITDA reconciliation

($millions)	2019
Net income attributable to Otis	**1,116**
Noncontrolling interest	151
Income tax expense	594
Net interest expense	-14
Non-service pension expense	-33
Depreciation & amortization	180
EBITDA (Non-GAAP)	**1,994**
Restructuring	54
Loss on disposal of businesses	26
One-time separation costs	43
Fixed asset impairment	0
UTC allocated corporate expenses	80
Public company standalone costs	-147
Other	2
Adjusted EBITDA	**2,052**

Remaining performance obligation (RPO) reconciliation

($billions)	Q1 2019	Q4 2019	Q1 2020
RPO at actual currency	16.6	16.4	16.3
FX	(0.4)	(0.2)	0.2
RPO at constant currency	**16.2**	**16.2**	**16.5**

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