

Q3 2025

INVESTOR DECK



Forward-Looking Statement

Except for historical information contained here, the statements in this release are forward-looking and made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. The words “anticipate,” “believe,” “can,” “could,” “estimate,” “expect,” “future,” “goal,” “intend,” “likely,” “may,” “opportunity,” “outlook,” “plan,” “possible,” “potential,” “predict,” “probable,” “projected,” “should,” “target,” “will,” “would” and similar words and expressions are intended to identify forward-looking statements. Such statements are based upon the current beliefs and expectations of management. Forward-looking statements made herein, which may include statements regarding 2025 earnings and earnings per share, long-term earnings, earnings per share growth and earnings mix, anticipated levels of energy generation from renewable resources, anticipated reductions in carbon dioxide emissions, future investments and capital expenditures, rate base levels and rate base growth, future raw materials costs, future raw materials availability and supply constraints, future operating revenues and operating results, and expectations regarding regulatory proceedings, as well as other assumptions and statements, involve known and unknown risks and uncertainties that may cause our actual results in current or future periods to differ materially from the forecasted assumptions and expected results.

The Company’s risks and uncertainties include, among other things, uncertainty of future investments and capital expenditures; rate base levels and rate base growth; risks associated with energy markets; the availability and pricing of resource materials; inflationary cost pressures; attracting and maintaining a qualified and stable workforce; changing macroeconomic and industry conditions that impact the demand for our products, pricing and margin; long-term investment risk; seasonal weather patterns and extreme weather events; future business volumes with key customers; reductions in our credit ratings; our ability to access capital markets on favorable terms; assumptions and costs relating to funding our employee benefit plans; our subsidiaries’ ability to make dividend payments; cybersecurity threats or data breaches; the impact of government legislation and regulation including foreign trade policy and environmental; health and safety laws and regulations; changes in tax laws and regulations; the impact of climate change including compliance with legislative and regulatory changes to address climate change; expectations regarding regulatory proceedings, assigned service areas, the construction of major facilities, capital structure, and allowed customer rates; actual and threatened claims or litigation; and operational and economic risks associated with our electric generating and manufacturing facilities. These and other risks are more fully described in our filings with the Securities and Exchange Commission, including our most recently filed Annual Report on Form 10-K, as updated in subsequently filed Quarterly Reports on Form 10-Q, as applicable. Forward-looking statements speak only as of the date they are made, and we expressly disclaim any obligation to update any forward-looking information.

Otter Tail Corporation

Diversified, growing and delivering value



ELECTRIC

Founded in 1907

Serve approximately
134,000 customers in
MN, ND, SD

Regulated and vertically
integrated electric utility



MANUFACTURING

Owned and operated
for over 20 years

Diverse end-markets

High utilization of asset base



Investment Thesis

01

Best in class utility:
EPS growth rate of 9%

02

Strategic diversification:
Enhances consolidated ROE
and cash flow

03

Internally financed growth:
No external equity needs
through 2029

Vision & Mission

Executing Our Vision

Build top performing companies in a diversified organization with an electric utility as the foundation

Mission

Deliver value by building strong electric utility and manufacturing platforms

- 1 For our shareholders we deliver above average returns through commercial and operational excellence and growing our businesses
- 2 For our customers we commit to quality and value in everything we do
- 3 For our employees we provide an environment of opportunity with accountability where all people are valued and empowered to do their best work

Living our Values

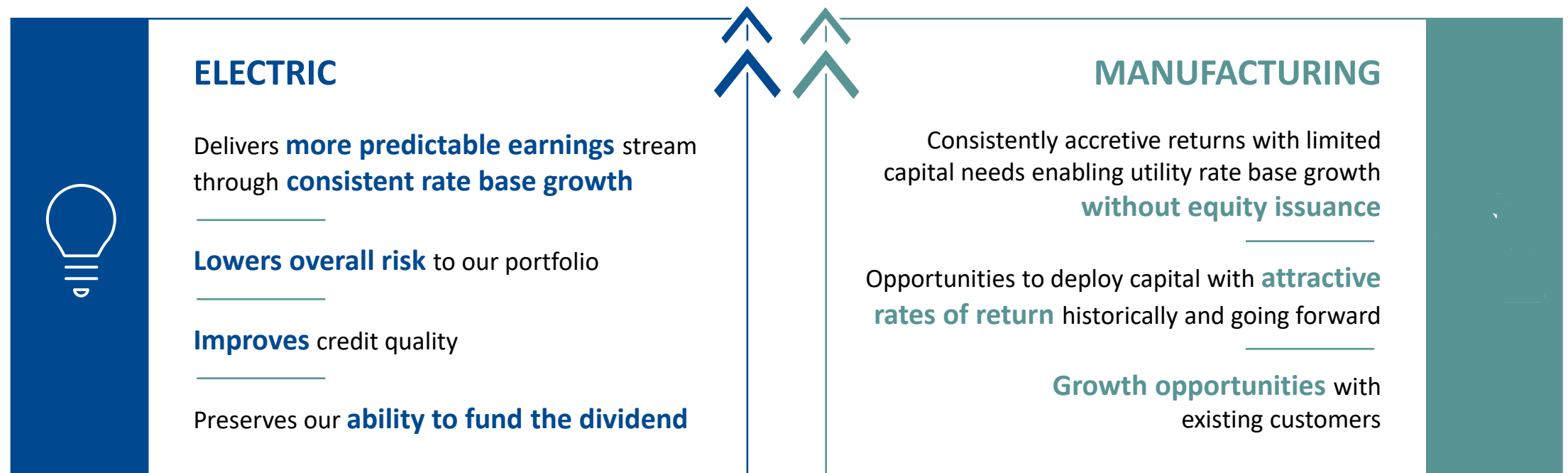
Integrity, Safety, People,
Performance, Community

Balanced Growth and Income Model

Strategic Diversification

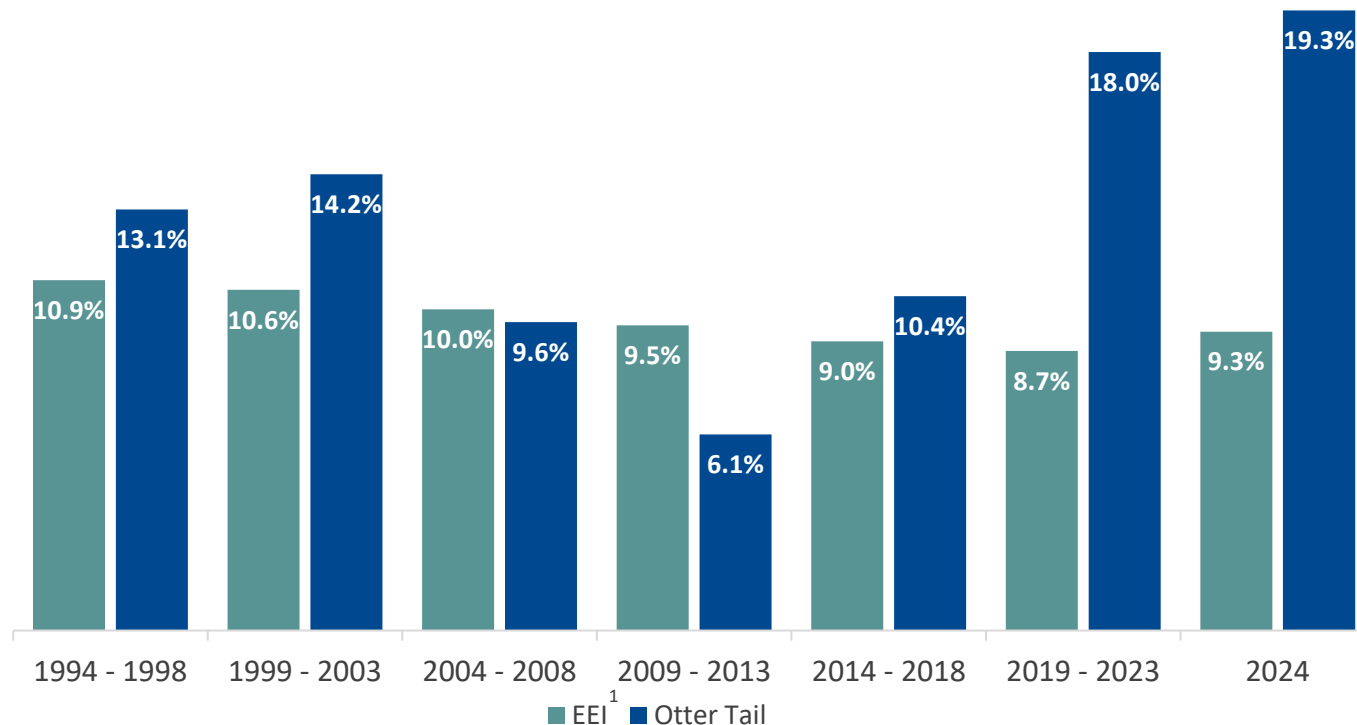
Electric platform has significant **rate base growth plan**,
and our **manufacturing platform generates incremental cash to help fund the plan**

To navigate long-term cycles and consistently achieve **targeted 9-11% TSR**



Balanced Growth Driving Returns over Long-Term Cycles

Our diversification has enabled us to produce a higher ROE than our utility peers over the long-term



Since 1994, Otter Tail's strategic diversification and capital efficiency has resulted in **an ROE of 12.1%, greater than the broader Utility sector's ROE of 9.8%²**

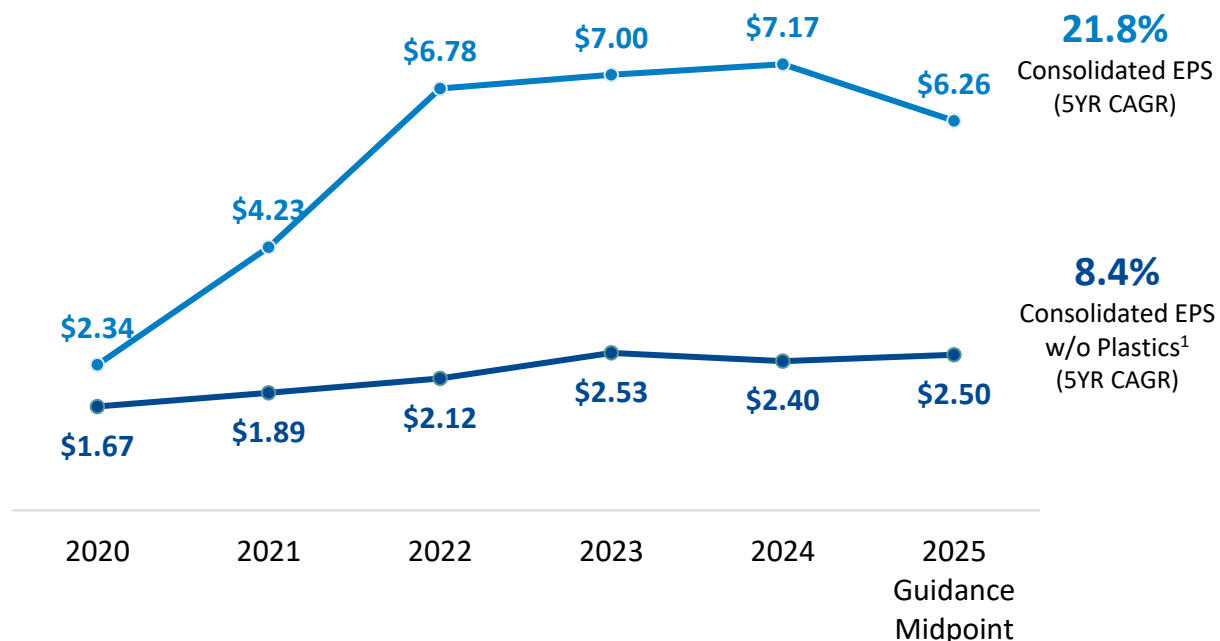
Our complementary platforms have underpinned **consistent earnings growth** over long-term cycles

During the period **2009-2013** we completed a **realignment of our manufacturing portfolio** following the global financial crisis, focusing on the well positioned businesses we have today

Track Record of Consistent Results

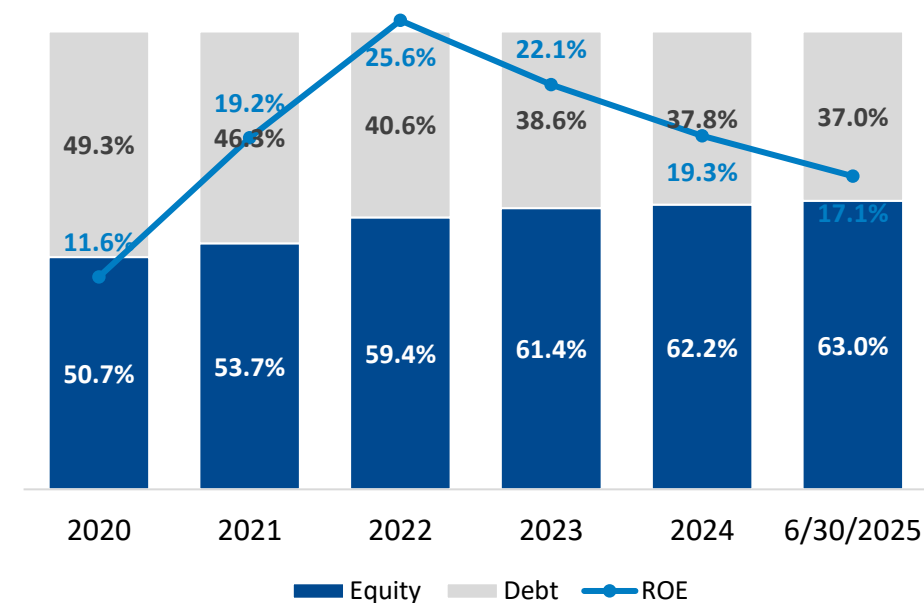
Attractive ROE with defensive balance sheet

EPS Growth



Attractive earnings growth with and without Plastics

Consolidated Capital Structure and ROE



Significant ROE expansion since 2020

Attractive Long-Term TSR Algorithm

Earnings drivers in Electric and Manufacturing



ELECTRIC

Rate base growth
Load growth
Efficiency



MANUFACTURING

Growth with existing customers
Efficiency
Limited capital needs

6-8% long-term EPS growth

Sales growth

Incremental cash flow to fund growth
without the need for raising equity

Operational, commercial and talent excellence

Dividend yield ~3%

86 years of uninterrupted dividends

Target 50-60% long-term payout ratio

9-11%
TSR



Otter Tail Power Company:

Delivering Consistent
Earnings Growth

Otter Tail Power Company

Regulated and vertically integrated electric utility

Constructive regulatory jurisdictions

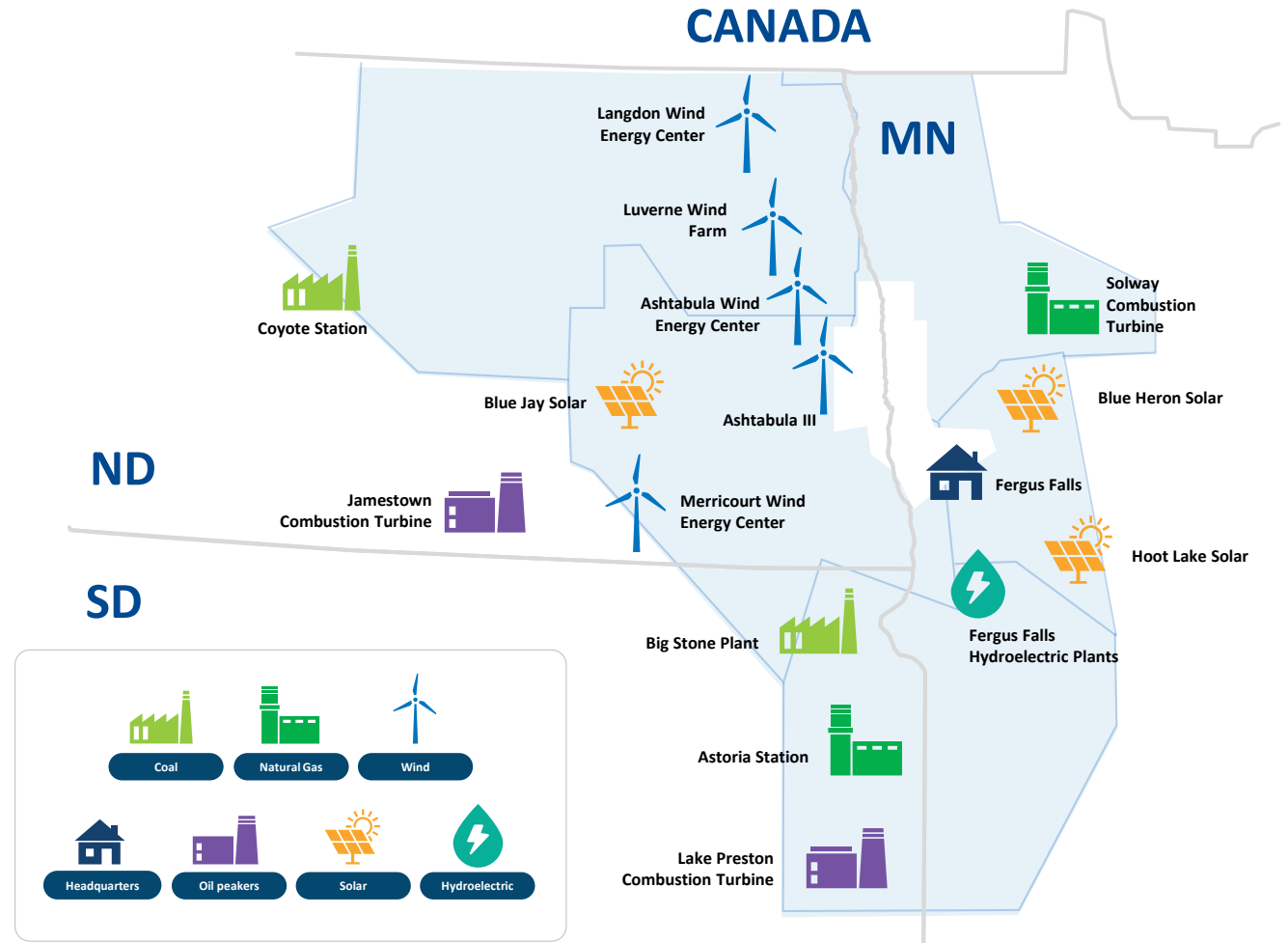
Low-cost generation resources

Providing some of the **lowest rates** in the nation

Servicing over **134,000 customers** across 70,000 square miles

5-year capital spending plan: **\$1.4B¹**

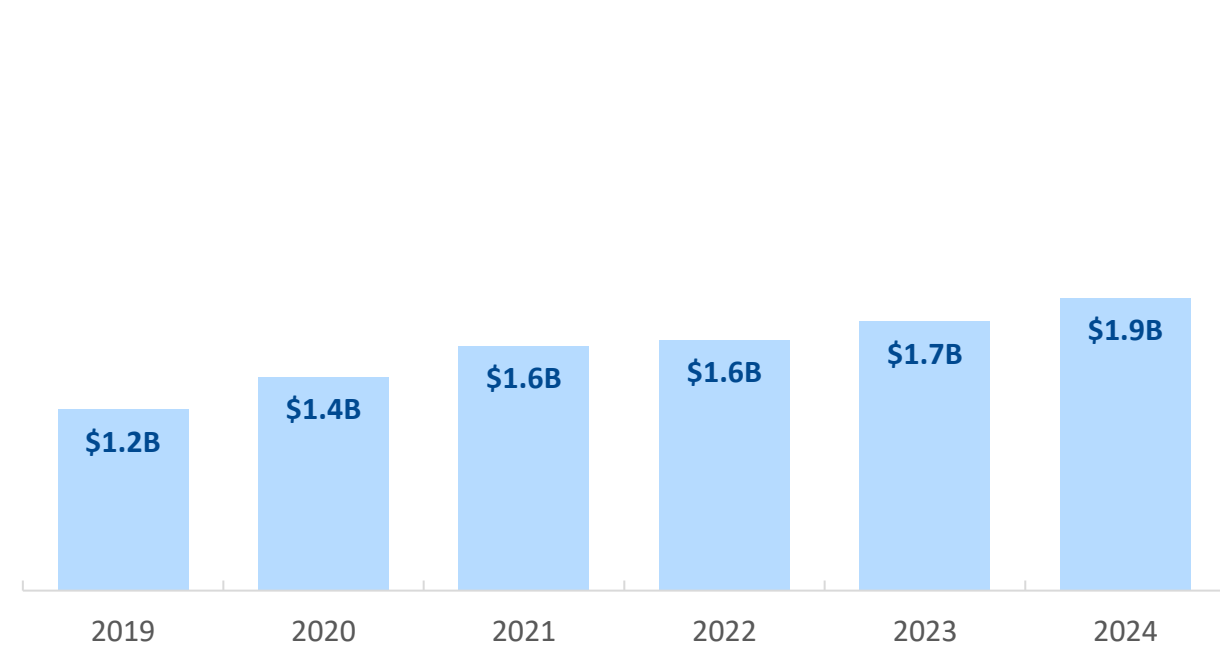
Rate base **CAGR Target: 9.0%¹**



Our “All of the Above” Energy Mix

Rate Base Growth

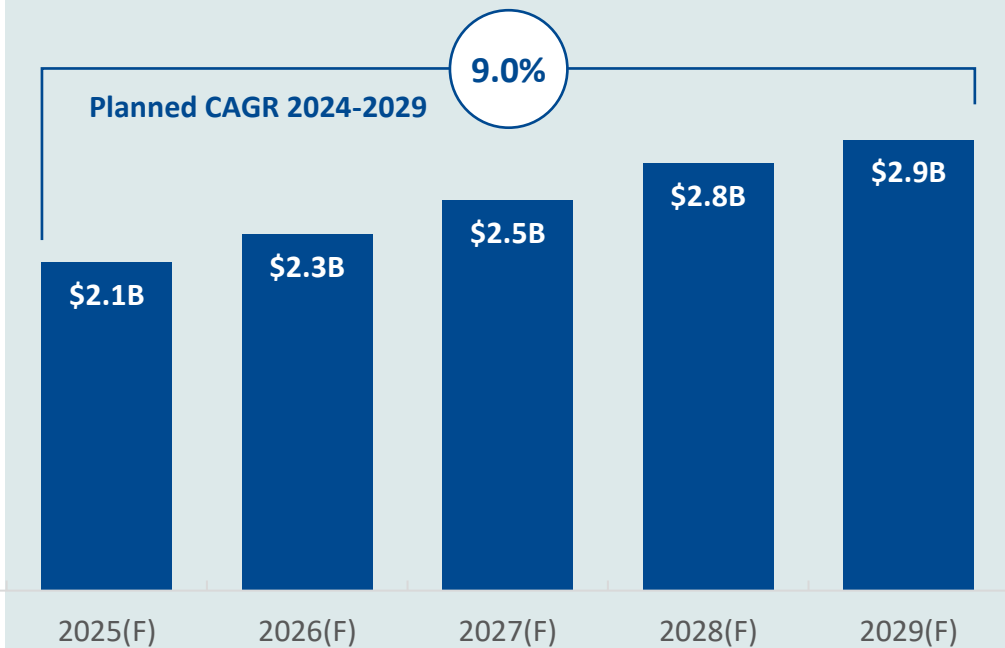
Long history of delivering...



Otter Tail Power has **proven track record of converting rate base growth into earnings growth at 1:1 ratio**

Rate base and earnings growth driven by delivering on prudent projects with strong execution

... and a clear path forward



Attractive rate base growth through investments in:

- 1 Renewable generation
- 2 Regional transmission
- 3 Grid reliability

Investing in Renewable Generation & Storage to Support a Clean Energy Future



Levers to support affordability as we transition:

Tax credits

Reducing energy costs
(i.e., no fuel)

High wind net capacity area

Wind Repowering

\$230M capital investment

Est. completion date:
2024 and **2025**

Upgrade equipment at four
owned wind facilities

**Expected to lower customer
bills** through increased
output and tax credits

Integrated Resource Plan Investments

Up to **500 MW** of new
renewable generation

Up to **75 MW** of
battery storage

Designated MN portion
of Coyote Station as an
emergency-only resource



**Approved by the
MN Commission
in May 2024**

Solar Development¹

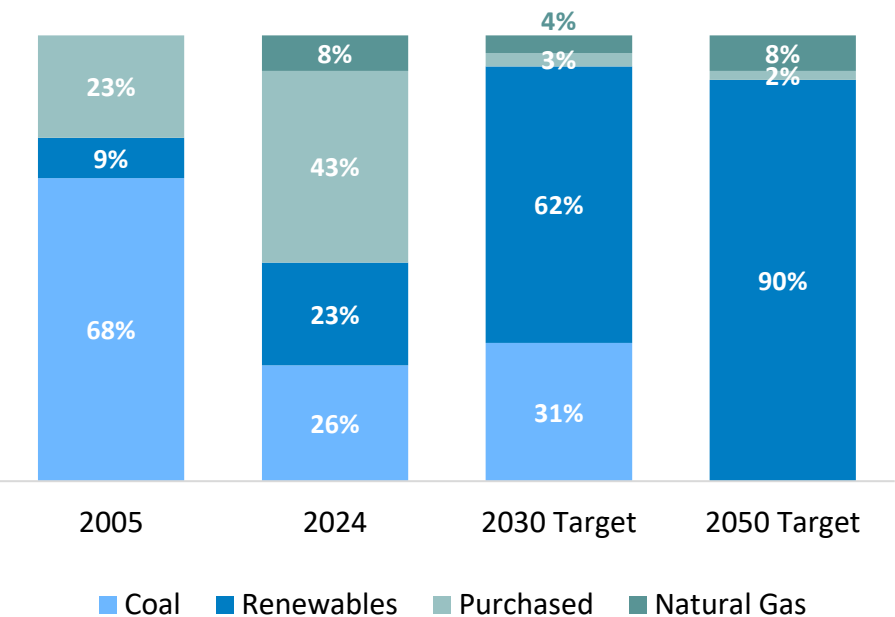
Est. **\$530M** capital
investment

Generating capacity:
Solway Solar **50 MW**
Abercrombie Solar **295 MW**

Est. completion dates:
2026-2027 and **2028**

Changing Energy Mix Supports Reliability, Affordability and Significantly Lower Emissions

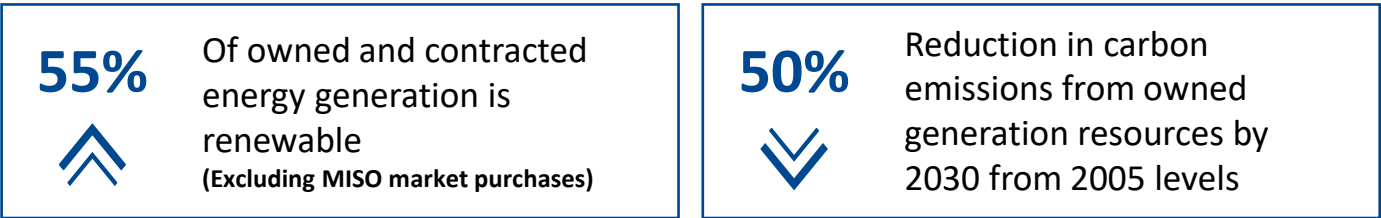
Otter Tail Power Energy Resource Mix



We are driving a **balanced energy transition** focused on maintaining reliability and affordability, while shifting our energy mix to more renewables

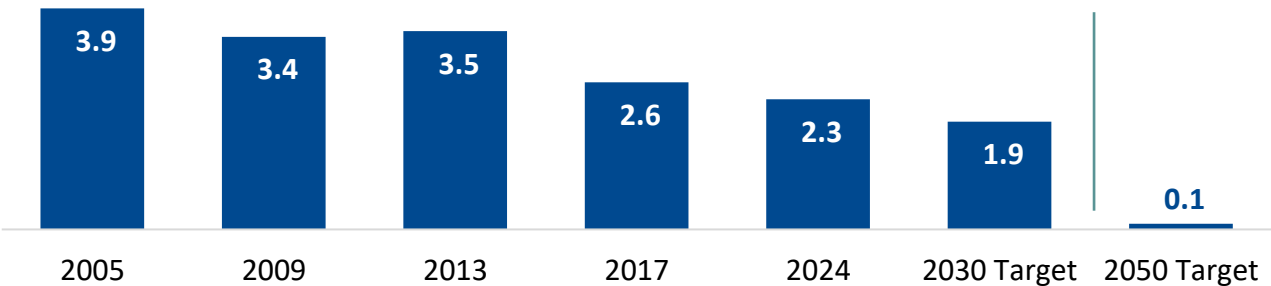
As a result of our changing energy mix, we are targeting reduced emissions

By 2030, We are Targeting



Carbon emissions targeted to be **97% below** 2005 levels by 2050 on our owned generation

Otter Tail Power Scope 1 CO2 Emissions
(in million metric tons)



Transmission Investment Priorities

MISO¹ LRTP² Tranche 1

Est. **\$475M** capital
investment

Two 345 kV projects

Est. completion
date: **2032**

Part of
\$10B MISO plan

MISO¹ LRTP² Tranche 2.1³

Est. **\$700M** capital
investment

Two 345 kV projects
One 765 kV project

Est. completion
date: **2034**

Part of
\$23B MISO plan

JTIQ^{3,4}

Est. **\$450M** capital
investment

Two 345 kV projects

Est. completion
date: **2034**

Focused on **reducing
interconnection backlog**
along the MISO-SPP⁵ seam

Projects intended to help support grid reliability

Expect projects to have
very limited impact on
Otter Tail Power customer
rates as cost is allocated to
new generation or across
the entire MISO footprint,
of which our customers
comprise only a small
portion

Load Growth Opportunities

Well positioned to attract large loads

- Approved tariffs in place
- Locations identified with minimal delivery costs to site
- Attractive service territory – low market energy prices and high renewable production

Load growth opportunity driven by

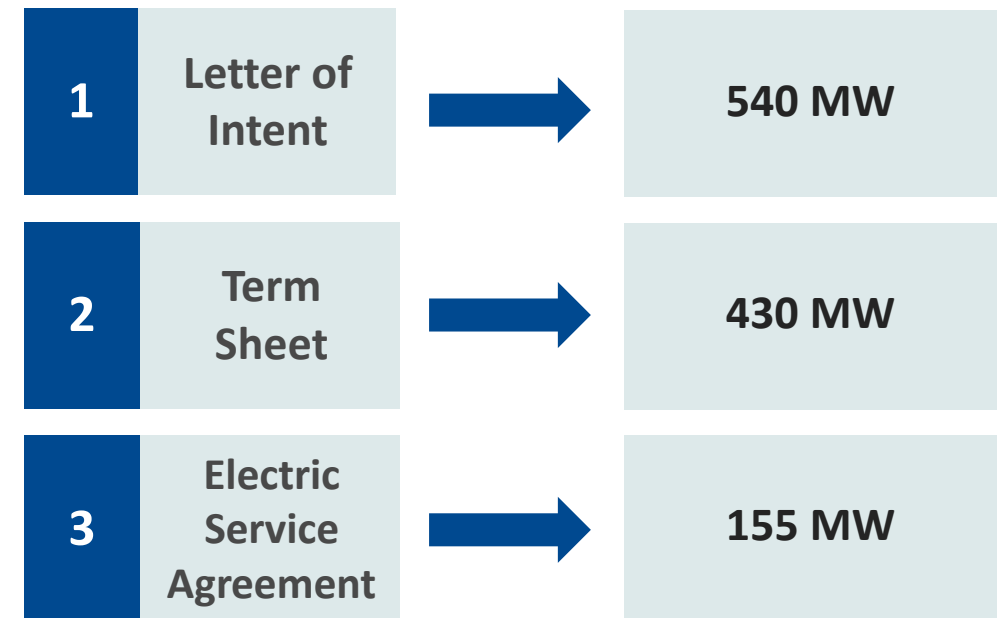
- Data centers
- Crypto mining
- Clean fuel
- Agriculture processing

Benefits of adding large loads

- Supports rate affordability for existing customers
- Capital investment and earnings opportunity

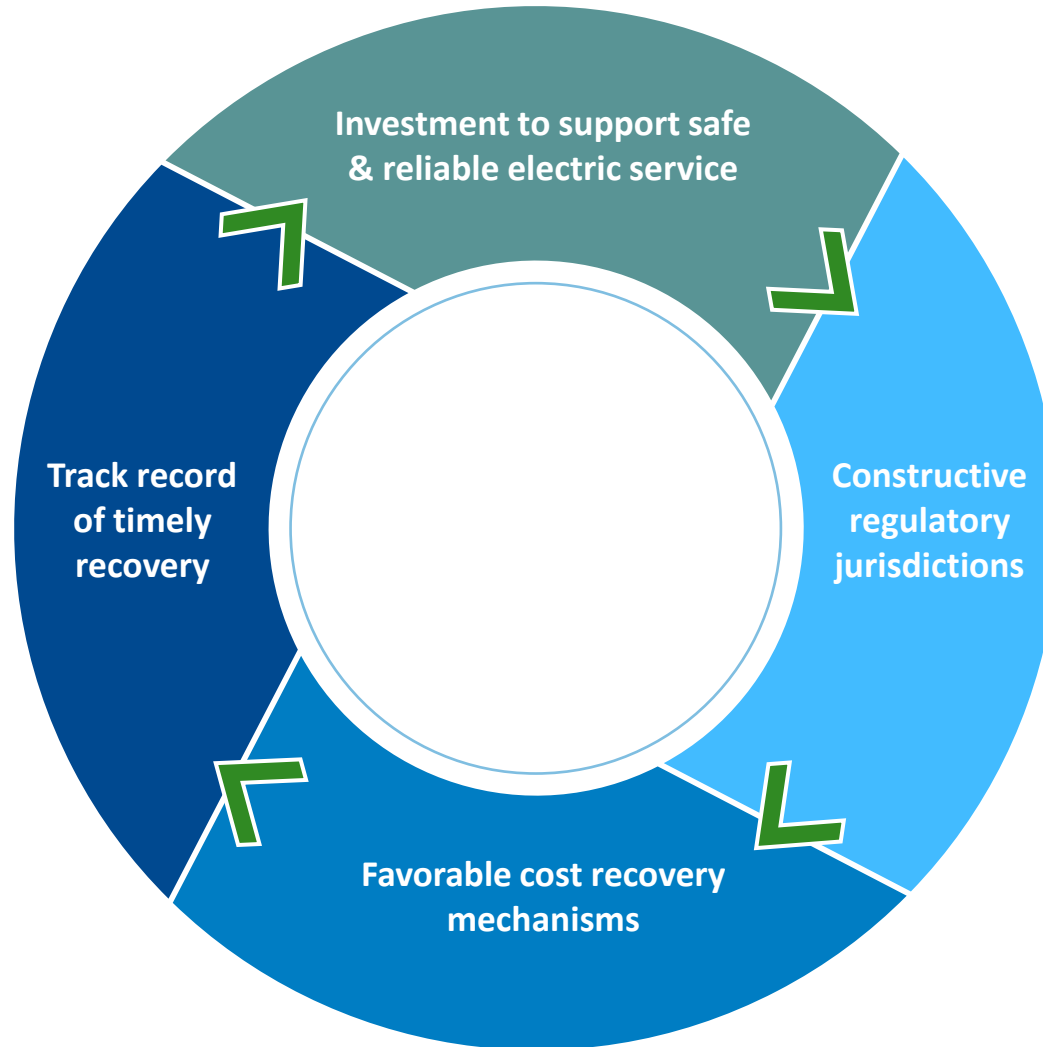
Phases to Secure Large Load

Existing Opportunity



Phase 1 and 2 large load additions not included in load growth forecast

Constructive Regulatory Environment



Otter Tail's jurisdictions are rated as **Constructive or Neutral** ¹

MN Average/2

ND Average/1

SD Average/2

We anticipate to recover **~ 95%** of our 5-year capital expenditures through existing riders, rates, MISO tariffs and direct billings to non-OTP customers

Focus on Affordability during Growth

Investing to ensure:

Safe;
Reliable;
Efficient; and
Increasingly clean electric service


Rate base growth

+

Some of the lowest rates in the nation


Ensuring affordability:

Through

- Renewable tax credits
- MISO system wide recovery
- Reduced energy costs
- Technology enabled savings

Leveraging existing low-cost asset base

Least cost investment focus

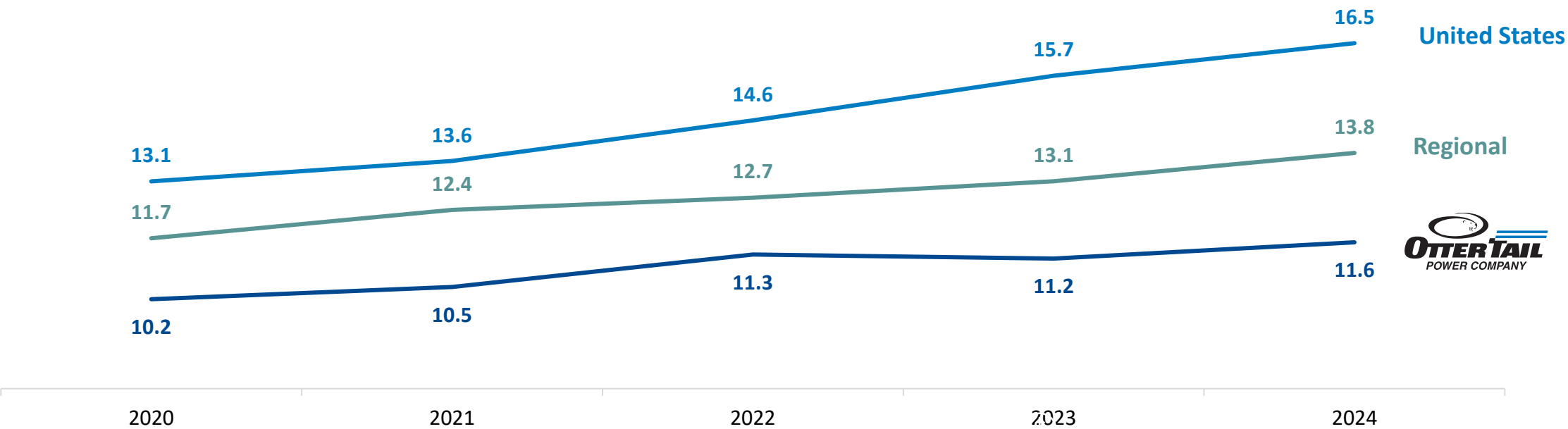


A balanced approach:

Investing to ensure reliability and efficiency while achieving affordability for customers through various mechanisms

Delivering Affordability for Customers

Average Summer Residential Rate in Cents per kWh¹



Otter Tail Power's
2024 rates

>>

16% below
regional average

|

30% below
national average

¹ Source: Edison Electric Institute, Typical Bills and Average Rates Report

Driving Operational and Commercial Excellence in Electric

A strong foundation and levers to drive operational and commercial excellence:

Strong Foundation:

Vertical integration of generation, transmission and distribution:

- enables efficiency,
- cost control,
- compelling customer offering

Levers for Excellence:

Actions across the organization

- Preparedness to file rate cases when needed for timely recovery,
- Optimize recovery mechanisms,
- Focus on continuous improvement,
- Provide solutions in partnership with customers to develop load growth opportunities



Safety

2024 total recordable incident rate
1.34 (2023 EEI¹ peer average 1.37)

Reliability

2024 SAIDI² of 141 (target <155)
2024 SAIFI³ of 1.19 (target <1.43)

Project execution

In-serviced Merricourt Wind Energy Center, Astoria Station and Hoot Lake Solar on time and on-budget

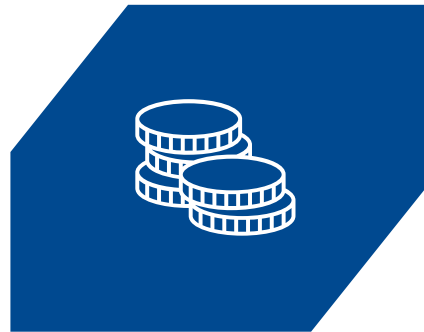
Efficiency

Advanced metering infrastructure (AMI) – automated meter reading to reduce cost and improve communication

Financial and Operational Targets



Electric platform
to contribute
65%
of consolidated
earnings



Convert rate base
growth to earnings
growth at a
1:1
ratio



Deliver attractive
rate base growth;
target
9.0%
CAGR to 2029



Achieved
ROE
to approximate
allowed ROE



**Delivering
customer
affordability**
through balanced
investment and
multiple
mechanisms

Electric Operations:

Key takeaways



Otter Tail Power Company positioned to deliver value to customers AND investors through long-term cycles

3

Proven track record of strong rate base growth (converting to earnings at 1:1 ratio) and clear path to significant future **rate base expansion**

2

Strategically positioned in constructive regulatory environment

1

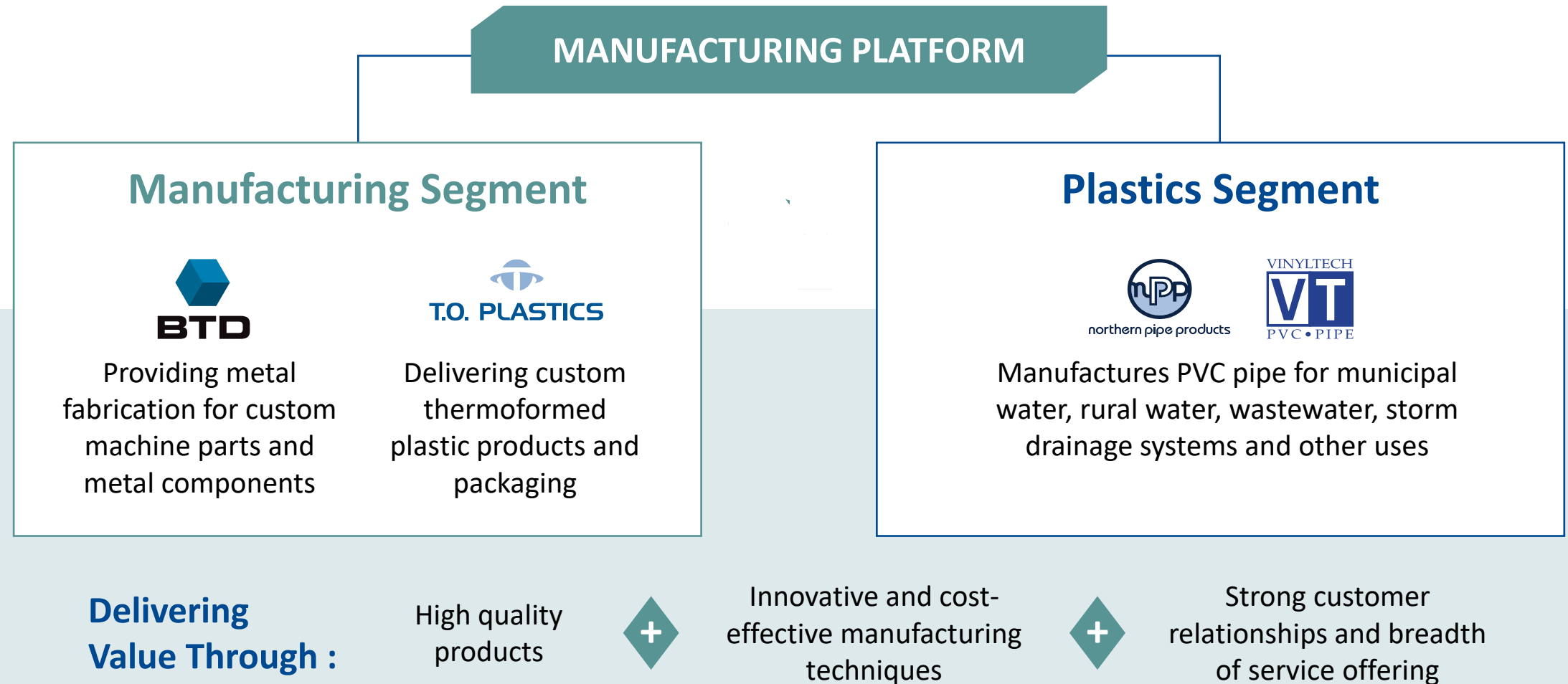
Customer focused with **emphasis on safety, reliability and affordability**



Manufacturing Operations:

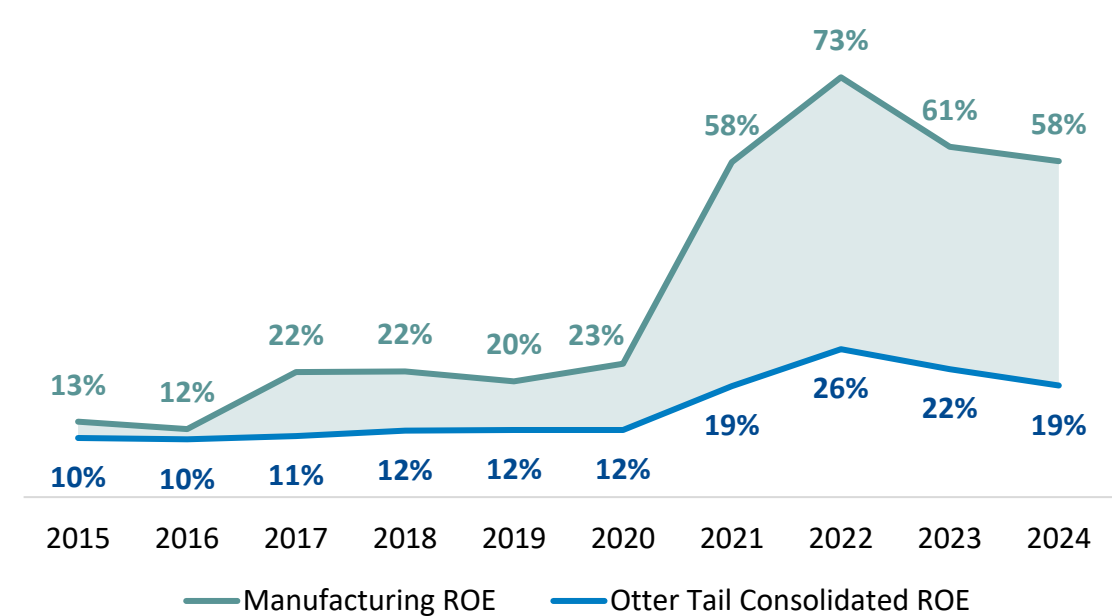
Consistently Accretive Returns

Robust Manufacturing Platform

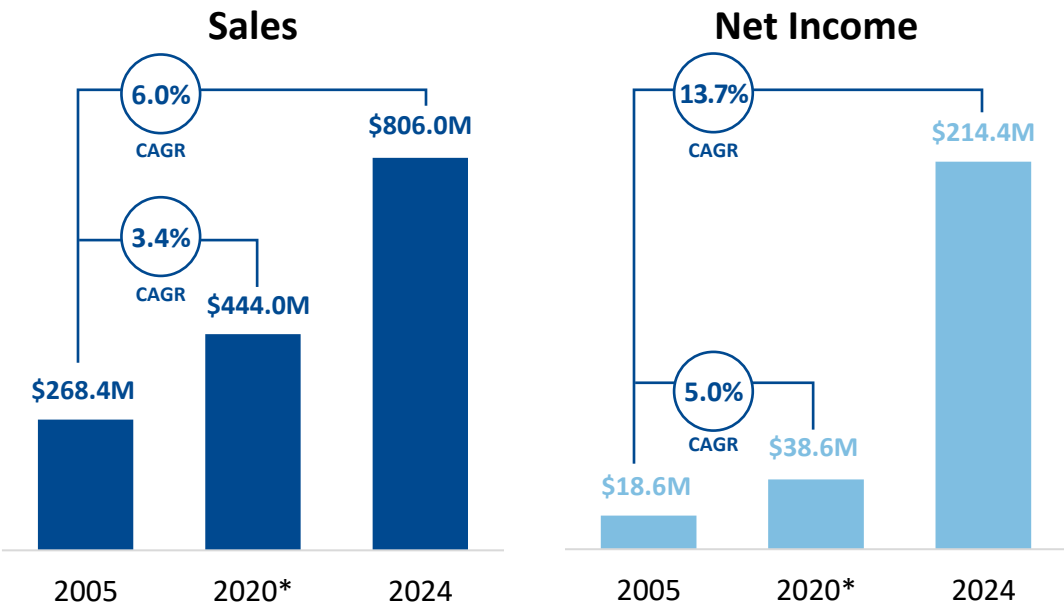


Delivering Consistently Accretive Returns

Manufacturing Platform ROE has been consistently accretive to the Otter Tail group's returns



Significant growth in sales and net income within the Manufacturing Platform since 2005



Long-term ownership of Manufacturing Platform

Organic growth opportunities

Core competence is production / engineering – leveraged to ensure high quality products and service

Broad and diversified end-markets

Underpinned By Competitive Advantages Across Manufacturing Platform

Manufacturing Segment

Serving diversified end markets

With **high value**, custom
products and solutions

Providing a **one-stop shop**
for customers



Plastics Segment

High-quality customer service in
highly-regulated industry

Responsive and reliable,
with inventory management
enabling **consistent delivery** of broad
range of products

Manufacturing and
engineering excellence

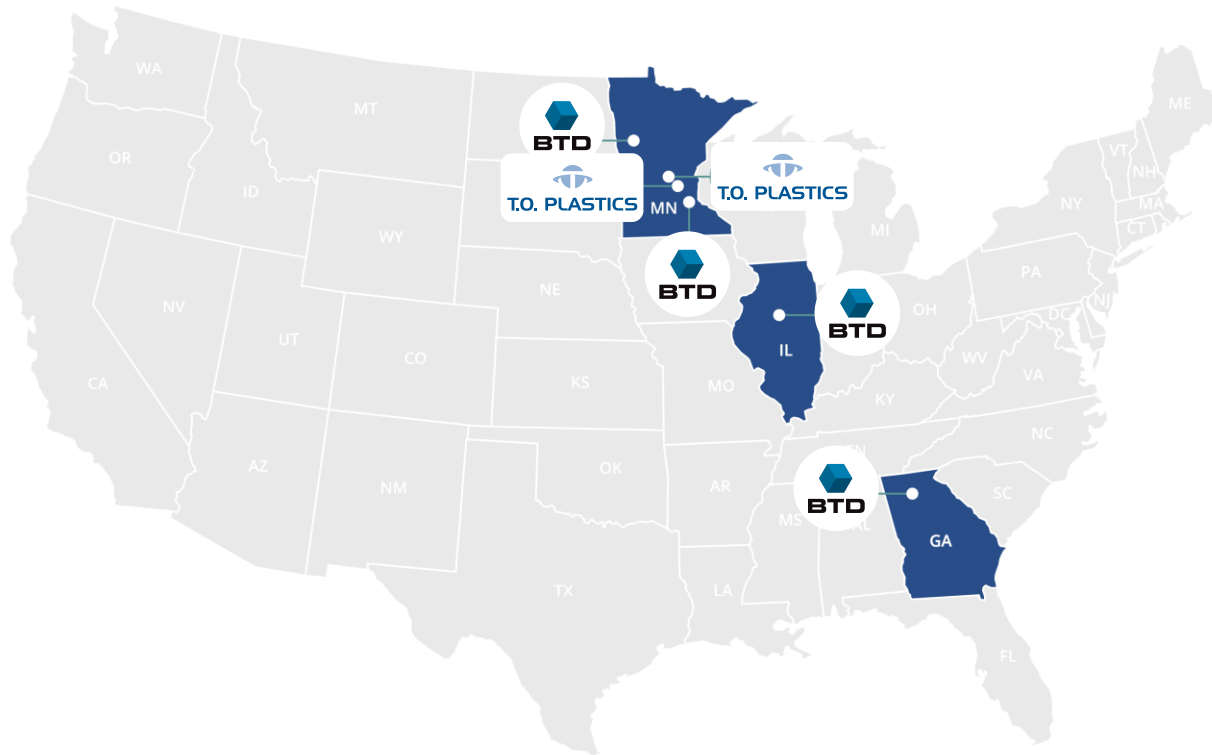
Agile operations

Focus on continuous
improvement

Strong customer relationships
through breadth of services

Serving Diversified Markets:

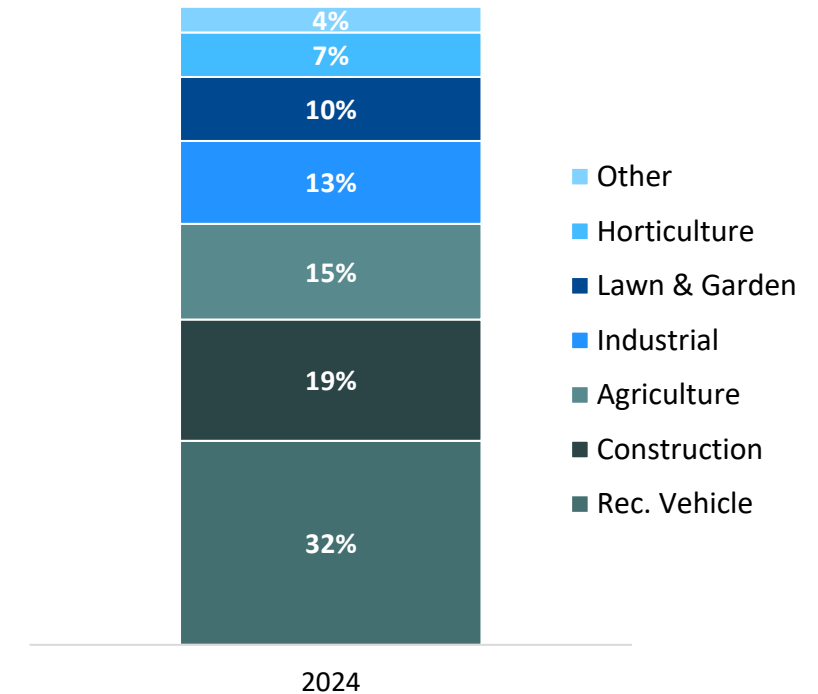
Manufacturing Segment



Located where our customers are

Expanding in Southeast US to support growing markets

Servicing wide array of customers



Defensive positions growing with well established world-class customers

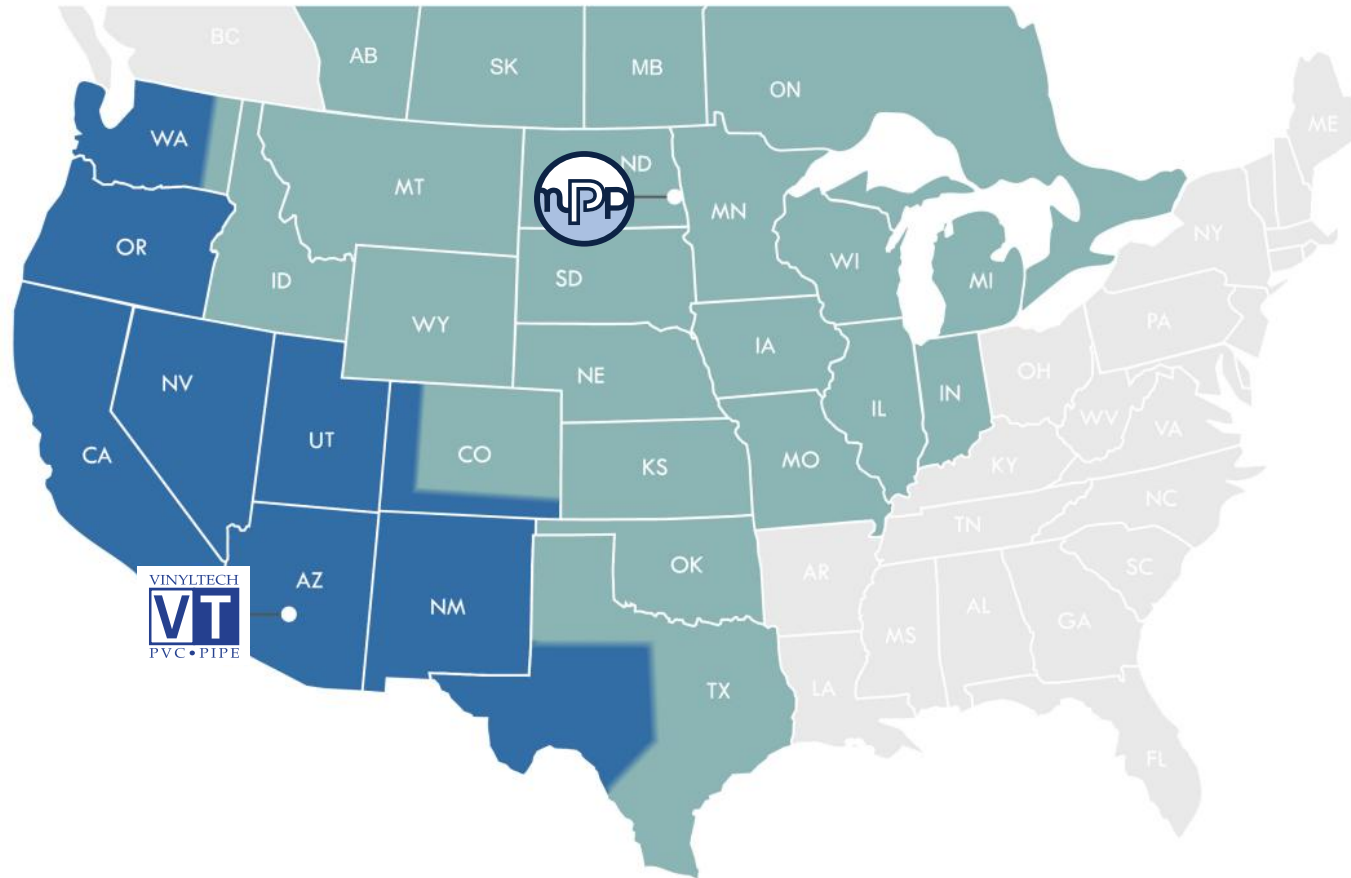


POLARIS



Serving Diversified Markets:

Plastics Segment



End markets served¹:

85-90%

Municipal

5-10%

Residential / Commercial

5%

Rural Water

With over **+200 distribution customers** including



Positive Long-Term Trajectory for Serviced Markets

Manufacturing Segment

Reshoring of manufacturing

Outsourcing trends by OEMs

Housing shortage

Power demand growth

Plastics Segment

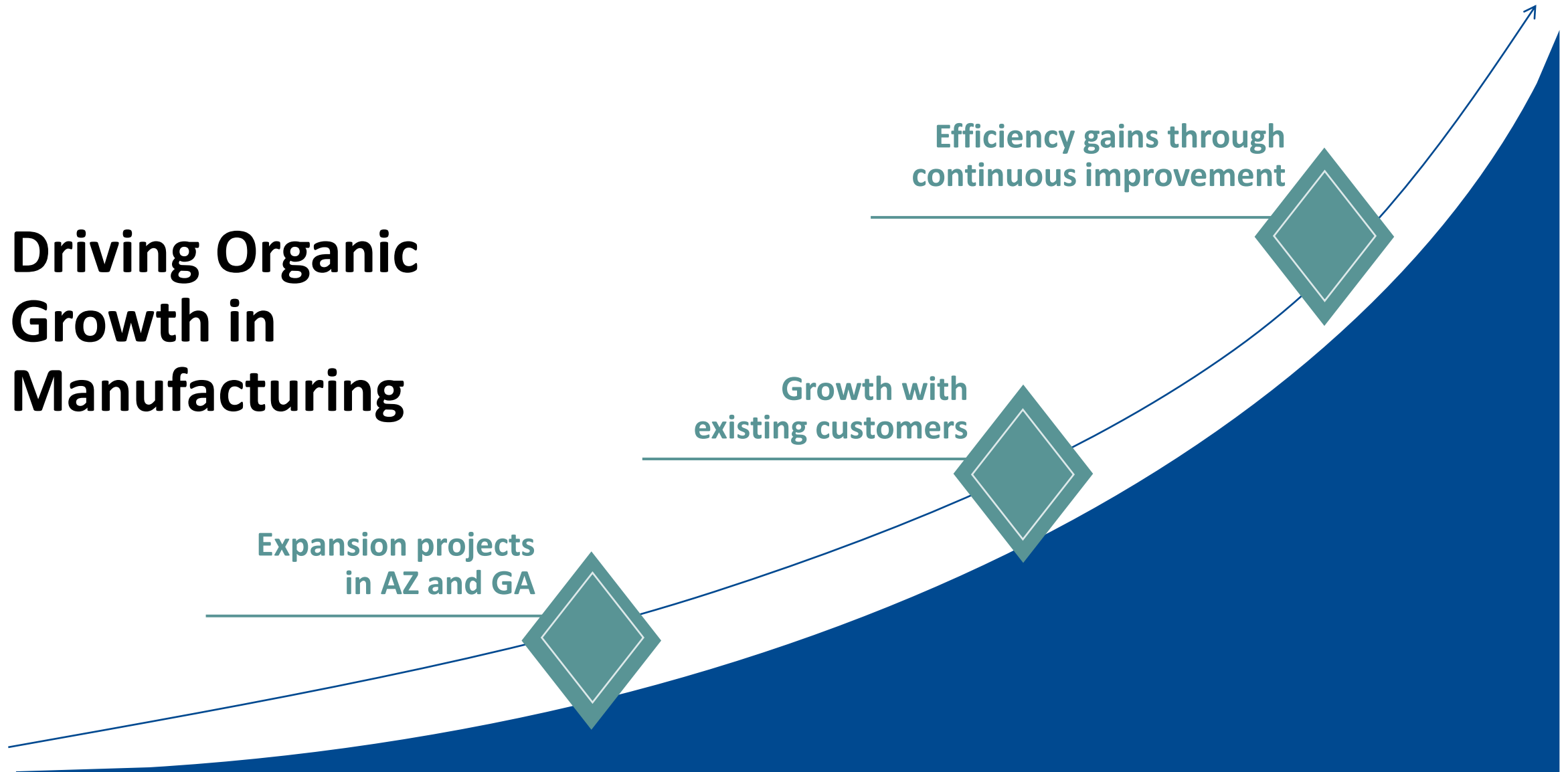
Housing shortage

Infrastructure upgrade
and replacement

Water availability and transport

Serving end markets with **long-term stability** and **attractive growth opportunities** while **managing near-term cyclical**

Driving Organic Growth in Manufacturing



Delivering Growth at BTD Georgia

Attractive opportunity within Southeast region unlocking up to **\$35M incremental sales opportunity and supporting long-term growth outlook**

FOCUSED ON: Facility expansion + implementing automation

Expansion of BTD's facility in Georgia creates new opportunities for BTD to capture sales

- **Increasing capacity** to grow with customers as their businesses are expanding in the Southeast
- Delivering customer satisfaction and efficiency gains through **improved operations**

Facility expansion completed in Q1 2025:



ON TIME



ON BUDGET



Driving Growth in Plastics

Multi-phased expansion project at Vinyltech in Phoenix, AZ

PHASE 1

Expanded facility

Added large-diameter pipe production capabilities



ON TIME



ON BUDGET



PHASE 2

Adding additional line

Est. completion date: early 2026

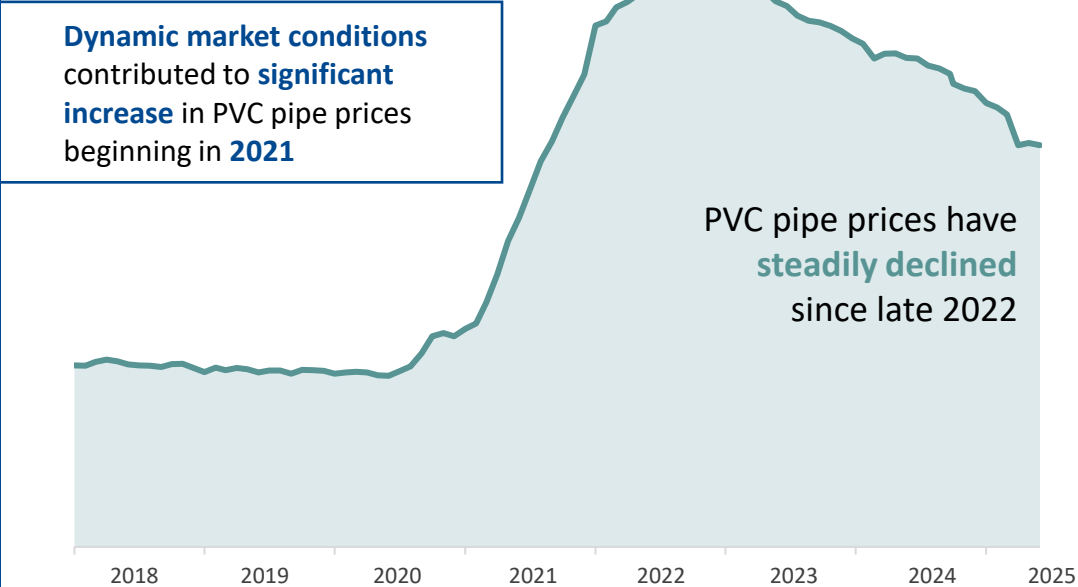
Delivering

- Increasing plastics segment production capacity by +15% (phase 1 and 2)
- Increased resin and pipe storage
- Freed up large-diameter capacity at Northern Pipe Products in Fargo, ND
- Large-diameter production capability improves service to Southwest customers

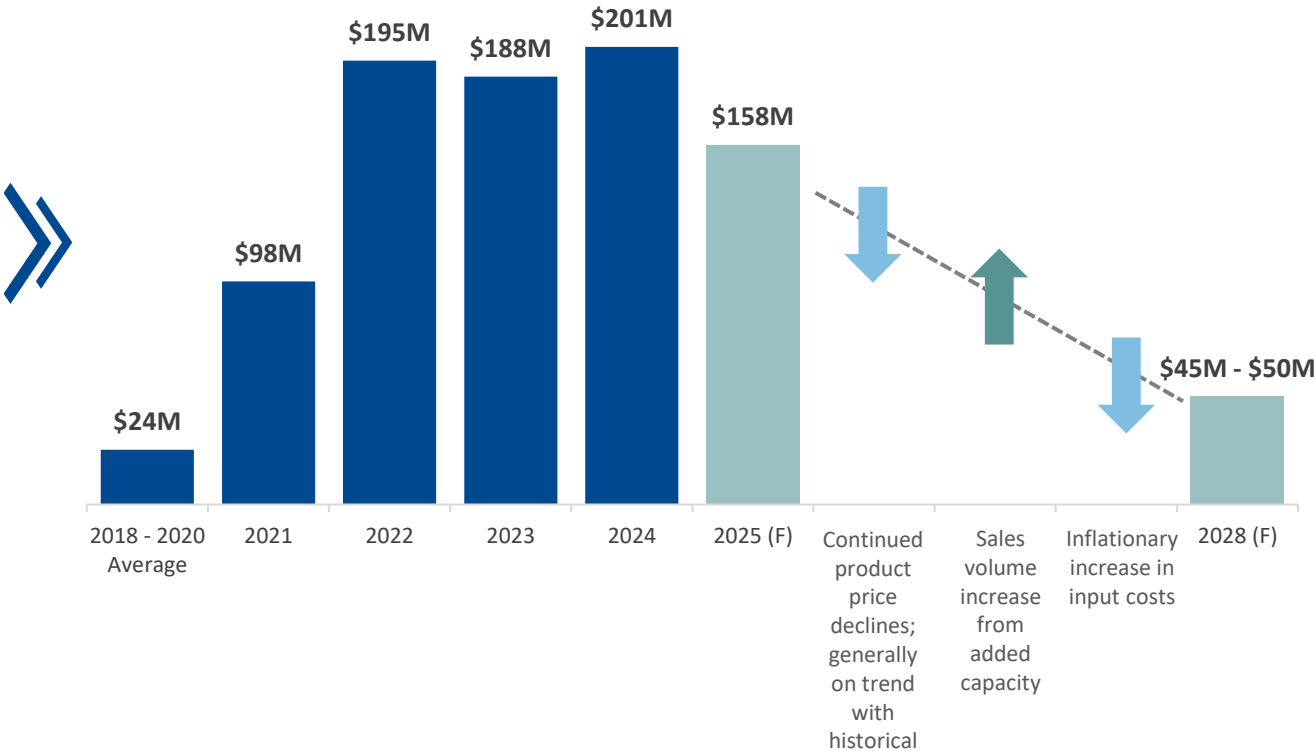


Understanding the Normalization of Plastic Profits

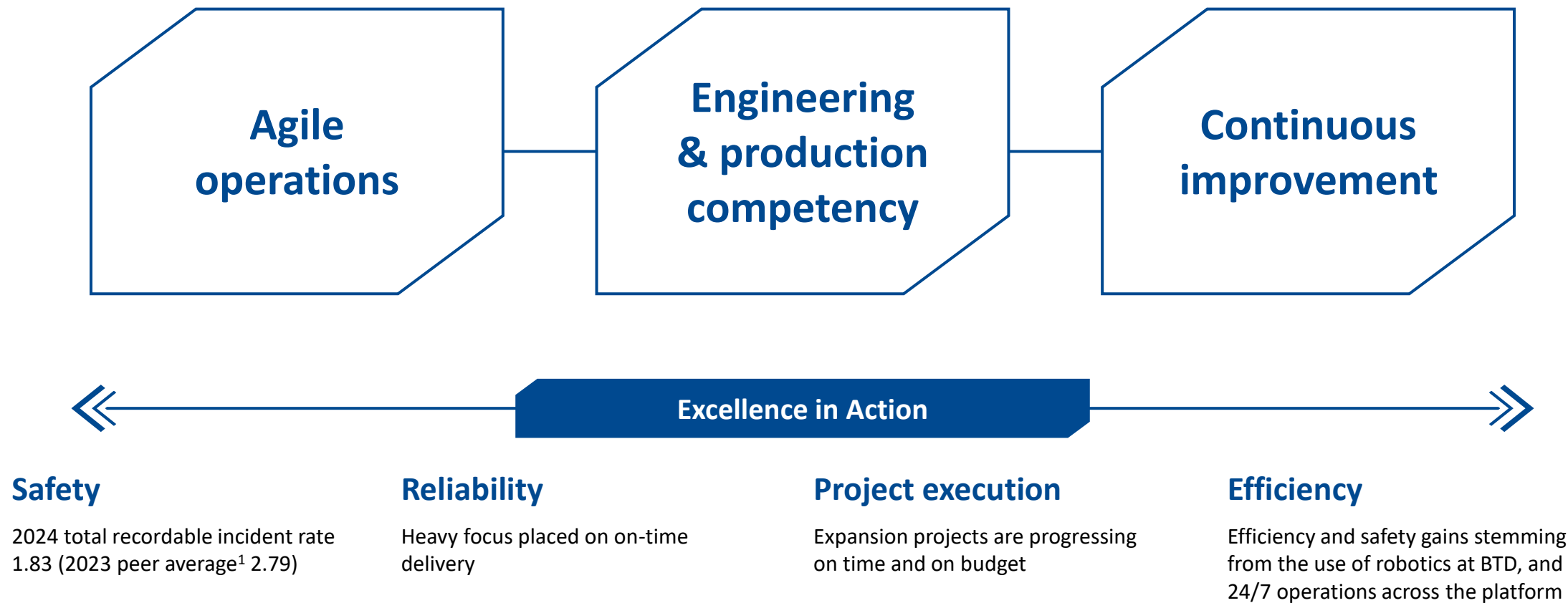
Historical Sales Price of PVC Pipe



Sales Price Decline Drives Earnings Normalization



Driving Operational and Commercial Excellence in Manufacturing



¹ Peer average determined based on amounts reported by the Bureau of Labor Statistics for comparable North American Industry Classification System (NAICS) industries

Manufacturing Financial and Operational Targets



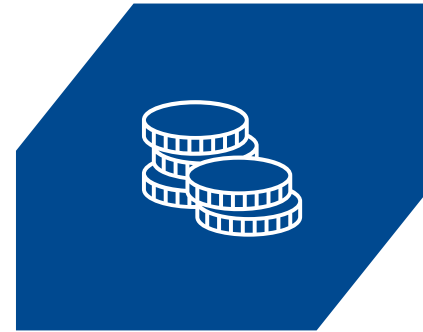
Manufacturing platform to contribute **35%** of consolidated earnings



Free cash flow **positive**



Consistently achieve **accretive returns**



Drive **organic growth** with existing customers



Ongoing **efficiency gains** and production reliability

Maintain historical track record of **growth** and **accretive returns**

Manufacturing Operations:

Key takeaways



Manufacturing set to continue driving ongoing accretive returns and incremental cash flow

3

Attractive growth opportunities across all business areas of Manufacturing

2

Defensive market positions –
growing with well-established customers

1

Core competency in engineering / production drives efficiency and continuous improvement

Financial

Section

Attractive Long-Term TSR Algorithm

Earnings drivers in Electric and Manufacturing



ELECTRIC

Rate base growth
Load growth
Efficiency

MANUFACTURING

Growth with existing customers
Efficiency
Limited capital needs

6-8% long-term EPS growth

Sales growth

Incremental cash flow to fund growth
without the need for raising equity

Operational, commercial and talent excellence

Dividend yield ~3%

86 years of uninterrupted dividends

Target 50-60% long-term payout ratio

9-11%
TSR

2025 Outlook

| Diluted EPS | Actual | | 2025 Guidance February 17, 2025 | | 2025 Guidance August 4, 2025 | |
|------------------|---------------|---------------|------------------------------------|---------------|---------------------------------|---------------|
| | 2023 | 2024 | Low | High | Low | High |
| Electric | \$2.01 | \$2.16 | \$2.29 | \$2.35 | \$2.29 | \$2.35 |
| Manufacturing | 0.51 | 0.33 | 0.21 | 0.27 | 0.21 | 0.27 |
| Plastics | 4.47 | 4.77 | 3.26 | 3.50 | 3.64 | 3.88 |
| Corporate | 0.01 | (0.09) | (0.08) | (0.04) | (0.08) | (0.04) |
| Total | \$7.00 | \$7.17 | \$5.68 | \$6.08 | \$6.06 | \$6.46 |
| Return on equity | 22.1% | 19.3% | 13.8% | 14.6% | 14.5% | 15.3% |

Capital Allocation Priorities

Focused on driving organic growth and consistent shareholder returns

01

Investment in
the business

\$1.6B capex planned
for 2025-2029

(with ~ **92%** directed
to Electric Platform)

02

Cash returns to
shareholders

Target **50-60%** long-
term payout ratio

03

Opportunistic
M&A

Electric: focused on
strategic expansion
opportunities

Manufacturing:
focused on
opportunistic fill in

04

Opportunistic returns
to shareholders

Via **share repurchase
program** or increased
dividend

MAINTAIN INVESTMENT GRADE CREDIT RATINGS

Capital Expenditures

Customer-focused capital investment plan

| Capital Investments <i>In millions</i> | 2025 (F) | 2026 (F) | 2027 (F) | 2028 (F) | 2029 (F) | Total 2025 -2029 (F) |
|---|---------------|---------------|---------------|---------------|---------------|-------------------------|
| Electric | | | | | | |
| Renewable Generation | \$ 101 | \$ 127 | \$ 118 | \$ 179 | \$ 4 | \$ 529 |
| Transmission | 59 | 93 | 162 | 114 | 100 | 528 |
| Distribution | 37 | 37 | 36 | 37 | 34 | 181 |
| Other | 54 | 51 | 31 | 27 | 25 | 188 |
| Electric Total | \$ 251 | \$ 308 | \$ 347 | \$ 357 | \$ 163 | \$ 1,426 |
| Manufacturing & Plastics | 27 | 27 | 27 | 25 | 23 | 129 |
| Total | \$ 278 | \$ 335 | \$ 374 | \$ 382 | \$ 186 | \$ 1,555 |

\$650M

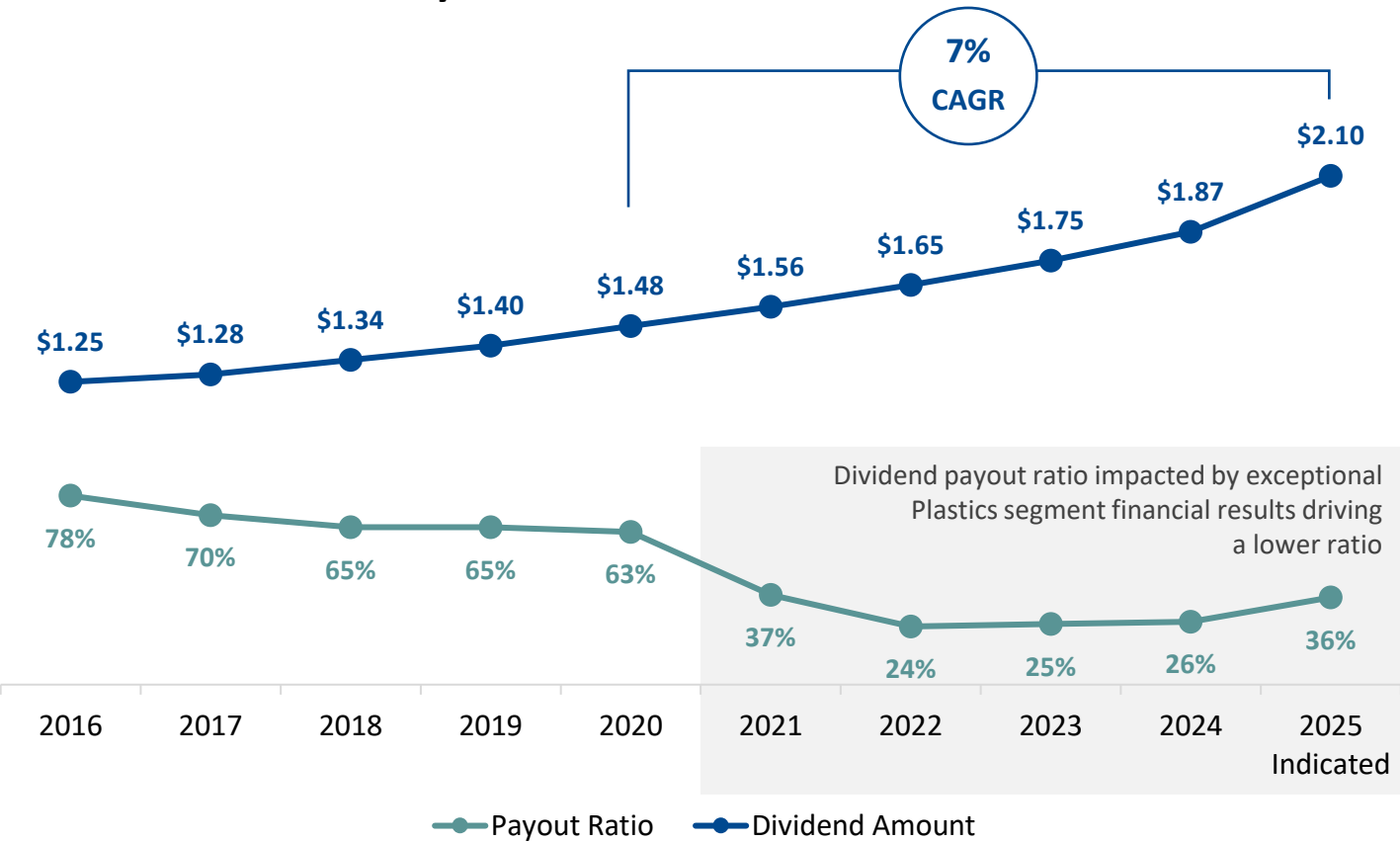
Incremental investment opportunity for Electric in later part of 5-year period and beyond

Driven by:

- Up to 200 MW of wind generation
- Up to 75 MW of battery storage
- Resources supporting reliability
- Delivery system investment for new large loads

Dividend – A Key Part of Our TSR

Dividend Growth & Payout Ratio



86 consecutive years of dividend payments

Indicated dividend for 2025: \$2.10 (12.3% increase)

Targeted dividend growth rate (2025 base year): 6-8%

Strong Balance Sheet Supports Long-Term Strategy

**Strong
balance
sheet:**

Equity ratio **63%**

\$688 million of total
available liquidity

Parent company debt **<10%**
of total debt

**Disciplined
capital
deployment**
focused on:

ROE

Cash Flow

Five-Year Financing Plan

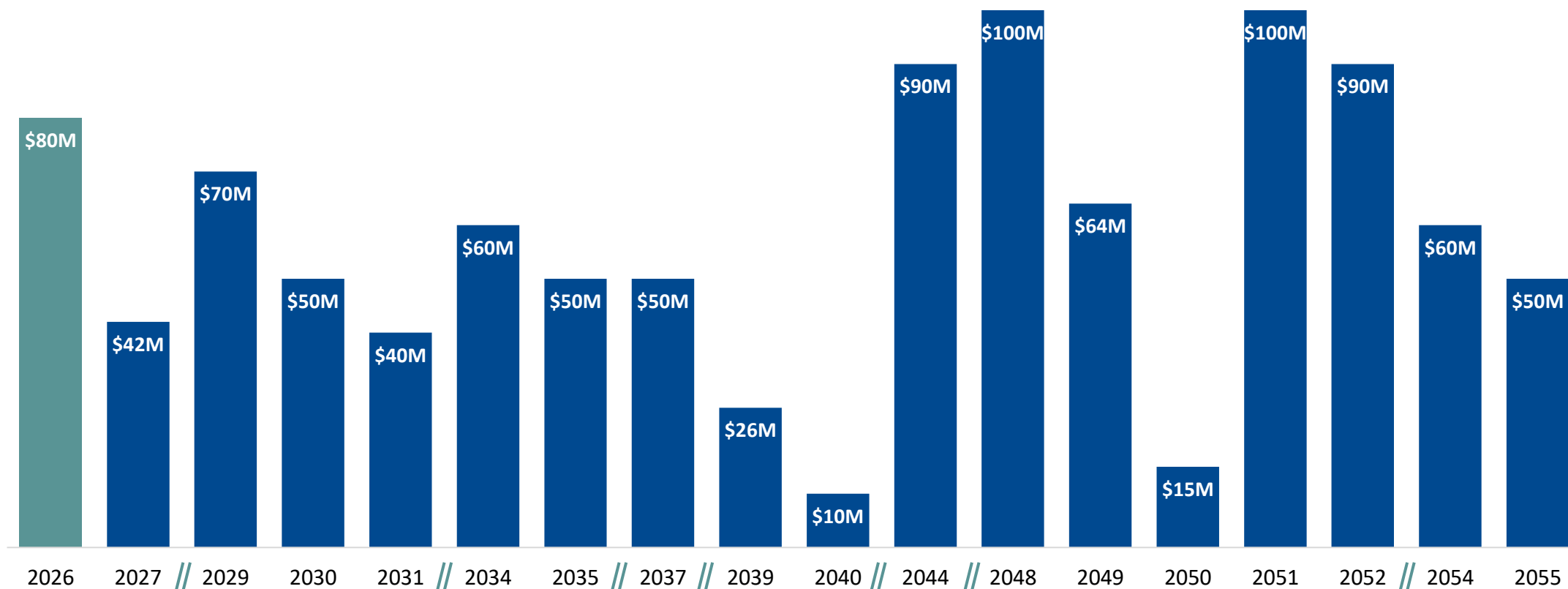
| \$ in millions | 2025 | 2026-29 (F) | 5 Year Total |
|---------------------------------|---------------|---------------|---------------|
| LONG-TERM DEBT | | | |
| Otter Tail Power Company | | | |
| Issuances | \$ 100 | \$ 515 | \$ 615 |
| Retirements | - | (112) | (112) |
| Otter Tail Corporation | | | |
| Issuances | - | - | - |
| Retirements | - | (80) | (80) |
| Net Debt Increase | \$ 100 | \$ 323 | \$ 423 |
| EQUITY | \$ - | \$ - | \$ - |

Credit Ratings

| | Otter Tail Corporation | | | Otter Tail Power Company | | |
|---|------------------------|--------|--------|--------------------------|--------|--------|
| | Moody's | Fitch | S&P | Moody's | Fitch | S&P |
| Corporate Credit / Long-Term Issuer Default | Baa2 | BBB | BBB | A3 | BBB+ | BBB+ |
| Senior Unsecured Debt | N.A. | BBB | N.A. | N.A. | A- | N.A. |
| Outlook | Stable | Stable | Stable | Negative | Stable | Stable |

Well Balanced Debt Maturity Schedule

Weighted average
interest rate: **4.53%**



Investment Targets

Total Shareholder Return: 9-11%

**Long-term EPS growth
rate: 6-8%¹**

Dividend yield: ~ 3%

Dividend Growth Rate: 6-8%

Targeted payout ratio: 50-60%

**Long-Term Earnings Mix:
65% Electric / 35% Manufacturing**

Key underlying assumptions

- Electric segment rate base and EPS CAGRs of 9%
- Plastics segment earnings of \$45M-\$50M in 2028
- Long-term earnings mix target reached in 2028 (65% Electric)

Investor Relations Contacts



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Tyler Nelson

Vice President of Finance and Treasurer

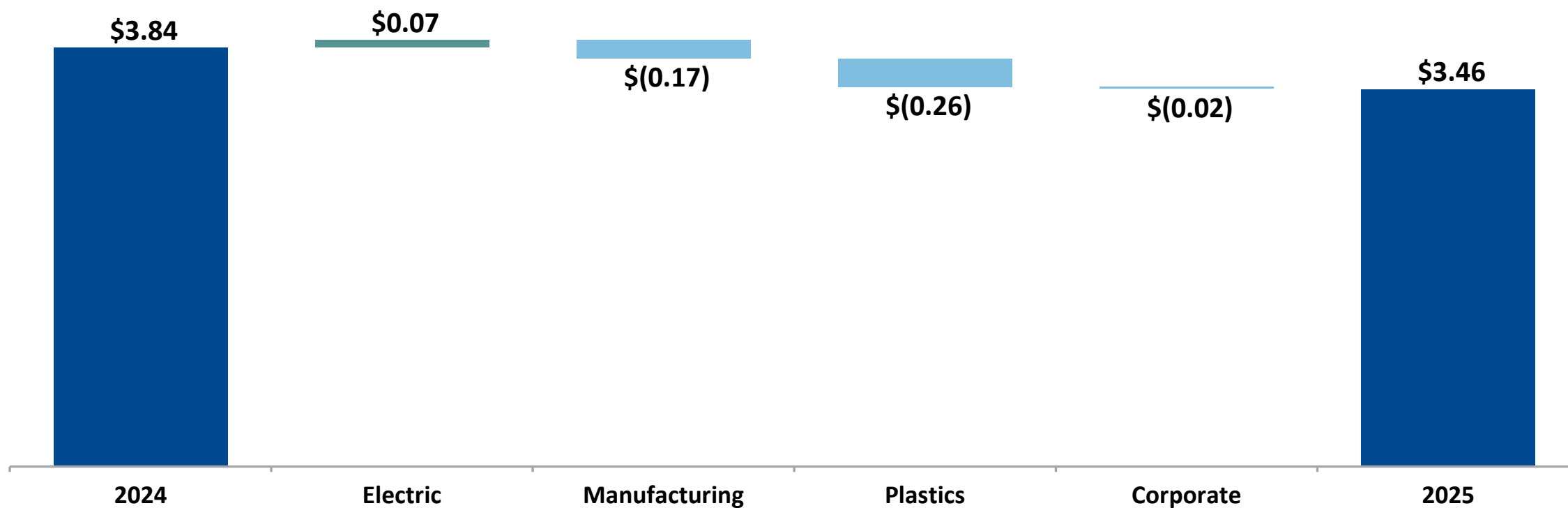
tnelson@ottertail.com



Appendix

Financial Performance

YTD Diluted EPS



Otter Tail Power Regulatory Framework

| | Jurisdiction | | |
|---|--------------|------------------|-------------------------|
| | Minnesota | North Dakota | South Dakota |
| Utility Commissioners | Appointed | Elected | Elected |
| Rate Case Test Year | Future | Future | Historical ¹ |
| Allowed Return on Equity | 9.48% | 10.10% | 8.75% |
| Earnings Sharing Mechanism | No | Yes ² | Yes ³ |
| Rider Recovery for: | | | |
| Renewable Generation | Yes | Yes | Yes |
| Non-Renewable Generation | No | Yes | Yes |
| Transmission | Yes | Yes | Yes |
| Customer and Distribution Technology | Yes | Yes | Yes |
| Cost of Energy Recovery Adjustment | Annually | Monthly | Monthly |
| Decoupled Rates (residential and commercial) | Yes | No | No |

¹ Historical test year with known and measurable adjustments

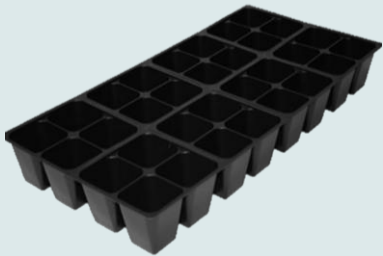
² Earnings above a 10.20% return on equity will be shared with 70% refunded to North Dakota customers

³ Earnings above an 8.75% ROE up to a maximum of a 9.50% ROE due to weather-normalized revenue will be shared with 50% refunded to South Dakota customers. Earnings in excess of a 9.50% ROE will 100% be refunded to South Dakota customers

Manufacturing & Plastics Products



Components for world class customers



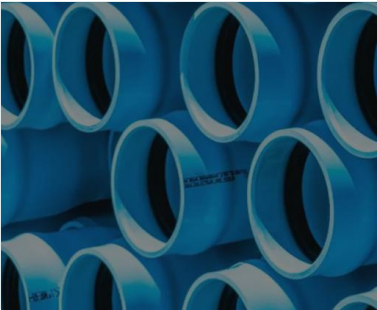
Horticulture Containers



Medical Device Packaging



northern pipe products



PVC Pipe



Senior Management Team



Chuck MacFarlane

President and CEO

Years in Role: 10

Years with Company: 23



Todd Wahlund

Vice President and CFO

Years in Role: 1

Years with Company: 32



Tim Rogelstad

**Senior Vice President,
Electric Platform**

Years in Role: 11

Years with Company: 36



John Abbott

**Senior Vice President,
Manufacturing Platform**

Years in Role: 10

Years with Company: 10



Jennifer Smestad

**Senior Vice President,
General Counsel and
Corporate Secretary**

Years in Role: 7

Years with Company: 24

Board of Directors



Jeanne Crain

Audit Committee;
Compensation and Human
Capital Management
Committee



John Erickson



Steven Fritze

Chair of Audit Committee;
Corporate
Governance Committee



Dr. Kathryn Johnson

Compensation and Human
Capital Management
Committee; Corporate
Governance Committee



Dr. Michael LeBeau

Compensation and Human Capital
Management Committee;
Chair of Corporate
Governance Committee



Mary Ludford

Audit Committee; Corporate
Governance Committee



Chuck Macfarlane

President and CEO



Nathan Partain

Chairman of the Board



Thomas Webb

Audit Committee; Chair of
Compensation and Human Capital
Management Committee